



B Brant Economic Development
Strategic Plan



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March 2010

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The Economic Development and Tourism Department of the County of Brant wishes to express sincere thanks for the time and effort of the participants who contributed to the creation of this report.

The Southwest Ontario Community Adjustment Fund (SWCAF) and Enterprise Brant. Our project partner organizations: BrantJobs, Grand Erie Training & Adjustment Board and Brant County Federation of Agriculture.

The Steering Committee, for guiding the project, offering advice and critique:

Mayor Ron Eddy	The County of Brant
Counc. Robert Chambers	The County of Brant
Terry Collins (co-chair)	The Brantford Brant Chamber of Commerce
Bryan Maude (co-chair)	Paris & District Chamber of Commerce
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Sandra Vos	Brant County Federation of Agriculture
Robert Parry	Robert Hall Originals

The Mayor, Council and Senior Management of the County of Brant, for their encouragement and feedback as well as Sasha Hines, Economic Development & Tourism Project Facilitator.

Above all, to the Members of the Community, who provided the foundations for the work, by expressing their Values, providing valuable ideas for consideration, and for the mutual respect shown when listening to the views of others.

This report was prepared by WCM Consulting Inc.

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A Executive Summary

This Mission and Strategy is intended to establish an enduring framework within which economic development activities can take place in the County of Brant.

For the most effective and efficient implementation over the long-term, there are certain key principles to be adopted. These are not simply for use by the formal practitioners of economic development in the County. They must be embraced by the Community, business Stakeholders, the Council and all County Staff.

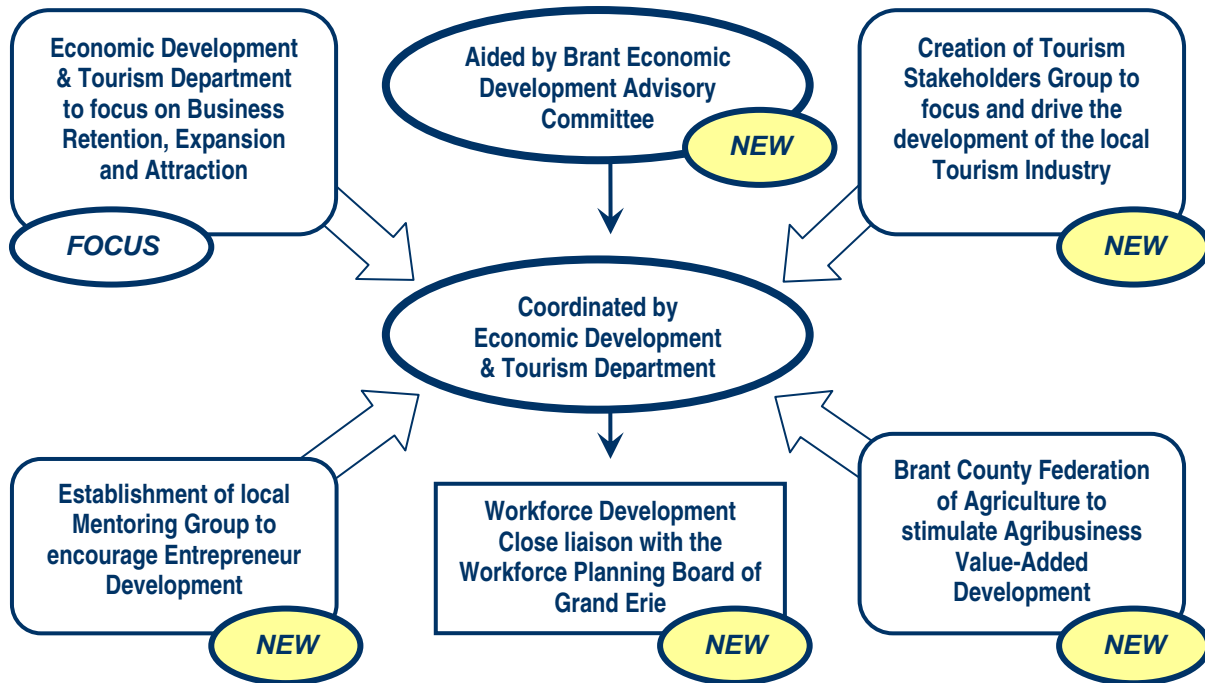
These are:

- Economic development must be considered as an **investment** and not a cost.
- Multiple strategic thrusts are necessary at the same time, each adjusted and emphasized according to the challenges and opportunities that evolve.
- The Public Sector cannot create jobs unless they hire people; the private sector must do this. Engaging business Stakeholders in the process is essential. The ‘Champions’ act as force-multipliers to leverage the County economic development resources.
- The creation of a Brant Economic Development Advisory Committee, consisting of both private sector and public sector members, to help steer the economic development activities and assess the opportunities brought forward.
- Finding ways for the public and private sector to collaborate in supportive and fiscally responsible initiatives will be necessary in order to stimulate the opportunities that will be brought forward.
- Council must have the confidence to move forward and participate in some risk. A well prepared and thorough plan, the Economic Investment Action Case, is the mechanism by which to provide this confidence. It also provides the ‘common language’ by which various partners can work together.
- The necessity for Community support of the difficult decisions that may be necessary in the future. Without that support, Council will feel less empowered to act.
- Once the decision is made, the importance of acting vigorously so as not to allow the opportunity to slip by.
- Available, serviced industrial and commercial land, in a ‘shovel-ready’ state, enables the County to respond quickly to opportunities when attracting businesses; this is crucial, especially in a highly competitive environment. This should be concentrated in the optimum locations, close to highway access, since this is important to most industries.
- Formal Leaders (Council) and Informal Leaders (“Champions”) working together as one Team, and visibly so. This is most especially true when plans do not unfold as intended; realistically, this may be the case on occasions.
- Economic zones do not conform to jurisdictional boundaries; nor do the opportunities. Well-considered partnering opportunities can bring benefits.
- Detailed Action Plans with disciplined follow up: WHO is doing WHAT and by WHEN?

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- The County Economic Development and Tourism Department must be properly resourced to achieve what is expected.

Expanding the scope of economic development through the leveraging of Community Resources



The County of Brant Economic Development Mission reflects the Values of the Community, established through a workshop and other input received. Broad-based Strategic directions have been created to support the Mission, which can be emphasized or de-emphasized as the economy evolves. These are listed below with some of the specific activities identified.

Business Retention and Expansion

- Established consultation schedule
- 'Hot-line' E-mail for use on issues; raises a flag and helps to organize the issues
- Help to re-focus existing manufacturers on opportunities as suppliers to the "Green Energy" sector
- Emphasize education and training of the existing workforce
- Identify skills shortages

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Business Attraction

- Ongoing Active Attraction Strategy focused on sectors where the County has demonstrable advantages
- Use available land, with good highway, access as the attractor for Food Processing and the Logistics Sector
- Leverage on the City of Brantford Food Processing cluster to aid in Food Processor attraction

Tourism and Entrepreneur Attraction

- Focus on the Quality of Life in Brant based upon the rural surroundings, the pleasant communities, the ease of access to urban centres and highways
- Downtown Revitalization
- Coordinated events development to attract more visitors at a given time
- Joint promotions between businesses, such as hotels, stores and other attractions
- A separate web-site that will draw target persons to Brant by focusing on what is attractive to them specifically
- Coordinated through the Tourism Stakeholders Group

Entrepreneur Development

- Establish Mentoring Group
- Establish 'Entrepreneur Aid' blog
- Capital sources to be identified

Agribusiness Value-Added

- Encourage agribusinesses in Brant to add value to their operations through diversification, vertical integration and other uses of their land
- Coordinated through the Brant County Federation of Agriculture

Workforce Development

- Work with the Workforce Planning Board of Grand Erie
- Develop higher levels of education across the workforce
- Develop more diverse and adaptable skills

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To execute these broad strategies, a separate document describes in more detail the 2010 Plans of the Economic Development and Tourism Department (EDT). These plans are separated from the Mission and Strategy Report since they must be flexible and adaptable to meet the evolving opportunities and challenges. They will be adjusted and updated as the need arises.

Through a Stakeholders Workshop, initiatives have been identified which may result in the development of cases to be presented to Council for consideration. These are also living documents, and will be presented to Council only if they are considered solid cases for investment, in one form or another.

There is a clear need now to have an additional resource in place to assist the Manager of Economic Development and Tourism. The Champion-led initiatives will particularly require frequent follow up and assistance in order to ensure that progress is made. The Manager should not play this role on a day-to-day basis since many other responsibilities will become under-served as a result. Also, the Manager should be steering the present activities, while looking for the next opportunities. The person who fills this position should have a college level or higher certification, some knowledge of business practices, project management abilities and be very competent in dealing with people.

While there are clear challenges, these also bring opportunities. ***Expanding the scope and activities of economic development in the County is the means to face the former and take advantage of the latter.***

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B Purpose and Introduction to the Report

Economic development is a process. The purpose of this Main Report is to create a process of economic development for the County of Brant that is effective, efficient and enduring, with decision-making founded in facts and realistic projections.

In order to achieve this, it is vital to develop a framework which can be supported by the Community and managed by the Council and Administration of the County of Brant. **This process must be ‘Made in Brant’.**

The objectives of the economic development strategic planning process are:

To create a cohesive strategic framework for Brant’s Economic Development Program with a clear strategic direction and goals towards realizing a common economic vision. The strategy must have regard to existing plans and its neighbours.

To provide the development of specific programs and projects to meet the overall objectives of: business growth, retention, attraction of new investment, job creation and to diversify the economic base of The County of Brant.

“Best Practices” are regarded as the most effective (best results) and most efficient (least amount of effort or cost) methods to accomplish a particular objective. A given best practice is applicable to particular conditions and may have to be modified or adapted for similar, but not identical circumstances. In addition, a best practice can, and should, evolve to become better as improvements are discovered.

In this document for the County of Brant, the consultants have founded all elements in their view of best practices in economic development. These practices have been compiled over two decades through extensive research by the consultants of the global discipline of economic development.

Most Communities are unique, being a combination of:

- People
- Geographical location
- Landscape
- Natural resources

Uniqueness in terms of economic development is different



“We are a unique Community and we want a unique plan”. Most Communities regard themselves as being unique and, taken overall, this is true, due to the permutations and combinations of the people who live there. Often, civic pride demands that we recognise this uniqueness and declare that this will be the foundation for future prosperity. This *can* be deployed to aid economic development, but only in certain respects.

When attracting outside investors, **the community must look to what is important to the investor and not what civic pride states should be important.** As a result, all strategies

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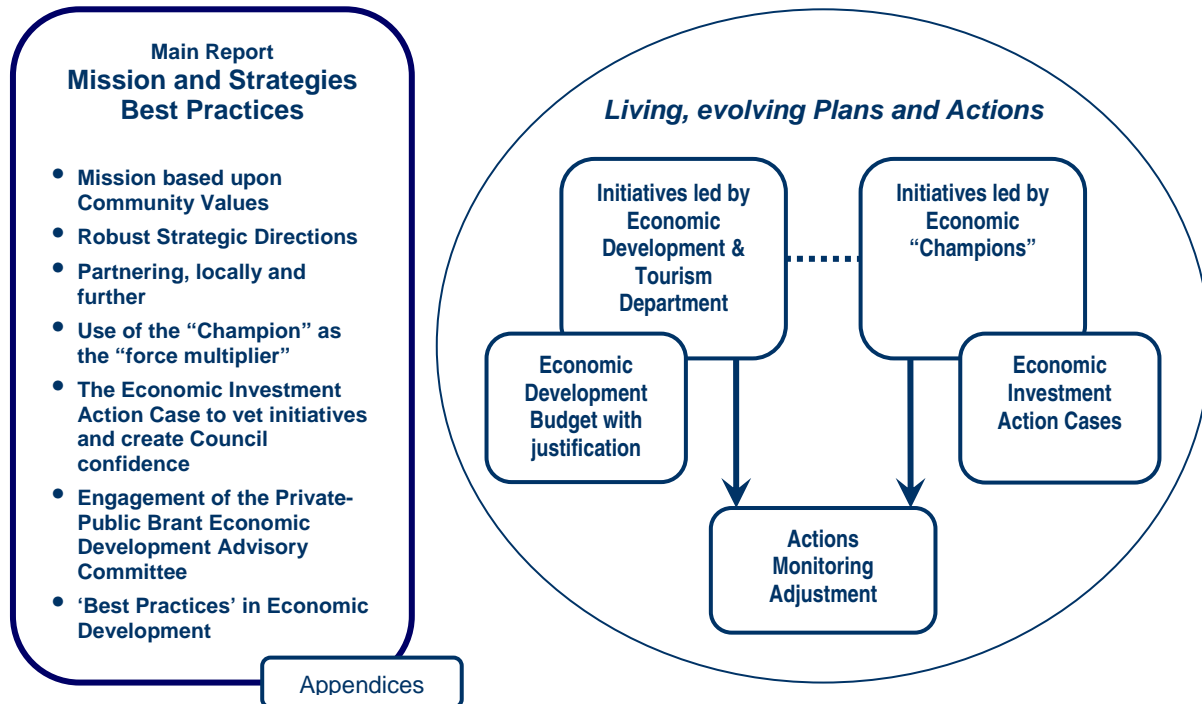
focused on the same external investor must be so tailored and, therefore, will tend to look similar. The inherent processes, tools and mechanisms must, therefore, also be similar.

