



Business In A Box: Ready, Set, Launch

Lower Grand River Visitor Experience Activation

FEBRUARY 2025

Table of Contents

About This Resource	7
Ready-To-Launch Opportunities.....	7
Purpose.....	8
Context for this Work.....	9
Disclaimer.....	10
Business Case: Cultural Experience	12
Executive Summary.....	12
Example 1: Indigenous Experience.....	14
Example 2: Settler Experience.....	15
Target Demographics and Alignment.....	15
Services Overview.....	16
1. The Business Context.....	17
1.1 Business Environment.....	17
1.1.1 Business and Entrepreneur Profiles.....	17
1.1.2 Business Need.....	19
1.1.3 Business Outcomes.....	19
1.2 Interested Parties/Target Audience Analysis.....	20
1.2.1 Target Audience.....	20
1.2.2 Interested Parties.....	20
2. Constraints and Considerations.....	25
2.1 Capacity Considerations.....	25
2.1.1 Locations.....	25
2.2 Constraints.....	27

2.3 Policy and Regulatory Considerations.....	27
2.3.1 Permits and Licensing.....	28
3. Recommendations.....	29
3.1 Set-up Costs, Annual Operating Expenses, Break Even Analysis.....	29
3.2 Implementation Plan.....	30
3.3 Operations and Human Resources.....	35
3.4 Performance Measurement.....	35
4. Next Steps and Support.....	35
Business Case: River-Adjacent Experience.....	36
Executive Summary.....	36
Services Overview.....	37
Key Features and Benefits.....	38
Target Demographics and Alignment.....	39
1. The Business Context.....	39
1.1 Business Environment.....	39
1.1.1 Business and Entrepreneur Profiles.....	39
1.1.2 Business Need.....	40
1.1.3 Business Outcomes.....	41
1.2 Prioritized Requirements (High-Level).....	41
1.2.1 Assumptions.....	42
1.3 Scope.....	43
1.3.1 Boundaries.....	43
1.4 Interested Parties/Target Audience Analysis.....	44
1.4.1 Target Audience.....	44
1.4.2 Interested Parties.....	44

2. Constraints and Considerations.....	46
2.1 Capacity Considerations.....	46
2.1.1 Locations.....	47
2.2 Constraints.....	48
2.3 Policy and Regulatory Considerations.....	49
2.3.1 Permits and Licensing.....	50
3. Recommendations.....	52
3.1 Set-up Costs, Annual Operating Expenses, Break Even Analysis.....	52
3.2 Implementation Plan.....	54
3.3 Operations and Human Resources.....	58
3.4 Performance Measurement.....	58
4. Next Steps & Support.....	58
Business Case: Outfitters Experience.....	59
Executive Summary.....	59
Services Overview.....	60
Key Features and Benefits.....	61
Target Demographics and Alignment.....	62
1. The Business Context.....	62
1.1 Business Environment.....	62
1.1.1 Business and Entrepreneur Profiles.....	62
1.1.2 Business Need.....	64
1.2 Assumptions.....	64
1.3 Scope.....	65
1.3.1 Boundaries.....	65
1.4 Interested Parties/Target Audience Analysis.....	66

1.4.1 Target Audience.....	66
1.4.2 Interested Parties.....	66
2. Constraints and Considerations.....	68
2.1 Capacity Considerations.....	68
2.1.1 Constraints.....	68
2.1.2 Locations.....	69
2.2 Policy and Regulation Considerations.....	71
2.2.1. Permits and Licensing.....	71
3. Recommendations.....	73
3.1 Set-up Costs, Annual Operating Expenses, Break Even Analysis.....	73
3.2 Implementation Plan.....	73
3.3 Operations and Human Resources.....	79
3.4 Performance Measurement.....	79
4. Next Steps and Support.....	79
Appendices.....	80
Appendix A: Glossary of Acronyms and Terms.....	81
Appendix B: Cultural Experience.....	83
3.3 Operations and Human Resources.....	83
3.3.1 Daily Operations.....	83
3.3.2 Staff Requirements.....	85
3.3.3 Alternative Staffing Structure.....	86
3.4 Performance Measurement.....	87
Appendix C: River-Adjacent Experience.....	90
3.3 Operations and Human Resources.....	90
3.3.1 Daily Operations.....	90

3.3.2 Staff.....	91
3.3.3 Recruitment and Training.....	94
3.4 Performance Measurement.....	95
Appendix D: Outfitters Experience.....	98
3.3 Operations and Human Resources.....	98
3.3.1 Daily Operations.....	98
3.3.2 Safety and Compliance.....	99
3.3.3 Maintenance.....	99
3.3.4 Marketing and Customer Engagement.....	100
3.3.5 Staff.....	100
3.3.6 Staff Training and Development.....	101
3.4 Performance Measurement.....	101
Appendix E: Target Audiences.....	104
Tourists.....	104
Local Residents.....	106
Newcomers.....	108
Corporate Audiences.....	109
Boaters and Outdoor Enthusiasts.....	111
Event Planners.....	112

About This Resource

Ready-To-Launch Opportunities

Imagine stepping into a business that's not just a concept but a fully formed, market-ready opportunity. That's what Haldimand County Economic Development and Tourism Division's 'Business in a Box' scenarios offer—tangible, actionable, and sustainable tourism experiences designed to flourish along the beautiful Lower Grand River. Whether you're an investor, entrepreneur, or operator, these business cases have been crafted with you in mind. They're more than just ideas—they're blueprints with the groundwork already laid, making it easier for you to take the reins and drive real success.

We know starting something new can feel like a leap of faith, but these business cases are designed to eliminate some of the guesswork. We've integrated research, community consultation, and strategic alignment with local goals and visitor needs. Take our *Cultural Experiences* case—offering visitors an authentic immersion into the area's rich heritage, perfect for those who seek meaningful, educational tourism. Or consider the *River-Based Outfitters Experience*, a high-demand adventure for eco-conscious travellers who crave outdoor activity and guided exploration. Finally, there's the *River-Adjacent Dining Experience*, which provides a truly unique culinary venture, combining local flavors with stunning waterfront views, tapping into the growing trend of destination dining.

So, what's in it for you? Each 'Business in a Box' is designed to be a high-reward opportunity set in a landscape where demand for experiential, eco-friendly tourism is growing. With Haldimand County's commitment to sustainability and community-focused development, these ventures are designed to thrive in the long term. And here's the best part: you don't have to start from scratch. These scenarios give you a running start, supported by clear, actionable plans that link directly to the County's broader Visitor Experience Strategy.

This isn't just another business opportunity. It's a chance to be part of something bigger—a tourism evolution that prioritizes quality, sustainability, and authentic connections to place and community. Are you ready to invest in the future of Haldimand County? Let's get started!

Purpose

The purpose of this document is to support the conceptual development of three robust business cases that link strategic recommendations for the Lower Grand River with entrepreneurial and tourism investment opportunities and the goals of Haldimand County. The primary audience for this resource is business owners, investors and entrepreneurs looking for a market-ready business case that they can implement.

Business owners should consider project, outcome, risk, capacity, and investment management when developing a business case. This document provides insights into these key areas to support that process. However, business owners are responsible for conducting their own due diligence within their specific parameters.

While every effort has been made to ensure the accuracy of the information and recommendations contained in this document and associated business cases, Haldimand County disclaims any liability for potential risks, losses, or impacts arising from actions taken based on this document. The use of the recommendations is at the sole discretion and risk of external parties, and the municipality reserves the right to amend or withdraw proposals as required. Additionally all properties selected for business development, are subject to site specific considerations.



Context for this Work

This resource has been created as part of the larger Haldimand County Lower Grand River Visitor Experience Strategy (VES). The purpose of the VES project is grounded in a methodical and inclusive approach designed to harness the full potential of the Grand River as a key asset for sustainable tourism development and investment. As part of exploring this potential, three 'Business in a Box' scenarios have been developed (featured in this document) which are designed as market-ready blueprints for investors and/or operators.

A strong business scenario focuses on a fundamental awareness of the required elements and how they fit together. The information provided throughout this resource will ideally enhance the strategic positioning of a business case and, ultimately, its activation. Embedded links to supporting policies, tools, frameworks, and additional sources of information are provided to support a comprehensive awareness.

Each business case is designed to enhance Haldimand County's tourism offerings in a sustainable and engaging way while incorporating the consultation and research findings associated with the VES project. The entire VES strategy will advocate for an experiential tourism model that prioritizes low-volume, high-value experiences to foster community collaboration, avoid overtourism, and protect local ecology and resident lifestyles.

Recommendations in the VES also address the need for strategic infrastructure enhancements to support these initiatives, taking into account the County's financial constraints to support long term planning for both effective and sustainable development. The strategy also explores ideal target segments or visitors, formulating tailored marketing strategies to attract visitors who clearly align with Haldimand County's tourism objectives. This focused approach ensures promotional efforts will attract visitors who appreciate the unique offerings of Haldimand County and will contribute positively to the local economy and culture.

By carefully identifying target demographics and crafting bespoke marketing messages, the strategy aims to foster a tourism ecosystem that supports Haldimand's vision of sustainable, ecologically sensitive, and integrated community development while maximizing economic benefits and enhancing visitor experiences.



Disclaimer

Haldimand County and KLB Consulting are not liable for any losses resulting from the misuse or unintended use of this report.

The findings are based on current economic and business conditions as of January 2025, and any material changes may alter the analysis. The report should be considered in its entirety, as selecting portions without context could create a misleading interpretation.

This strategy is intended to serve as a framework for exploring potential opportunities and guiding future discussions. It does not constitute a commitment by the municipality to allocate capital funds, operational funding, or other financial resources toward any business case or initiative outlined herein. Furthermore, the strategy does not establish or imply any formal partnerships, agreements, or obligations between the municipality and external business entities or stakeholders. Any future decisions regarding funding or partnerships will be subject to separate processes, including appropriate approvals, detailed evaluations, and formal agreements.

When considering risk management and legal implications for a visitor experience strategy, the goal is to ensure the safety, security, and satisfaction of visitors while minimizing potential liabilities.

All visitor areas must strictly adhere to applicable health and safety regulations, including but not limited to, sanitation standards, emergency exits, and accessible routes. Health-related risks, such as foodborne illnesses, water quality concerns, or physical accidents, shall be managed through regular inspections, the implementation of safety protocols, and the provision of clear and visible signage.

Haldimand County must remain vigilant regarding legal obligations and potential liabilities associated with visitor safety. Operators, vendors, and service providers shall be required to maintain appropriate insurance coverage and comply with all relevant municipal by-laws, permits, and zoning regulations applicable to their operations.

Haldimand County recognizes that negative visitor experiences, including inadequate amenities, poor customer service, or the mismanagement of incidents, may result in reputational harm. Proactive measures, including the collection of visitor feedback, prompt and professional incident resolution, and continuous service improvements, are essential to safeguarding the County's reputation as a premier tourist destination

This report does not provide legal or professional advice, and such guidance should be sought from qualified professionals.



Business Case: Cultural Experience

Executive Summary

Step into a journey that transcends time with a **Cultural Experience** along the Lower Grand River. This isn't just a tour—it's a three-hour odyssey led by passionate guides who bring the region's rich heritage to life. Designed to connect you deeply with the traditions, stories, and practices that have shaped this land, each session offers a personalized and engaging taste of history like no other.

Your adventure begins with a captivating storytelling session, weaving together the narratives of Indigenous peoples and early settlers who have called this area home. Feel the significance of the Lower Grand River unfold as you listen to tales that have been passed down through generations. Next, embark on a guided exploration tailored to the season—whether it's a serene walk through blooming landscapes or a trek showcasing autumn's vibrant hues. You'll discover how the natural environment influenced daily life, shaping the customs and practices that define this region.

The experience culminates in a hands-on culinary workshop where you'll prepare and savor traditional dishes that reflect the culture and history of the area. Imagine cooking over an open fire or crafting recipes using local ingredients—all while enjoying the scenic backdrop of the river. This isn't just a meal; it's a feast for the senses that connects you directly to the land and its people.

Flexible and adaptable to your interests, this experience delves into the aspects of heritage that resonate most with you. Sessions are available at various historically significant sites and conservation areas, ensuring accessibility and a profound connection to the landscape that defines the Lower Grand River.

Don't just visit—**live** the history. This is more than an experience; it's an invitation to be part of the ongoing story of the Lower Grand River. Are you ready to make your own mark on this rich tapestry of culture and tradition?

Abstract-Two Proposed Cultural Experiences:

- 1 Feasting and Traditions Along the Grand River (Indigenous Cultural Experience):** Explore Indigenous traditions through storytelling, learning about seasonal plants and their cultural significance, and a culinary workshop that highlights traditional dishes prepared using methods like open-fire cooking and smoking.
- 2 Pioneers of Haldimand - Exploring Early Settlers' Life (Historical Experience):** Delve into the life of early settlers in Haldimand County with a focus on storytelling, site exploration, and a colonial culinary workshop that features traditional settler dishes cooked using historical methods.

Highlights:

- 1 Immersive Experience:** Both programs offer an immersive, hands-on approach to learning, where participants engage directly with the historical and cultural elements of the Lower Grand River.
- 2 Personalized Group Size:** Each experience is conducted in small groups of 8-15 participants, ensuring a personalized and engaging experience.
- 3 Storytelling Component:** A key feature of both experiences is the storytelling session, where participants are introduced to the history, culture, and significance of the Lower Grand River through the voices of knowledgeable guides.
- 4 Guided Walk/Exploration:** Both programs include a guided walk or exploration component that varies by season. Participants learn about the natural environment and how it shaped people's lives and practices. Note that some of the potential locations listed below are on County-owned lands or trails, which are not maintained in the winter, so this should be considered when planning seasonal activities. Municipal parks & trails and conservation areas require approval before use for business activities.
- 5 Culinary Workshop:** Experiences include a hands-on culinary component, where participants prepare traditional dishes using ingredients discussed during their guided walk. The culinary aspect highlights the nutritional, cultural, and spiritual or survival significance of the foodways of the respective cultures.

- 6 **Flexibility in Location:** Both experiences can be conducted at various locations, offering flexibility to meet the needs of diverse audiences and seasonal environmental changes. Whether on-reserve, at historically significant sites, or local sites like conservation areas, provincial parks, municipal trails, and private property, the experiences are accessible to a wide range of participants. Availability of these locations may vary seasonally, as some areas are not maintained during winter (See section 2.1.1 Locations for more further detail.)
- 7 **Seasonal Adaptation:** Both programs are designed to adapt to seasonal changes, providing participants with a dynamic experience that reflects the natural rhythms of the region.
- 8 **Cultural/Historical Preservation:** Both experiences aim to preserve and share important cultural or historical practices, contributing to the understanding and appreciation of the region's heritage.
- 9 **Community Engagement and Economic Development:** Each program supports community engagement by offering enriching educational opportunities and promotes economic development by being locally owned and operated.

EXAMPLE 1: INDIGENOUS EXPERIENCE

O:se Kenhionhata:tie: Feasting and Traditions Along the Grand River (Mohawk)

Owashtanong: Feasting and Traditions Along the Grand River (Anishinaabemowin)

An immersive, year-round Indigenous cultural experience designed to connect participants with the rich traditions, knowledge, and practices of Indigenous peoples. This three-hour session, priced at \$250 per person and Indigenous-owned and -led, is conducted in intimate groups of 8-15 participants (determinant on availability of parking options or shuttle considerations) to ensure a personalized and engaging experience. Experiences can be delivered upon request with the aim of at least one experience being delivered monthly. The program includes storytelling, learning about seasonal plants and their cultural significance, and a hands-on culinary component, all adapted to the changing seasons. The experience will be created and overseen by an Indigenous operator.

EXAMPLE 2: SETTLER EXPERIENCE

Pioneers of Haldimand: Exploring Early Settlers' Life Along the Grand River

An immersive, year-round historical experience designed to connect participants with the rich traditions, challenges, and daily practices of the early settlers in Haldimand County. This three-hour session, priced at \$250 per person and led by local historians, is conducted in intimate groups of 8-15 participants to ensure a personalized and engaging experience. Experiences can be delivered upon request, with the aim of one workshop monthly. The program includes storytelling, historical site exploration, and a hands-on colonial culinary component, all adapted to the changing seasons. The experience will be created and overseen by knowledgeable local historians. This experience is available at historically significant locations within Haldimand County or at local conservation areas, offering flexibility and accessibility for diverse audiences.

TARGET DEMOGRAPHICS AND ALIGNMENT (For Both Examples 1 & 2)

- **Urban Escapists:** Seeking a peaceful escape with activities like hiking excursions, outdoor dining experiences, and historical site exploration.
- **Adventure Seekers:** Attracted to the unique and immersive experiences of guided educational walks, hands-on culinary workshops, and outdoor exploration.
- **Cultural Enthusiasts:** Engaging with the rich history, culture, and culinary traditions of Indigenous peoples and early settlers through storytelling and traditional cooking methods. If open fire cooking is proposed in public spaces, it must be approved, comply with municipal by-laws and be contained, in accordance with current fire and open-air regulations.
- **Newcomers:** Looking to establish connections and familiarize themselves with their new community through culturally enriching activities and learning about local heritage, both Indigenous and settler.
- **History Enthusiasts:** Seeking an in-depth exploration of the lives, challenges, and achievements of early settlers in the region.

SERVICES OVERVIEW (For Both Examples 1 & 2)

Storytelling Session:

- A Led by Indigenous Elders, Knowledge Keepers, or Local Historians:** Participants begin their journey with a storytelling session offering deep insights into the history, culture, and values of both the Indigenous community and early settlers.
- B Focus on the Grand River:** Emphasis is placed on the Grand River's significance, exploring how its lands and waters shaped the lives, traditions, and survival of Indigenous communities and settlers alike.

Guided Nature Walk/Historical Site Exploration:

- C Seasonal Variation:** Activities vary by season, showcasing wild edible plants, survival strategies, and historical practices significant to both Indigenous communities and settlers throughout the year.
 - **Warm Months:**
 - **Indigenous Focus:** On-water activities feature identifying edible aquatic plants and water species, discussing their traditional uses and cultural significance.
 - **Seasonal Variation:** Activities vary by season, showcasing wild edible plants, survival strategies, and historical practices significant to both Indigenous communities and settlers throughout the year.
 - **Access to public waterways via canoe or kayak launches** can enhance the immersive experience in these months, especially for exploring the Grand River, though use must comply with local regulations and capacity limits.
 - **Cold Months:**
 - **Indigenous Focus:** Land-based, water-adjacent walks emphasize identifying seasonal plants, herbs, and berries, exploring their roles in Indigenous traditions and stories.
 - **Settler Focus:** Exploration centers on how settlers adapted to harsh winters, including seasonal plant education, hunting, and shelter-building techniques.

Culinary Workshop / Outdoor Dining Experience:

- D Hands-on Culinary Component:** Participants use ingredients from the guided walks to prepare traditional Indigenous and settler dishes.

E Guidance by Skilled Indigenous and Local Chefs: The culinary experience highlights the nutritional, cultural, and survival importance of Indigenous and colonial cuisine.

F Traditional Cooking Methods: Includes open-fire cooking, smoking, baking in earth ovens, and other preservation techniques practiced by Indigenous communities and settlers. It is important to note that some traditional cooking methods that are not contained could cause permanent damage to greenspace and, therefore, would not be permitted within municipal parks.



1. The Business Context

1.1 BUSINESS ENVIRONMENT

1.1.1 Business and Environment Profiles

The type of entrepreneur or business that would operate an immersive cultural and historical experience would possess a deep connection to the region's heritage and a passion for education and cultural preservation.

