



Economic Development and Tourism Service Delivery Model Review



Prepared by:



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Economic Development and Tourism
Service Delivery Model
Review

Prepared by:



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Table of Contents

1	Service Delivery Model Review Overview	1
2	Economic Development and Tourism Department Service Delivery Model	2
3	Observations	4
4	Identified Areas for Improvement within Brantford’s Service Delivery Model	5
4.1	Employee Succession Planning	5
4.2	Arts, Culture and Heritage Resources and Support	6
5	Council’s Role in the Delivery of Economic Development Services.....	7

1 Service Delivery Model Review Overview

Brantford's Economic Development and Tourism Department falls within the Community Development Commission and is generally responsible for all aspects of economic development including sector specific focuses on Tourism as well as Arts, Culture and Heritage.

As McSweeney & Associates outlined at Brantford's Economic Development Summit (and illustrated below), the true power of Economic Development is found within two specific areas:

- The people that work within and support a community's economic development efforts; and
- The actual process a community is following to grow, enhance and support their economy.

As the City of Brantford's Economic Development Strategy Review and Update focuses more on the process component of the below economic development success formula this report focuses primarily on the people component.



Throughout the development of the City of Brantford Economic Development Strategy Review and Update a review and assessment of the Economic Development and Tourism Department service delivery model was also undertaken. The purpose of the review was not to undertake a HR Staffing review, but instead was to look at the effectiveness of the current service delivery model, the makeup of the Economic Development and Tourism team and the roles each staff function played in the City's Economic Development and Tourism program. This also included identifying gaps in the service delivery model or if there are any particular functions or resources missing. Finally, how the Department is aligned internally to meet the City's economic development needs was also examined.

This review has been completed by way of direct consultation with staff, council, and Brantford's economic development stakeholders including one-on-one interviews, focus groups and an input received during Brantford's Economic Development Stakeholder Summit.

2 Economic Development and Tourism Department Service Delivery Model

In summary, the City's Economic Development and Tourism Department consists of an effective and efficient economic development unit working together to strengthen the City's overall economy. There was no indication during the review that the Department is not working together as a team. Although each member of the team has a specific role to play in terms of providing economic development support and services, the current service delivery model allows for maximum collaboration within the Department as well as with other City Departments and external stakeholders.

A look at the City of Brantford's Economic Development and Tourism 2015 year in review, the Department defines its role as:

- Attracting and retaining investment
- Assisting in the creation and retention of jobs
- Fostering entrepreneurship and innovation
- Promoting Brantford and its attractions



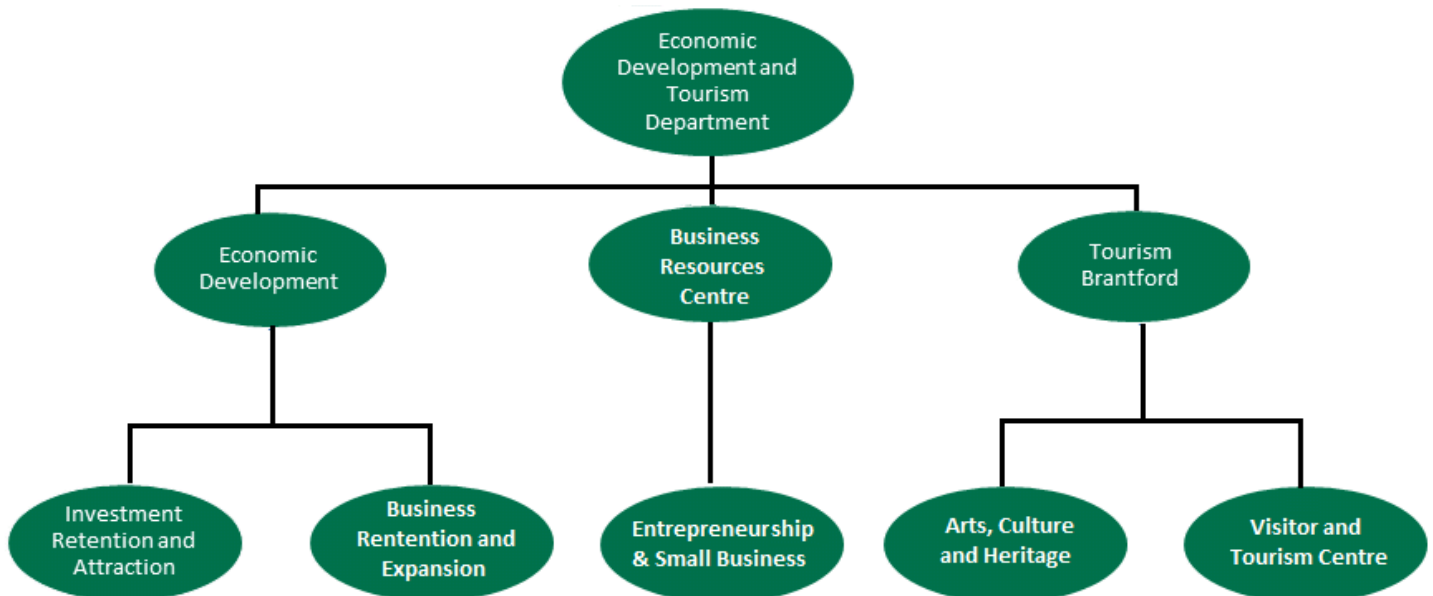
A more detailed description would also suggest main functions and activities of the Department to include:

- Investment readiness, including supporting industrial development, land development and sale
- Investment attraction, including stats, data, research, promotion of the City of

Brantford, website development and maintenance, downtown redevelopment and investment support

- Small business development and support through the Brantford-Brant Business Resource Enterprise Centre (BRC)
- Supporting entrepreneurship, including program delivery and partnership development
- Overall economic development support, including a business visitation and support program
- Partnership development, both with the private and public sectors
- Tourism destination marketing and development, including management and day-to-day operation of the Tourism Centre, local and joint regional marketing programs and local product development
- Sport tourism marketing, event management and programming and industry support
- Arts, Culture and Heritage, including strategic development, implementation of the Arts and Culture master plan, partnership development, program support and management of the cultural granting and funding programs

To implement the City's Economic Development and Tourism program the current service delivery model of the Economic Development and Tourism Department is essentially as follows:



3 Observations

Overall, the current Economic Development and Tourism Department service delivery model works. It has a set of dedicated resources that focus on those economic development sectors and activities that represent Brantford's economic strengths and opportunities. In addition, the Economic Development and Tourism Department make up a very diverse team of professionals who are responsible for supporting the specific components of Brantford's economy.

On paper it may appear that the Department is organized in silos (i.e. Economic Development, Business Resource Centre and Tourism Brantford) but in actuality there appears to be a lot of cross pollination of ideas and support as well as collaboration amongst all Departmental staff. Generally, it appears the team functions very well. As a result, Brantford's economic development program and the City overall has experienced some notable success.

Notable successes to date include:

- Investment attraction and retention efforts have been successful to the point where Brantford has run out of shovel ready industrial land
- Sport tourism and tourism marketing is bringing tourists into Brantford. The City brands itself as the Tournament Capital of Ontario and has the facilities and events to back up this brand
- Brantford has a growing and evolving downtown that is the ideal model of a downtown renaissance
- There is strong recorded growth in both start-ups and job numbers as a result of entrepreneurial development

4 Identified Areas for Improvement within Brantford's Service Delivery Model

Although it has been observed that Brantford has a successful service delivery model to best serve the needs of the Brantford economy, there are two specific areas/gaps in which the City of Brantford's Economic Development and Tourism Department's service delivery model can be improved. These gaps relate to employee succession planning and the alignment and support for Arts, Culture and Heritage.

4.1 Employee Succession Planning

As indicated earlier in this report, people play a major role in the success of any economic development program. In Brantford's case, there currently exists a service delivery model comprised of dedicated and effective staff. It is paramount that the City ensure the Economic Development and Tourism Department staff complement remains engaged and dedicated. One of the ways this is achieved is through strong corporate and departmental leadership.

Although each member of the Brantford's Economic Development and Tourism Department leads within their respective roles, the Director of the Department acts as the main leader and mentor in the Department. One of the Director's strengths is how he works within the business community. He has developed a very strong and reliable network and reputation with both the City's business community and economic development stakeholders. These core strengths are heavily relied upon to help support the City's investment attraction and overall economic development efforts. These partnerships and networks take years to develop and nurture and are not easily or quickly transferred.

As the Director has indicated he will be in a position to retire in the near future, it is a recommendation of this service delivery review that the City of Brantford consider creating a succession plan for the Economic Development and Tourism Department. More specifically, ensure the current Director has an opportunity to work with any new incoming Director in an effort to help retain and build relationships within Brantford's existing business and economic development network that has been built by the current Director and his Economic Development and Tourism team.

Recommendation:

Create an Economic Development and Tourism succession plan and allow for significant overlap between the exit of the current Director and the introduction of a new Director for the Department.

This Service Delivery Recommendation has been addressed in the Brantford Economic Development Strategy Review and Update. The strategy's new recommended action is to create the necessary business processes and staffing succession plan to ensure the City does not lose any of its corporate economic development knowledge specifically pertaining to investment retention and attraction.