When focused on development from within, the uniqueness of the community comes more to the forefront. That is not to say that all internal attributes can be leveraged at all times to enhance prosperity, but the need to attract the external investor through the more obvious characteristics does diminish. Local entrepreneurs leveraging local characteristics, and with appropriate investment and support from the County and Community at large, can combine to create other avenues of prosperity. Centuries ago, that is how the economy of the local community originally was formed. It is important to encourage and support such enterprise, in order to combat the effects on our communities of the rapidly shifting global economies, which otherwise will leave a permanent gap in the local economy. **This is “Made in Brant” entrepreneurship.**

Just as a doctor may prescribe the most effective treatment for all patients, the results of the treatment will depend much more on the discipline with which the patient follows the prescription. Similarly, a tool in the hands of a skilled craftsman will produce a different result than in the hands of a layperson. The contents of this report are far less important to the future prosperity of Brant than the support of the Community, the commitment of the County to follow the disciplines recommended and the application of necessary resources to gain the benefits of investing in economic development. **This commitment must be “Made in Brant”.**

Accordingly, the report is structured to separate the ongoing practices from the specific activities and initiatives to be implemented currently. While the former may be enduring, the particular activities and initiatives must be adjusted at all times to meet the rapidly changing economic challenges and opportunities.

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C Background

Created in 1999 by restructuring, the County of Brant's larger centres include: Burford, Paris and St. George. With restructuring came many challenges such as creating new governance, reallocating/staffing a new corporation, consolidating various bylaws, etc. The County of Brant is now a single tier municipality with a population of over 34,000. It is situated along Highway 403 about an hour west of Toronto and has a mix of both rural and urban communities. It is in close proximity to larger urban centres in central Ontario and geographically encircles the City of Brantford. It should be noted that even though the City of Brantford is a separate municipality from the County of Brant, the City is an integral part of the economic region.

The County has been identified as a growth area in the Provincial Plan for the Greater Golden Horseshoe and the completion of Highway 403 has spurred growth and created excellent connections to the U.S. border, with access to that large market.

The County had a foundation in the agricultural economy and this previous dependency remains. Despite continuing declines, employment in this sector is over twice the Ontario average as a percentage of total employment in the County. However, it represents only 8% of total employment, according to the Statistics Canada 2006 Community Census.

Dependency on manufacturing is above the Ontario average but not as great as for the City of Brantford. Of greatest significance is that barely 20% of County residents find work in Brant and there is a clear dependency on other nearby communities to provide employment opportunities. Recently Brant has suffered some losses of larger firms, including Canadian Bluebird, Parmalat, Marco Sales, Westcast, Grand River Poultry and Marks Lumber. Residents working outside of the County are feeling the same effects in their nearby workplaces, such as in Brantford.

The table shows that the manufacturing job losses in the County of Brant have not been restricted to the current economic troubles, but have been occurring for several years. This is also reflective of similar declining manufacturing employment in many other parts of the Province.

Brant Manufacturing Jobs		
	<i>Gained</i>	<i>Lost</i>
2005	30	56
2006	5	340
2007	70	189
2008	10	21
2009	25	30
2010 to date		35
Total	140	671

The County has taken the initiative, and is about to provide services to approximately 500

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acres of land, intending to emulate the industrial development success experienced by Brantford over the last decade.

The recent accord with Six Nations has the potential for mutual gain. The Provincial Green Energy Act and the recently announced Samsung initiative have created activity in many regions of Ontario in order to take advantage of the opportunities. The competition for these investments is, as expected, fierce.

With Brant's excellent Highway 403 access, mix of rural and urban centres, combined with residential growth in recent years in South West Paris, and soon-to-be serviced industrial land, the County does have the potential to grow employment and increase the non-residential tax base.



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D Establishing the Economic Development Mission Statement

The development of Brant's economy should reflect the Values of the Community. That is, it should increase the overall prosperity, but not at the cost of destroying those aspects of the Community that are held most dear. The definition of this balance must be founded in the Values of the Community. Otherwise the Community will not be behind the tougher decisions that Council will have to make in the future. Communities are not about everyone getting exactly what they want; they are founded in finding accommodations, which are at least acceptable to, if not ideal for, for all.

These **"Made in Brant" Values** were derived through a Public Workshop held on January 27, 2010, enhanced by correspondence with various individuals and groups within the Community.

As is always the case, conflicting Values were apparent. This is healthy and serves as a natural restraint on moving in unbalanced directions. Taking this need for reasoned compromise into account, the Values of the Community of Brant are summarized as follows:

- Respect for the environment: the air, the land, and the water.
- Respect for the existing ambiance and character of the Community; these should be enhanced, rather than radically and rapidly changed.
- Valuing the agricultural roots of the County, finding ways to enhance this rich history and using the land wisely for both short-term and long-term benefits
- An insistence that development be appropriate to the location within the Community. While many industries are welcomed, they should not be located to harm, for example, the Tourism Industry, or to interfere materially with the pleasant living spaces.
- A desire to increase local employment opportunities that are well-paying and that will encourage young families to remain, and locate, in Brant.
- The imperative to enhance the education and skill levels of the workforce to meet the needs of the emerging economy and help to foster "sustainable employment", no matter what the job opportunities.

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County of Brant Economic Development Mission Statement

The Mission of Economic Development in the County of Brant is to enhance Community prosperity and capacity by fostering accessible, well-paying employment opportunities for a people skilled in meeting the needs of a diversified and evolving economy.

While building upon the past, the Mission will capture the potential of the future, through responsiveness and continued adaptation to the changing economic environment. Partnering with others in the same economic region will be encouraged as a means of developing the economy.

In so doing, the Mission will be executed in the most effective and efficient manner possible in order to provide excellent value to the tax-payer, while contributing positively to the environmental and social well-being of the Community.

Mission conflicts

The Community may have many Missions, each designed to address particular goals of the Community. Reasonably, most use money to achieve the objectives



Economic Development
is the only Mission that can “bring in” money for the tax-payer.
It is an INVESTMENT, not a COST

Generally, a Community may have several Missions relating to various aspects of the Community Values.

If such Missions existed in isolation, with no

collateral impacts, then the Community need be concerned only with the effectiveness and efficiency of the individual Missions. Most often this is not the case and efforts towards one Mission may have positive or negative effects on those of another.

If everything could be measured and compared directly as is the case, for example, when choosing between two investments, then there is no dilemma.

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Unfortunately, the measurements of success in one Mission are often different than those for another. It is not easy to reconcile directly a choice between creating higher-paying jobs and, potentially, impacting the environment. Opinion and individual preferences come to the forefront and are often irreconcilable. The same conflict may arise within the Economic Development Mission itself; hypothetically, an initiative to locate industry in a particular area may be seen as damaging to Tourism.

An 'Executive Decision' is then necessary. Often, some element of the Community will not be happy with that decision, since one side will have been seen to be "favoured" over the other, with little apparent founding or logic to the "injured" party. However tempting it may be, a prolonged failure to make the decision may do more harm than good and reflects poorly on the Executive.

The criteria for these decisions should be the stated Values of the Community and which path best meets those criteria. It is also where the courage of the Formal Leaders to make those tough decisions is so essential and an instance where the very visible support of the Informal Leaders can be so critical.

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E Ideas and Potential Initiatives Emerging from the Public and Stakeholder Consultations

Ideas emerged from both the Community Consultation on Values and a Stakeholders Workshop held on February 25, 2010. While the Values Consultation focused on defining the nature of the economic development mission, ideas also emerged as to how to achieve the mission. Not all ideas were focused directly on the economic development mission but are worthy of note, and are listed in a separate category.

In the Stakeholders Consultation, the entire focus was first on ideas and then the identification of possible initiatives that can be taken forward, over time, and with the creation of a strong case for consideration by Council.

This listing catalogues the breadth of ideas raised in these sessions, coupled with other input received through E-Mails and discussions. Similar ideas have been combined. Note that these ideas are just that, at this stage. Specific initiatives identified by the Stakeholders that may become cases for consideration by Council are described later in this section.

Agriculture

- Agriculture to be advanced as a pillar of the economy
- Seek out new innovative businesses that utilize local crops and/or green energy
- Grow crops that attract business opportunities
- Sector-specific plan for agriculture
- Joint ventures with agricultural area – tourism for example
- Support awareness of local agriculture and buying local produced products
- County Farmers Market
- Create a distribution depot for agricultural products and other local goods, possibly in conjunction with agribusinesses in other counties

Education and Training

- A major focus on raising educational levels and job readiness skills (lifelong learning)
- Expansion at the local airport to facilitate educational opportunities
- Become the 'Outdoor Education Centre' for the Province
- Maintain and grow local and regional post-secondary programs focused on emerging employment opportunities
- Foster "life-long employability" through many possible employment opportunities

The Environment

- Explore energy options including wind and solar
- Grow the greenbelt
- Alternate energy sources
- Encourage fiscal responsibility and have businesses pay for clean up of residues
- Establish clear liability for environmental damage and pollution

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Senior Government

- Pursue jobs derived from senior government initiatives
- Have dedicated Staff resources to develop proposals for funding programs as they are announced

Industry and Business

- Develop innovations in products and services through entrepreneurship
- Brant County Centre of Excellence. Agriculture? Green Energy? Other?
- Encourage development of new technology-based industries
- Encourage entrepreneurs
- Encourage employers with year-round staff needs, to avoid seasonal lay-offs
- Help the residential tax base by encouraging industrial growth
- Provide incentives to retrofit for the emerging industries

Leadership and Management

- Revisit old studies to get history and past suggestions
- Prioritize initiatives
- Identify short/mid/long-term goals
- Implement initiatives that are measurable
- Create a mentorship network to support initiatives and entrepreneurs
- What we plan for today may not be important to future generations
- Create an Economic Development Advisory Board
- Long term strategic plan
- Council must be willing to think “outside of the box”
- Streamline the process for Economic Development approval
- Require a new Vision and leaders to take us there
- Be open and encouraging when industry looks to locate in the County
- Don't let vocal minorities overwhelm and dictate what's best for the majority
- Be “user-friendly” for better access and processing
- Local "think tank" network to provide ideas to do more local business
- A balanced and common sense approach that meets in the middle between “green” and development/growth
- Use new tax dollars to support growth and development
- Examine ideas in terms of job creation (what industries and services will be in demand)

Partnering

- Form partnerships with neighbouring Communities and Stakeholders to share initiatives and successes
- Encourage collaboration of groups with similar interests and goals
- Partner more/better with Brantford
- Consider pros and cons of "annexing" by the City or vice versa

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- Infrastructure partnerships with private industry
- Promote joint Economic Development between County and City
- Develop a mechanism for joint-venture planning
- Businesses working together on similar themed projects

Planning

- More flexible transportation system
- Develop a firm County side-line policy and continue to enforce this
- Encourage “grow-up” not “grow-out”
- Build commercial clusters rather than allow sprawl
- A second route through North-South Paris
- Encourage wider population distribution in other County communities (other than Paris)
- Create a bypass for heavy vehicle traffic
 - Subsequent note from the County that Phases 1 and 2 of a Class Environmental Assessment have commenced
- Concentrate business development around existing rural centres, with small business development and housing
- Encourage infill and intensification

Tourism

- Use/market our County assets better (Grand River, Heritage, etc.)
- Create a Brant Image
- Be pro-active: Tourism Action Plan, increase/expansion of tourism
- Promotion of trails
- Form an education package for tourism: bus tours, etc. as a DESTINATION
- Increase historical re-enactment throughout the County
- Investment in cultural activities (museums, theatres, etc.)
- Create a tourism specific website with searchable database
- Year-round nature appreciation in tourism: ski, snow, education, etc.
- Tourism information centre, that is operational on weekends and evenings (summer)
- Agri-tourism
- Ecotourism

Other Concepts

- Create and develop a Sustainability plan including social, economic and environmental issues
- Keep agricultural community proud and strong
- Create a “food sovereignty plan” – hold public meetings in all parts of the County to promote this
- Encourage youth participation and leadership
- Expand current space and facilities for youth

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- Comprehensive and local health care
- Value the elderly: accessibility and inclusiveness
- Support seniors to stay in their homes safely
- Diversify community development i.e.: surveys to include senior housing, family, stores, parks within walking distance
- Buy locally (Local First): build on existing campaign
- Develop a County-wide plan to promote the downtown cores
- Become a transition community: walk-able, local jobs, public transit, future planning to use less fuel, localizing
- Act to preserve the old town hall (only one in Canada)
- More facilities for seniors

The current pressures of the regional and global economies were noted and the strategic thrusts of the project were designed with these in mind. As the economy evolves, these thrusts can be amended quickly, or replaced with new plans, to fit best with the opportunities and pressures of future economic conditions: 'back-burner, front-burner'. In this manner, the integrity of the Mission is maintained, yet new approaches can be taken. Such flexibility is the underpinning of strategic success.