Examples of Entrepreneurs Types:

- 1 Local Historians or Cultural Experts:** Individuals with extensive knowledge of the Grand River region's history, including the traditions and practices of both Indigenous peoples and early settlers. They would have a strong desire to share this knowledge with others in an engaging and educational way.
- 2 Indigenous Knowledge Keepers or Elders:** Members of the Indigenous community who are well-versed in their cultural traditions, stories, and practices. They would bring authenticity and depth to the experience, particularly in the storytelling and educational components.

- 3 **Culinary Professionals with a Historical or Cultural Focus:** Chefs or culinary experts who specialize in traditional Indigenous or colonial cuisine, particularly those who are skilled in using historical cooking methods and ingredients. They would lead the culinary workshop component, teaching participants about the nutritional, cultural, and spiritual significance of the dishes.
- 4 **Environmental Educators or Naturalists:** Individuals with expertise in the local ecosystem, particularly those who understand the historical relationship between the land and its inhabitants. They would lead the guided walks, explaining the natural environment and how it influenced the daily lives of the region's people.

Examples of Business Types:

- 1 **Cultural Tourism Operators:** Businesses that specialize in providing educational and immersive cultural experiences to tourists. These operators would likely have a strong focus on authenticity, cultural preservation, and community engagement.
- 2 **Non-Profit Organizations with a Focus on Heritage or Cultural Preservation:** Organizations dedicated to preserving and promoting the history and culture of Haldimand County and the Lower Grand River. These non-profits might see this experience as a way to educate the public while also supporting their mission of cultural preservation and revenue generation.
- 3 **Community-Based Organizations:** Local community centre or cultural institutions that aim to strengthen community ties and promote local history. These organizations would likely operate the experience as part of a broader initiative to engage residents and visitors in the region's heritage.
- 4 **Eco-Tourism Businesses:** Companies that focus on sustainable tourism practices, particularly those that emphasize a deep connection to nature and the local environment. They would see this experience as a way to combine cultural education with environmental stewardship.
- 5 **Historical Societies or Museums:** Institutions dedicated to preserving and interpreting the history of the Lower Grand River. They might operate this experience as an extension of their educational programs, offering participants a more hands-on and immersive way to learn about the past.

1.1.2 Business Need

There is a growing demand for authentic, educational, and immersive cultural experiences¹ among tourists, local residents, and newcomers. This demand is particularly strong for activities that offer a deeper understanding of the region's history,² cultural practices, and natural environment.³ The proposed experience addresses this need by providing an educational and engaging program that also supports cultural preservation and economic development.

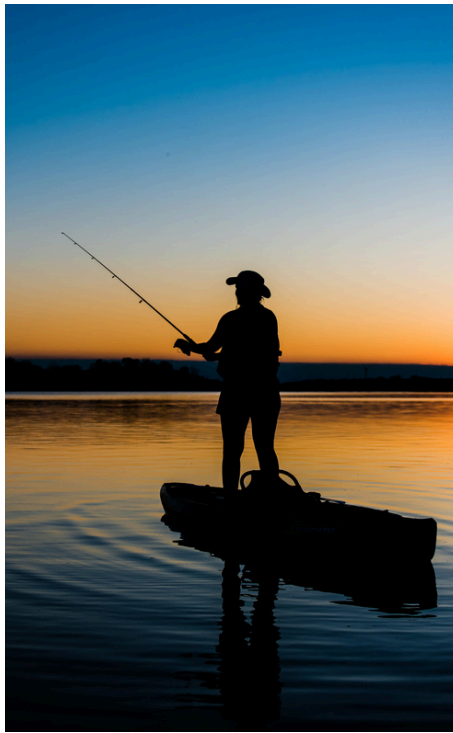
1.1.3 Business Outcomes

- **Enhanced Cultural Awareness:** Participants will leave with a deeper understanding and appreciation of the Grand River region's history and cultural heritage.
- **Economic Development:** The experience will contribute to the local economy by attracting tourists and providing revenue-generating opportunities for local historians, guides, and culinary experts, as well as increased spending/revenue within the community at large.
- **Cultural Preservation:** By sharing traditional practices and historical knowledge, the experience will play a role in preserving the region's cultural heritage.
- **Community Engagement:** The program will foster stronger community ties by offering accessible and enriching experiences that promote intercultural understanding.

[1] https://finance.yahoo.com/news/educational-tourism-market-expected-reach-185600696.html?guccounter=1&guce_referrer=aHR0cHM6Ly93d3cuZ29vZ2xILmNvbS8&guce_referrer_sig=AQAAAD8Bae05O9Oa208KiYwo2xWgsmhED6fLhRYqDAE9CNZ9NdIBuxrnIQ823QzVthS-9zW864qmmYDKqIVjE6cE_v66giiYqneVZs03kBCEw0NvpP_Xkk06pPSbol6wIQ-I7VISHJ49FSeTNGuIDPOQgI-3dOqxap1BmPW-5jJIVg

[2] <https://www.mytravelresearch.com/culture-and-heritage-tourism-boosts-visitor-economy/>

[3] <https://www.linkedin.com/pulse/rise-experiential-tourism-creating-authentic-travel-justus-arisi/>



1.2 INTERESTED PARTIES / TARGET AUDIENCE ANALYSIS

1.2.1 Target Audience

Full descriptions of each target audience segment are located and linked in [Appendix E](#). These profiles provide detailed insights into audience characteristics, benefits, and ideal use cases to inform targeted experience planning.

- [Tourists](#)
- [Local Residents](#)
- [Newcomers](#)
- [Corporate Audiences](#)

1.2.2 Interested Parties

Full descriptions of each target audience segment are located and linked in [Appendix E](#). These profiles provide detailed insights into audience characteristics, benefits, and ideal use cases to inform targeted experience planning.

INTERESTED PARTY	LOCAL INDIGENOUS COMMUNITIES
<p>Role & Interest</p>	<ul style="list-style-type: none"> • Cultural Preservation and Representation: Local Indigenous communities are vital stakeholders as they ensure that the cultural elements of the experience are authentic, respectful, and aligned with their traditions and practices. Their involvement is crucial in the storytelling, learning about seasonal plants and their cultural significance, and culinary components of the experience. • Economic Opportunities: The program provides economic benefits to Indigenous communities through job creation and revenue generation, particularly for Indigenous Knowledge Keepers, chefs, and guides. • Cultural Sovereignty: It is important that the program respects and supports Indigenous sovereignty, particularly in decisions related to how cultural knowledge is shared and how the program operates on Indigenous lands.

Engagement Strategy	<ul style="list-style-type: none"> • Partnerships: Establish formal partnerships with Indigenous communities to co-create and co-manage the experience, ensuring their voices and leadership guide the program. • Consultation and Approval: Regular engagement with consultation departments of Six Nations of the Grand River and Mississaugas of the Credit First Nation seek approval and feedback on how Indigenous knowledge and practices are represented. • Revenue Sharing: Implement revenue-sharing models that directly benefit Indigenous communities.
----------------------------	---



INTERESTED PARTY	HALDIMAND COUNTY AND CONSERVATION AUTHORITY
Role & Interest	<ul style="list-style-type: none"> • Regulatory Oversight: Haldimand County and conservation authorities oversee the use of public lands, parks, and conservation areas, which are central to the guided walks and other outdoor activities. They ensure that activities comply with local regulations, particularly those related to environmental protection, public safety, and the use of municipal resources. • Community Engagement and Development: Haldimand County is interested in promoting cultural heritage and tourism as part of broader community development goals. They see this program as a way to attract tourists, enhance community pride, and support local businesses. • Sustainability Concerns: Conservation and County authorities are particularly concerned with the sustainability of activities, ensuring that the program does not negatively impact local ecosystems or contravene regulations about foraging (which requires a unique business process that will be administered by the Economic Development and Tourism Division). Additionally, each fire site, whether for cooking or ceremony, should be vetted in advance to reduce any potential runaway fire or environmental impact to protected areas. Approval from Emergency service staff for any open fires (Open Air Fire Burning By-law), or other activities is required.
Engagement Strategy	<ul style="list-style-type: none"> • Permits and Approvals: Work closely with Haldimand County and Conservation Authorities to secure the necessary permits and approvals for all activities. • Environmental Impact Assessments: While it may not be a mandatory procedure, it is good practice to conduct environmental impact assessments and collaborate on sustainability practices to minimize ecological disruption.

INTERESTED PARTY	TOURISM BOARDS AND INDUSTRY ASSOCIATIONS (i.e. Regional Tourism Organization 1 & 3, Tourism Industry Association of Ontario, Tourism Industry Association of Canada)
Role & Interest	<ul style="list-style-type: none"> • Promotion and Marketing: Tourism boards and industry associations have a vested interest in promoting unique cultural experiences that attract visitors to the region. Organizations like RTO1 can provide marketing and promotional support to help reach broader audiences. These supports help to integrate the program into a broader regional tourism approach. • Standards and Accreditation: Industry associations may also play a role in ensuring that the experience meets industry standards for cultural tourism, including authenticity, quality, and safety.
Engagement Strategy	<ul style="list-style-type: none"> • Collaborative Marketing Campaigns: Partner with tourism boards and industry associations to create joint marketing campaigns that highlight the experience as a key regional attraction. • Tourism Packages: Work with these stakeholders to incorporate the experience into larger tourism packages, including accommodations, transportation, and other local attractions. • Accreditation and Standards Compliance: Ensure the program adheres to industry best practices and seek accreditation where applicable to enhance credibility and appeal.



INTERESTED PARTY	LOCAL HISTORIANS AND CULTURAL EXPERTS
Role & Interest	<ul style="list-style-type: none"> • Content Development: Local historians and cultural experts are responsible for developing the historical content of the experience, ensuring that the storytelling and educational components are accurate, engaging, and reflective of the region's heritage. • Guidance and Expertise: They provide the expertise needed for the guided walks and educational components, bringing a deep understanding of the local history, environment, and cultural significance of the Grand River.
Engagement Strategy	<ul style="list-style-type: none"> • Content Collaboration: Collaborate with historians and cultural experts in the development of the program's content, ensuring it is both accurate and compelling.

	<ul style="list-style-type: none"> • Training and Development: Offer opportunities for these stakeholders to lead workshops, guide tours, and engage directly with participants, thereby enriching the experience with their knowledge. • Recognition and Compensation: Ensure that these experts are fairly compensated for their contributions and publicly recognized as integral to the program’s success.
--	--



INTERESTED PARTY	PARTICIPANTS (Tourists, Local Residents, Newcomers, Educational Institutions, Corporations)
Role & Interest	<ul style="list-style-type: none"> • Experience Quality and Engagement: Participants are the primary consumers of the experience, and their satisfaction is critical to the program’s success. They seek a high-quality, engaging, and educational experience that provides value for their investment. • Cultural Sensitivity and Learning: Participants, especially those from corporate and educational backgrounds, may have specific interests in cultural sensitivity, team building, and educational outcomes. • Safety and Accessibility: Ensuring that the experience is safe, accessible, and accommodating to a wide range of participants, including families, students, and professionals, is crucial.
Engagement Strategy	<ul style="list-style-type: none"> • Feedback Mechanisms: Implement robust feedback mechanisms to continually improve the experience based on participant input. • Customized Experiences: Offer customizable elements for corporate groups or educational institutions to tailor the experience to their specific needs. • Safety Protocols: Ensure clear communication of safety protocols and accessibility features, making the experience welcoming to all participants. This may require collaboration with Haldimand County Emergency Medical Services.



INTERESTED PARTY	LOCAL BUSINESSES AND VENDORS
Role & Party	<ul style="list-style-type: none"> • Economic Partnerships: Local businesses and vendors, such as food suppliers, artisans, and transportation providers, benefit economically from the experience. They may supply goods, services, or venues that are integral to the program. • Community Integration: These stakeholders are interested in how the experience can help boost local commerce, particularly if it attracts tourists and residents who might spend money on other local goods and services.
Engagement Strategy	<ul style="list-style-type: none"> • Local Sourcing: Prioritize local sourcing for all program needs, from food ingredients for culinary workshops to materials for educational components. • Business Partnerships: Form partnerships with local businesses to offer complementary services, such as accommodations, dining, or transportation for participants. • Revenue Sharing and Promotion: Collaborate with local vendors on revenue-sharing agreements and joint promotions to support mutual business growth.



INTERESTED PARTY	NON-PROFIT ORGANIZATIONS AND CULTURAL PRESERVATION GROUPS
Role & Party	<ul style="list-style-type: none"> • Mission Alignment: Non-profit organizations and cultural preservation groups have a vested interest in ensuring that the experience contributes positively to the preservation of cultural heritage and supports community development. • Educational Outreach: These groups may also be involved in educational outreach, using the experience as a platform to promote broader cultural awareness and historical preservation.
Engagement Strategy	<ul style="list-style-type: none"> • Collaborative Programs: Develop joint programs or initiatives that align with the missions of these organizations, such as cultural preservation efforts or community education projects. • Funding and Support: Seek funding opportunities and support from these organizations to help sustain the program and expand its impact. • Advocacy and Awareness: Partner with nonprofits to advocate for the importance of cultural preservation and to raise awareness about the region's heritage.

2. Constraints and Considerations

2.1 CAPACITY CONSIDERATIONS

The intimate nature of this program allows for individualized attention, enhancing engagement and the learning environment. However, the small group size limits overall capacity, so offering multiple sessions throughout the year and adjusting frequency based on demand can help accommodate more participants. Operators should also consider partnering with private property owners to expand venue options, especially as the experience evolves for year-round delivery.

2.1.1 Locations

Disclaimer: Location recommendations are intended as general guidance and do not constitute an expression of interest from the property owner. Initial reviews have only been completed at a very high level. Interested parties are required to confirm zoning requirements, property permissions, and permits while conducting independent due diligence to ensure compliance and suitability, as no assurances are provided. Additional information can be requested once more specific details are provided for each location.

Potential locations for this experience include:

LOCATION	DESCRIPTION
LaFortune Park 30 Onondaga Townline Rd Caledonia	<ul style="list-style-type: none">• The pavilion and walking trails make this park a great option for Indigenous cultural excursions.• Space is large, with access to the river for paddle launches and trails for hiking, which could complement the storytelling and natural exploration components.• The historical storytelling component could be adaptable here.• Property is currently zoned Open-Space (OS), ensure compliance with Zoning By-Law and Parks By-law.
Rotary Riverside Trail (Seneca Park) 651 Caithness St. E. Caledonia	<ul style="list-style-type: none">• This location offers a wider river and hiking site potential.• The long trails could work well for the guided walk and plant education portions of the cultural experience.• Parking limitations.

	<ul style="list-style-type: none"> • Park property is currently zoned Agriculture (A) & Development (D). Trail traverses multiple properties to the east, including private property, ensure compliance with Zoning By-Law and Parks By-law.
<p>Ruthven Park National Historic Site 243 Haldimand County Hwy 54 Cayuga</p>	<ul style="list-style-type: none"> • This heritage mansion offers a perfect setting for the settlers' life experience, with its colonial history and certified kitchen available for the culinary workshop. • The historical context aligns with the settler storytelling component, making this site an ideal fit for the "Pioneers of Haldimand" experience. • Guided walks fit within zoning but must comply with specific use regulations. • Property is currently zoned Agriculture (A) & Wetland (W), with special provision also permitting a museum and interpretive centre.
<p>Properties currently for sale: 39 Talbot & 3 Ouse St Cayuga</p>	<ul style="list-style-type: none"> • Offers flexible and convenient base for pre- and post-experience activities • Environmental assessment may be required; consult professionals for regulatory compliance. • Could serve as starting point for storytelling sessions – participants gather before embarking on journey • Parking • Space could be adapted to host workshops. • Proximity to downtown Cayuga. • Record of Site Condition (RSC) may be required depending on proposed land use. • Properties are currently zoned Downtown Commercial (CD) & General Commercial (CG). Site plan approval required.
<p>On-farm Diversification</p>	<ul style="list-style-type: none"> • On-Farm Diversified Uses permitted within Zoning By-law Haldimand County 1-2020 – Section 4.44 • Max 2% of total parcel for diversified use (up to 1 hectare); on-farm diversified uses are to be secondary to the main farm use. • Parking and washroom requirements will vary depending on use. • Site Plan Application applies to any proposed development. Application to include the details of the space and highlighted activities (ie. parking, lighting, buildings/structures, gathering & cooking space, nature of programming, additional facilities, etc.)

<p>Additional Potential Business Locations</p>	<ul style="list-style-type: none"> • Purple Haven Lavender & Herb Farm (Property currently zoned Agriculture (A) & Wetland (W)) • Richardson's Farm & Market (Property currently zoned Agriculture (A), with special provision also permitting farmhouse dining facility and farm related retail establishment). • Windecker Woods Flower Farm & Barn Venue (Property currently zoned Agriculture (A), Site plan approval for on-farm diversified use.)
---	--

2.2 CONSTRAINTS

- **Foraging Restrictions:** Foraging on public or conservation property requires an alternative business process in coordination with the Economic Development and Tourism Division (EDT) to address specific requirements. Operators might also consider private lands for occasional, unique programming
- **Open Fire Cooking:** Any open air burning, recreational and/or cooking must meet the [Open Air Fire Burning \(OAB\) By-Law](#). Regulations prohibit open-fire cooking on municipal property, necessitating alternative cooking methods or securing special permits.
- **Use of Public Lands:** Utilizing public parks and conservation areas for revenue-generating purposes will require agreements with Haldimand County/conservation authority and adherence to specific policies. Only certain public spaces may be suitable for land-based activities such as these. For further information, please reference [Haldimand County's parks By-law](#).

2.3 POLICY AND REGULATORY CONSIDERATIONS

- **Foraging on Public & Conservation Property:** Foraging is not permitted on public property, so operators may need to consider finding a private venue as an alternative. A viable solution could be to adapt the business model by focusing on educational guided walks that highlight edible and medicinal plants without harvesting them. This approach aligns with sustainability practices, reduces the risk of environmental degradation, and stays within regulatory constraints, while still providing an engaging and informative experience for participants.

- **Open-Fire Cooking:** Open-fire cooking is a traditional method used in many cultural and historical culinary practices. However, it is often restricted on municipal property. To address this, the program could explore alternative cooking methods that comply with local regulations, such as using portable stoves, barbeques, grills that meet safety standards. Alternatively, operators could work with local caterers to explore private locations for cooking. For open-air burning or cooking on private or public property, compliance with the Open Air Fire Burning By-Law is required. Emergency Services can collaborate with operators to predetermine approved sites in advance, ensuring that a well-prepared scope of activities is in place to assist EMS with emergency responses. These approved cooking sites will be subject to Emergency Medical Services staff discretion for special allowances and approval. Operators can contact emergencyservices@haldimandcounty.ca to discuss alternative options.
- **Public Canoe/Kayak Launch:** Access to public waterways via canoe or kayak launches is a key component of the immersive experience, especially for programs involving exploration of the Grand River. However, the use of these public facilities must comply with local regulations and capacity limits. To address this, scheduled access could be implemented, using a booking or scheduling system to ensure that the program does not conflict with peak recreational use times and minimizes environmental impact. Operators could also develop licensing agreements with local municipalities or conservation authorities, allowing the program to use public launches under specific conditions, such as group size limits or designated times. Additionally, incorporating environmental stewardship into the program can help mitigate potential negative impacts by educating participants on the importance of protecting the waterways and leaving minimal environmental footprint, aligning the program with conservation goals and minimizing the risk of pollution, wildlife disruption, and erosion of riverbanks.