***Addressed in
Section 7.1
Investment
Retention and
Attraction
(IRA) of the
Brantford
Strategy***

4.2 Arts, Culture and Heritage Resources and Support

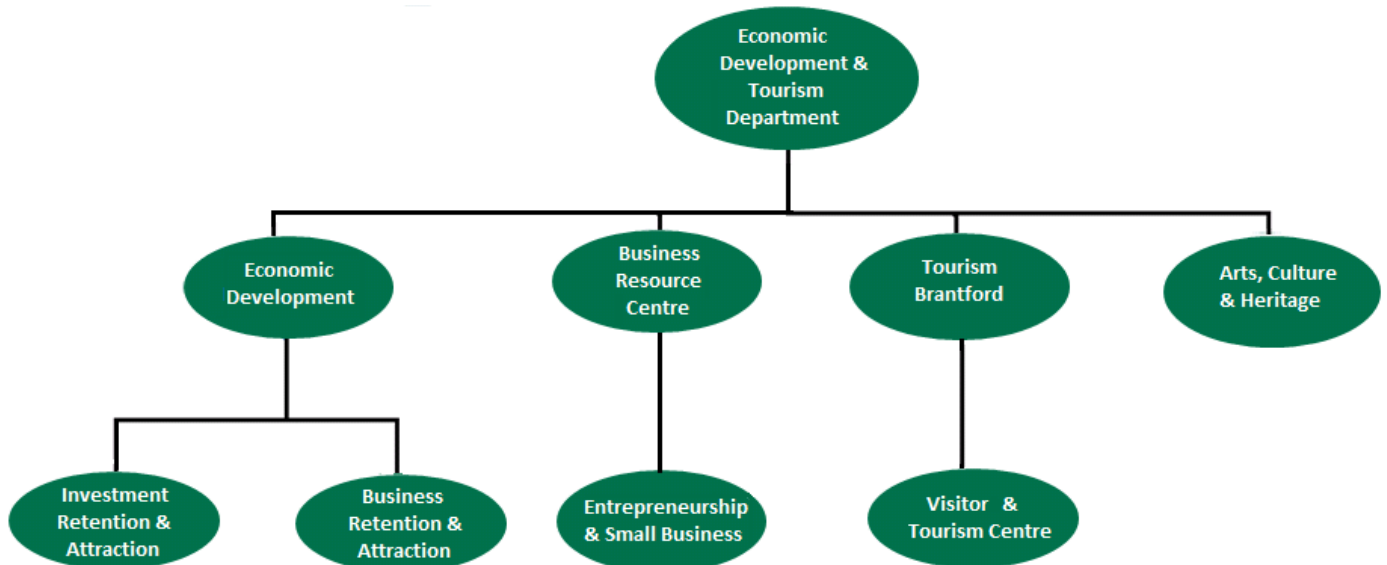
During the consultation process, it was raised several times that funding and support for Arts, Culture and Heritage, when compared to other communities, is limited. Currently, the Economic Development and Tourism Department has one full time staff resource solely dedicated to supporting the Arts, Culture and Heritage portfolio.

In addition, the Arts, Culture and Heritage portfolio has the responsibility to implement the City’s Municipal Cultural Plan, the Brantford-Brant Cultural Audience Development Strategy as well as the administer Brantford’s Community Cultural Investment Program and Museum Funding Agreements.

Looking at the Department’s current structure, Arts, Culture and Heritage is found within the Tourism Brantford portfolio. As Arts, Culture and Heritage is an economic sector of similar importance to Tourism it should get more exposure and be on the same plane as Economic Development, Business Resource Centre and Tourism Brantford. This is an emerging and growing sector within Brantford, and a more detailed review should be undertaken to determine if more resources are required, as well as the anticipated positive impacts additional resources would have on the Arts, Culture and Heritage sector.

Recommendation:

Undertake a detailed review of the Brantford Arts, Culture and Heritage funding model to ensure this sector is receiving adequate and comparable support, while moving Arts, Culture and Heritage as a function of the Tourism Brantford portfolio to an equivalent to Economic Development, Business Resource Centre and Tourism Brantford as per the below service delivery model:



This Service Delivery Recommendation has been addressed in the Brantford Economic Development Strategy Review and Update. The strategy's new recommended action is to ensure Arts, Culture and Heritage continue to be considered as a valued component in the City's community and economic development efforts during the implementation of the City's Economic Development and Tourism program.

***Addressed in
Section 7.4
Arts, Culture
and Heritage
(Including Film
and New Media)
of the Brantford
Strategy***

5 Council's Role in the Delivery of Economic Development Services

Throughout the review and update process of the City of Brantford's Economic Strategy, it became evident that Brantford's City Council is very supportive of the Economic Development and Tourism Department, while at the same time open to discussing new ideas and approaches to economic development. Members of Council supported the Strategy review and update process by:

- showing leadership as part of the Steering Committee directing this project
- sharing their views and opinions openly during one-on-one interviews
- participating in the Economic Development Stakeholder Summit
- attending the Strategic Action Priority Setting Session

Led by the Mayor, the City of Brantford's municipal council appear to be very much involved in the delivery of Brantford's Economic Development program. This involvement and support includes:

- working with the Economic Development and Tourism Department in building and facilitating positive relationships with existing and potential investors
- traveling abroad to help sell Brantford and the region as a great place to invest
- working with staff to initiate various projects aimed at strengthen Brantford's overall economy

In addition, the vision and leadership shown by the Mayor and Council has led to an unprecedented positive transformation of Brantford's downtown.

Moving forward with the implementation of the City of Brantford's Economic Development Strategy Review and Update, City Council must continue to support the City's investment in the Economic Development and Tourism Program. This includes not only providing adequate investment and resources (funding) for economic development but also recognizing Council's continued role as ambassadors of the City and supporters of economic development as a tool for positive community growth.