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These potential initiatives were derived by Workshop participants in just 90 minutes, based upon dozens of ideas put forward at the Workshop and then prioritized and developed further by the same participants. These would be initial examples for which cases may be developed for consideration by Council.
These have been refined in context for publication but are otherwise as derived by the Workshop participants

POTENTIAL INITIATIVES DERIVED FROM WORKSHOP				
Description of Initiative	Potential Benefits	Nature of Investment	Risks	Remarks
<p>Enhanced Tourism using the natural environment as the key attractor:</p> <ul style="list-style-type: none"> • River • Trails • Country side • Agri-tourism 	<ul style="list-style-type: none"> • Direct benefit to local operators • Direct benefit to those employed • Spin-offs to local services such as accommodations and restaurants • Fast transition into most tourist occupations with short-duration training for many job opportunities • Growth of operations will sustain and potentially grow the tax base • Resources are there, not much to do to get going • Clean • Preserves history • Brings business into County • Act as a Gateway • Showcases the County • Increases the quality of life • Brings new money in 	<ul style="list-style-type: none"> • Low capital investment for the most part • Promotional costs • Existing and new local operators to invest in their businesses to create superior offerings • Community cooperation • Development: natural sites, parking, service facilities • County Staff hours 	<ul style="list-style-type: none"> • Implications and effects on the natural surroundings, including wildlife • Risk of trespassing, but largely unintended and not malicious • Seasonality of jobs • Weather • Off-season effects on employment • Employee pay is not generally high in the Tourism Sector 	<ul style="list-style-type: none"> • Tourists visit regions and this fosters further regional collaboration opportunities • Can support the workforce as they transition through education and skills development into other occupations • High-quality “Bed & Breakfast” can become a key feature and an attractor in itself • Growth of operations will sustain and potentially grow the tax base • The “Advanced Guard of People Attraction” to attract entrepreneurs to live in, and grow, local businesses • Local Community support is essential to help sustain fledgling enterprises

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POTENTIAL INITIATIVES DERIVED FROM WORKSHOP				
Description of Initiative	Potential Benefits	Nature of Investment	Risks	Remarks
<p>“Green Hub”</p> <ul style="list-style-type: none"> • The natural location as the backdrop • Local resources may be a factor 	<ul style="list-style-type: none"> • Jobs • Support and growth of existing manufacturing companies will sustain and potentially grow the tax base • New companies will grow the tax base 	<ul style="list-style-type: none"> • Community Improvement Program to provide tax incentives • All sizes of businesses can participate • Investment from private and public sector • Gaining and maintaining knowledge of the opportunities 	<ul style="list-style-type: none"> • Everyone wants a “Green Hub”; severe competition • Investment may not yield the expected benefits • Continued demand and interest from society in general 	<ul style="list-style-type: none"> • A regional approach may be more successful, building upon the complementary characteristics of the County and the City • Redirection of existing companies into, for example, “Green Energy” opportunities, especially in manufacturing



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POTENTIAL INITIATIVES DERIVED FROM WORKSHOP				
Description of Initiative	Potential Benefits	Nature of Investment	Risks	Remarks
<p>Food Processing</p> <ul style="list-style-type: none"> • Using local input material • Land availability • Lower cost environment • Highway access 	<ul style="list-style-type: none"> • Can create jobs at all skills levels • Most require relatively little formal training 	<ul style="list-style-type: none"> • Investment by producers • Ability to attract companies 	<ul style="list-style-type: none"> • Cost of regulatory compliance for smaller operators • Lack of unique markets • Existing cluster in the City will be competition • International competition • Trade agreements • Climate limitations 	<ul style="list-style-type: none"> • Existing cluster in the City may also be positive leverage since investors look at economic regions and their overall attributes • Some food processing operations require considerable input water and waste water treatment, which must be weighed against existing capacities and the investment required
<p>Development around Highway 403</p>	<ul style="list-style-type: none"> • Industrial., commercial and residential tax base increase • More jobs • Improves local trade base • Connects various areas such as Rest Acres Road, County Road 25 	<ul style="list-style-type: none"> • Development Costs • Servicing costs 	<ul style="list-style-type: none"> • Land Claim concerns are significant • Loss of agricultural land 	

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POTENTIAL INITIATIVES DERIVED FROM WORKSHOP				
Description of Initiative	Potential Benefits	Nature of Investment	Risks	Remarks
Infrastructure beyond Paris	<ul style="list-style-type: none"> • Sustain what exists • Expand according to a careful growth plan to support all communities in growth • Industrial growth should provide tax dollars to assist in this 	<ul style="list-style-type: none"> • Taxpayers dollars 	<ul style="list-style-type: none"> • Growth of tax base may be slow • Lack of support from Community to make these investments • “Rural character” of communities may be diminished 	Development charges would be the primary source of funds
(Governance) Reduce ‘Red Tape’ and bureaucracy	<ul style="list-style-type: none"> • Increased cooperation between City and County • Sell County through marketing, and encourage businesses to develop • Encourage public opinion, involvement and participation • Reform and reorganize administration • Simplify all processes • Need accountability • Hard decisions need to be made, and change followed through 	<ul style="list-style-type: none"> • Willingness to make changes • Staff resources 	<ul style="list-style-type: none"> • Potential loss of opportunities if this is not done 	Regulations have a purpose and cannot simply be set aside; streamlining’ is positive

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POTENTIAL INITIATIVES DERIVED FROM WORKSHOP				
Description of Initiative	Potential Benefits	Nature of Investment	Risks	Remarks
Business Retention (and Expansion)	<ul style="list-style-type: none"> Retaining businesses is cheaper than attracting new ones Encourages community loyalty and support 	<ul style="list-style-type: none"> Deflects from new business attraction efforts unless properly resourced Some industries may be in decline and require a complete redirection 	<ul style="list-style-type: none"> Business may not know what they really need to survive and grow Unwillingness of owners to make changes 	Make sure that people know what can be purchased locally and encourage them to do so
Encouragement of home-based businesses	<ul style="list-style-type: none"> Potential to reduce EI and other assistance programs needs May appeal to many as a second career Low environmental and community character impact Less commuting which minimizes carbon footprint Safer communities Increased community support Diversification of income May create related employment opportunities through growth of the business 	<ul style="list-style-type: none"> Time and some dollars of the entrepreneur 	<ul style="list-style-type: none"> May be high individually but low, directly, to the community 	

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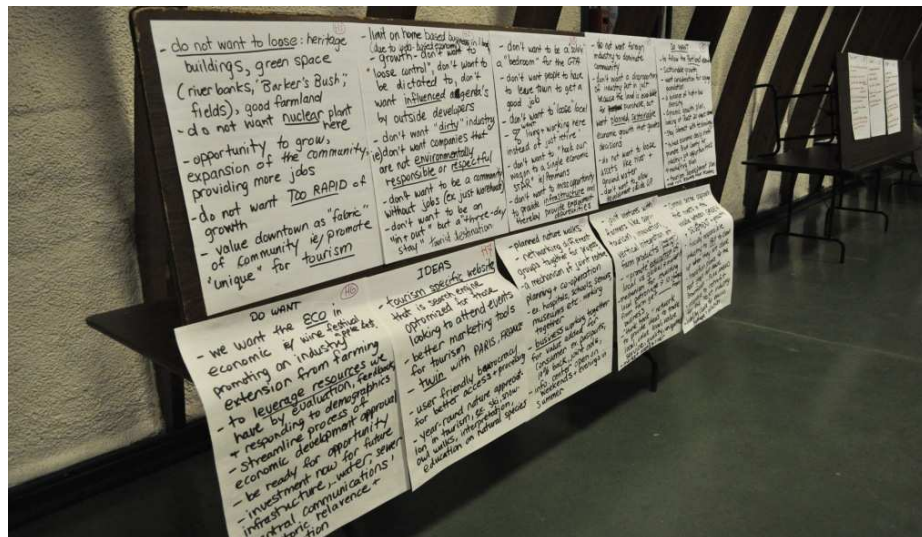
POTENTIAL INITIATIVES DERIVED FROM WORKSHOP				
Description of Initiative	Potential Benefits	Nature of Investment	Risks	Remarks
Raising education, skills and literacy levels	<ul style="list-style-type: none"> Increases life-long employability Better job potential Better able to cope with and adapt to changing economy More confident in dealing with change Self esteem Skills attainment More entrepreneurs = more jobs Skilled workforce attracts new employers 	<ul style="list-style-type: none"> Time of the individual Lost income of the individual Financial support to the individual to replace the lost income Facilities High speed internet access 	<ul style="list-style-type: none"> Individuals not responding to the challenge Not persuading people to make the upgrades Lack of financial support preventing the willing from participating “Brain-drain” if no local jobs to match the skills developed 	<ul style="list-style-type: none"> Matches the needs of the emerging local economy Is regarded as the single most important challenge and long-term opportunity
Increased Incentives for Apprenticeships and Internships	<ul style="list-style-type: none"> Encourages entrepreneurs to live and work locally Creates a skilled workforce Increased networking Ripple effect through the County Supports the community; dollars spent locally More social programs taken advantage of, which contributes to community Hands-on experience Encourages youth to stay in community 	<ul style="list-style-type: none"> Low costs Willingness and time investment by companies 	<ul style="list-style-type: none"> New employee may simply leave the company to find better work, once the program is over 	

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POTENTIAL INITIATIVES DERIVED FROM WORKSHOP				
Description of Initiative	Potential Benefits	Nature of Investment	Risks	Remarks
“Green Economy”	<ul style="list-style-type: none"> • Small businesses and incubator business • “Way of the future”, so attracts new and modern businesses • Attracts new residents, entrepreneurs • Attracts progressive business • Research and development creation 	<ul style="list-style-type: none"> • Servicing • Marketing • Uses existing structures • High speed internet 	<ul style="list-style-type: none"> • Future market needs are strong • Competition from other municipalities 	
Baby Boomer Attraction (especially Entrepreneurs)	<ul style="list-style-type: none"> • Increased dollars into economy locally • Stimulates arts and culture development • Attract services: recreation, natural areas • Attract medical related professionals 	<ul style="list-style-type: none"> • Medical accessibility 	<ul style="list-style-type: none"> • Low 	Link strongly to targeted tourism initiatives
Local Food Economy	<ul style="list-style-type: none"> • Local procurement: supports local producer • Keeps dollars and jobs local • Smaller carbon footprint • Healthier community • More secure in purchases • Connects rural and urban communities 	<ul style="list-style-type: none"> • Little direct cost • Change in philosophy • Community commitment 	<ul style="list-style-type: none"> • Unable to convince consumers 	