2.3.1 Permits and Licensing

PERMIT CATEGORY	POTENTIAL PERMITS REQUIRED
General Business Permits	<ul style="list-style-type: none"> Business Number Registration Ontario Business Name Registration Federal Business Incorporation Haldimand County Special Event Permit

	<ul style="list-style-type: none"> • Please see/contact Haldimand County Economic Development & Tourism for specific business process • Building permits may be required for proposed new construction or if additions/alternations are proposed to existing structures.
Food Safety Permits	<ul style="list-style-type: none"> • Food Handler's Certificate • Mobile Food Premises License
Zoning Permits	<ul style="list-style-type: none"> • Zoning Approval
Insurance	<ul style="list-style-type: none"> • Insured Liability
Fire and Safety Regulations	<ul style="list-style-type: none"> • Burn Permit • Occupancy Permit • General Fire Safety Plan (Including means of suppression, emergency contact ability, first aid, etc.) • Please see/contact Haldimand County Emergency Medical Services for context-specific information.
Health and Safety	<ul style="list-style-type: none"> • Workplace Safety and Insurance Board • Accessibility for Ontarians with Disabilities Act Compliance • Standard First Aid & CPR
Parking	<ul style="list-style-type: none"> • Parking capacity and location considerations
Conservation-related regulations	<ul style="list-style-type: none"> • Acceptable activities considerations

3. Recommendations

3.1 SET-UP COSTS, ANNUAL OPERATING EXPENSES, BREAK EVEN ANALYSIS

Please contact the Economic Development and Tourism Division at Haldimand County at opportunity@haldimandcounty.ca for a copy of the pricing document.

Disclaimer: The pricing and timeline outlined serves as a general guideline and may vary significantly based on specific circumstances. Costs and timing associated with permits, licenses, and activation fees are based on the types of permits required for each scenario. Please note that any activities requiring a site plan approval process will incur costs and extended timelines. Final pricing will depend on the unique requirements of each project and may be subject to change.

3.2 IMPLEMENTATION PLAN

PHASE 1: PRE-LAUNCH PREPARATION

BUSINESS PLAN FINALIZATION

- **Task:** Complete and finalize the business plan, including financial projections, marketing strategy, and operational plans.
- **Timeline:** 1 month
- **Responsible:** Owner/Entrepreneur, Financial Advisor

SITE SELECTION & ACQUISITION

- **Task:** Identify and secure suitable location(s) along the Grand River, ensuring compliance with zoning, permitted uses and environmental regulations.
- **Timeline:** Up to 4-6 months
- **Responsible:** Owner, Real Estate Agent, Legal Advisor

PERMITS, APPROVALS AND LICENSES

- **Task:** Apply for and obtain all necessary approvals, permits and licenses, including, site plan approvals, building permits, health permits, and liquor licenses.
- **Timeline:** 4-6 months (concurrent with other tasks)
- **Responsible:** Legal Advisor, Owner

LEGAL AND REGULATORY COMPLIANCE

- Obtain all necessary permits and licenses from local governments, health unit and conservation authorities.
- Engage legal experts to review contracts, draft participant waivers, and ensure compliance with local regulations.
- Secure comprehensive liability insurance to cover all activities, including outdoor and culinary workshops.
- Collaborate with the Economic Development and Tourism Division to ensure successful integration of planning.
- **Timeline:** 4-6 months

PROGRAM DEVELOPMENT AND CONTENT CREATION

- Conduct in-depth research to develop the curriculum, including storytelling content, guided walk scripts, and culinary workshop plans.
- Collaborate with Indigenous Knowledge Keepers, local historians, and cultural experts to ensure the program's authenticity and accuracy.
- Finalize all educational materials, including handouts, maps, and other resources.
- Develop a comprehensive schedule of activities that are adaptable to seasonal changes.
- **Timeline:** 3-4 months

SECURING EQUIPMENT AND MATERIALS

- Purchase necessary culinary equipment, outdoor gear, and safety equipment.
- Ensure all equipment meets safety standards and is suitable for the planned activities.
- Set up storage solutions for the equipment and materials, ensuring easy access and maintenance.
- **Timeline:** 2-3 months

BRANDING AND MARKETING SETUP

- Develop the program's branding, including the logo, website, and promotional materials.
- Launch an initial digital marketing campaign to create awareness and attract early participants. This should include social media promotions, content creation, and email marketing.
- Establish partnerships with local tourism boards like Regional Tourism Organization 1 and 3, cultural organizations, and community groups like the Chambers of Commerce to promote the program.
- **Timeline:** 2-3 months

STAFF AND TRAINING

- Hire the Program Developer and Lead Facilitator, as well as Support Staff.
- Conduct thorough training sessions for staff, covering program content, safety protocols, and participant engagement strategies.
- Develop staff schedules and assign specific roles for each session.
- **Timeline:** 2-3 months

PHASE 2: PILOT PHASE

PILOT PROGRAM LAUNCH

- Run a limited number of pilot sessions to test the program with a small group of participants.
- Collect feedback from participants and staff to identify any areas for improvement in content delivery, logistics, or participant experience.
- Adjust the program based on the feedback, refining content, timing, or logistics as needed.
- **Timeline:** 1-2 months

FINALIZE PROGRAM SCHEDULE

- Based on the pilot phase feedback, finalize the annual schedule of sessions, including seasonal adjustments and any special events.
- Coordinate with local venues and site managers to confirm dates and logistics for each session.
- **Timeline:** 1 month

MARKETING PUSH FOR FULL LAUNCH

- Launch a full-scale marketing campaign, targeting tourists, local residents, educational institutions, and corporate clients.
- Utilize partnerships with local tourism boards, Economic Development and Tourism and cultural organizations to broaden the program's reach.

- Implement ongoing digital marketing strategies to maintain visibility and attract participants consistently.
- **Timeline:** 1-2 months

PHASE 3: FULL PROGRAM LAUNCH AND OPERATIONS

OFFICIAL PROGRAM LAUNCH

- Begin running the full schedule of sessions as planned, ensuring smooth operations and high-quality participant experiences.
- Monitor each session closely, gathering feedback and making real-time adjustments as needed.
- **Timeline:** 1 month

ONGOING OPERATIONS AND MANAGEMENT

- Regularly review program operations to ensure that they remain aligned with the original goals and objectives.
- Conduct monthly or quarterly team meetings to discuss performance, address challenges, and plan for upcoming sessions.
- Maintain a strong focus on participant satisfaction, continuously refining the program based on feedback and industry trends.
- **Timeline:** Ongoing

CONTINUOUS MARKETING AND OUTREACH

- Continue digital marketing efforts, with periodic updates and new content to keep the program relevant and engaging.
- Attend local events, sponsor community initiatives, and engage in partnerships to maintain a strong presence in the community.
- Explore opportunities for media coverage and public relations campaigns to further boost visibility.
- **Timeline:** Ongoing

PERFORMANCE MONITORING AND REPORTING

- Track key performance indicators (KPIs) such as participant numbers, revenue, participant satisfaction, and staff performance.
- Prepare regular reports for stakeholders, outlining successes, challenges, and areas for improvement.
- Use data from performance monitoring to make informed decisions about future program development, marketing strategies, and operational adjustments.
- **Timeline:** Ongoing

PHASE 4: REVIEW AND EXPANSION

ANNUAL REVIEW AND STRATEGIC PLANNING

- Conduct a comprehensive review of the program at the end of the first year, assessing financial performance, participant feedback, and operational efficiency.
- Identify opportunities for expansion, such as adding new sessions, targeting new audiences, or partnering with additional organizations.
- Develop a strategic plan for the following year, incorporating lessons learned and setting new goals for growth and improvement.
- **Timeline:** Annually

CONSIDERATION FOR PROGRAM EXPANSION

- Explore the possibility of expanding the program to new locations or increasing the number of sessions offered annually.
- Consider adding new elements to the program, such as advanced workshops, specialized tours, or corporate packages.
- Evaluate the potential for replicating the program in other regions, leveraging the success of the initial launch.
- **Timeline:** Year 2 and beyond

3.3 OPERATIONS AND HUMAN RESOURCES

[See Appendix B.3.3 »](#)

This section outlines how immersive cultural and historical experiences can be integrated into existing tourism operations to achieve cost efficiencies. Established operators, like Ruthven Park National Historic Site or Six Nations Tourism, can leverage their current infrastructure and staff to run these programs with minimal additional staffing costs. A small team, including a program developer/lead facilitator and support staff, would be sufficient to manage the experience, ensuring operational efficiency and sustainability.



3.4 PERFORMANCE MEASUREMENT

[See Appendix B.3.4 »](#)

This section outlines key metrics for evaluating participant satisfaction, operational efficiency, financial performance, marketing effectiveness, and community/cultural impact. Regular monitoring and analysis of feedback, attendance, financial data, and marketing results will ensure the program's continuous improvement and long-term success. Tools such as surveys, financial software, and community assessments will guide adjustments in program content, operations, and marketing strategies.

4. Next Steps and Support

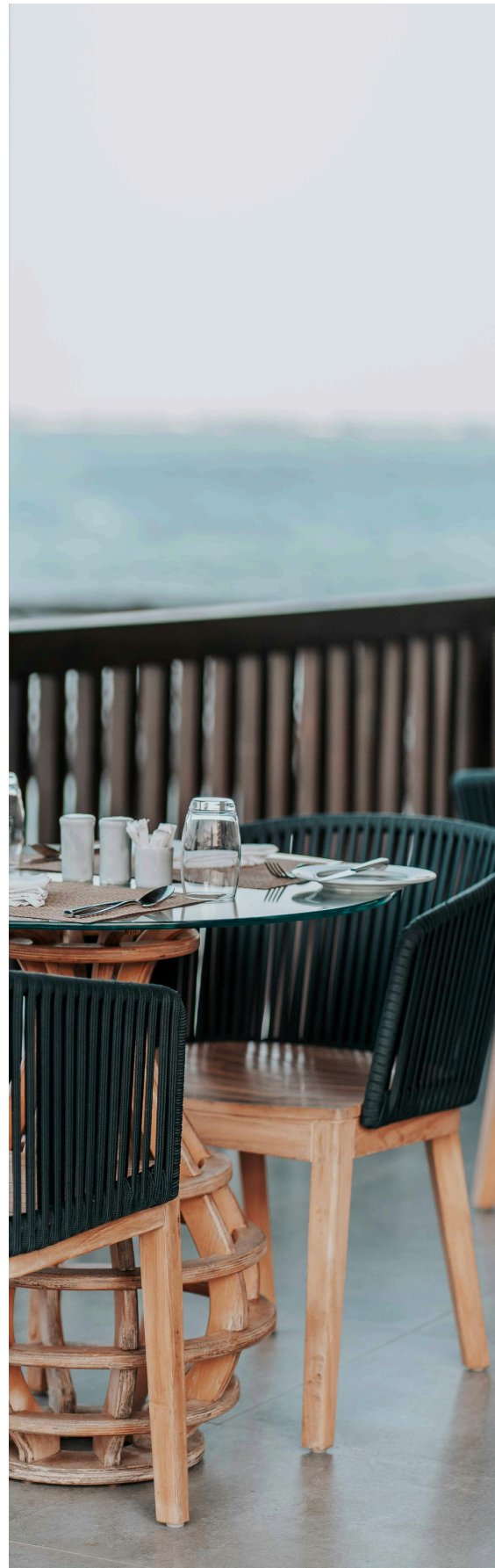
To learn more about pricing, implementation, and additional resources available to support your project, please reach out to the Economic Development and Tourism Division at Haldimand County. Our team is ready to provide further insights, answer questions, and help you navigate the next steps. Contact us at opportunity@haldimandcounty.ca to get started.

Business Case: River-Adjacent Experience

Executive Summary

Welcome to **Shipped**—an elegant, one-of-a-kind dining destination that transforms the ordinary into the extraordinary. Nestled along the picturesque banks of the Lower Grand River, this shipping-container-style charcuterie and wine bar offers more than just a meal; it offers an experience. Imagine savoring artisanal cheeses and fine wines on a scenic patio that provides breathtaking waterfront views. The ambiance is both chic and inviting, making it the perfect spot to unwind, celebrate, or simply enjoy the beauty of the river.

Accessibility is at the heart of Shipped's design. Whether you're arriving by boat or taking a leisurely stroll from the waterfront, getting here is part of the adventure. The establishment is strategically located within walking distance from key points along the river, ensuring that all patrons can easily immerse themselves in this unique culinary haven.



But what truly sets Shipped apart is its **scalability**. The innovative use of shipping containers not only adds industrial elegance but also offers endless possibilities for expansion. Imagine a vibrant riverside hub where multiple shipping-container venues come together—cafés, boutiques, art galleries—all complementing each other to create a dynamic destination attraction. As additional businesses join this concept, the area transforms into a lively community space, turning the Lower Grand River waterfront into a must-visit locale for both locals and travellers.

At Shipped, every detail is crafted to create memorable moments. As you dine, you'll feel the gentle river breeze and witness stunning sunsets that paint the sky—turning every visit into a cherished memory. This isn't just a place to eat; it's the cornerstone of a growing destination that captures the essence of the river's charm and vibrancy.

Whether you're seeking new experiences or looking to be part of an exciting evolution in waterfront dining and entertainment, Shipped invites you to indulge in exceptional cuisine, fine wine, and unparalleled scenery. Join us as we expand and elevate the riverside into a bustling hub of culture and enjoyment.

Elevate your dining experience and become part of the story that's redefining the Lower Grand River. Your table is ready—are you?

SERVICES OVERVIEW

Unique Dining Experience:

- **Wine Bar, Craft Beer and Mocktails:** Guests can savor an extensive selection of fine wines and brilliantly curated cocktails, craft beer and mocktails, perfectly paired with our locally-inspired culinary offerings.
- **Charcuterie-Style Plates:** The menu focuses on charcuterie-style plates, allowing guests to indulge in a variety of flavors and textures and featuring items mostly made locally. Each plate is designed to be paired perfectly with a curated wine and mocktail list.

Scenic Patio:

- **Waterfront Views:** Enjoy breathtaking views of the Grand River from our scenic patio, creating an idyllic setting for relaxation and enjoyment. The combination of modern architecture and natural surroundings provides a unique and memorable dining experience.

Takeaway Options:

- **Picnic Experience:** Guests can take their mocktail and charcuterie pairings to-go for their own picnic experience. This option encourages exploration and enjoyment of the local area. A website, app, and pamphlets will guide patrons to preferred locations to picnic throughout the county, ensuring they find the most scenic and enjoyable spots to enhance their outdoor dining experience.

KEY FEATURES AND BENEFITS

- **Eco-Friendly Architecture:** Utilizing shipping containers for a scenic river restaurant combines modern eco-friendly architecture with cost-effective, modular efficiency, creating a unique dining experience that seamlessly blends with the natural surroundings. Inspired by the success of [STACKT in Toronto](#), an artsy, industrial-chic complex with trendy shops, eclectic eats & drinks, and live entertainment, Shipped leverages the versatility of shipping containers to create a vibrant and sustainable dining destination along the Grand River.
- **Scalability:** The modular nature of shipping container infrastructure allows for easy and cost-effective expansion. If an investor were to start with a single container and the idea proved successful, the concept could be scaled up to establish additional shipping container businesses in the vicinity. This scalability opens the door for complementary businesses to emerge, creating a dynamic and thriving destination similar to the [STACKT complex in Toronto](#) and [Detroit Shipping Co. in Michigan](#).
- **Accessibility:** Easily accessible by boat and within walking distance from the waterfront, ensuring convenience for all patrons.
- **Locally-Inspired Menu:** Features charcuterie-style plates paired with fine wines and curated mocktails, encouraging social dining and using local ingredients.
- **Takeaway Options:** Allows guests to enjoy their mocktail and charcuterie pairings on-the-go for a picnic experience in Haldimand County.
- **Stunning River Views:** Offers a scenic patio with breathtaking waterfront views, enhancing the overall dining experience.

TARGET DEMOGRAPHICS AND ALIGNMENT

- **Urban Escapists:** Seeking a peaceful escape with activities like enjoying fine wines, curated mocktails, and scenic river views.
- **Adventure Seekers:** Attracted to the unique and convenient dining experience during their water adventures.
- **Day-Trippers:** Interested in the scenic patio for a unique and convenient culinary experience, combined with accessible outdoor activities.
- **Cultural Enthusiasts:** Engaging with the local cuisine and eco-friendly architecture, fostering a connection with the local culture and environment.

1. The Business Context

1.1 BUSINESS ENVIRONMENT

1.1.1 Business and Environment Profiles

The type of entrepreneur or business that would operate "Shipped" would likely have a strong background in hospitality and a passion for innovative, eco-friendly business models. Specifically:

Examples of Entrepreneurs Types:

- ➊ **Hospitality Innovators:** Entrepreneurs with experience in the hospitality industry who are eager to explore new and creative ways to offer dining experiences. They would likely have a keen interest in modular architecture and sustainable practices, seeing the use of shipping containers as both a practical and environmentally responsible choice.
- ➋ **Culinary Enthusiasts with a Local Focus:** Individuals who are deeply passionate about food, particularly those who value the importance of local sourcing and seasonal ingredients. These entrepreneurs would be committed to curating a menu that reflects the flavors and traditions of the region, offering a truly local experience to their guests.
- ➌ **Eco-Conscious Entrepreneurs:** Business owners who prioritize sustainability and environmental stewardship in their ventures. They would appreciate the flexibility and low environmental impact of the shipping container model and would likely implement additional eco-friendly practices such as minimizing waste, using renewable energy, and supporting local farmers and producers.

Examples of Business Types:

- 1 Restaurant Groups with a Focus on Innovation:** Established restaurant operators looking to diversify their portfolio with a unique, trendy dining concept. These groups would see the potential in "Shipped" to attract a broad audience, from day-trippers to urban escapists, by offering a novel experience that differs from traditional dining options.
- 2 Cultural and Eco-Tourism Operators:** Businesses that specialize in creating experiences that connect visitors with local culture and the environment. These operators would value "Shipped" as a way to enhance the overall visitor experience in Haldimand County, complementing other regional attractions and encouraging longer stays.
- 3 Real Estate Developers with a Focus on Sustainable Projects:** Developers interested in creating eco-friendly, community-centered spaces. "Shipped" would be an attractive addition to a larger waterfront development project, enhancing the appeal of the area while adhering to sustainable building practices.

1.1.2 Business Need

There is growing demand⁴ for unique and experiential dining options that combine high-quality food and beverages with memorable settings.⁵ "Shipped" addresses this need by offering an innovative dining experience that stands out from conventional restaurants, providing an attractive option for those seeking something different. Additionally, the trend towards eco-friendly and sustainable business practices has created a market for establishments that prioritize environmental consciousness. By utilizing shipping containers and promoting local ingredients, "Shipped" meets this need while also supporting the local economy.

[4] <https://www.lightspeedhq.com/blog/experiential-dining/>

[5] <https://www.entrepreneur.com/growing-a-business/how-experiential-dining-embodies-trend-capitalization-and/452266>

1.1.3 Business Outcomes

- **Enhanced Customer Satisfaction:** Offering a unique and memorable dining experience that meets the needs of various target demographics, from urban escapists to adventure seekers.
- **Increased Foot Traffic and Revenue:** Attracting a steady stream of customers through a combination of unique offerings, stunning river views, and reputation as a dining destination.
- **Positive Community Impact:** Supporting local farmers and producers by sourcing ingredients locally, and promoting eco-friendly practices through the use of modular, sustainable architecture.
- **Scalability and Growth:** Establishing a successful initial location that can be expanded or replicated in other locations along the Grand River or in similar settings, creating additional business opportunities and a broader destination appeal.