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POTENTIAL INITIATIVES DERIVED FROM WORKSHOP				
Description of Initiative	Potential Benefits	Nature of Investment	Risks	Remarks
Local Renewable Energy usage (wind or solar)	<ul style="list-style-type: none"> • Lower cost power • Clean power • High return on investment on turbine • Dollar stays in community • Aids business recruitment strategy • Isolation from power spikes 	<ul style="list-style-type: none"> • Capital cost 	<ul style="list-style-type: none"> • Acceptance by community • Aesthetic impacts on the surrounding views 	<ul style="list-style-type: none"> • Lack of sun or wind • Not reliable for all applications and auxiliary power would still be needed



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F A Snapshot of Strengths, Weaknesses, Opportunities and Threats

This is not intended as a characterization of the Community but a reflection on those factors that are important in developing the economy. These factors will come into play in most efforts to attract investment in the economy, varying in effect depending upon the sector under consideration. They will also have an impact on the success of locally generated economic development initiatives, since the same economic environment affects both forms of development.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Excellent highway and rail access • Available land • Local and international airport access • Well positioned between the Greater Toronto Area, south-western Ontario and the U.S. Border • Post-secondary education facilities locally available in the form of Wilfrid Laurier University, Nipissing University and Mohawk College with other world-class institutions within easy reach • Excellent quality of life • Resilience: Brant and Brantford have both rebounded from the economic uncertainty of the 80's and 90's and can rise to the present challenges of the economy • An agricultural sector that has the ability to adapt to changing demands • A beautiful and varied landscape • Nature trails • Urban amenities within close reach 	<ul style="list-style-type: none"> • Public and private sector have not yet established the “rules of engagement” or “language” by which to conduct economic development in challenging economic times • A diverse manufacturing base but which does not lend itself to “cluster” attraction • A lack of resources within the County to take on all economic development activities that may be required • Educational attainment levels less than key competing jurisdictions • No marketable competence in emerging growth sectors, requiring higher levels of skills and education • Local post-secondary institutions not yet focused on skill development for the emerging industrial sectors
Opportunities	Threats
<ul style="list-style-type: none"> • On the western boundary of the GTA with the potential to lure companies • The engagement of the County with local entrepreneurs (“Champions”) to replace other disappearing employment opportunities • Extended cooperation with the City of Brantford in joint economic development efforts. The complementary characteristics of both jurisdictions can make the whole an even more attractive place to live and to work. • Furthering and creating joint economic development initiatives with Six Nations • Moving into the “Green Energy” manufacturing market, to replace the declining automotive and general manufacturing sectors • The promotion and facilitation of workforce education levels and flexible skills training to meet the needs of the emerging sectors • Value-added opportunities for agribusinesses 	<ul style="list-style-type: none"> • Not responding to the continuing structural employment shifts that are likely to occur • Continued erosion in employment and slow job replacement growth, causing despondency in individuals and a lack of desire to grow into the needs of the emerging opportunities • Competition from other municipalities, and beyond, facing the same challenges and pursuing the same opportunities. This is a constant factor but the extent and breadth of the economic challenges make this very acute • Allowing differences in one aspect of local jurisdictional relationships to interfere with mutual economic development opportunities • On a broader basis, continued economic uncertainty and fierce local, regional and global competition

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Having strengths is vital in order to make full use of opportunities that may arise, but simply having strengths is no guarantee that an opportunity *will* arise. This is most especially true when attempting *to attract external investment*. The external investor determines what is strength, or a weakness, and it is vital to then adapt the jurisdiction to those needs. When developing from within, through entrepreneurship, then all strengths can come into play.

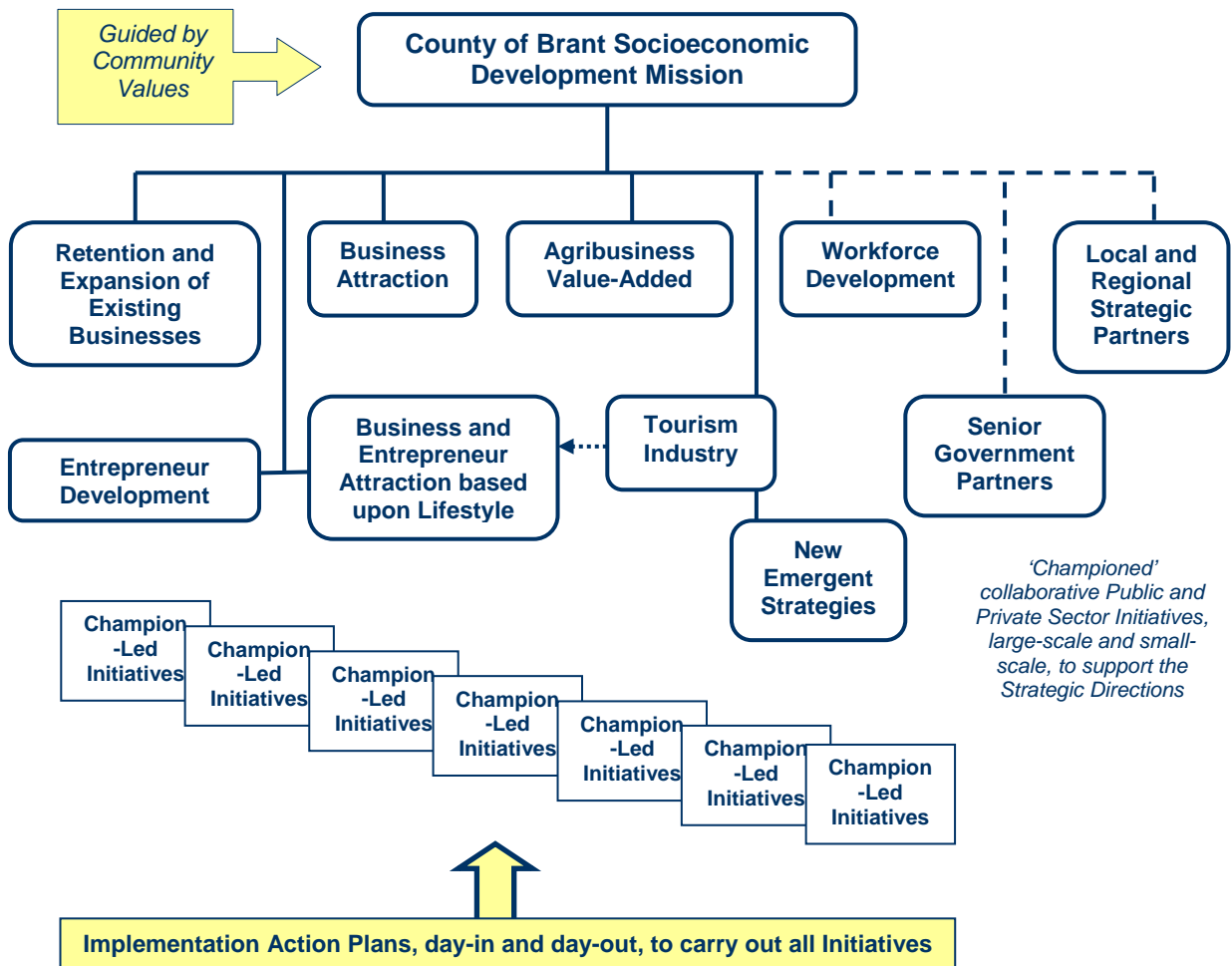


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G Strategic Directions to Support the Mission

Strategic directions to be led by the Economic Development & Tourism Department, in partnership with the private sector, both business and not-for-profit organizations, and other government agencies, are shown in the diagram.

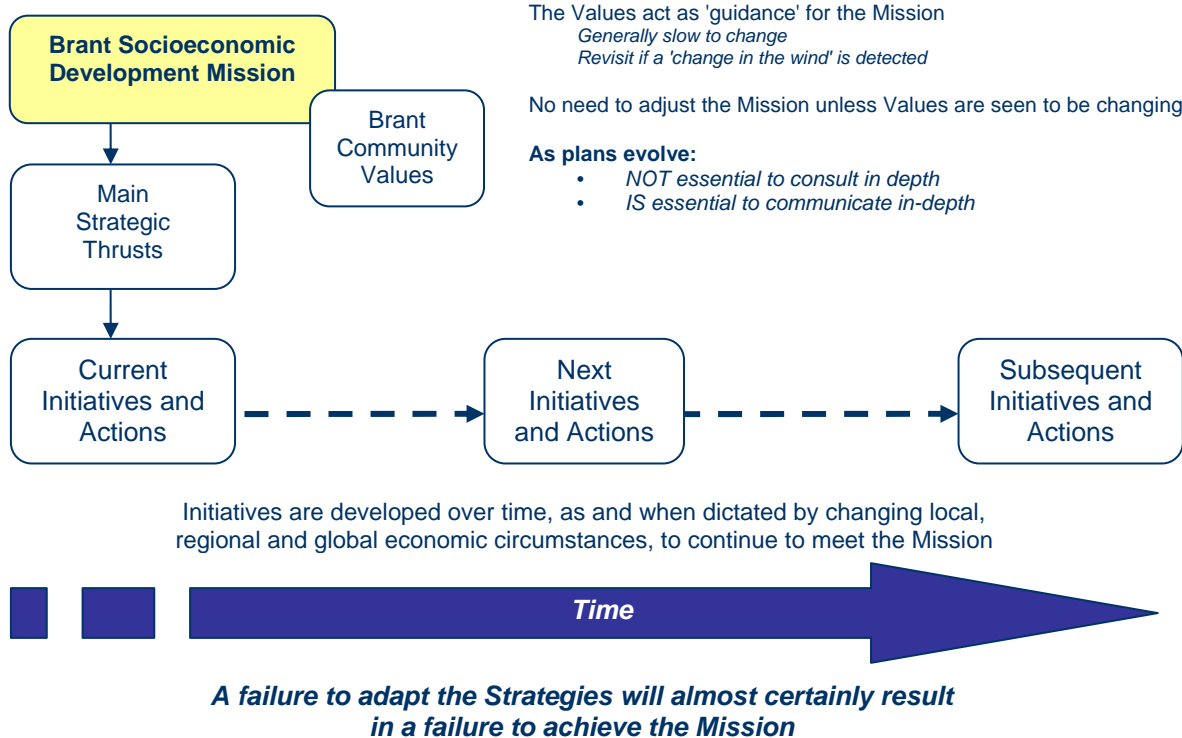
One Constant Mission: Multiple, Adaptable Strategic Directions



Broad strategies are required, with emphases adjusted as the economy changes and evolves; the rate of change in the economy is now faster than it has ever been. While stability will return, new challenges and new opportunities both require a flexible and adaptable approach.

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Missions are Constant: Plans must Evolve and Adapt



Retention and Expansion of Existing Businesses

A formal 'Business Retention and Expansion' program (BR&E) is an excellent mechanism from which to gain an understanding of the challenges facing local industry and how the County, and others, can assist in removing barriers, encouraging retention and business growth.

The data obtained through contact with the business is analyzed and the information used to assist in developing and achieving goals that will help build on existing opportunities, as well as help make business connections with other businesses and new opportunities. In addition, such visitation programs are an excellent method by which to learn how well the County puts forward an "open for business" atmosphere. This vital impression is difficult to judge from within most County organizations and the feedback, taken in context, can help to correct activities and postures that, inadvertently, have an unwelcoming effect.

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“Business Retention and Expansion” programs are not a “once in five years” activity. It must be carried out continuously through frequent contact with businesses and related organizations across Brant. Although business retention is always a vital activity, in times of economic stress, it must be considered as essential.

Apart from learning about issues and problems, discussions with the business community should also focus on:

- Training initiatives: for the employed worker to enhance skills sets and create an even more valuable human resource, better able to adapt with the company as it explores new opportunities.
- Partnering between companies: which can create new markets and opportunities to supply some product or services locally, rather than from outside the area.
- Mentorship to the business community: to act as a sounding board for new ideas as well as to provide advice on an ongoing basis
- Enhancing contact through supplementary telephone calls and other simple means to be in contact more frequently and to minimize ‘surprises’: which will provide a much earlier indication of whether intervention is needed or may be helpful.
- Identifying the benefits and outcomes of carrying out these check-up visits: essential to demonstrate the value.

Some sectors have suffered serious declines but will stabilize and recover modestly as the general economy improves. These are not expected to reach previous levels of production or employment, as is explained below, but existing businesses can be helped

Automotive Sector Parts Suppliers

Much of the manufacturing sector depends upon the automotive sector and this has seen a significant decline, with ripple effects felt in the supply chain of components, plastics and fabricated metals.

Due to improved quality, cars now last longer. The appeal of a new car is less than before as consumers are now occupied by other priorities, such as the weaker economy and higher unemployment. There will be a recovery to some extent but all projections state that the industry as a whole will not return to the levels seen before. Much will depend upon the particular sales levels of vehicle models being built in the Ontario automotive final assembly plants

It is also becoming increasingly difficult to compete with lower-cost plants in parts of the U.S. and Mexico. Lower labour costs and new investments in automation in the newer plants contribute to this, as well as the relative value of the Canadian dollar against the U.S. currency.

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Manufacturing sector overall

The more general manufacturing sector, apart from feeling the effects of the overall recession with respect to demand for their products, is also facing the enormous pressures of imported products manufactured in the emerging economies, with much their lower labour costs.

To combat this in their existing markets, companies are faced with a choice of out-sourcing some or all their production to those same emerging economies, or to invest in automation to reduce ongoing labour costs. Both strategies are in play and both result in higher productivity for the company, but with a net loss of jobs locally, for the same level of output. Once committed to this path companies rarely retrace their steps and, even when orders increase, the rate of rehiring tends to be lower as a result.

One solution for the depressed orders is to assist the companies, typically the medium size and small firms, to expand their focus to what is called the “green energy” sector. From the perspective of many Brant manufacturers, the “green energy” sector is simply a new market for their existing capabilities. By no means is every component or sub-assembly of a “green energy device” high-technology or sophisticated in nature, requiring skills or technologies that many companies might not possess. Many of the existing manufacturing firms in Brant can turn their capabilities to this sector with relative ease. EDT can assist these firms to transition their market to this emerging opportunity through market research and the fostering of collaborative missions to the larger companies already in this field.

Given the relatively small size of the Manufacturing Sector in Brant, partnering with the City of Brantford in pursuing this approach would be effective and recommended.

Business Attraction

This strategy can bring significant employment rewards as well as increasing the tax base. It is no surprise that it is also the most difficult in which to achieve results, since it requires an overlap of conditions for success, such as:

- The overall economic environment itself must be stable, or moving in a predictable manner, and provide confidence – credit availability, secure customers, secure suppliers and so on.
- Demonstrable jurisdictional advantages must exist that are above those of competing jurisdictions. The geographic limit of this competition may be local or continent-wide, depending upon the nature of the business involved.
- The targeting of firms that grow their businesses through physical plant expansion in local areas, rather than concentrating in one or two major locations.
- Often medium-size companies looking to expand.
- In more rare cases, multinational corporations that see a major local advantage such as jurisdictional and labour costs, raw material availability or, occasionally, market proximity.

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Employment Lands

When an economy is recovering there is generally an excess supply of vacant buildings and land from which companies may choose, creating a “buyers market”. Competing with these “ready-made” solutions requires that **fully** serviced, shovel-ready land is readily available, in the right location (usually with excellent highway access) and that development charges be as competitive as possible compared to surrounding jurisdictions. Ownership of the land by the County provides the control necessary to best exploit the opportunities that will arise to create employment.

The “Municipal Comprehensive Review of Employment Lands” carried out for the County in 2009, provides guidance on those sites which have the best potential for future employment land development.



Recommended Target Sectors for Attraction

Industrial Manufacturing Sector

This sector supplies equipment found on factory floors in other industries; this is often referred to as “automation” of one form or another. The objective is most often to reduce the costs associated with the manufacturing of the products in the client operation.

With fierce competition from emerging economies that offer very low labour costs, there is a strong demand to achieve reduced manufacturing costs in the mature sectors of Canada and the United States, as well as in Europe. Automation provides the main avenue by which to achieve this without the need to source off-shore. Consequently, it represents an opportunity for existing manufacturers to transition into this growing sector, both as leaders and suppliers to those leaders.

Many of the fundamental skills in the existing companies and workforce can be applied to such products.

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Advanced Manufacturing Sector

Manufacturing in Ontario (and Brant) is not dead, but it is changing. The Advanced Manufacturing Sector is an example of where growth can occur for those companies with the required skills and capabilities in their workforce and processes.

The sector is characterized by high levels of sophisticated automation including the integration of robotics, software, information systems, sensing, optics, imaging, and so on. The nature of the work is different than on a conventional manufacturing line. In Advanced Manufacturing, the emphasis is most often on ensuring that the process is doing the job of manufacturing, rather than the workforce itself making the products. Consequently the workforce requires skills aligned to achieving this objective and these cover a broad range of disciplines. These most often require formal skills certification in electronics, software, mechanics and similar disciplines. For some positions, a university education in an appropriate field would be essential.

This target sector is one which can help to increase the skill levels of the existing workforce by providing more demanding occupations. The challenge for EDT will be to attract such firms when the existing workforce may not be able to demonstrate that they yet have all of these skills. However, if the pace of workforce development can be timed and attuned to the opportunities to attract such firms, then there are distinct possibilities.

Opportunities in the ‘Green Energy’ Sector

Following recent announcements by the Government of Ontario, there is a flurry activity to create manufacturing facilities to service the considerable needs of the proposed “energy farms”. As described previously, a very great part of this manufacturing is perfectly aligned with the capabilities, and therefore the skills, of the existing manufacturing sector across many parts of Ontario. Some the elements to be fabricated are very large, and will require large fabrication and assembly operations.

Existing vacant manufacturing plants, with suitable structures to handle these larger pieces, are being sought. Some firms are also looking for available land upon which to build new plants. In both cases, good highway access is essential.

Brant has many of the characteristics necessary to attract such large-scale operations, with a suitably skilled workforce available, but the competition will be fierce.

Food Processing Sector

With the area already recognized as a food processing cluster, the arrival of Ferrero Canada in 2006 capped that recognition. This signalled that Brantford-Brant is a good place for food processors to conduct business and this makes the attraction of more firms a higher possibility.

Sometimes large companies prefer not to co-locate with other companies of the same industry and similar size. There can be a concern that the supply of workers may not be adequate or

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that supply and demand may raise pay levels. Targeting a variety of food processors by size is the best approach and can help build the “optics” of the cluster quite rapidly.

Available land, good access to highways and the stability of the workforce are key factors in attracting the food industry to a location. Depending upon the type of food processors, existing buildings are not always suitable due to the constant upgrading of regulations which may require renovations that are not worth making in comparison to a new build.

The City of Toronto is an excellent target area from which to attract food processors, having a very large cluster of its own. The medium size firms, who may serve a market well beyond the GTA, would be a prime focus since the proximity to that large Toronto market may not be as critical. Such firms would be looking for lower overall jurisdictional costs and space in which to expand, especially if they are now located in or near the core area of Toronto.

Food processing companies can provide good employment opportunities for relatively lower-skilled workers and most training is on-the-job.

Some food processing operations require large amounts of input water and waste water will require treatment. Operations that process vegetables and meat are examples of high in/out water requirements. This implies that the capacity of municipal services may need to be expanded (a significant investment) if such companies are to be attracted and this will require serious consideration before a commitment is made. The recommendation is to first determine the level of relocation interest in the broad food sector and to assess where the opportunities lie. Any particular sub-sectors that emerge can be assessed for their impact on the County ability to service the needs, and a benefit/cost case made to implement the enhancements that are evident.

Logistics Industry

This sector moves goods from one point to another and requires large-scale facilities to stage and configure deliveries to all areas. Generally aligned with global trade movement and broad regional population growth, the continued growth of this sector seems likely to continue, whether driven by goods to, through or from Ontario.

Logistics companies look for excellent highway access and locations that are positioned appropriately to their input and outgoing shipments. Tracts of low cost land near to the preferred highway are the key factor. Apart from suitable road access to the highway, other service requirements against the jurisdiction are not onerous.

Most logistics operations, unless they are locations also responsible for the management of the flow of goods, will hire relatively few people per area of land used. Many of the employment opportunities will not require higher levels of education or specific skills, other than those that can be learned on the job through safety and related training courses.

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Tourism Industry

Tourism serves two main purposes:

- The economic benefit to those involved directly in the industry.
- As a mechanism to highlight and display the area to would-be residents who, in turn, may be the future business leaders and entrepreneurs needed in the County of Brant. This is the subject of the 'Entrepreneur Attraction Strategy' described next.

Tourism is established in Brant as an economic tool, including cooperative initiatives with the City. Benefits accrue to operators as well as those employed by the operators.

Many communities in Ontario are turning to tourism as an alternative means of creating economic prosperity. The Government of Ontario, through the Economic Developers Council of Ontario, has created a project to encourage and advise communities as to how to develop their local tourism sector. For many of these jurisdictions, in the short term this represents a means to provide some level of employment for otherwise displaced workers and, potentially, add a measure of longer term diversity to their economy.

In many tourist-based jobs, few new skills need be formally trained, whereas in others, specific training in hospitality can be delivered quite quickly. The overall investment is small in time and cost for many jobs in this industry. However, few communities are considering this as a permanent replacement for the loss of significantly higher paying jobs in manufacturing. Rather it provides some employment opportunities in the near term, until conditions improve, and may enable otherwise unemployed workers to return for education and skills upgrading.

Given the efforts by many other jurisdictions to develop their own local tourist industry and the generally diminished tourist traffic from across the U.S. border, the industry does face challenges. Identifying Brantford-Brant as a perfect combination of city and country amenities is a powerful tool, which appeals to a broader cross-section of the tourist customer.

Entrepreneur Attraction

Tourism is also the "Advanced Guard" in attracting Entrepreneurial Residents. This is a special case of "Business Attraction". The quality of life in Brant is used to attract entrepreneurial residents who may then start businesses. While such businesses may take many years to develop into sizeable enterprises, ultimately they may create opportunities for additional employment.

By no means are entrepreneurs confined to the cohort of the "Baby Boomer". However, Statistics Canada and other commentators have documented the demographics of the Baby Boomers and how this has had a profound effect on the out-migration from larger cities to smaller and more rural locations, especially in Central Canada.

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In Canada, those in the 50-65 age group control 50% of the wealth in Canada, their residential property is valued at over \$230 billion and they have a combined net worth estimated to be over \$550 billion.

Members of this demographic group are usually at the peak of their income earning cycle, have low fixed expenses and, as a rule, no mortgage. They have often moved out of the family home and prefer either condominium/townhouse living or rural/semi-rural settings.

They are often entrepreneurs of some form. They may have retired officially but want to continue to take an active part in their investments and may start up a new business. These demographics describe a large cohort that is mobile and which may wish to spend more time in centres such as Brant. These same people may also want to stay in touch with the larger urban centres from a cultural and entertainment point of view. Lifestyle is a major attractor for those owners that appreciate this characteristic. Such owners will consider this as a benefit for not only themselves but for their employees. In particular, firms employing highly skilled and well-paid employees are always concerned that they may be attracted elsewhere by other similar firms that are located in more ideal surroundings or which can offer a very desirable life-style. By locating the business in a pleasant environment, with the amenities and culture desired, such employee retention becomes a reality.

Brant offers locales where this may be achieved. The end goal of attracting residents to live in Brant and, potentially, start businesses, requires an enhanced Tourism Sector in order to highlight the County. It is necessary to create an ambience where people come to live because of the vibrancy and amenities of the community.

A webpage or, better still, a website dedicated to 'people attraction', is always valuable. Prince Edward County is exemplary in this aspect of their marketing and many ideas may be taken for use in the County of Brant. One emphasis in that municipality is Arts and Culture.

Arts and Culture

Although a relatively small sector in terms of direct job creation, Arts and Culture can be important factors in attracting people to visit, and possibly relocate to the County of Brant. Apart from the intrinsic value to the existing community, Arts and Culture can form diversified elements of both the Tourism Strategy and the People Attraction Strategy.

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Targeting “People Attraction”

The following are examples of targets for “people’ attraction” industries. Those employed in these industries can locate anywhere where there is a market, or access to a market through information technology. Most are regarded as professions and bring persons with higher levels of education to the community.