1.2 PRIORITIZED REQUIREMENTS (HIGH LEVEL)

- **Eco-Friendly Infrastructure:** The dining establishment must utilize shipping containers and sustainable materials to minimize environmental impact and align with the eco-conscious brand image. All buildings must comply with the Ontario Building Code (OBC). Shipping containers utilized or converted for this purpose will be subject to a Professional Engineer's (P.Eng) stamped approval to ensure structural and safety standards outlined in the OBC.
- **Scenic Patio with River Views:** A key feature of the business is its scenic patio that offers breathtaking views of the Grand River, enhancing the dining experience.
- **High-Quality Menu Offerings:** The food and beverage offerings must be of the highest quality, featuring locally-sourced charcuterie plates, fine wines, and carefully curated mocktails.
- **Accessibility:** The location should be easily accessible by boat, car, and on foot, catering to both water-based visitors and those arriving from nearby areas.
- **Takeaway and Picnic Options:** To complement the dine-in experience, the business must offer takeaway options that allow guests to enjoy their food and drinks in nearby picnic locations.

- **Scalability:** The business model should be designed with scalability in mind, allowing for easy expansion or replication in other locations.

1.2.1 Assumptions

- **Demand:** The demand for unique dining experiences along the Grand River will remain strong or continue to grow.
- **Regulations:** Local regulations and by-laws will allow the use of shipping containers as part of the business infrastructure, if conforming to the Ontario Building Code (OBC) and permits for the patio and takeaway alcohol options (for private consumption) will be granted per Alcohol and Gaming Commission of Ontario (AGCO) and County by-laws.
- **Target Market:** The target market, including tourists and locals, will be willing to pay a premium for the unique setting and high-quality offerings provided by "Shipped."
- **Local Ingredients:** The availability of local ingredients will be sufficient to support the menu offerings consistently.
- **Accessibility:** Accessibility by boat and foot will be maintained or improved, ensuring ease of access for all patrons.
- **Site Plan & Pre-Consultation:** A site plan will be required. It's also recommended to have a "pre-consultation" meeting with municipal representatives for all instances involving infrastructure to review requirements before entering formal permitting and regulatory processes. [Pre-Consultation](#) meetings provide the opportunity to meet with staff and agencies regarding the proposal and discuss any requirements, studies or reports that may be required to facilitate the development.



1.3 SCOPE

1.3.1 Boundaries

- **Physical Boundaries:** The dining establishment will be located within a designated area along the Grand River, incorporating a modular shipping container infrastructure. The physical space will include a scenic patio overlooking the river, indoor dining areas within the shipping containers, and a small kitchen and storage area. The venue will be accessible by both boat, car, and on foot, ensuring ease of access for a diverse range of patrons.
- **Service Boundaries:** "Shipped" will offer a range of services centered around its charcuterie and wine bar, with an emphasis on locally-sourced ingredients and curated mocktails. The services will include on-site dining with a focus on creating a relaxed and enjoyable experience, as well as takeaway options that allow guests to enjoy their food and beverages at nearby picnic locations.
- **Operational Boundaries:** The business will operate year-round, with potential adjustments in service offerings and hours during different seasons to accommodate weather conditions and customer demand. The modular nature of the shipping container infrastructure allows for flexibility in expanding the physical space or adjusting the layout as needed. The operation will prioritize sustainability, including waste reduction, energy efficiency, and support for local producers.
 - It should be noted that the Lower Grand River's water line rises and falls due to seasonal and other factors, and year-round operations may be limited as a result of ice, spring thaw, and other water-related factors. Consultation with the GRCA and approval is required and will help to provide greater insight depending on where "Shipped" is ultimately located.
- **Flexibility and Adaptability:** While "Shipped" is designed to be a unique and standalone dining experience, the concept is flexible enough to be adapted or expanded in the future. This could include adding more shipping containers to increase capacity, offering special events or themed nights, or collaborating with other local businesses to create complementary experiences. The business model is also designed to be scalable, allowing for the potential replication of the concept in other locations along the Lower Grand River or in similar settings.

- **Community and Cultural Integration:** The experience will be deeply connected to the local community, promoting local culture through the use of regional ingredients and engagement with local artists, musicians, and vendors. The scope includes fostering partnerships with local businesses and organizations to create a cohesive and supportive network that enhances the overall appeal of the Grand River as a destination.

1.4 INTERESTED PARTIES / TARGET AUDIENCE ANALYSIS

1.4.1 Target Audience

Full descriptions of each target audience segment are located and linked in [Appendix E](#). These profiles provide detailed insights into audience characteristics, benefits, and ideal use cases to inform targeted experience planning.

- [Tourists](#)
- [Local Residents](#)
- [Boaters and Outdoor Enthusiasts](#)
- [Corporate Audiences](#)
- [Event Planners](#)



1.4.2 INTERESTED PARTIES

INTERESTED PARTY	LOCAL SUPPLIERS
Role & Interest	<ul style="list-style-type: none"> • Economic Contribution: Supply local ingredients for the menu, contributing to the local economy. • Partnership Opportunities: Collaborate to showcase their products in a high-visibility setting.
Engagement Strategy	<ul style="list-style-type: none"> • Local Sourcing: Prioritize purchasing from local suppliers. • Co-Branding: Feature local suppliers in marketing materials to highlight the partnership. • Events and Promotions: Host joint events to promote local products.



INTERESTED PARTY	TOURISM BOARDS AND INDUSTRY ASSOCIATIONS (ie. Regional Tourism Organization 1, Tourism Industry Association of Ontario, Tourism Industry Association of Canada)
Role & Interest	<ul style="list-style-type: none"> • Promotion and Visibility: Eager to promote unique dining experiences that draw visitors to the region. • Regional Branding: Want to enhance the Grand River area's reputation as a destination.
Engagement Strategy	<ul style="list-style-type: none"> • Collaborative Marketing: Partner on marketing campaigns that highlight "Shipped" as a key attraction. • Tour Packages: Integrate "Shipped" into broader tourism offerings. • Standards and Best Practices: Align with industry standards to boost credibility and visitor satisfaction.



INTERESTED PARTY	INVESTORS
Role & Interest	<ul style="list-style-type: none"> • Financial Returns: Interested in the profitability and scalability of the "Shipped" concept. • Expansion Potential: Looking for opportunities to replicate the success in other locations.
Engagement Strategy	<ul style="list-style-type: none"> • Regular Financial Reporting: Provide transparent updates on performance. • Scalability Plans: Develop and share strategic plans for expansion. • Innovation and Growth: Continue to innovate and explore new revenue streams to maximize returns.



2. Constraints and Considerations

2.1 CAPACITY CONSIDERATIONS

Limited Seating Capacity: The modular nature of shipping containers, while innovative and eco-friendly, inherently limits the physical space available for seating. "Shipped" will need to carefully manage seating arrangements to ensure a balance between guest comfort and maximizing occupancy. The scenic patio, a major draw for customers, will be subject to seasonal weather variations, potentially reducing capacity during colder months or inclement weather. Additionally, the business must consider peak times and manage reservations to avoid overcrowding while still maintaining an inviting atmosphere.

Staffing Requirements: The size of the establishment means that staffing will need to be efficiently planned to match the business's capacity. With a smaller venue, each staff member will likely need to take on multiple roles, especially during peak hours. This will require careful scheduling to ensure that the customer experience remains seamless, even during busy periods.

Supply Chain and Inventory Management: Operating a smaller venue also impacts the storage capacity for ingredients, beverages, and other supplies. "Shipped" will need to establish reliable supply chains and implement just-in-time inventory practices to ensure that fresh, locally-sourced products are always available without overstocking, which could lead to waste or spoilage.

Logistical Considerations: Zoning is site specific and challenges may arise if the proposed uses of the site are not in compliance with the Zoning By-law. Public entertainment by-laws may apply in circumstances of hosting special events like weddings, including private lands subject to zoning, and may require amendments depending on the location's size and scope. Washroom capacity and wastewater treatment must also be considered, and alcohol possession and consumption is not permitted in public areas.

Annual Building Permit Renewals: If the containers are used seasonally, moving and storage will create additional logistical considerations. Shipping containers require building permits for each installation, including if removed seasonally, to ensure compliance with the Ontario Building Code (OBC).

2.1.1 Locations

Disclaimer: Location recommendations are intended as general guidance and do not constitute an expression of interest from the property owner. Initial reviews have only been completed at a very high level. Interested parties are required to confirm zoning requirements, property permissions, and permits while conducting independent due diligence to ensure compliance and suitability, as no assurances are provided. Additional information can be requested once more specific details are provided for each location.

Potential locations for this experience include:

LOCATION	DESCRIPTION
<p>Grand River Marina 7336 Rainham Road Dunnville</p>	<ul style="list-style-type: none"> • With waterfront access and a large property, it can accommodate the scenic patio and boat accessibility that are key to this business case. • Privately owned. • Boat access and restaurant infrastructure already in place. • The potential for the property to be for sale could also align with long-term investment goals. • Marina's large size (nearly 35 acres) and proximity to Dunnville makes it a suitable location. • Property is currently zoned Marine Commercial (CM), Agriculture (A) & Wetland (W). Site plan approval may be required.
<p>My Lighthouse Cottages 2 Dover Street Port Maitland</p>	<ul style="list-style-type: none"> • Renovated property with self-contained units could offer upscale dining or picnic experience (perhaps in conjunction with overnight stays). • Fire pits, BBQs, picnic tables – this could serve as an extension of “Shipped” that compliments the waterfront concept. • Patio areas and communal spaces could offer scenic dining options, making it a good addition to “Shipped’s” modular, eco-friendly concept. • Property is currently zoned Hamlet Commercial (CH). Site plan approval required.

<p>Properties currently for sale: 39 Talbot & 3 Ouse St Cayuga</p>	<ul style="list-style-type: none"> • Ideal location to support back-end operations of the restaurant (garage and office space used for storage, food prep, or even small satellite kitchen to support main dining container). • Proximity to downtown Cayuga – allows for walk-up or drive-in customers to pick up charcuterie plates and picnic baskets for on-the-go dining. • Could use space to host occasional wine/food pairing workshops, special events, etc. • Unique downtown extension of the riverfront dining experience. • Record of Site Condition (RSC) may be required depending on proposed land use. • Properties are currently zoned Downtown Commercial (CD) & General Commercial (CG). Site plan approval required.
---	---

2.2 CONSTRAINTS

Seasonal Limitations: The reliance on an outdoor scenic patio means that "Shipped" will face constraints related to weather conditions. Colder months or rainy days could significantly reduce the number of guests who choose to dine, impacting revenue. Due to its intended close proximity to the river, risks and challenges associated with flooding must be considered which could limit use seasonally. The business must explore strategies such as adding contingencies, weatherproof coverings, portable heaters, creating more indoor seating, offsite storage of shipping container(s), food-to-go options, etc. to mitigate these seasonal effects.

Space Limitations: The physical space provided by shipping containers, while modular and adaptable, offers limited flexibility for expansion within the same location. This could restrict the ability to host larger events or accommodate more customers during peak times. Future growth may require additional containers or expansion to new sites, both of which will come with their own permitting requirements, logistical and financial considerations.

High Initial Costs: The innovative design and construction of a shipping container restaurant, along with the necessary customizations to make it functional and aesthetically pleasing, come with higher upfront costs compared to traditional restaurant setups. This could place a strain on initial budgets and require more substantial investment or financing solutions.

Logistical & Permit Challenges: The location along the Grand River poses risks due to potential flooding. If the restaurant infrastructure is movable, it would need to be towed out in flood conditions. A building permit would be required each time the unit is re-installed, and approval from the Grand River Conservation Authority (GRCA) is critical. While building code regulations typically remain stable, changes over time could pose risks, making it essential to account for these potential costs and risks in the business case application.

2.3 POLICY AND REGULATORY CONSIDERATIONS

Zoning and Land Use Regulations: "Shipped" will need to comply with local [Zoning By-law](#) and land use regulations that dictate how waterfront and public spaces can be utilized. Since the restaurant will be located along the Grand River, it will be crucial to ensure that the location is zoned for commercial and/or marine commercial zone use and that all permits are secured. Lands along the river are also regulated by the Grand River Conservation Authority, and permits are typically required for development.

Environmental Regulations: Operating near a waterway such as the Grand River comes with stringent environmental regulations. These may include restrictions on waste disposal, noise levels, and the use of certain materials. Additionally, any construction or modification of the site must adhere to environmental guidelines to protect the river and its surrounding ecosystem.

Alcohol Licensing: Serving alcohol at "Shipped" will require appropriate liquor licenses. No alcohol can be consumed or possessed on public property as confirmed by local by-laws. This means any consumption must be confined to designated areas within the venue, in accordance with local and provincial regulations. Take-away alcohol options must also comply with these restrictions.

Health and Safety Standards: As a food service establishment, "Shipped" must adhere to health and safety standards set the local health unit, including but not limited to [Grand Erie Public Health \(GEPH\)](#). This includes regular inspections, maintaining cleanliness and hygiene, ensuring food is stored and prepared correctly, and having proper protocols in place for handling foodborne illness risks.

Public Access and Use of Waterfront: Given the establishment's location near the waterfront, it will be important to work with local authorities to ensure that public access is not hindered. This may involve adhering to by-laws and guidelines on the use of public spaces and ensuring that the restaurant's operations do not interfere with public enjoyment of the riverfront.

Permits for Outdoor Dining: Shipping containers require building permits for each installation, including if removed seasonally, to ensure compliance with the Ontario Building Code (OBC). Additionally, the layout and design of the structure will be subject to Site Plan Control to assess and evaluate its compliance with municipal standards.

Parking and Accessibility Requirements: "Shipped" must comply with local parking and accessibility regulations, ensuring sufficient parking spaces that are accessible to all patrons, including those with disabilities. Additionally, the proposal could include the installation of boat docks to accommodate guests arriving by water, enhancing accessibility and expanding arrival options. Safe and clear access from both parking areas and boat docks to the venue must be maintained.

2.3.1 Permits and Licensing

PERMIT CATEGORY	POTENTIAL PERMITS REQUIRED
General Business Permits	<ul style="list-style-type: none"> Business Number Registration Ontario Business Name Registration Federal Business Incorporation
Food Safety Permits	<ul style="list-style-type: none"> Food Handler's Certificate Food Premises License
Alcohol Licenses	<ul style="list-style-type: none"> Liquor License (AGCO)
Building and Zoning Permits	<ul style="list-style-type: none"> Zoning Approval (Site plan application and/or zoning amendment may be required) Entrance Permit (MTO review/approval may apply) Building Permit (Site plan application and/or zoning amendment may be required) Service Connection Application (Water, Sanitary and/or Storm) or Sewage System Permit. Electrical Permit (Addressed by ESA) Sign Permit

Insurance	<ul style="list-style-type: none"> • Insured Liability
Fire and Safety Regulations	<ul style="list-style-type: none"> • Fire Safety Inspection • Occupancy Permit • Please see/contact Haldimand County EMS for context-specific information. • Alcohol Gaming Commission of Ontario Agency Letter of Approval
Health and Safety	<ul style="list-style-type: none"> • Workplace Safety and Insurance Board (WSIB) • Accessibility for Ontarians with Disabilities Act (AODA) Compliance • Health Unit Inspection • Site servicing: running water, triple sinks • Standard First Aid & CPR
Music and Entertainment Licenses	<ul style="list-style-type: none"> • SOCAN and Re:Sound Licenses • Please see Noise By-Law regarding decibel level and curfew allowances
Outdoor Permits	<ul style="list-style-type: none"> • Patio Permit for Public Operations (zoning amendment required for private property; services/water sanitization plan should be included in site plan submission) • Outdoor patio may require building permit depending on construction and must comply with Zoning By-Law
Parking	<ul style="list-style-type: none"> • Parking capacity considerations
Conservation-related regulations	<ul style="list-style-type: none"> • Flood plain considerations
Location-specific Considerations	<ul style="list-style-type: none"> • Would have to be on private property



3. Recommendations

3.1 SET-UP COSTS, ANNUAL OPERATING EXPENSES, BREAK EVEN ANALYSIS

Disclaimer: The pricing and timeline outlined serves as a general guideline and may vary significantly based on specific circumstances. Costs and timing associated with permits, licenses, and activation fees are based on the types of permits required for each scenario. Please note that any activities requiring a site plan approval process will incur costs and extended timelines. Final pricing will depend on the unique requirements of each project and may be subject to change.

Revenue Notes

DINING SALES (FOOD)



Average Check per Person: \$30 - \$50

This range is reasonable for a casual to upscale dining experience, especially with a focus on charcuterie and wine, which tend to be higher-end offerings. The \$30 - \$50 range aligns with typical pricing for similar dining experiences.



Average Number of Customers per Day: 50 - 100

Depending on the restaurant's capacity and location, this estimate could be realistic. For a small, boutique-style establishment like "Shipped," attracting 50 - 100 customers per day is feasible, particularly on weekends and during peak tourist seasons.



Operating Days per Year: 300 days

Assuming the restaurant is closed one day a week and for some holidays, operating 300 days per year is typical and realistic. Please note, the actual number of operating days may vary depending on the location and any necessary removals for flooding purposes.

BEVERAGE SALES



Average Beverage Sale per Person: \$15 - \$25

This is a reasonable estimate, especially for establishments that offer wine and crafted beverages. Customers typically spend more on drinks in such settings.

TAKEAWAY/ PICNIC OPTIONS

- **Average Check per Takeaway Order: \$40 - \$60**
This range is plausible, especially if the takeaway options include premium charcuterie boards and beverage pairings designed for picnics.
- **Average Number of Takeaway Orders per Day: 10 - 20**
This estimate seems reasonable for a niche offering. It could vary depending on the restaurant's popularity and the appeal of the takeaway concept.

SPECIAL EVENTS

- **Average Revenue per Event: \$2,000 - \$5,000**
This is a realistic range for hosting private events such as small weddings, corporate retreats, or private parties, especially if the venue offers a unique, scenic setting.
- **Number of Events per Year: 20 - 40**
Hosting 1-3 events per month is reasonable for a venue of this type, especially during peak seasons when demand for unique event spaces is higher.

NOTE: The property will need to be zoned appropriately and approved for the intended use and scale through the [Public Entertainment Event By-Law](#).

MERCHANDISE SALES

- **Average Merchandise Sale per Customer: \$5 - \$10**
This estimate is realistic for small, branded items like mugs, t-shirts, or local products.
- **Percentage of Customers Purchasing Merchandise: 20%**
Assuming 1 in 5 customers purchases a small item, this estimate is plausible, especially if the merchandise is well-marketed and aligns with the dining experience.