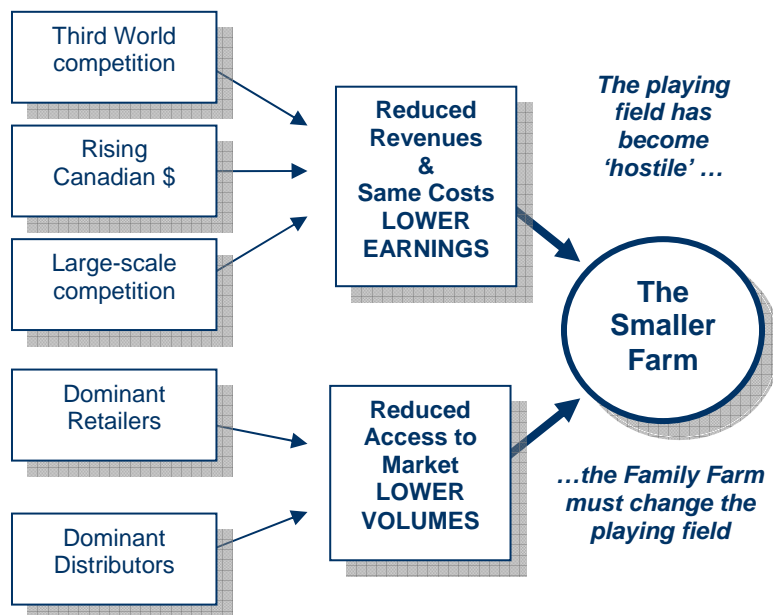
- Accounting, Tax Preparation, Bookkeeping and Payroll Services
- Administrative and General Management Consulting Services
- Advertising
- Architectural, Engineering and Related Services
- Book Publishers
- Building Inspection Services
- Computer Systems Design and Related Services
- Other Design Services
- Direct Mail Advertising
- Directory and Mailing List Publishers
- Drafting Services
- Engineering Services
- Environmental Consulting Services
- Graphic Design Services
- Human Resources Consulting Services
- Industrial Design Services
- Interior Design Services
- Landscape Architectural Services
- Legal Services
- Management, Scientific and Technical Consulting Services
- Marketing Research and Public Opinion Polling
- Media Agencies and Representatives
- Offices of Lawyers
- Other Management Consulting Services
- Periodical Publishers
- Photographic Services
- Professional, Scientific and Technical Services
- Public Relations Services
- Scientific, Research, Development and Technical Consulting Services
- Services Related to Advertising
- Software Publishing
- Surveying and Mapping Services
- Testing Laboratories
- Translation and Interpretation Services

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Agribusinesses

The entire mainstream agri-industry food chain has experienced, and will continue to experience, an increase in the level of consolidation, rationalization and integration. The demand for increased profits coupled with the impact of the continued development of emerging nations as global producers of both raw materials and processed food products, has driven the industry to towards higher economies of scale and resultant lower costs per unit produced.

Further, the market has evolved into a predominantly consumer-oriented arena.



Since 1990, the nature of the agri-food sector has changed considerably. At the export level, bulk commodity shipments have remained essentially flat while value-added consumer products have risen six-fold. In 2008 the average time taken to prepare a meal at home in North America was only 8 minutes. In the 1930's, the comparison would have been well over two hours.

This strong gain in value-added output is a trend that is unlikely to diminish and this is where growth and future profit potential are strongest.

However, the farmer has not sat back in the face of these

challenges. The agricultural sector has seen significant increases in productivity. These improvements have come through farm concentration, the adoption of new technologies and significant investments in capital equipment. Yet, despite these efficiencies, family farm incomes are dropping and this can be likened to an escalator. The farmer is running ever faster up the escalator while the other forces are turning the escalator even faster in the opposite direction, producing net erosion in the position of the family farm.

Farmers are used to producing and then selling what they produce. In a consumer-driven market, it is essential to switch this mode into understanding what the market wants, and finding ways to satisfy that need. This is the basis for success in most enterprises and it can be the same in agribusinesses. The fundamental asset is not the crop or livestock, but the land, and how best to use that land to sustain the business.

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Much will depend on the individual circumstances but opportunities may exist for farmers to diversify their operations by adding livestock or alternate crops, through the growing of specialty crops, “putting a face to the farmer” through the promotion of local foods, and so on. The ageing demographic of the consumer is leading to concerns for healthy eating as well as an appetite for foods that can *improve* health, with ingredients such as anti-oxidants. Food safety brings both the challenge of increased regulations, as well as opportunities to provide products that meets the criteria, where others may not.

Potential also exists in “getting closer to the consumer”. The supply chain between the farmer and the consumer, who must ultimately pay for the product, can include a variety of “middle-men” such as wholesalers, packers, distributors and brokers. While each serves some role, each also takes a percentage of the consumer dollar, leaving less for the farmer at the gate. Finding ways to get closer to the end-consumer is one strategy; more effort may be needed but the returns will be higher. Such mechanisms include consumer delivery, farmers markets, selling directly to independent retailers and food service locations, and so on.

Identifying processes that the farm can undertake to reduce the costs of the next business in line can also result in higher revenues since the costs for that immediate customer are reduced. Cleaning, sorting/grading, packaging and other opportunities may exist.

Agri-Tourism is another opportunity for the outgoing owner-operator with innovative ideas to attract visitors. The sale of some farm produce and other items can enhance the revenue.

This is no different than any other business that is starting up or reinventing itself. An entrepreneurial approach is essential and part of this involves risk-taking. With a good plan, this can be limited to manageable amounts. While set-backs are inevitable, learning from these set-backs will make continued efforts more productive. This has been termed “failing forward”.

Creating Value-Added is a process, and one that has many steps that must be taken carefully, and with a well thought out plan in place. The plan is a projection of what is expected to happen and must include a thorough examination of what can go wrong and the actions that can be taken to prevent and mitigate these issues. Running into obstacles on paper is less costly than in real life.

The Ontario Ministry of Agriculture, Food and Rural Affairs presently offers a two-day intensive training program at a low nominal cost to participants. This program, known as “QUEST”, is organized in cooperation with the Canadian Farm Business Management Council.

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H A Summary of Activities for the Economic Development and Tourism Department

Some of these are to be lead by the Economic Development and Tourism Department (EDT), often with the partnering and support of other organizations. Others should be championed outside of the EDT structure.

Particular emphases should be reviewed frequently, especially when economic changes occur to ensure that the original objectives can be achieved in a rapidly evolving economy. There should be no hesitation when changing an initiative from ‘front-burner’ to ‘back-burner’.

STRATEGIC DIRECTION	SPECIFIC INITIATIVES AND ACTIVITIES	LEAD BY	MEASUREMENTS OF PROGRESS
<p>Retention and Expansion of Existing Businesses (BR&E)</p>	<ul style="list-style-type: none"> Established consultation schedule Minimum one per week Use Interview Guide for an open, but focused, conversation with consistent results Establish ‘hot-line’ E-mail for use on issues; raises a flag and helps to organize the issues Emphasize diversification into emerging sectors Emphasize workforce development 	<ul style="list-style-type: none"> EDT Volunteer support from Chamber of Commerce and others can increase the coverage 	<ul style="list-style-type: none"> Jobs saved (requires testimonial) Jobs created County financial gain/loss avoidance through taxes, etc. Community gain/loss avoidance through indirect spin-off jobs
<p>Revitalizing Retiring Businesses</p>	<ul style="list-style-type: none"> This is a particular aspect of Business Retention and Expansion The key is to find successor owners It is extremely helpful if the departing owner agrees to mentor the new owner, with or without compensation 	<p>EDT, with support from Champions</p>	<ul style="list-style-type: none"> Jobs saved (requires testimonial) Jobs created County financial gain/loss avoidance through taxes, etc. Community gain/loss avoidance through indirect spin-off jobs

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STRATEGIC DIRECTION	SPECIFIC INITIATIVES AND ACTIVITIES	LEAD BY	MEASUREMENTS OF PROGRESS
Active Business Attraction through Competitive Advantages	Ongoing Active Attraction Strategy focused on sectors or attributes where the County has demonstrable advantages	EDT	<ul style="list-style-type: none"> Jobs created County financial gain through taxes Community gain through indirect spin-off jobs
Tourism Development	<ul style="list-style-type: none"> Downtown Revitalization Events Development Joint promotions between businesses, such as hotels, stores and other attractions 	<ul style="list-style-type: none"> EDT (local product development) Major Tourism Stakeholders Business Improvement Area 	<ul style="list-style-type: none"> Jobs created County financial gain through taxes, etc. Community gain through indirect spin-off jobs
Tourism Marketing	Focus on the Quality of Life in Brant based upon the rural surroundings, the pleasant communities, the ease of access to urban centres and highways.	<ul style="list-style-type: none"> Chamber of Commerce and major Tourism Stakeholders EDT (area promotion) 	<ul style="list-style-type: none"> Increased visitor attraction Increased visitor expenditures
Entrepreneur Attraction	<ul style="list-style-type: none"> See also Tourism Marketing A separate web-site that will draw target persons to Brant by focusing on what is attractive to them specifically, The style of the Prince Edward County website can be adapted for use in Brant 	<ul style="list-style-type: none"> EDT Ambassadors under the direction of EDT Possibly transform this into a Champion-led initiative 	<ul style="list-style-type: none"> Entrepreneurs attracted Subsequently: <ul style="list-style-type: none"> Jobs created County financial gain through taxes, etc. Community gain through indirect spin-off jobs
Workforce Development	<ul style="list-style-type: none"> Develop higher levels of education across the workforce Develop more diverse skills and adaptable skills 	<ul style="list-style-type: none"> Workforce Planning Board of Grand Erie Ontario Works GVES 	<ul style="list-style-type: none"> Number of people with upgraded education Number of people with upgraded or newly acquired skills

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STRATEGIC DIRECTION	SPECIFIC INITIATIVES AND ACTIVITIES	LEAD BY	MEASUREMENTS OF PROGRESS
Entrepreneur Development	<ul style="list-style-type: none"> • Enhanced services and offerings through local incubators, virtual and/or physical • Establish Mentoring Program • Establish 'Entrepreneur Aid' blog • Capital sources to be identified <p style="margin-left: 40px;">Note that conventional capital sources and Angel Investors are harder to find at present but, for very promising investment opportunities, they may come forward.</p>	<p>Champions are needed who will act for largely altruistic motives to coordinate and build more resources to mentor potential entrepreneurs</p> <ul style="list-style-type: none"> • Business Resource Enterprise Centre • Enterprise Brant 	<ul style="list-style-type: none"> • Number of business started by residents • Number of jobs created <p>The above metrics when the new enterprise starts, after one year and after five years.</p>
Partnering between local businesses as suppliers/customers	<ul style="list-style-type: none"> • If external suppliers can be replaced with suppliers based in the County then the local economy is enhanced. • Value chain enhancement to broaden local firms outreach to suppliers of goods and services within reasonable proximity to Brant. • Then determine whether such suppliers exist in Brant already or those who make similar products, such that they could also supply the new need. Then make the connection. 	<p>Identify a Champion to liaise, facilitate and encourage such partnering</p>	<p>The increase in local jobs as a result of an increased local supply base.</p>

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I Workforce Development

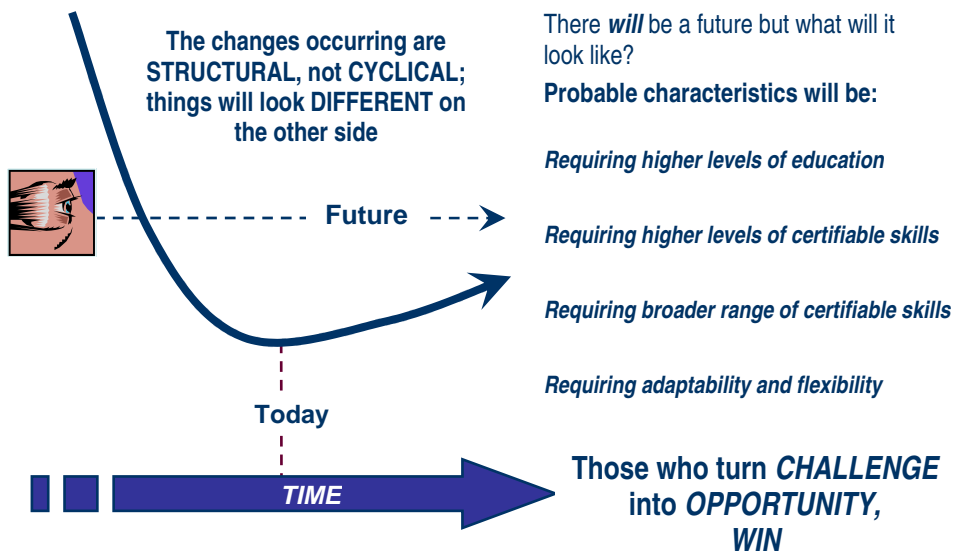
Economic Development concerns the most effective deployment of assets in order to create prosperity.