3.2 IMPLEMENTATION PLAN

PHASE 1: PLANNING AND PRE-LAUNCH (4-6 MONTHS)

BUSINESS PLAN FINALIZATION

- **Task:** Complete and finalize the business plan, including financial projections, marketing strategy, and operational plans.
- **Timeline:** 1 month
- **Responsible:** Owner/Entrepreneur, Financial Advisor

SITE SELECTION & ACQUISITION

- **Task:** Identify and secure a suitable location along the Grand River, ensuring compliance with zoning and environmental regulations. It's recommended to have a "pre-consultation" meeting with municipal representatives for all instances involving infrastructure to review requirements before entering formal permitting and regulatory processes.
- **Timeline:** Up to 4-6 months
- **Responsible:** Owner, Real Estate Agent, Legal Advisor

PERMITS, APPROVALS AND LICENSES

- **Task:** Apply for and obtain all necessary approvals, permits and licenses, including, site plan approvals, building permits, health permits, and liquor licenses.
- **Timeline:** 4-6 months (concurrent with other tasks)
- **Responsible:** Legal Advisor, Owner

DESIGN AND ARCHITECTURAL PLANNING

- **Task:** Work with architects and designers to create detailed plans for the shipping container modification, interior layout, and exterior design, including infrastructure and utilities considerations and planning.
- **Timeline:** 3 months
- **Responsible:** Architect, Designer, Owner

VENDOR AND SUPPLIER SELECTION

- **Task:** Identify and establish contracts with key suppliers for food, beverages, kitchen equipment, and furnishings as well as hiring of key staff (ie. head chef, marketing coordinator)
- **Timeline:** 1-2 months
- **Responsible:** Head Chef, Owner, Procurement Manager

BRANDING AND MARKETING PREPARATION

- **Task:** Develop the brand identity, including logo, website, and promotional materials. Plan initial marketing campaigns.
- **Timeline:** 1-2 months
- **Responsible:** Marketing Coordinator, Designer

PHASE 2: CONSTRUCTION AND SETUP (3-4 MONTHS)

SHIPPING CONTAINER MODIFICATION

- **Task:** Modify and customize the shipping containers according to the design specifications, including installing kitchen and restroom facilities.
- **Timeline:** 2-3 months
- **Responsible:** Contractor, Architect

INTERIOR AND EXTERIOR FINISHING

- **Task:** Complete the interior and exterior finishes, including insulation, flooring, paint, and patio setup.
- **Timeline:** 1-2 months (concurrent with container modification)
- **Responsible:** Contractor, Designer

INSTALLATION OF KITCHEN EQUIPMENT AND FURNISHINGS

- **Task:** Install all kitchen equipment, furnishings, and POS systems. Ensure all systems are functional and compliant with health and safety regulations.
- **Timeline:** 1 month
- **Responsible:** Head Chef, Contractor, IT Specialist

STAFF RECRUITMENT AND TRAINING

- **Task:** Hire staff, including chefs, servers, bartenders, and support staff. Conduct training sessions to ensure high service standards.
- **Timeline:** 1-2 months (concurrent with setup)
- **Responsible:** General Manager, HR Specialist

PHASE 3: SOFT LAUNCH AND MARKETING (1-2 MONTHS)

SOFT OPENING

- **Task:** Conduct a soft opening with invited guests to test operations, gather feedback, and make any necessary adjustments.
- **Timeline:** 2 weeks
- **Responsible:** General Manager, Head Chef, Marketing Coordinator

FINAL ADJUSTMENTS

- **Task:** Address any issues identified during the soft opening, finalize operational procedures, and prepare for the official launch.
- **Timeline:** 2 weeks
- **Responsible:** General Manager, Head Chef

MARKETING CAMPAIGN LAUNCH

- **Task:** Implement the full marketing campaign, including online advertising, social media promotions, and community engagement activities.
- **Timeline:** 1 month
- **Responsible:** Marketing Coordinator

PHASE 4: GRAND OPENING AND ONGOING OPERATIONS

GRAND OPENING EVENT

- **Task:** Host a grand opening event to officially launch the restaurant, inviting local media, influencers, and community leaders.
- **Timeline:** 1 day

- **Responsible:** General Manager, Marketing Coordinator (with assistance from Haldimand Economic Development & Tourism Division)

ONGOING OPERATIONS

- **Task:** Begin regular operations, focusing on customer service, quality control, and continued marketing efforts to build the customer base.
- **Timeline:** Continuous
- **Responsible:** General Manager, Head Chef, Marketing Coordinator

PHASE 5: POST-LAUNCH REVIEW AND EXPANSION PLANNING (6-12 MONTHS AFTER ONGOING)

OPERATIONAL REVIEW

- **Task:** Conduct a comprehensive review of the first 6-12 months of operations, analyzing financial performance, customer feedback, and operational efficiency.
- **Timeline:** 1 month
- **Responsible:** Owner, General Manager, Financial Advisor

CONSIDERATION FOR EXPANSION

- **Task:** Based on the operational review, explore opportunities for expansion, including adding more containers, new locations, or additional services.
- **Timeline:** Ongoing
- **Responsible:** Owner, General Manager

3.3 OPERATIONS AND HUMAN RESOURCES

See [Appendix C 3.3](#) »

This section outlines the operational strategies and staffing needs for "Shipped," focusing on efficient daily operations, high-quality customer service, and effective management. The plan includes key areas such as kitchen, front-of-house, bar, and takeaway service, supported by a dedicated team including a general manager, chef, line cooks, servers, and marketing staff. A strong focus on staff recruitment, training, and retention ensures smooth operations and a positive guest experience.

3.4 PERFORMANCE MEASUREMENT

See [Appendix C 3.4](#) »

This section outlines the key metrics and tools to assess financial performance, customer satisfaction, operational efficiency, staff performance, and marketing effectiveness. Regular tracking of revenue, profit margins, customer feedback, and employee retention will ensure continuous improvement. Actions like cost control, enhancing customer loyalty, optimizing service efficiency, and refining marketing strategies will help maintain the success of the operation.

4. Next Steps and Support

To learn more about pricing, implementation, and additional resources available to support your project, please reach out to the Economic Development and Tourism Division at Haldimand County. Our team is ready to provide further insights, answer questions, and help you navigate the next steps. Contact us at opportunity@haldimandcounty.ca to get started.





Business Case: Outfitters Experience

Executive Summary

Discover the hidden treasures of Southern Ontario with **RiverQuest Adventure Co.**, the pioneering outdoor experience provider along the enchanting Grand River. We're crafting unforgettable adventures that immerse you in the marsh-like landscapes and bayou-esque beauty unique to this region. If you're a nature enthusiast, an adventure seeker, or simply someone yearning to explore the serene waterways and lush wetlands of the Grand River, this is your invitation to connect with nature like never before.

Imagine gliding through calm, winding waterways on a guided kayak or canoe tour, where every turn reveals a new facet of the river's diverse ecosystem. Paddle alongside towering reeds and under canopies of overhanging trees, as experienced guides share stories of the river's history and the rich tapestry of flora and fauna that call it home.

At RiverQuest, sustainability and environmental connection are at the heart of our mission. Activities are designed to have minimal impact while maximizing your connection to nature. But we go beyond traditional adventures. Picture yourself at our **floating cinema**, watching a film under the stars from the comfort of your own kayak or canoe. Or enjoy a refreshing beverage from a **moving café**, a charming boat that serves drinks and snacks as you drift along the river.

The offerings are as diverse as the landscapes we explore. From educational eco-tours that delve into the area's unique marsh ecosystems to leisurely paddles that let you soak in the peaceful surroundings, there's something for everyone. Families, solo travellers, and groups alike will find opportunities to relax, learn, and adventure in a setting that feels a world away from the everyday.

Step off the beaten path and into the gentle embrace of the Grand River's waterways. Let the quiet sounds of nature and the soft sway of the current rejuvenate your spirit. This isn't just an outing; it's a chance to form a deeper connection with the environment and create lasting memories.

Your quest for a unique and soulful outdoor experience begins here. Are you ready to embark on your RiverQuest?



SERVICES OVERVIEW

Watercraft Rentals and River Exploration:

- **Kayaking, Canoeing, and Paddleboarding:** Guests can explore the serene waters and vibrant ecosystems of the Grand River using our high-quality watercraft. Rentals are available for all skill levels, with safety gear provided.
- **Floating Cinema:** Enjoy a unique cinematic experience on the water. Rent our inflatable crafts, canoes, and kayaks to utilize as "seats," or anchor your own boat. The ambiance creates a magical float-in theatre. Inspired by successful setups in places like [Toronto](#), [Los Angeles](#) and [Thailand](#), this feature transforms your watercraft rental into a relaxing cinema seat under the stars.

Watercraft Rentals and River Exploration:

- **Hiking and Biking Tours:** Explore the picturesque trails along the river and throughout the area with guided hiking and biking tours. Our routes cater to various skill levels, ensuring a safe and enjoyable experience for all participants. Learn about the river's history, wildlife, and natural features from our knowledgeable guides.
- **Road Cycling:** Capitalizing on the growing popularity of road cycling in the region, RiverQuest Adventure Co. offers road bike rentals with hybrid pedals to make this activity accessible to everyone, even those without specialized cycling shoes. Our road cycling packages are perfect for those who want to try road cycling but find the initial investment intimidating.

Floating Dining Experience:

- **Floating Cafe:** Paddle up to our unique floating restaurant for a refreshment or snack. Inspired by popular models in [New Zealand](#), Kenora's [Nautical Coffee](#) as well as the [floating Tim Hortons](#) seen throughout Ontario waters, this floating café offers a delightful culinary break during your river adventure. Enjoy locally sourced snacks and beverages while taking in the beautiful river views.

KEY FEATURES AND BENEFITS

- **Sustainability Focus:** All activities are designed with environmental stewardship in mind. Our watercraft are eco-friendly, and we promote Leave No Trace principles to protect the river's natural beauty.
- **Professional Guides:** Our team of professional guides is well-versed in the Grand River's history, ecology, and local folklore. They ensure a safe, educational, and engaging experience for all guests.
- **Convenient Access:** Our base camp, strategically located along the river, offers easy access for both local visitors and tourists. Comprehensive packages include equipment rental, safety gear, and guided tours, making it effortless for guests to embark on their adventure.
- **Community Engagement:** We collaborate with local Indigenous communities and conservation groups to enhance our offerings and promote cultural and environmental awareness.

TARGET DEMOGRAPHICS AND ALIGNMENT

- **Urban Escapists:** Seeking a peaceful escape with activities like kayaking, floating cinema, and guided nature tours.
- **Adventure Seekers:** Attracted to fly fishing expeditions, challenging watercraft adventures, and guided biking tours.
- **Day-Trippers:** Interested in the floating restaurant for a unique and convenient culinary experience, combined with accessible outdoor activities.
- **Newcomers:** Establishing connections and familiarizing themselves with the community through guided nature tours, hiking, biking, and road cycling.

1. The Business Context

1.1 BUSINESS ENVIRONMENT

1.1.1 Business and Environment Profiles

The type of entrepreneur or business that would operate RiverQuest would have a passion for eco-tourism, outdoor recreation, and sustainability. They would focus on providing nature-based experiences that connect people with the environment while promoting eco-friendly practices.

Examples of Business Types:

- ➊ **Outdoor Adventure Enthusiasts:** Entrepreneurs passionate about outdoor activities like kayaking, canoeing, and fly fishing. They aim to offer immersive experiences that engage participants with the Grand River's natural beauty.
- ➋ **Eco-Conscious Entrepreneurs:** Business owners focused on sustainability, minimizing environmental impact, and using eco-friendly practices in their operations. They would prioritize environmental responsibility in every aspect of the business.
- ➌ **Experienced Tour Guides and Naturalists:** Individuals with knowledge of the Grand River's ecology and history. These entrepreneurs would lead educational tours, helping visitors connect with the river's natural and historical significance.

- 4 **Innovative Event Planners:** Entrepreneurs who create unique experiences, such as the floating cinema and café. They would bring creativity to the business, offering exciting and interactive ways to enjoy the outdoors.
- 5 **Hospitality and Culinary Professionals:** Experts in hospitality and food service who would run the floating café, providing locally sourced snacks and beverages, and ensuring a memorable dining experience on the water.

Examples of Business Types:

- 1 **Eco-Tourism Operators:** Businesses specializing in sustainable outdoor activities. These operators offer nature-focused experiences, with a strong commitment to minimizing environmental impact.
- 2 **Adventure and Outdoor Recreation Companies:** Businesses offering outdoor adventures like kayaking, biking, and fly fishing. These companies would focus on creating enjoyable and educational experiences in nature.
- 3 **Event and Experience Providers:** Businesses that specialize in unique, immersive events. These operators would provide experiences like floating cinemas and dining, combining nature and entertainment.
- 4 **Local Conservation and Environmental Organizations:** Groups focused on preserving local ecosystems. They would collaborate with RiverQuest to ensure the business operates sustainably and supports environmental education.
- 5 **Community-Based Tourism Businesses:** Local businesses that provide services like food and accommodations for visitors. They would collaborate with RiverQuest to enhance the overall tourism experience along the Grand River.



1.1.2 Business Need

The rise in demand⁶ for eco-friendly and adventure-based tourism,⁷ coupled with the increasing popularity of outdoor activities due to the ongoing shift toward healthier lifestyles, presents a significant opportunity for RiverQuest. The business fulfills a need for immersive, nature-connected experiences that promote environmental stewardship while providing unique leisure options along the Lower Grand River. The company also addresses a growing consumer desire for activities that offer both adventure and convenience, such as the floating dining experience and floating cinema, which blend entertainment with the natural beauty of the river.

1.1.3 Business Outcomes

- **Financial Viability and Growth:** Establishing a sustainable business model that generates consistent revenue, with the potential for expansion into additional locations or services.
- **Customer Satisfaction and Loyalty:** Creating memorable experiences that lead to high customer satisfaction, repeat business, and strong word-of-mouth referrals.
- **Environmental Stewardship:** Promoting and practicing sustainability through eco-friendly operations and partnerships with local conservation groups, ensuring minimal impact on the environment.
- **Community Engagement:** Building strong relationships with local Indigenous communities and other stakeholders to enhance cultural awareness and support the local economy.

1.2 ASSUMPTIONS

- **Market Demand:** There is a sufficient and growing market for eco-tourism and adventure activities in the region, driven by local residents and tourists.
- **Operational Feasibility:** The business can secure the necessary permits, resources, and partnerships to operate sustainably along the Grand River.

[6] <https://crrhospitality.com/blog/the-rise-of-outdoor-adventure-tourism-what-it-means-for-campgrounds/>

[7] <https://www.globenewswire.com/news-release/2024/10/07/2959186/0/en/Adventure-Tourism-Market-to-Reach-2-Trillion-Globally-by-2032-at-19-5-CAGR-Allied-Market-Research.html>

- **Revenue Projections:** The pricing structure and number of participants per session will meet or exceed the break-even points, ensuring profitability.
- **Staffing:** The business will attract and retain skilled guides and staff who are passionate about outdoor experiences and customer service.
- **Infrastructure:** Adequate facilities and equipment are available or can be acquired to support the planned activities, including watercraft, safety gear, and food service operations for the floating café.
- **Pre-Planning:** It's recommended to have a “pre-consultation” meeting with municipal representatives for all instances involving infrastructure to review requirements before entering formal permitting and regulatory processes. [Pre-Consultation](#) meetings provide the opportunity to meet with staff and agencies regarding the proposal and discuss any requirements, studies or reports that may be required to facilitate the development.



1.3 SCOPE

1.3.1 Boundaries

The scope of RiverQuest Adventure Co. is defined by its focus on outdoor, river-based experiences. The business will operate primarily during the warmer months but will explore opportunities for year-round engagement, such as winter hiking. The geographic scope is focused on the Grand River area, with potential expansion to other regions depending on the success of the initial operations. Activities will cater to small groups to ensure personalized service and minimal environmental impact, and operations will strictly adhere to local environmental regulations and best practices for sustainability.



1.4 INTERESTED PARTIES/TARGET AUDIENCE ANALYSIS

1.4.1 Target Audience

Full descriptions of each target audience segment are located and linked in [Appendix E](#). These profiles provide detailed insights into audience characteristics, benefits, and ideal use cases to inform targeted experience planning.

- [Tourists](#)
- [Local Residents](#)
- [Corporate Audiences](#)

1.4.2 INTERESTED PARTIES

INTERESTED PARTY	INDIGENOUS COMMUNITIES
Role & Interest	<ul style="list-style-type: none"> • Cultural Preservation and Partnership: Ensuring cultural elements are respected and integrated into experiences.
Engagement Strategy	<ul style="list-style-type: none"> • Collaborate on creating culturally significant experiences, compensate development partners, and promote cultural awareness and education.



INTERESTED PARTY	CONSERVATION AREA
Role & Interest	<ul style="list-style-type: none"> • Environmental Stewardship: Ensuring activities are sustainable and protect the natural ecosystem of the Lower Grand River.
Engagement Strategy	<ul style="list-style-type: none"> • Work together to implement sustainable practices, participate in joint conservation projects, and adhere to environmental guidelines.



INTERESTED PARTY	LOCAL BUSINESSES AND VENDORS
Role & Interest	<ul style="list-style-type: none"> • Economic Collaboration: Providing goods and services, benefiting from increased tourism and activity in the area.
Engagement Strategy	<ul style="list-style-type: none"> • Form partnerships for supplies, cross-promotions, and special events that involve local products and services.



INTERESTED PARTY	TOURISM BOARDS AND INDUSTRY ASSOCIATIONS (ie. Regional Tourism Organization 1, Tourism Industry Association of Ontario, Tourism Industry Association of Canada)
Role & Interest	<ul style="list-style-type: none"> • Promotion and Standards: Promoting RiverQuest as a key attraction and ensuring adherence to tourism standards.
Engagement Strategy	<ul style="list-style-type: none"> • Engage in joint marketing efforts, seek accreditation (ie. RTOI's Signature Experiences) and ensure compliance with regional tourism guidelines.



INTERESTED PARTY	HALDIMAND COUNTY AND CONSERVATION AUTHORITY
Role & Interest	<ul style="list-style-type: none"> • Regulatory Compliance and Community Development: Ensuring operations comply with local laws and benefit the community.
Engagement Strategy	<ul style="list-style-type: none"> • Secure necessary permits (see section 2.3 Policy and Regulation Considerations), align business operations with community goals, and contribute to local economic development.

2. Constraints & Considerations

2.1 CAPACITY CONSIDERATIONS

Group Size: The capacity of RiverQuest Adventure Co. will be determined by the land-based infrastructure, particularly if there is an office or general gathering space. Parking and washroom requirements will be calculated based on the footprint of this building, rather than the number of participants for each activity. While the exact capacity is not predetermined, group sizes will be limited to ensure personalized experiences and safety, with ideal group sizes ranging from 5 to 15 participants for activities like kayaking, fly fishing, and guided tours.

Operational Limits: The number of daily sessions may be constrained by factors such as guide availability, equipment inventory (kayaks, bikes, etc.), and the time required for setup, cleanup, and transition between sessions. Peak season demand may exceed capacity, necessitating advance bookings and potential waitlists.

Seasonal Variability: The capacity may fluctuate with the seasons, with lower participation during colder months. Certain activities may only be offered seasonally, depending on weather conditions and safety considerations.

2.1.1 Constraints

- **Environmental Impact:** Operations must minimize environmental impact, adhering to Leave No Trace principles and other sustainable practices. Activities must be carefully managed to prevent overuse of natural resources and ensure the protection of local wildlife and ecosystems.
- **Safety Requirements:** Stringent safety protocols must be in place, especially for water-based activities and guided adventures. All participants must be provided with safety gear, and guides must be trained in first aid and emergency response. Any waterfront tour, event, or activity must have a pre-planned Quick Action Plan to address emergencies, including 911 response. Operators are responsible for ensuring safety by identifying risks, mitigating hazards, and outlining clear response actions. Operators must contact emergencyservices@haldimandcounty.ca before commencing any waterfront activities to ensure proper safety coordination and preparedness.

- **Staffing:** The availability of qualified guides and staff will also limit capacity. Ensuring sufficient staffing levels, especially during peak seasons, will be crucial for maintaining service quality and safety.
- **Storage:** In certain circumstances outdoor storage is prohibited, and a site plan would be required, with each case reviewed individually. Outdoor storage to comply with [Zoning By-Law](#).
- **Logistical Considerations:** Parking and occupancy will be determined based on the land-based location, such as an office or gathering space, as the number of boats arriving via water cannot be predicted (ie. particularly in relation to attractions like the floating cinema). Parking requirements will be calculated from the footprint of any land-based structures. Parking, Outdoor Storage, Outdoor Patios etc. to comply with [Zoning By-Law](#). Additionally, storage and any outdoor patio or meeting areas will need to be reviewed by Haldimand County’s Planning Division to ensure compliance with regulations.