Once, assets were:

- Land
- The “Three R’s”: Rivers, Roads and Railways
- Raw materials
- Access to markets
- Geographical positioning
- Low cost

Once, people migrated to these opportunities, creating economic centres.

**“There is a bulldozer of change sweeping the planet;
you can become part of the bulldozer or part of the road”**
Futurist Frank Ogden



While the above assets remain important, the critical assets of the future are the people in the Community.

Emerging economies will be created more around the base of human talent than these physical attributes.

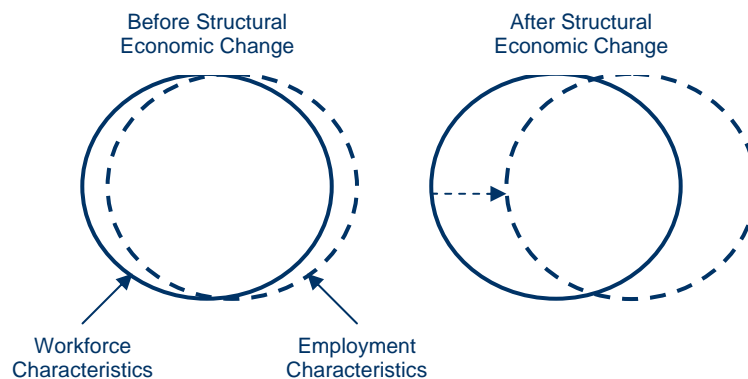
In particular, the demonstrable capacity to meet the needs of the companies that

form the emerging sectors will be vital. The challenge is to create that pool of human talent that will attract these businesses and this means the adaptation of the capacity of the local workforce to meet those emerging needs. **A “Made in Brant” challenge, requiring a “Made in Brant” solution.**

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“Sustainable jobs” are a misnomer. Unless self-employed, the majority of the workforce will work in companies owned by others. Ultimately, the control of those firms, and the jobs within, does not rest in the hands of the employee. “Sustainable employment” provides much greater levels of security and by that we mean the capacity of an individual to be employed in a wide variety of occupations, such that they can take advantage of many opportunities, whether at a time of their own choosing or when forced to by circumstances.

Just as the economy is changing at a far more rapid pace than has ever been seen before, the nature of the jobs within the economy is also evolving rapidly. It is likely that younger workers entering employment today will have many more jobs that did their parents. **Taking on new occupations requires a willingness to adapt and to be flexible.** Above all, the demonstrated ability to learn, and a positive attitude towards learning, is becoming a critical factor when looking for employment. The attainment of higher levels of education is a recognized indicator of that ability to learn and companies are more and more seeking those qualifications in their hiring process. Further, the greater the demonstrated ability to learn, the more paths will be available within the hiring company, enabling the firm to leverage the investment made initially in the training of the new employee to become productive in the workplace.



Over time, the workforce adapts to a stable economy and meets the needs of the employment opportunities that are available. This results in relatively low levels of unemployment. Those with capabilities that exceed the needs of local employment move, or commute, to other areas for jobs that better fit their abilities.

When a structural shift occurs, there is often a disconnect between the opportunities that remain, or that will emerge, and the capabilities of the current workforce. Creating jobs similar to those in the past is not likely to occur, due to the structural change. Adapting the workforce to the new requirements, although neither easy nor rapidly implemented, is the only path forward.

Failing to achieve this goal will result in either chronic levels of high unemployment or the necessity, on a permanent basis, to take jobs paying far less than before. Neither of these options will result in Community prosperity.

This is attractive to many companies.

More opportunities will come to the individual with higher levels of education and formally certified skills that are adaptable to a wide variety of occupations. The challenge is to ensure that the workforce of Brant develops those characteristics in order to be able to take advantage of these emerging opportunities and achieve a higher degree of employment sustainability.

MAIN REPORT

While the delivery of education and training are outside of the direct control of the County of Brant, a willingness to achieve higher levels of education can be encouraged and emphasized by the community as a whole, with relatives and friends being the continuous source of that encouragement and support. ***People must become convinced that it is not a matter of choice, but a necessity, if they are to enjoy higher levels of income and achieve greater job satisfaction.***

Yet encouragement will not be sufficient. There are practical barriers that will discourage or prevent many from taking this path, regardless of their willingness to move forward. Tangible financial support, in varying amounts, may be needed to supplement their efforts. This is truly an investment in the future and every effort should be made to devise mechanisms to facilitate this critical work force development. The pay-off for that investment will be a community that can adapt to take advantage of emerging opportunities and enjoy more sustainable employment, creating greater prosperity and well-being as a whole.

Post-secondary Education Institutions

These can be key pillars of economic development but they are not at the beck and call of the Community. Such institutions, whether a college or a university, have their own goals. They will locate where, and deliver education and training which, best meets those goals.

The direct benefit of such an institution to the community is evident and the services required by the institution create jobs both directly and through companies that provide those services.

Where the greatest benefit can occur for a community is when the courses delivered result in graduates who wish to start businesses and then locate around the institution in order to maintain necessary contact with fellow students and academia. Such continued access to the centre of learning can be crucial to the success of the business. This is the nucleus of a cluster, created by the interdependency of the people involved with the institution, and which interdependency tends to grow over time. This has been the Waterloo experience in which this clustering effect has created a world-renowned centre of high technology businesses.

The County and City should work with the post-secondary institutions to find ways to have them deliver the courses necessary to create such clusters in the area, focused on the education and skill demands of the emerging sectors.

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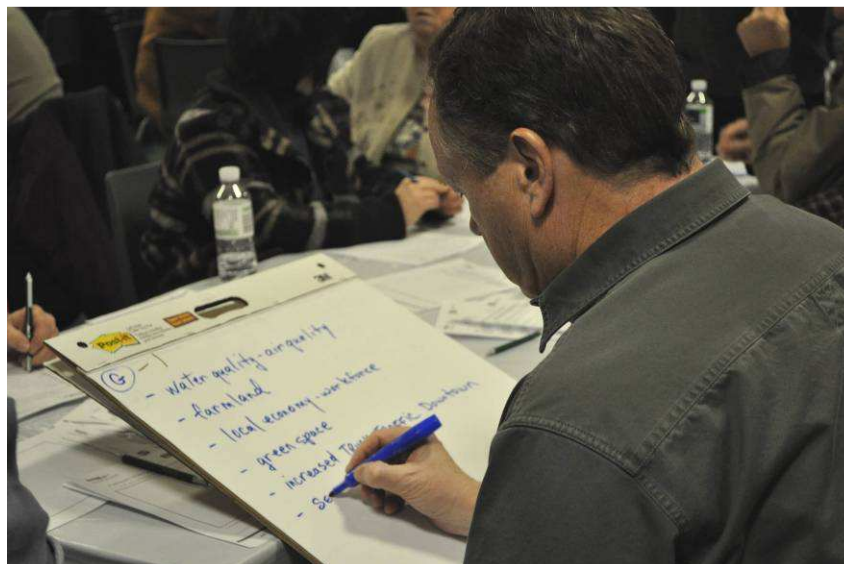
J Champions and Champion-Led Initiatives

Champions are the “force multipliers” of economic development and many other Community Missions. A clearly “**Made in Brant**” solution, being dependent upon the entrepreneurship and commitment of the individuals in the community.

Consider that the only way for the public sector to directly create jobs is by hiring people. While this is certainly necessary and desirable in, for example, health care, education and government, these functions tend to be “inward looking”, in some cases within the local jurisdiction and nearly all within the Province. As such, they serve the needs of the Community but cannot readily provide that critical element necessary for long-term sustainability in a competitive world, the export of materials, goods and services for monies that are then returned to the Community through local spending. That latter role is usually in the domain of the private sector, and in some instance, the not-for-profit sector.

Such Champions, acting in concert with the County Economic Development Staff, can lead various initiatives. Champions may choose to act out of Community-minded or altruistic interest or may have a financial gain to make. The latter is not “wrong”, as long as any investment made by governments is commensurate with the returns expected and which have been thoroughly vetted through analysis, projections and the creation of a “case” that outlines clearly the investment and benefits to be accrued by each participating party.

Champion-led Initiatives will be developed on an ongoing basis and presented to Council as cases are created that demonstrate their value to the Community. Only those that meet the criteria of being worthwhile investments for the County to consider, will reach this stage. A well-defined process will be established for this purpose to ensure that the time of Council is not wasted in reviewing poorly developed initiatives. This will be managed through EDT.



MAIN REPORT

K The Economic Investment Action Case (EIAC)

Selecting economic development initiatives based upon...

- Opinion...rather than fact
- Lobbying...rather than reasoned advocacy
- Superficial...rather than thorough analyses of feasibility, collateral implications, true costs and true benefits

...then widespread acceptance and support are much harder to achieve and the initiative is vulnerable to critique and attack, which will be difficult to offset unless all of the “homework” has been accomplished.

The key requirement is to be able to differentiate between the various opportunities that are conceived and to assess the most beneficial to the community. In the private sector, comparisons between most investments are based upon an optimum rate of return since the focus is almost always on direct dollar generation. In a community, while dollar generation is a major element, there are also socioeconomic factors to be considered.

Stakeholders are most often the source of ideas, opportunities, energy and investment. What do we mean by the term “Stakeholder” in the context of socioeconomic development? Undoubtedly, everyone in the ‘Community of Brant’ has a stake in the development of the local economy, and most especially, in the attendant potential for prosperity. In economic development, the term is applied often to those who do, or may, contribute directly towards such an economy, through the conduct of business or not-for-profit activities, with the accompanying creation of employment. This is not a hard and fast definition and we can choose to add any person or group who can assist directly in economic prosperity, for the benefit of the Community as a whole.

Although the source is obscure, it has been said that *“opinions are formed often on incomplete facts, twisted to suit the protagonists, and served in a package of a lifetime of bias and personal preference; give me hard facts and sound reasoning, any day.”* Hard words but, when a particular group wishes to convince the broader public of a specific course of action, they cannot rely upon their own preferences and biases to make the case. Solid facts and reasoned arguments are the common currency of sound and practical decision-making.

Reasonably, Stakeholders have particular interests that they must serve (their “stake”). The County of Brant should support instances where the interests of a Stakeholder overlap the interests of the Community as a whole, or in large measure. It may then be possible to create a “case” to justify investment by the Community.

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At the municipal level, the intent is not to invest large sums; more to demonstrate tangible support and provide assistance which is reasonably under the scope of the municipality. Some of the mechanisms used are:

- Tax incentives under a Community Improvement Program.
- Grants to assist in particular activities (often tourist focused events), where there are several businesses involved and where the benefit for the Community can be shown.
- Use of empty buildings owned by the jurisdiction.
- Staff resources, sometimes additional resources on contract, to help research and develop the opportunity with the proponents.
- Assisting with applications for assistance from senior levels of government and other agencies.
- Locating investors or other backers, which is not a simple task for many businesses today.

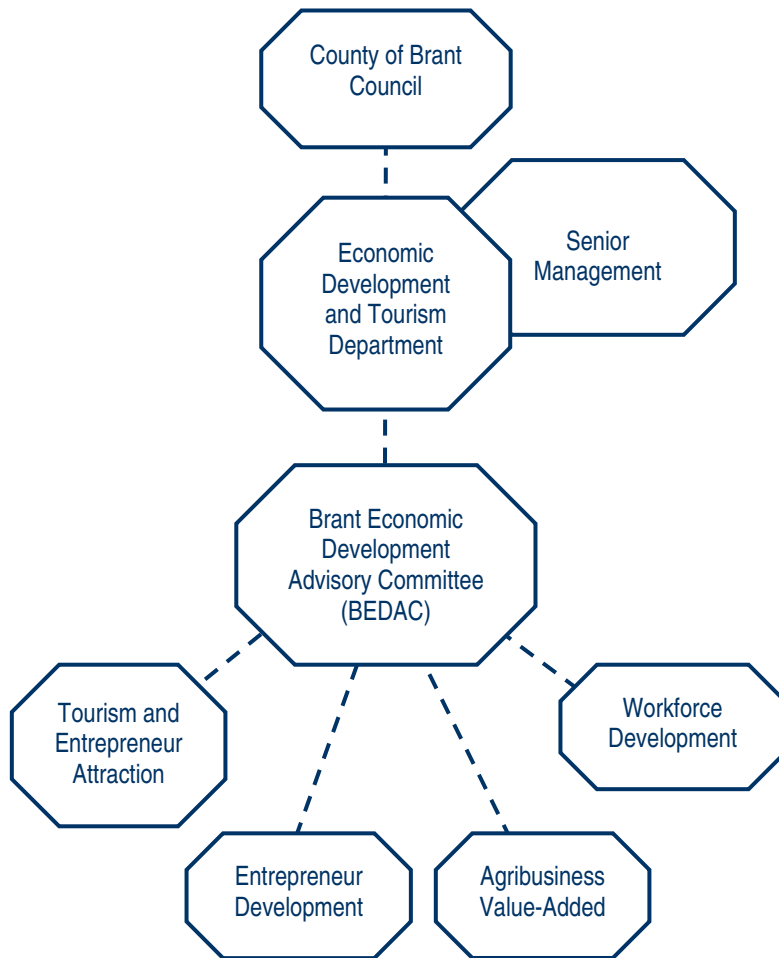
With the limited ability of a municipality to make direct investments, senior levels of government can be approached. Gaining such support may depend upon particular programs that are available at the time from the Provincial and Federal Governments, but there is latitude for opportunities that are well supported by the public and private sector. This must be explored at the time and a tangible contribution is often expected of the community, possibly in some of the forms above.

MAIN REPORT

L The Brant Economic Development Advisory Committee

At present, EDT is part of the internal structure of the administration of the County. This is the most common structure and governance model in municipal economic development and there is no reason to change this at present. However, in some jurisdictions, the economic development function reports directly to the Chief Administrative Officer in order to signal that the activities are of great importance to the community.

We recommend creating a committee to forge closer links between the County and the private sector, to forward the objective of developing the economy, and to assist EDT in coordinating and evaluating the various Economic Investment Action Cases that will be brought forward.



The Brant Economic Development Advisory Committee (BEDAC) should comprise six to ten members. Two thirds of the members should be from the private sector. EDT would act as a secretariat for the Committee, which would meet monthly or if major opportunities arise that require immediate attention.

Reporting into the BEDAC, and coordinated by EDT, the concept is to have the private sector Task Forces identify opportunities and bring forward the cases, which justify the initiatives.

EDT then works with the BEDAC to develop the best opportunities and to make recommendations to the County to move forward on these initiatives, based upon a well-prepared Economic Investment Action Case (EIAC). This can apply equally to internal initiatives arising in EDT and other County departments.

MAIN REPORT

Other governance models include the formation of a “Commission” and this is often the preferred structure when two or more jurisdictions join forces to develop their economy from a regional perspective. The Commission would have a Board, drawn from the participating jurisdictions according to some formula that is agreed as being fair to all. The Board should have members from the private sector as well as the jurisdictions. Unless separate physical accommodations are required, the Commission structure need not cost any more than an internal department; the sole consideration might be a nominal fee paid to the private sector members of the Board in recognition of their service.

A more formal structure is that of a ‘Corporation’ and this is used both by single-level jurisdictions and collectives of regional jurisdictions. The City of Burlington is a nearby example with such a structure. Due to the formal obligations of a separate corporate structure, the costs can be higher than in the alternative forms. However, the benefits can come through the ability to contract the services of the Corporation to assist companies and sectors to achieve their goals. For example, the organization of business events such as symposiums and conferences can be organized for a fee. Marketing and research can be undertaken in support of sectors, again for a fee. The revenues accrued go against the overall expenses of the Corporation, reducing the net cost to the parent jurisdictions.

Any structure will work well if the people within the organization, and those to whom they report, are effective and efficient in how they conduct business. If the number of joint initiatives increases between the County of Brant and the City of Brantford (and/or other partners) then the creation of a Commission may be appealing. This can have advantages in that resources may be pooled with greater ease for economic development initiatives and it also signals to the outside world that regional cooperation is an important factor to the communities involved. This can be regarded positively by external investors, since there is a blurring of jurisdictional lines in their eyes when they first look at an economic region.

MAIN REPORT

M Economic Development Resources

In order to move from considering economic development as a cost, and to replace it with an understanding of the investment and returns, it is essential to project and then record those benefits.

To do so, metrics must be established and processes put into place to assess these. Until these are known and adjusted through experience, it is not wise to make far-reaching decisions as to the investment (budget) of economic development.

Going forward, new and existing activities should be assessed for their potential cost-benefit using the principles of the Economic Investment Action Case. While the case is a projection, rather than a measurement of what is actually happening, the metrics will emerge from the case in a natural fashion. The case will outline why a particular activity is being undertaken and that reason should form the major part of the goal-based measurement. Through the case, it will be possible to determine the projected benefits and prioritise its enhancement, or continuance, when compared to other possible activities.

The main intent is not to reduce the investment in economic development but to improve the gains ***through increased investment***, where the value can reasonably be expected to occur. If the economy is the major concern in the community then it is logical to make economic development a very high priority. Where benefits can be shown to be significant and very likely, the investment should be increased in order to obtain these. A case-by-case examination is the preferred mechanism as the metrics are established, data collected and progress measured, over time.

Economic development must be a high priority for the County. However, this cannot be achieved by simply loading up existing resources with additional work. The necessity for private sector (and other) Champions to step forward has already been identified. What is also vital is that the effective and efficient use of the economic development resources be well managed.

With the increased activity in economic development recommended in this report, multiple opportunities will arise. Prioritising which opportunities should receive attention at any given time from limited resources, is a matter both for the resources and their management to judge. Ineffectiveness and inefficiency will result from simply increasing the workload without a rational prioritization based upon the benefits. Additional resources can alleviate this and permit more opportunities to be progressed; this must be considered seriously if the workload does increase, and should be treated as an investment and not a cost.

The same may apply at times to other departments in the County. Economic development requires cooperation and resources from these other departments. If opportunities are to be seized and exploited for maximum benefits, prioritizing the workload of these supporting departments may also be essential.

MAIN REPORT

Major changes to the economic development budget should wait until worthwhile opportunities point to required and justified adjustments **but there is a clear need now to have an additional resource in place to assist the Manager of Economic Development and Tourism.** The Champion-led initiatives will particularly require frequent follow up and assistance in order to ensure that progress is made. The Manager should not play this role on a day-to-day basis since many other responsibilities will become under-served as a result. Also, the Manager should be steering the present activities, while looking for the next opportunities. The person who fills this position should have a college level or higher certification, some knowledge of business practices, project management abilities and be very capable when dealing with people.

MAIN REPORT

N Partnering and Acting Regionally

For the most effective and efficient conduct of economic development, partnering with other jurisdictions and/or interests is essential. Boundaries drawn up many years ago may not reflect the true regional nature of an economy today. Further, companies and investors do not recognize such jurisdictional boundaries when considering where to locate.

Partnering is a means by which to achieve similar goals through the sharing of resources and at little additional risk. When acting separately, a jurisdiction can hardly prevent a visiting prospect from becoming aware of a neighbouring jurisdiction. That investor will choose to locate in whichever area best suits their needs.

Many communities in Ontario have banded together to create structures, formal or informal, to act on economic development initiatives which can more effectively and efficiently serve the needs of all. Often joint marketing efforts are undertaken, as one example. Brant and Brantford already collaborate in several joint economic development initiatives and these should be developed further at every opportunity. Disagreements in one area of inter-jurisdictional relationships should not prevent beneficial cooperation in others. Through instances of mutual cooperation, greater trust is built between the participants, which may foster better relationships in other aspects.

The same applies to Six Nations. Efforts should be made to find areas where cooperation is possible in developing the economy for mutual gain. Another example is the South Central Ontario Region partnership, or “SCOR”, with broad and far-reaching plans for economic development, covering multiple jurisdictions, concentrated to the west of the County.

Partnerships should be established always for specific reasons and the anticipated benefits understood. An important factor in creating partnerships is the fair distribution of costs, risks and rewards which should be documented clearly at the outset of each partnered initiative. An example would be shared land-servicing arrangements.

It would be valuable to conduct regular (perhaps quarterly) Council-to-Council meetings on economic development to explore more avenues for cooperation and be updated on progress. Members from each Council could be selected as representatives to accomplish this and then report back to each full assembly. It is important that economic development staff also be present, not only to report on status, but to advise immediately on potential ideas that may emerge from these discussions. Limited economic development resources must be deployed on the most beneficial opportunities at hand and their immediate experienced and professional evaluation of the potential and value of the ideas generated can avert the pursuit of potentially fruitless avenues. They can also identify the time and effort necessary to further evaluate, and advise what other current or planned activities may have to be set aside, or delayed, as a result of any change in priorities.



MAIN REPORT

O Leadership for Success

Two broad types of community leadership are being recognized in many social and economic development efforts. These two forces parallel the public and private sectors to a large degree. The “Formal Leaders” are those elected, or appointed by those elected, to formally lead efforts towards achieving the goals of the Community. Such people or organizations have both the authority and responsibility to act and are usually held accountable for results.

In parallel, there are the “Informal Leaders”, who, while neither formally elected nor appointed, have, through their influence and energy, a very positive role to play in these same efforts. Informal Leaders achieve this status, often unsought, through past achievements and successes in their particular fields and through pro bono activities for the good of the Community. When the interests and activities of both Formal and Informal Leaders resonate, a “force multiplier” effect can be achieved that greatly enhances the overall outcomes of the efforts.

Informal Leaders can also play a major role in the support of the Formal Leaders when necessary actions are taken that may not be popular in the short term. The credible voices of the Informal Leaders can explain and endorse these tough decisions that fall on the desk of Council.

Further, when despite best efforts, initiatives fail or when the results are not as desired, the role of the Informal Leaders must be to support the Formal Leaders in order that both can move forward to the subsequent challenges together, with mutual trust intact, and confidence. Brant appears to be well provided with active citizens, prepared to move forward on agreed goals. Making use of their energy and talents will aid in the socioeconomic development process.



MAIN REPORT

P Conclusion

The County of Brant has both the need and the ability to develop its economy for the benefit of the Community. This benefit will be evident in the availability of more local jobs as well as a more sustainable tax base, ensuring that local services are maintained and enhanced.

If economic development is regarded as a cost, to be eliminated from a budget, then the results will be inadequate in the economy of today. If economic development is regarded as an investment of tax-payers dollars in order to improve prosperity, with resources deployed to achieve that goal, then positive results are more likely. The outcomes depend upon the leaders, both formal and informal, of the particular jurisdiction, the support of the Community and their willingness to take risks and invest in future prosperity.

If the County fails to move forward with a ***vigorous and effective economic development effort***, then Brant will fall behind in its ability to compete for a piece of the evolving “economic pie”. The situation will not improve by itself and high rates of chronic unemployment, or low paid employment, may result, with serious consequences to the fabric of the Community. The longer that this ensues, the more difficult it will be to extract individuals and the community from a sense of hopelessness, further hurting attempts made, too late, to move forward. Further the tax-base will not be sufficiently enhanced, jeopardizing the ability of the County to maintain services at existing levels.

Socioeconomic development is not an immediate process; both time and resources must be invested in order to realize these benefits. With multiple strategic thrusts, deployed to meet the economic realities of the time, implemented vigorously, and adjusted as required, success is more likely. The bearing of some risk is also essential. Prosperity, although never guaranteed, will accrue in greater measure to jurisdictions that understand the issues at hand and act accordingly in the evolving circumstances. There are many challenges to be faced and as many, if not more, opportunities to be embraced.

“Leadership is doing *always* what is needed, not *always* what is wanted.”