2.1.2 Locations

Disclaimer: Location recommendations are intended as general guidance and do not constitute an expression of interest from the property owner. Initial reviews have only been completed at a very high level. Interested parties are required to confirm zoning requirements, property permissions, and permits while conducting independent due diligence to ensure compliance and suitability, as no assurances are provided. Additional information can be requested once more specific details are provided for each location.

Potential locations for this experience include:

LOCATION	DESCRIPTION
York Park 41 Front St. S. York	<ul style="list-style-type: none"> This small park, where a small outfitters operation currently launches, aligns well with the watercraft rental and exploration components of the outfitters experience. It already serves as a launch site, making it a natural fit for the RiverQuest Adventure Co. Park property is currently zoned Open Space (OS), ensure compliance with Zoning By-Law and Parks By-law.

<p>Lower Cayuga Kinsmen Park 61 Ouse St. S. Cayuga</p>	<ul style="list-style-type: none"> • Another option for the outfitters experience. • This location already serves as a meeting point for a current outfitters organization, which could complement the floating dining experience or watercraft rentals. • Park property is currently zoned Open Space (OS). Ensure compliance with Zoning By-Law and Parks By-law.
<p>Rotary Riverside Trail (Seneca Park) 651 Caithness St. E. Caledonia</p>	<ul style="list-style-type: none"> • In this region, the wider river and trail access make this a potential location for watercraft activities and guiding hiking and biking tours. • The lack of formal infrastructure along the river could be addressed by developing the outfitting experience here. • Park property is currently zoned Agriculture (A) & Development (D). Trail traverses multiple properties to the east, including private property, ensure compliance with Zoning By-Law and Parks By-law.
<p>Grand River Marina 7336 Rainham Road Dunnville</p>	<ul style="list-style-type: none"> • Proximity to water, boat launch, and storage facilities makes it a strong candidate for the RiverQuest proposal. • Direct access to the Grand River and extensive acreage make this location ideal for kayaking, paddleboarding, and the floating cafe concept. While docks do not require a building permit, approval from the GRCA and Ministry of Natural Resources is necessary, as specific regulations must be met for installation. • Floating cafes would benefit from motorized boat traffic in addition to non-motorized outfitters' craft. • Infrastructure (hydro, washrooms, parking, etc.) already established – beneficial for operations like the floating cinema attraction. • Property is currently zoned Marine Commercial (CM), Agriculture (A) & Wetland (W). Site plan approval may be required.
<p>Properties Currently Listed for Sale - 39 Talbot, 3 Ouse St (Cayuga)</p>	<ul style="list-style-type: none"> • Could serve as an outfitter's base of operations. • Garage could offer excellent space for storing watercraft and outdoor gear. • Office used for handling bookings, safety briefings, rental agreements, etc. • Guests could meet and park at this location for safety demonstrations and equipment fittings before departing for adventures. However significant environmental reviews and considerations will likely be required for this setup. • Proximity to downtown Cayuga – accessible for day-trippers looking to explore the river. • Would require agreement with Haldimand County to utilize park/public property as launch. • Record of Site Condition (RSC) may be required depending on proposed land use. • Properties are currently zoned Downtown Commercial (CD) & General Commercial (CG). Site plan approval required.

2.3 POLICY AND REGULATION CONSIDERATIONS

Whether RiverQuest Adventure Co. operates on municipally-owned property or private property, it will need to adhere to local regulations and obtain the necessary permits for the use of public lands and waterways. The precedent set by companies like [Grand River Rafting Co.](#) may provide a model for securing these approvals and establishing operating guidelines.

2.3.1 Permits and Licensing

PERMIT CATEGORY	POTENTIAL PERMITS REQUIRED
By-Laws, Municipal Regulations, Conservation Authority	<ul style="list-style-type: none"> • License Agreement
General Business Permits	<ul style="list-style-type: none"> • Business Number Registration • Ontario Business Name Registration • Federal Business Incorporation
Insurance	<ul style="list-style-type: none"> • Insured liability • Haldimand County requires a minimum \$2,000,000 CGL.
Building and Zoning Permits	<ul style="list-style-type: none"> • Zoning Approval (Site plan application and/or zoning amendment may be required) • Entrance Permit (MTO review/approval may apply) • Building Permit (Site plan application and/or zoning amendment may be required) • Service Connection Permit Application (Water, Sanitary and/or Storm) or Sewage System Permit. (Site plan application and/or zoning amendment may be required) • Electrical Permit (Addressed by ESA) • Sign Permit • Marine Commercial or General Commercial zoning is likely ideal for this project. If necessary, a zoning amendment can be requested to accommodate changes. Note: Zoning is site specific and challenges may arise if the proposed uses of the site are not in compliance with the Zoning By-Law.

	<ul style="list-style-type: none"> Depending on the scenario, amendments may be requested depending on the site specifics and the proposed use/scope. Grand River Conservation Authority (GRCA) approval may be required for any proposed construction.
Health and Safety	<ul style="list-style-type: none"> Workplace Safety and Insurance Board (WSIB) Accessibility for Ontarians with Disabilities Act (AODA) Compliance Standard First Aid & CPR Lifeguard instructor certification Canoe instructor certification Kayak instructor certification Wilderness First Aid Instruction Certification (optional) Site servicing: washroom facilities on-site Food/drink permits Health Unit Review of Haldimand Emergency Plan Subject to review/consideration by Haldimand County EMS
Parking	<ul style="list-style-type: none"> Parking capacity considerations. Layout and design evaluated through Site Plan Control. Parking to be included on the proposed site plan.
Conservation Authority	<ul style="list-style-type: none"> Flood plain considerations Invasive species management Temporary infrastructure setups ie. floating screen (GRCA/Ministry of Natural Resources approval possibly required) Approval for food/beverage sale/activity on water



3. Recommendations

3.1 SET-UP COSTS, ANNUAL OPERATING EXPENSES, BREAK EVEN ANALYSIS

Please contact the Economic Development and Tourism Division at Haldimand County at opportunity@haldimandcounty.ca for a copy of this pricing document.

Disclaimer: The pricing and timeline outlined serves as a general guideline and may vary significantly based on specific circumstances. Costs and timing associated with permits, licenses, and activation fees are based on the types of permits required for each scenario. Please note that any activities requiring a site plan approval process will incur costs and extended timelines. Final pricing will depend on the unique requirements of each project and may be subject to change.

3.2 IMPLEMENTATION PLAN

PHASE 1: PRE-LAUNCH PREPARATION

BUSINESS PLAN FINALIZATION

- **Task:** Complete and finalize the business plan, including financial projections, marketing strategy, and operational plans.
- **Timeline:** 1 month
- **Responsible:** Owner/Entrepreneur, Financial Advisor

SITE SELECTION & ACQUISITION

- **Task:** Identify and secure a suitable location along the Grand River, ensuring compliance with zoning and environmental regulations. It's recommended to have a "pre-consultation" meeting with municipal representatives for all instances involving infrastructure to review requirements before entering formal permitting and regulatory processes.
- **Timeline:** Up to 4-6 months
- **Responsible:** Owner, Real Estate Agent, Legal Advisor

PERMITS, APPROVALS AND LICENSES

- **Task:** Apply for and obtain all necessary approvals, permits and license, including site plan approvals, building permits and health permits.
- **Timeline:** 4-6 months (concurrent with other tasks)
- **Responsible:** Legal Advisor, Owner

LEGAL AND REGULATORY COMPLIANCE

- Obtain all necessary permits and licenses, including those for environmental impact, business operations, and health and safety compliance.
- Engage legal experts to review contracts, draft participant waivers, and ensure all activities comply with local, provincial, and federal regulations.
- Secure comprehensive liability insurance to cover all business operations, including outdoor activities and the floating café.
- **Timeline:** 3-4 months

SECURING EQUIPMENT AND MATERIALS

- Purchase all necessary equipment, including watercraft (kayaks, canoes, paddleboards), biking gear, safety equipment, and supplies for the floating café.
- Ensure that all equipment meets safety standards and is suitable for the planned activities, including necessary certifications.
- Set up storage solutions for all equipment and materials, focusing on easy access, maintenance, and security.
- **Timeline:** 2-3 months

BRANDING AND MARKETING SETUP

- Develop the brand identity for RiverQuest Adventure Co., including logo design, website development, and creation of promotional materials.
- Launch an initial digital marketing campaign aimed at creating awareness and attracting early participants, with a focus on social media, content creation, and email marketing.

PROGRAM DEVELOPMENT AND CONTENT CREATION

- Conduct in-depth research to design the overall program, including detailed plans for guided tours, watercraft activities, and the floating café experience.
- Collaborate with local environmental experts, cultural historians, and Indigenous communities to ensure content authenticity and cultural sensitivity.
- Finalize all educational materials, including participant handouts, maps, safety guidelines, and activity guides.
- Develop a comprehensive schedule of activities that adapts to seasonal changes, ensuring year-round engagement.
- **Timeline:** 3-4 months

STAFF AND TRAINING

- Recruit essential staff, including the General Manager, Lead Guide, support staff, and café personnel.
- Conduct thorough training sessions for all staff, covering program content, safety protocols, customer service, and operational procedures.
- Develop staff schedules and assign specific roles for each session, ensuring a smooth operation from day one.
- **Timeline:** 2-3 months



PHASE 2: PILOT PHASE

PILOT PROGRAM LAUNCH

- Run a limited number of pilot sessions to test the program with a small group of participants, focusing on key activities such as guided tours and the floating café.
- Collect detailed feedback from participants and staff to identify any areas for improvement in content delivery, logistics, or participant experience.
- Make necessary adjustments to the program based on feedback, refining content, timing, or logistics as needed to ensure a high-quality experience for future participants.
- **Timeline:** 1-2 months

FINALIZE PROGRAM SCHEDULE

- Based on the pilot phase feedback, finalize the annual schedule of sessions, including seasonal adjustments and any special events.
- Coordinate and confirm dates and logistics for each session.
- **Timeline:** 1 month

MARKETING PUSH FOR FULL LAUNCH

- Launch a full-scale marketing campaign, targeting tourists, local residents, educational institutions, and corporate clients.
- Utilize partnerships with local tourism boards, Economic Development and Tourism and cultural organizations to broaden the reach.
- Implement ongoing digital marketing strategies to maintain visibility and attract participants consistently.
- **Timeline:** 1-2 months

PHASE 3: FULL PROGRAM LAUNCH AND OPERATIONS

OFFICIAL PROGRAM LAUNCH

- Begin running the full schedule of sessions as planned, ensuring smooth operations and high-quality participant experiences.
- Monitor each session closely, gathering feedback and making real-time adjustments as needed.
- **Timeline:** 1 month

ONGOING OPERATIONS AND MANAGEMENT

- Regularly review operations to ensure that they remain aligned with the original goals and objectives.
- Conduct monthly or quarterly team meetings to discuss performance, address challenges, and plan for upcoming sessions.
- Maintain a strong focus on participant satisfaction, continuously refining the experience based on feedback and industry trends.
- **Timeline:** Ongoing

CONTINUOUS MARKETING AND OUTREACH

- Continue digital marketing efforts, with periodic updates and new content to keep the experiences relevant and engaging.
- Attend local events, sponsor community initiatives, and engage in partnerships to maintain a strong presence in the community.
- Explore opportunities for media coverage and public relations campaigns to further boost visibility.
- **Timeline:** 1 month

PERFORMANCE MONITORING AND REPORTING

- Track key performance indicators (KPIs) such as participant numbers, revenue, participant satisfaction, and staff performance.
- Prepare regular reports for stakeholders, outlining successes, challenges, and areas for improvement.
- Use data from performance monitoring to make informed decisions about future program development, marketing strategies, and operational adjustments.
- **Timeline:** Ongoing

PHASE 4: REVIEW AND EXPANSION

ANNUAL REVIEW AND STRATEGIC PLANNING

- Conduct a comprehensive review at the end of the first year, assessing financial performance, participant feedback, and operational efficiency.
- Identify opportunities for expansion, such as adding new sessions, targeting new audiences, or partnering with other businesses.
- Develop a strategic plan for the following year, incorporating lessons learned and setting new goals for growth and improvement.
- **Timeline:** Annually

CONSIDERATION FOR PROGRAM EXPANSION

- Explore the possibility of expanding the program to new locations or increasing the number of sessions offered annually.
- Consider adding new elements to the program, such as specialized tours, or corporate packages.
- Evaluate the potential for replicating the program in other regions, leveraging the success of the initial launch.
- **Timeline:** Year 2 and Beyond

3.3 OPERATIONS AND HUMAN RESOURCES

[See Appendix D 3.3](#) »

This section outlines the daily operations and staffing requirements for RiverQuest Adventure Co. Outfitters Experience, focusing on watercraft rentals, guided tours, and the floating café. Key areas include safety protocols, regulatory compliance, and equipment maintenance. The marketing strategy emphasizes ongoing promotion and customer feedback collection. Staff roles are clearly defined, including a general manager, guides, support staff, and café personnel, all supported by comprehensive training and development programs.

3.4 PERFORMANCE MEASUREMENT

[See Appendix D 3.4](#) »

This section covers the key metrics for tracking customer satisfaction, operational efficiency, financial performance, safety and compliance, marketing effectiveness, employee satisfaction, and community engagement for the Outfitters Experience. Tools such as surveys, financial reports, and safety logs will be used to gather data, while actions like adjusting services based on feedback and optimizing staffing and marketing strategies will ensure continuous improvement.



4. Next Steps and Support

To learn more about pricing, implementation, and additional resources available to support your project, please reach out to the Economic Development and Tourism Division at Haldimand County. Our team is ready to provide further insights, answer questions, and help you navigate the next steps. Contact us at opportunity@haldimandcounty.ca to get started.

Appendices

- [Appendix A: Glossary of Acronyms and Terms](#)
- [Appendix B: Cultural Experience](#)
- [Appendix C: River-Adjacent Experience](#)
- [Appendix D: Outfitters Experience](#)
- [Appendix E: Target Audience](#)



Appendix A:

Glossary of Acronyms and Terms

ACROYNM	IN FULL	DEFINITION
NPS	Net Promoter Score	A metric used to gauge the loyalty of a firm's customer relationships by asking customers how likely they are to recommend the business.
CSR	Corporate Social Responsibility	A business model that helps a company be socially accountable—to itself, its stakeholders, and the public.
ROI	Return on Investment	A measure used to evaluate the efficiency or profitability of an investment, calculated as the ratio of net profit to the cost of the investment.
POS	Point of Sale	A system used in retail and hospitality to complete sales transactions, manage orders, and track inventory.
CRM	Customer Relationship Management	A strategy and technology used to manage interactions with customers, streamline processes, and improve business relationships.
CAC	Customer Acquisition Cost	The cost associated with acquiring a new customer, including marketing and sales expenses divided by the number of new customers gained.
FT	Full-Time	A type of employment where an employee works a standard number of hours per week, typically 35-40 hours.
PT	Part-Time	A type of employment where an employee works fewer hours per week than a full-time employee, typically less than 35 hours.
LMS	Learning Management System	A software application for the administration, documentation, tracking, and delivery of educational courses or training programs.

OT	One-Time	Refers to costs or activities that occur only once, such as initial setup costs or one-time equipment purchases.
SEO	Search Engine Optimization	The process of optimizing online content so that a search engine likes to show it as a top result for searches of certain keywords.
AODA	Accessibility for Ontarians with Disabilities Act	A law that sets out accessibility standards that organizations must follow to identify, remove, and prevent barriers to accessibility for people with disabilities in Ontario.
OG	Ongoing	Refers to recurring or continuous expenses or activities, as opposed to one-time costs.
WSIB	Workplace Safety and Insurance Board	An Ontario government agency that provides no-fault collective liability insurance for Ontario workplaces, as well as compensation and safety services.



TERM	DEFINITION
Break-Even Analysis	A financial calculation to determine the number of products or services a business needs to sell to cover its costs.
Table Turnover Rate	A measure of how quickly tables are occupied, served, and vacated in a restaurant, impacting revenue and efficiency.
Inventory Turnover Ratio	A ratio showing how many times a company has sold and replaced inventory during a specific period.
Order Accuracy	A metric that tracks the percentage of orders delivered correctly without errors or omissions.
Waste Reduction	Strategies and practices aimed at minimizing the amount of waste generated by the business, particularly food waste.
Employee Retention	The ability of a company to retain its employees over time, reducing turnover and associated costs.
Productivity Levels	A measure of the efficiency with which tasks are completed by employees or processes within the business.

Customer Feedback Score	A measure of the efficiency with which tasks are completed by employees or processes within the business.
Promotion Conversion Rate	The percentage of customers who respond to a marketing promotion by making a purchase or taking the desired action.

Appendix B: Cultural Experience

3.3 OPERATIONS AND HUMAN RESOURCES

Programs like immersive cultural and historical experiences are often integrated into the existing programming of established tourism operators, which allows for significant cost efficiencies. Since these operators already have a dedicated team and infrastructure in place, the staffing costs associated with adding a new program are typically fractional. This means that the additional staff required to develop and deliver the experience can be absorbed into the current workforce, reducing the overall cost burden. From a profitability perspective, it is recommended that an organization already running tourism programming take on the operation of this experience (e.g Ruthven Park National Historic Site, Six Nations Tourism etc.) This approach leverages their existing resources, expertise, and market presence, ensuring both financial sustainability and operational efficiency.

3.3.1 Daily Operations

Hours of Operation	<ul style="list-style-type: none"> • By Request: Experience can be scheduled upon request/booking, with at least one session per month expected. • Session Duration: 3 hours per session.
KEY OPERATIONAL AREAS	
Cultural Experience Coordination	The operator will coordinate and manage the overall experience, ensuring each session runs smoothly. The program will be adaptable based on seasonal changes, with customized storytelling, guided walks, and culinary workshops. The operator will also oversee the selection of locations, ensuring that each session is conducted at approved, accessible sites.

Guided Walks & Storytelling	The walks will be tailored to the season and will be available year-round and adapt to the natural environment. Guides ensure participant safety.
Culinary Workshop	The operator will ensure that all necessary ingredients are available, maintaining high standards of food safety and preparation.
Customer Service	The operator will maintain excellent customer service, ensuring bookings, inquiries, and participant feedback are collected and addressed promptly. As the program does not have a fixed location, staff will be trained to handle both the logistics of various site setups and customer interactions with flexibility.
INVENTORY AND SUPPLY CHAIN	
Supplier Relationships	The operator will establish relationships with local food suppliers, artisans, and educational resources to provide the necessary materials for both the culinary workshops and the educational components of the program.
Inventory Control	Ensure fresh, accessible and at-the-ready supplies. Regular check will be conducted to ensure the quality of ingredients and materials required for the program.
CUSTOMER EXPERIENCE	
Booking System	A flexible, user-friendly system will allow customers to schedule sessions online or by phone.
Customer Feedback	Customer feedback will be encouraged through surveys, digital platforms, and on-site interactions. Feedback will be used to improve the program and adapt content to participant interests, ensuring that the experience remains engagement, educational, and culturally authentic.

3.3.2 Staff Requirements

Given the streamlined approach, the staffing needs for the immersive cultural and historical experience can be effectively managed with a small, focused team.

STAFF	ROLE & RESPONSIBILITY	SKILLS REQUIRED
<p>Program Developer and Lead Facilitator (PT, dependent upon number of programs led/year)</p>	<p>Role: This individual is responsible for both the development and delivery of the program. They design the content, including the storytelling, guided walks, and educational components, and lead participants through the experience. If the program includes a culinary component, this role may also require expertise in traditional cooking methods, or the facilitator could work alongside a chef.</p> <p>Responsibilities:</p> <ul style="list-style-type: none"> • Designing and developing the program content. • Leading all aspects of the experience, from storytelling to guided walks. • If applicable, instructing participants in the preparation of traditional dishes. • Engaging participants in meaningful discussions and ensuring a high level of interaction. 	<ul style="list-style-type: none"> • Expertise in the relevant cultural or historical content. • Strong public speaking and storytelling abilities. • Experience in developing educational programs or workshops. • If acting as the chef, culinary skills specific to the cultural or historical focus of the program.
<p>Support Staff (PT)</p>	<p>Role: The support staff member assists the Program Developer and Lead Facilitator with all logistical and operational aspects of the experience. They ensure that the program runs smoothly by handling setup, managing materials, assisting participants, and addressing any on-the-spot needs that arise.</p> <p>Responsibilities:</p> <ul style="list-style-type: none"> • Preparing the site and setting up materials and equipment. 	<ul style="list-style-type: none"> • Organizational and multitasking abilities. • Experience in customer service or event support. • Ability to handle physical tasks such as setting up and breaking down equipment. • Basic knowledge of safety protocols and emergency procedures.

	<ul style="list-style-type: none"> • Assisting the lead facilitator during the experience (e.g., handing out materials, managing transitions between activities). • Providing support to participants, answering questions, and ensuring their comfort. • Handling any logistical challenges that arise during the program. 	
--	--	--

3.3.3 Alternative Staffing Structure

If the program requires a more specialized approach, the roles could be adjusted as follows:

STAFF	ROLE & RESPONSIBILITY
Cultural or Historical Expert (First Half of the Program)	<p>Role: Focuses on delivering the storytelling and guided walk portions of the experience. They provide participants with an in-depth understanding of the cultural or historical context.</p> <p>Responsibilities:</p> <ul style="list-style-type: none"> • Leading storytelling sessions. • Conducting guided walks and providing historical or cultural insights.
Chef (Second Half of the Program)	<p>Role: Takes over for the culinary workshop portion, guiding participants through the preparation of traditional dishes.</p> <p>Responsibilities:</p> <ul style="list-style-type: none"> • Preparing ingredients and cooking equipment. • Instructing participants in the culinary process. • Discussing the cultural significance of the dishes being prepared.
Support Staff	Supports both the Cultural or Historical Expert and the Chef, ensuring smooth transitions between activities and managing all logistical aspects.

3.4 PERFORMANCE MEASUREMENT

PARTICIPANT SATISFACTION	
Metric	<ul style="list-style-type: none"> • Participant Feedback Scores: Collect quantitative data through surveys at the end of each session, asking participants to rate their overall satisfaction, the quality of content, the effectiveness of the facilitator, and the logistics (e.g., venue, materials, timing). • Net Promoter Score (NPS): Measure participants' willingness to recommend the experience to others, providing a clear indicator of overall satisfaction and program success. • Qualitative Feedback: Gather open-ended responses from participants about what they enjoyed most and what could be improved. This feedback can offer deeper insights into the participant experience.
Tools	<ul style="list-style-type: none"> • Surveys: Use both paper and digital surveys to reach participants immediately after the session while their experience is still fresh. • Focus Groups: Conduct periodic focus groups with participants to delve deeper into specific aspects of the program.
Support Staff	<ul style="list-style-type: none"> • Analyze Feedback Regularly: Review survey results and feedback monthly to identify trends, strengths, and areas for improvement. • Adjust Content Based on Feedback: Make iterative changes to the program content, delivery, or logistics based on participant feedback to enhance the overall experience.



OPERATIONAL EFFICIENCY	
Metric	<ul style="list-style-type: none"> • Session Attendance: Track the number of participants per session to assess whether the program is attracting the expected number of attendees. • Session Completion Rate: Monitor the percentage of sessions that are completed as scheduled versus those that are cancelled or rescheduled due to operational issues. • Resource Utilization: Measure how effectively materials, equipment, and staff are being used during sessions. This includes tracking the use of consumables, wear and tear on equipment, and staff time.
Tools	<ul style="list-style-type: none"> • Attendance Records: Maintain detailed records of participant numbers for each session. • Operational Logs: Keep logs of session activities, noting any issues that arise during setup, execution, or teardown.

Actions	<ul style="list-style-type: none"> • Optimize Scheduling: Adjust session schedules based on attendance trends to maximize participation and minimize resource wastage. • Streamline Operations: Identify bottlenecks or inefficiencies in session setup, delivery, or cleanup, and implement process improvements to reduce downtime and resource costs.
---------	--



FINANCIAL PERFORMANCE	
Metric	<ul style="list-style-type: none"> • Revenue per Session: Calculate the income generated from each session, factoring in the number of participants and the ticket price. • Cost per Session: Track the expenses associated with each session, including materials, staffing, and venue costs. • Profit Margins: Measure the difference between revenue and costs to determine the profitability of each session and the overall program.
Tools	<ul style="list-style-type: none"> • Financial Software: Use accounting software to track income, expenses, and profitability in real-time. • Budget vs. Actual Analysis: Compare budgeted expenses and revenues against actual figures to assess financial performance.
Actions	<ul style="list-style-type: none"> • Regular Financial Reviews: Conduct monthly financial reviews to monitor cash flow, profitability, and any variances from the budget. • Adjust Pricing or Costs: If profit margins are lower than expected, consider adjusting ticket prices, reducing costs, or increasing session frequency to improve financial outcomes.



MARKETING EFFECTIVENESS	
Metric	<ul style="list-style-type: none"> • Lead Conversion Rate: Track the percentage of leads generated through marketing efforts that convert into actual participants. • Return on Investment (ROI): Measure the ROI of different marketing channels (e.g., digital ads, social media, partnerships) to determine which are most effective in driving participation. • Participant Demographics: Analyze the demographics of participants to ensure the marketing strategy is reaching the intended target audiences (e.g., tourists, local residents, educational institutions, corporate clients).
Tools	<ul style="list-style-type: none"> • Marketing Analytics Software: Use tools like Google Analytics, social media insights, and CRM systems to track the performance of marketing campaigns.

	<ul style="list-style-type: none"> • Participant Surveys: Include questions in participant surveys that ask how they heard about the program to identify the most effective marketing channels.
Actions	<ul style="list-style-type: none"> • Optimize Marketing Spend: Reallocate marketing budgets to the most effective channels based on ROI and lead conversion data. • Targeted Campaigns: Develop targeted marketing campaigns based on participant demographics and preferences to attract more participants from key segments.



COMMUNITY & CULTURAL IMPACT	
Metric	<ul style="list-style-type: none"> • Cultural Preservation: Assess the extent to which the program is contributing to the preservation and sharing of Indigenous knowledge and/or local history. This could include the number of sessions focused on cultural themes, participant engagement with cultural content, and feedback from Indigenous communities. • Community Engagement: Measure the program's impact on local communities, such as the number of partnerships with local organizations, involvement in community events, and feedback from community stakeholders.
Tools	<ul style="list-style-type: none"> • Cultural Impact Assessments: Conduct assessments to evaluate how well the program is preserving and promoting cultural heritage. • Community Feedback: Gather feedback from local organizations, Indigenous groups, and community leaders about the program's impact and value.
Actions	<ul style="list-style-type: none"> • Strengthen Community Partnerships: Use community feedback to build stronger partnerships with local organizations and cultural groups, ensuring that the program remains aligned with community needs and values. • Enhance Cultural Content: Regularly review and update the cultural and historical content of the program to ensure it remains relevant, respectful, and impactful.

Performance measurement should lead to continuous improvement in the program. By regularly reviewing metrics across all these areas, the program can adapt to changing participant needs, operational challenges, and market dynamics, ensuring its long-term success and sustainability.

Ultimately, reporting and communication of these findings for internal use will provide the operator with valuable insights into their operations. Formats and timelines to consider for this include:

- **Monthly Reports:** Provide monthly performance reports to stakeholders, summarizing key metrics, insights, and any recommended changes.
- **Quarterly Reviews:** Hold quarterly review meetings with the program team to discuss performance trends, strategic adjustments, and any new initiatives.
- **Annual Impact Report:** At the end of each year, compile an annual impact report that highlights the program’s successes, challenges, financial performance, and community impact. This report can be used to guide strategic planning for the following year.

Appendix C: River-Adjacent Experience

3.3 OPERATIONS AND HUMAN RESOURCES

3.3.1 Daily Operations

Hours of Operation	<ul style="list-style-type: none"> • Weekdays: 11:00 AM - 10:00 PM • Weekends: 10:00 AM - 11:00 PM
KEY OPERATIONAL AREAS	
Kitchen Operations	Led by the Head Chef, the kitchen will focus on preparing high-quality dishes using locally sourced ingredients. The kitchen will operate with efficiency and maintain strict hygiene standards.
Front of House (FoH) Operations	Managed by the General Manager, the FoH team will ensure excellent customer service, manage reservations, and handle guest inquiries. The staff will be trained to provide a welcoming and engaging experience for all guests.
Bar Operations	The bartender will manage beverage preparation and service, ensuring that all drinks are served promptly and to a high standard. The bar will feature a curated selection of wines and mocktails that complement the menu.

Takeaway and Picnic Service	The takeaway service will operate alongside the dining service, offering picnic options that customers can take to enjoy in local parks or along the Grand River.
INVENTORY AND SUPPLY CHAIN	
Supplier Relationships	Establish strong relationships with local suppliers for food, beverages, and other necessary supplies. Regular communication will ensure consistent quality and availability of products.
Inventory Control	Implement just-in-time inventory management to reduce waste and ensure fresh ingredients are always available. The General Manager and Head Chef will conduct regular inventory checks to monitor stock levels.
CUSTOMER EXPERIENCE	
Reservation System	A user-friendly reservation system will be implemented to manage table bookings and reduce wait times. Customers will be able to make reservations online, by phone, or in person.
Customer Feedback	Encourage customer feedback through surveys, social media, and direct communication. Feedback will be used to continuously improve service and menu offerings.

3.3.2 Staff

Role	# of Staff	Salary Recommendations	Employment Type	Responsibilities
General Manager	1	\$50,000 - \$70,000 annually	FT	Manage day-to-day operations, handle staff scheduling, training, and performance reviews, ensure customer satisfaction, oversee budgeting, inventory, and supply chain management, and maintain high standards of service.

Head Chef	1	\$45,000 - \$60,000 annually	FT	Develop and update the menu, supervise kitchen staff, ensure food safety and sanitation, work with the General Manager on inventory and ordering, and maintain high standards of food presentation and quality.
Sous Chef	1	\$30,000 - \$45,000 annually	FT	Assist in meal preparation and presentation, support the Head Chef in managing the kitchen staff, ensure kitchen cleanliness and organization, and oversee kitchen operations in the absence of the Head Chef.
Line Cooks	2-3	<ul style="list-style-type: none"> • \$17.20 (minimum wage) • \$20.90 (Ontario Living Wage Network) 	PT	Prepare ingredients and cook dishes, maintain cleanliness and organization of the kitchen and workstations, and assist in the setup and breakdown of kitchen operations each day.
Servers	4-6	\$16.20 per hour plus tips	PT	Greet guests, take food and beverage orders, serve food and drinks, handle customer inquiries, resolve issues, and assist in setting up and clearing tables.

Bartender	1-2	\$16.20 per hour plus tips (server minimum wage)	PT	Prepare and serve drinks according to standard recipes, engage with customers, provide recommendations, maintain cleanliness and organization of the bar area, and manage bar inventory and assist in ordering supplies.
Host/Hostess	1-2	<ul style="list-style-type: none"> • \$17.20 (minimum wage) • \$20.90 (Ontario Living Wage Network) 	PT	Greet and seat guests upon arrival, manage reservations and waitlists, assist with customer inquiries, and ensure a smooth flow of guests into the dining area.
Dishwasher / Kitchen Assistant	2	<ul style="list-style-type: none"> • \$17.20 (minimum wage) • \$20.90 (Ontario Living Wage Network) 	PT	Wash dishes, utensils, and kitchen equipment, assist with basic food preparation tasks, and maintain cleanliness in the kitchen and dishwashing areas.
Marketing and Events Coordinator	1	\$35,000 - \$45,000 annually	PT	Develop and execute marketing campaigns, manage social media accounts and online presence, plan and coordinate special events and promotions, and collaborate with local businesses and organizations for cross-promotions.

3.3.3 Recruitment & Training

RECRUITMENT

- The recruitment process will prioritize candidates with relevant experience and a passion for customer service. Job postings will be advertised locally and online to attract a diverse pool of applicants.

TRAINING

- All new hires will undergo comprehensive training that includes customer service, food safety, and operational procedures. Ongoing training sessions will be held to keep staff updated on new menu items, promotions, and any changes in operations.

EMPLOYEE RETENTION

- Competitive salaries, a positive work environment, and opportunities for career growth will be key factors in retaining staff. Regular performance reviews will be conducted to provide feedback and support staff development.

KPIS

- Key performance indicators (KPIs) such as customer satisfaction, sales targets, and staff retention rates will be tracked to measure the success of the restaurant's operations.

PERFORMANCE REVIEWS

- Regular performance reviews will be conducted to assess staff performance, provide feedback, and identify areas for improvement.

INCENTIVES

- To motivate staff, a system of incentives such as bonuses for meeting sales targets or exceptional customer service will be implemented.

POS SYSTEM

➤ A modern point-of-sale (POS) system will be used to manage orders, payments, and inventory. The system will integrate with the reservation and takeaway services for seamless operations.

EMPLOYEE SCHEDULING SOFTWARE

➤ A scheduling tool will be used to manage staff shifts, ensuring adequate coverage during peak hours while allowing for flexibility in staffing.

CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

➤ A CRM system will be used to track customer preferences, manage loyalty programs, and personalize marketing efforts.

3.4 PERFORMANCE MEASUREMENT

FINANCIAL PERFORMANCE	
Metric	<ul style="list-style-type: none">• Revenue Growth: Track monthly, quarterly, and annual revenue• Profit Margins: Measure gross and net profit margins• Cost Control: Monitor operating expenses• Break-Even Analysis: Perform regularly• Return on Investment (ROI): Evaluate ROI on major expenses
Tools	<ul style="list-style-type: none">• Accounting Software, Financial Reports• Accounting Software, Profit & Loss Statements• Budget Tracking Tools, Financial Reports• Financial Modeling Tools• ROI Calculators, Financial Analysis Tools
Actions	<ul style="list-style-type: none">• Review revenue reports regularly, adjust pricing and promotions based on performance trends.• Monitor expenses, optimize pricing, and reduce costs where possible to maintain healthy margins.• Regularly compare actual expenses to budgeted amounts, and implement cost-saving measures as needed.• Calculate break-even points and ensure sales strategies are aligned to exceed these thresholds.• Assess the effectiveness of marketing campaigns and capital investments, and adjust strategies accordingly.



CUSTOMER SATISFACTION	
Metric	<ul style="list-style-type: none"> • Customer Feedback Scores: Collect and analyze feedback • Net Promoter Score (NPS): Measure customer loyalty • Repeat Customer Rate: Track returning customers • Average Customer Spend: Monitor spend per customer
Tools	<ul style="list-style-type: none"> • Survey Tools, Online Review Platforms • NPS Surveys • CRM Systems, Loyalty Programs • POS Systems, Sales Reports
Actions	<ul style="list-style-type: none"> • Actively solicit feedback through surveys and encourage online reviews; address customer concerns promptly. • Implement NPS surveys and use the data to enhance customer loyalty programs and service quality. • Develop and promote loyalty programs; analyze CRM data to target repeat customers with special offers. • Train staff on upselling techniques; analyze sales data to identify opportunities for menu optimization.



OPERATIONAL EFFICIENCY	
Metric	<ul style="list-style-type: none"> • Table Turnover Rate: Measure time to serve customers • Inventory Turnover Ratio: Track inventory management • Order Accuracy: Monitor correct order fulfillment • Waste Reduction: Measure food and beverage waste
Tools	<ul style="list-style-type: none"> • POS Systems, Table Management Software • Inventory Management Software • POS Systems, Customer Feedback Tools • Waste Tracking Systems, Inventory Reports
Actions	<ul style="list-style-type: none"> • Streamline service processes; train staff to improve speed and efficiency without compromising service quality. • Optimize inventory levels; establish strong supplier relationships to ensure timely stock replenishment. • Implement order-checking procedures; train staff on accuracy and double-checking orders before delivery. • Regularly review waste reports; adjust portion sizes and inventory orders to reduce excess waste.



STAFF PERFORMANCE	
Metric	<ul style="list-style-type: none"> • Employee Retention Rate: Monitor staff turnover • Employee Satisfaction: Conduct surveys • Training Completion Rate: Track training completion • Productivity Levels: Measure task completion efficiency
Tools	<ul style="list-style-type: none"> • HR Management Software, Employee Surveys • Employee Feedback Tools, HR Systems • Learning Management Systems (LMS) • Time Tracking Software, Task Management Tools
Actions	<ul style="list-style-type: none"> • Foster a positive work environment; conduct regular reviews and offer incentives to retain top talent. • Regularly survey employees; address any issues promptly and provide opportunities for professional development. • Ensure all new hires complete training; offer ongoing training and development programs for all staff. • Monitor task completion times; provide additional training or resources to improve productivity.



MARKETING EFFECTIVENESS	
Metric	<ul style="list-style-type: none"> • Customer Acquisition Cost (CAC): Calculate acquisition cost • Social Media Engagement: Monitor engagement metrics • Website Traffic: Track visitors and sources • Promotion Conversion Rate: Measure promotion response
Tools	<ul style="list-style-type: none"> • Marketing Analytics Tools, CRM Systems • Social Media Analytics Tools • Web Analytics Tools (e.g., Google Analytics) • Sales Reports, CRM Systems
Actions	<ul style="list-style-type: none"> • Analyze CAC regularly; optimize marketing spend across channels to reduce costs and improve ROI. • Increase content quality and frequency; engage with followers and encourage sharing and interaction. • Optimize website for SEO; use targeted ads to drive traffic; regularly update content. • Track the effectiveness of promotions; refine promotional strategies based on conversion data.

Appendix D:

Outfitters Experience

3.3 OPERATIONS AND HUMAN RESOURCES

3.3.1 Daily Operations

Hours of Operation (seasonal impacts)	<ul style="list-style-type: none"> • Weekdays: 10:00 AM - 8:00 PM • Weekends: 9:00 AM - 9:00 PM
KEY OPERATIONAL AREAS	
Watercraft Rentals	<p>The watercraft fleet, including kayaks, canoes, paddleboards, and safety gear, will be managed and maintained to ensure all equipment is in top condition and ready for rental. The rental process will be efficient and streamlined, with a focus on customer safety.</p>
Guided Tours	<p>Guided activities, including kayaking, fly fishing, hiking and biking tours, will be coordinated and executed with safety as the primary concern. Guides will be trained to deliver educational content and enhance the participant experience, ensuring an informative and enjoyable tour.</p>
Floating Cafe	<p>The floating cafe will operate daily, offering a selection of food and beverages. This includes inventory management, food preparation, and maintaining high standards of customer service to create a welcoming atmosphere for guests.</p>
Customer Service	<p>Customer service will focus on delivering a seamless experience from booking to participation. Staff will be trained to handle reservations, inquiries, and any challenges that may arise, ensuring that all customer interactions are positive and enjoyable.</p>

INVENTORY AND SUPPLY CHAIN	
Supplier Relationships	Establish strong relationships and regular communication with local suppliers to ensure a consistent supply of quality products, including food, beverages, and rental equipment.
Inventory Control	Inventory management will utilize a just-in-time system to minimize waste and ensure that fresh ingredients and rental equipment are always available. Regular inventory and product fitness/quality checks will be conducted.
CUSTOMER EXPERIENCE	
Reservation System	A user-friendly reservation system will be implemented to manage bookings for rentals and guided tours. Customers will be able to book online, by phone, or in person, ensuring a streamlined booking experience and reduced wait times.
Customer Feedback	Customer feedback will be actively encouraged through surveys, social media, and direct interactions. This feedback will be used to continuously improve operations and the overall guest experience.

3.3.2 Safety and Compliance

Safety Protocols: Implementing and enforcing safety protocols for all activities, including water-based and land-based tours. This includes regular equipment checks, safety briefings for participants, and emergency response plans.

Regulatory Compliance: Ongoing compliance with all local, provincial, and federal regulations, including health and safety standards, environmental guidelines, and business licensing requirements.

3.3.3 Maintenance

Equipment Maintenance: Regular inspection and maintenance of all equipment, including watercraft, bicycles, and café equipment, to ensure safety and reliability.

Facility Upkeep: Maintenance of the base camp, docking facilities, and floating café to provide a safe and welcoming environment for participants.

3.3.4 Marketing and Customer Engagement

Ongoing Marketing: Continuous promotion of RiverQuest Adventure Co. through digital marketing, social media, and partnerships with local businesses and tourism boards.

Customer Feedback: Actively seeking and utilizing customer feedback to improve services and tailor experiences to meet participant needs.

3.3.5 Staff

Role	# of Staff	Salary Recommendations	Employment Type	Responsibilities
General Manager	1	\$50,000 - \$70,000 annually	FT	Manage all aspects of the business, including staff coordination, budgeting, and strategy.
Lead Guide	1	\$20-\$25/hour	FT	Lead and coordinate guided activities, ensure safety, and train part-time guides.
Guides	1-2	<ul style="list-style-type: none"> \$17.20 per hour (minimum wage) \$20.90 per hour (Ontario Living Wage Standard) 	PT	Conduct tours, ensure participant safety, and provide educational content.
Support Staff	1-2	<ul style="list-style-type: none"> \$17.20 per hour (minimum wage) \$20.90 per hour (Ontario Living Wage Standard) 	PT	Support daily operations, including setup, logistics, and participant assistance.
Floating Café Staff	1-2	<ul style="list-style-type: none"> \$16.20 (server minimum wage) \$17.20 per hour (minimum wage) \$20.90 per hour (Ontario Living Wage Standard) 	PT	Operate the café, including food prep, serving, and maintaining a clean environment.

Marketing and Events Coordinator	1	\$25,000/year	PT	Develop and implement marketing strategies, manage events, and coordinate promotions.
---	---	---------------	----	---

3.3.6 Staff Training & Development

Initial Training: All staff will undergo a comprehensive training program before the launch of RiverQuest Adventure Co. This will include training in safety protocols, customer service, operational procedures, and content delivery for guided tours.

Ongoing Training: Continuous professional development opportunities will be provided, including certifications in areas such as first aid, wilderness safety, and hospitality. Regular team meetings will also be held to discuss performance, customer feedback, and areas for improvement.

3.4 PERFORMANCE MEASUREMENT

CUSTOMER SATISFACTION	
Metric	<ul style="list-style-type: none"> • Customer Feedback Scores: This metric evaluates participant satisfaction and identifies areas for improvement in the experience. • Online Reviews and Ratings: A key metric for gauging public perception.
Tools	<ul style="list-style-type: none"> • Post-experience surveys • Online platforms like Google, Yelp.
Actions	<ul style="list-style-type: none"> • Distribute surveys to participants after each activity. Analyze feedback to identify areas for improvement. • Monitor reviews and respond to customer comments promptly. Adjust services based on feedback.



OPERATIONAL EFFICIENCY	
Metric	<ul style="list-style-type: none"> • Equipment Utilization Rates: Measures the efficiency of watercraft and other gear usage. • Staff Productivity
Tools	<ul style="list-style-type: none"> • Booking and inventory management software, tracking logs. • Staff performance reviews, booking management software.
Actions	<ul style="list-style-type: none"> • Monitor equipment usage daily to ensure optimum rental periods and maximize inventory efficiency. Implement a reservation system to reduce downtime and ensure popular items are available during peak periods. • Evaluate employee performance regularly through feedback and performance metrics. Provide regular training and performance-enhancing incentives to boost productivity and customer service quality. • Adjust staffing levels as needed.



FINANCIAL PERFORMANCE	
Metric	<ul style="list-style-type: none"> • Revenue Growth: Track monthly, quarterly, and annual revenue. • Profit Margins: Assess how well the company is managing expenses while generating profits. • Cost Control: Tracks operating expenses to ensure efficient spending.
Tools	<ul style="list-style-type: none"> • Financial reports. • Accounting software. • Profit & loss statements. • Budget tracking tools.
Actions	<ul style="list-style-type: none"> • Review revenue monthly and adjust pricing strategies based on market demand, seasonality, and competitor pricing. Offer promotions during off-peak times to increase business volume. • Regularly assess both gross and net profit margins – monitor budget variances. • Monitor costs and optimize pricing to maintain healthy profit margins.



SAFETY & COMPLIANCE

Metric	<ul style="list-style-type: none">• Number of Incidents/Accidents: Track the frequency of safety-related events during activities.• Compliance with Regulations: Local, provincial, and federal regulations.
Tools	<ul style="list-style-type: none">• Safety logs and incidents reports.• Compliance audits, safety checklists.
Actions	<ul style="list-style-type: none">• Implement strict safety protocols. Regularly review and update safety procedures.• Schedule regular safety audits to ensure all operations meet local, provincial, and federal regulations.



MARKETING EFFECTIVENESS

Metric	<ul style="list-style-type: none">• Website Traffic: Track number of visitors to the website and the effectiveness of online marketing.• Success: Conversion rates from marketing campaigns.
Tools	<ul style="list-style-type: none">• Google analytics.• Social media insights.• CRM and marketing software.
Actions	<ul style="list-style-type: none">• Track online engagement and adjust marketing strategies to increase reach and conversion rates. Use SEO to improve website ranking.• Analyze conversion data to assess the effectiveness of marketing efforts.• Adjust campaigns based on performance. Track traffic sources and optimize digital marketing campaigns (e.g., pay-per click ads) based on visitor behaviour.



STAFF PERFORMANCE

Metric	<ul style="list-style-type: none">• Employee Retention Rates: Measure how successfully the company is retaining skilled employees.• Staff Engagement: Tracks employee satisfaction within their roles and the company's work environment.
--------	--

Tools	<ul style="list-style-type: none"> • HR management software, employee surveys. • Staff meetings and feedback sessions.
Actions	<ul style="list-style-type: none"> • Conduct regular employee satisfaction surveys to assess engagement and morale. Address concerns quickly and offer opportunities for career development to improve retention. • Implement initiatives to improve workplace morale and retention. • Hold regular staff meetings to discuss issues and gather feedback and ensure staff feel valued and heard. • Address concerns promptly. • Provide incentives and rewards for high performance.



COMMUNITY ENGAGEMENT	
Metric	<ul style="list-style-type: none"> • Partnerships with Local Businesses and Organizations: Measure extent of collaborations. • Community Feedback: Gather input from local residents and stakeholders about business's impact on the community.
Tools	<ul style="list-style-type: none"> • Partnership agreements and event participation records. • Community consultation surveys.
Actions	<ul style="list-style-type: none"> • Develop and maintain partnerships with local entities. Establish cross-promotion deals and community-based events to strengthen engagement. • Track participation in community events. • Gather feedback from the community and adjust programs to better serve local needs and ensure positive community relations.

Appendix E: Target Audiences

Tourists

DESCRIPTION



Visitors to the Grand River region who are interested in unique, authentic cultural and outdoor experiences, including memorable culinary adventures celebrating local flavors. This audience generally resides 40+ km from Haldimand County.

KEY CHARACTERISTICS

- **Cultural Enthusiasts:** Tourists with a strong interest in history, culture, and the arts who seek immersive experiences that deepen their understanding of the region, such as tasting traditional and locally-inspired cuisine. They are drawn to the area's natural beauty and cultural significance.
- **Adventure Seekers:** Travellers who thrive on exploration and discovery, enjoying activities like guided nature walks and hands-on culinary workshops that feature local ingredients. They are often looking for memorable experiences that set their travels apart.
- **Eco-Conscious Travellers:** Individuals committed to sustainable travel who prioritize environmental stewardship and respect local ecosystems, with a preference for eco-friendly food options and experiences that align with sustainable practices.
- **Culinary Enthusiasts:** Visitors especially interested in exploring local cuisine and finding unique dining experiences that combine regional flavors with scenic views.
- **Scenic Seekers & Experience Collectors:** Travellers attracted to picturesque waterfront views and looking for Instagram-worthy moments that stand out in their travel stories.

BENEFITS

- **Authentic Cultural and Culinary Experiences:** Offers deep connections to the Grand River region's heritage, with experiences that go beyond surface-level tourism to provide a meaningful cultural immersion.
- **Memorable Travel Moments:** Engages visitors in storytelling, plant and vegetation education, and culinary workshops that create lasting memories and stand out in their journey.
- **Educational Value:** Provides a rich learning experience about the history and traditions of Indigenous peoples and early settlers in the area.
- **Unique Dining and Scenic Experiences:** Combines local flavors with beautiful views, offering a peaceful and scenic place for relaxation and memorable photo opportunities.

IDEAL USE CASES

- **Cultural Tourism Packages:** Included as part of a broader itinerary that features other local cultural and historical sites.
- **Eco-Tourism Adventures:** Positioned within eco-tourism packages that emphasize sustainable and culturally respectful travel.
- **Culinary Tours & Day Trips:** Featured stops for food and wine tours, day trips, and culinary tourism offerings in the Grand River area.
- **Seasonal Travel Programs:** Incorporated into seasonal travel promotions, with different experiences highlighted depending on the time of year.
- **Scenic Breaks:** A key stop for visitors seeking picturesque views and memorable photo opportunities, ideal for experienced collectors and relaxation seekers.

Local Residents

DESCRIPTION

- Local residents of Haldimand County and surrounding areas along the Grand River, who seek to deepen their understanding of local history, enjoy high-quality local dining, engage in outdoor activities, and connect with their community. This audience values accessible, engaging, and educational experiences that foster a stronger connection to the region and provide enriching opportunities close to home.

KEY CHARACTERISTICS

- **Community-Oriented Individuals:** Residents actively involved in their community with an interest in local history, cultural preservation, and eco-friendly initiatives. They value supporting local businesses and environmental stewardship.
- **Families:** Parents and children seeking educational, enjoyable, and family-friendly experiences that foster intergenerational learning and local engagement, both indoors and outdoors.

- **Lifelong Learners:** Individuals curious about their region's history, culture, and natural landscape, eager to explore accessible, enriching activities and gain a deeper understanding of their heritage.
- **Regular Patrons:** Locals looking for a go-to spot to enjoy high-quality dining with scenic views, offering a family-friendly and welcoming environment for casual meals or special gatherings.
- **Social Diners:** Residents who enjoy meeting friends for casual, social dining experiences, valuing places where they can build and maintain connections.

BENEFITS

- **Stronger Community Connection:** Provides residents with a deeper understanding of their community's heritage and culture, fostering local pride and community bonds.
- **Accessible Learning Opportunity:** Offers educational experiences that are local and easily accessible, providing meaningful insights into the area's history, culture, and natural surroundings.
- **Family-Friendly Activities:** Creates enjoyable and educational outings for all ages, encouraging family and community engagement in a way that is both fun and enriching.
- **Local Gem for Dining and Scenic Views:** Offers a high-quality dining option close to home with scenic views, creating a beloved spot for family outings, casual meetups, and community gatherings.
- **Convenient Outdoor Access:** Provides nearby recreational activities, offering a quick escape for outdoor adventures that cater to all ages and interests while encouraging environmental responsibility.

IDEAL USE CASES

- **Community Events:** Featured as part of local festivals, heritage days, or community gatherings, providing opportunities for residents to connect with their culture and environment.

- **Family Outings and Educational Programs:** Promoted as an activity for families seeking enriching local experiences and accessible learning. Also adaptable for school or community education programs focused on local history and culture.
- **Weekend Dining and Celebrations:** A favourite spot for weekend brunches, family dinners, or celebrating special occasions like birthdays and anniversaries.
- **Casual Social Meetups:** Perfect for residents catching up with friends over meals or enjoying a relaxed evening out.
- **Local Outdoor Adventures:** Promoted as a go-to location for convenient and accessible recreational activities, appealing to locals looking for family-friendly outdoor experiences close to home.

Newcomers

DESCRIPTION

- Individuals or families who have recently moved to the region/Province and are looking to establish connections with their new community/Province. This audience values experiences that help them learn about the local culture, history, and environment, and provide opportunities to meet other residents and become more integrated into the community/Province.

KEY CHARACTERISTICS

- **Cultural Explorers:** Newcomers who are eager to learn about the cultural and historical aspects of their new home.
- **Community Seekers:** Individuals or families who want to build social connections and feel more integrated into the local community.
- **Learning-Oriented:** People who view their relocation as an opportunity to learn about and appreciate the history and culture of their new environment.

BENEFITS

- **Community Integration:** Helps newcomers feel more connected to their new community by providing opportunities to learn about the local heritage and meet other residents.
- **Cultural Orientation:** Offers an educational introduction to the region's history and culture, helping newcomers understand the significance of the area they now live in.
- **Social Networking:** Provides a platform for newcomers to meet other like-minded individuals and build social connections in their new community.

IDEAL USE CASES

- **Social Clubs and Groups:** Promoted through local newcomer clubs or social groups as a way to explore the area and meet others.

Corporate Audiences

DESCRIPTION

- Businesses and organizations seeking unique and memorable experiences for team-building, client meetings, professional development, and corporate retreats. These events emphasize cultural awareness, environmental stewardship, and outdoor adventure, going beyond traditional corporate gatherings by providing meaningful, immersive activities that foster teamwork, cultural sensitivity, and a deeper connection to the region's heritage.

KEY CHARACTERISTICS

- **Team Builders:** Corporations interested in activities that promote teamwork, collaboration, and communication, often through customized outdoor adventures that enhance team dynamics and boost morale.
- **Corporate Social Responsibility (CSR) Advocates:** Companies that prioritize CSR, seeking experiences that align with their sustainability, cultural preservation, and community engagement values.

- **Professional Development Focused:** Businesses that aim to develop their employees' skills in leadership, cultural competence, and critical thinking through experiential activities that provide educational value and cultural insights.
- **Cultural Sensitivity and Awareness:** Organizations that value diversity and inclusion, actively seeking opportunities to educate their employees on cultural awareness and sensitivity through immersive and respectful programming.
- **Client Entertainers and Corporate Planners:** Companies looking for impressive, unique venues to host clients and corporate events, with a focus on creating a memorable atmosphere and setting.
- **Experience Creators:** Corporations that prioritize crafting memorable and engaging events, tailored to specific needs, offering a relaxed, yet professional ambiance.

BENEFITS

- **Enhanced Employee Engagement:** Meaningful activities that foster a stronger connection among team members, enhancing their commitment to both the team and the company.
- **Strengthened Corporate Identity and CSR Alignment:** Participation in culturally enriching experiences aligns with corporate social responsibility goals, enhancing the company's reputation as a socially responsible entity.
- **Networking and Team Building:** Opportunities for employees to build relationships within the company and engage with the local community, fostering stronger connections and promoting collaboration.
- **Unique Venue with Customizable Experiences:** Provides a distinctive and memorable setting for corporate events, client meetings, and retreats with flexible packages that can be tailored to meet specific corporate objectives.
- **Relaxed and Impressive Ambiance:** Encourages creativity and engagement, creating a lasting impression on both employees and clients.

IDEAL USE CASES

- **Annual Corporate Retreats:** Integrated as part of a broader retreat program, combining strategy sessions with relaxation, team-building, and cultural experiences.
- **Team Building Events:** Stand-alone or offsite days focused on collaboration, outdoor activities, and cultural learning.
- **CSR Initiatives:** Incorporated into a company's CSR strategy, supporting local communities, cultural preservation, and environmental stewardship.
- **Professional Development Workshops:** Used in leadership training and diversity and inclusion programs to enhance employees' cultural competence and awareness.
- **Client Meetings and Private Parties:** A unique and impressive venue for client entertainment, private gatherings, or medium-sized events that require a memorable setting.
- **Outdoor Team Retreats:** Ideal for team-building exercises that mix work and play in a natural setting, with necessary event considerations for larger audiences, such as increased parking.

Boaters and Outdoor Enthusiasts

DESCRIPTION

- Individuals enjoying water-based activities who seek convenient, high-quality dining accessible by boat.

KEY CHARACTERISTICS

- **Convenience Seekers:** Prefer dining options that are easily accessible from the water.
- **Adventure Enthusiasts:** Appreciate a unique destination during their outdoor adventures.
- **Active Lifestyles:** Look for dining experiences that fit seamlessly into their day on the water.

BENEFITS

- **Accessibility:** Easily reachable from the water.
- **Quick Stop:** A convenient and enjoyable break during their activities.
- **Memorable Experience:** Enhances their day on the river with a gourmet meal.

IDEAL USE CASES

- **Day on the Water:** A prime dining destination during boating or kayaking trips.
- **Group Outings:** Ideal for groups looking to dine together after a day of outdoor activities.
- **Adventure Dining:** Part of a broader outdoor experience.

Event Planners

DESCRIPTION

- Professionals organizing private events such as weddings, parties, and special celebrations.

KEY CHARACTERISTICS

- **Unique Venue Seekers:** Looking for one-of-a-kind locations.
- **Experience Creators:** Focused on crafting memorable events.
- **Detail-Oriented:** Require venues that can accommodate specific event needs.

BENEFITS

- **Scenic Backdrop:** Offers a stunning natural setting for events.
- **Customizable Space:** Flexible enough to accommodate various event types.
- **Memorable Experience:** Enhances the appeal of any event with a unique venue.

IDEAL USE CASES

- **Weddings:** A picturesque location for ceremonies and receptions. Depending on zoning limitations, amendments to the zoning restrictions, or [Public Entertainment License](#) may be required. Zoning is site specific and challenges may arise if the proposed uses of the site are not in compliance with the [Zoning By-law](#). Depending on the scenario, amendments may be requested depending on the site specifics and the proposed use/scope.
- **Private Parties:** Ideal for intimate gatherings and celebrations.
- **Corporate Events:** A distinctive choice for corporate functions.

Funder Acknowledgement

The project was funded in part by Ontario's Tourism Development Fund (2023), The views expressed in the publication are the views of the Recipient and do not necessarily reflect those of the province.

Additional financial support was also provided from the Haldimand County Business Development and Advisory Committee, Grand Erie Business Centre and Regional Tourism Organization 1 – Ontario's Southwest.



Contact Us

Bring your business vision to life in a thriving community that values innovation, sustainability, and authentic experiences. Align your goals with Ready-To-Launch opportunities that create impactful tourism experiences that benefit residents, visitors, and your bottom line.

Contact the Economic Development and Tourism Division:

Email Address: opportunity@haldimandcounty.ca

Phone Number: 905-318-5932

Website: BusinessHaldimand.ca