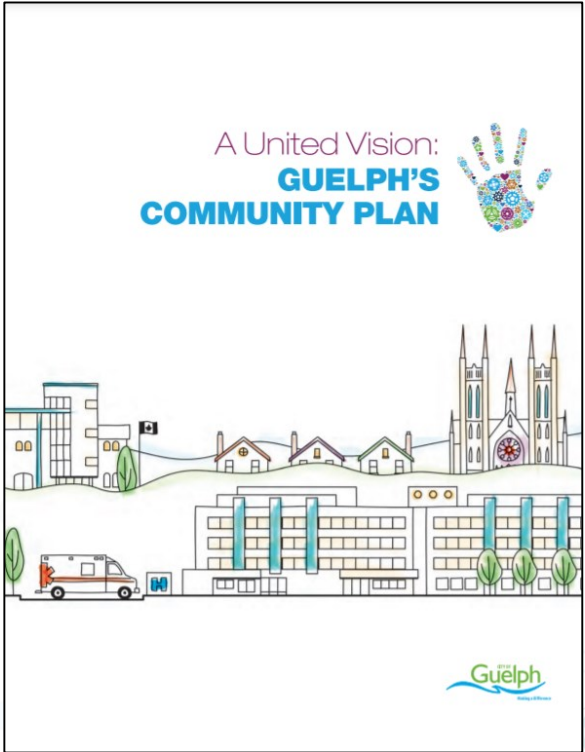


An aerial photograph of Guelph, Ontario, Canada, taken at sunset. The sky is a mix of orange, yellow, and dark blue. The city lights are visible, including a prominent white and blue high-rise building on the right. A highway with a light rail train is visible in the foreground. A dark blue banner with a white border is overlaid at the bottom, containing the title text.

Economic Development and Tourism Strategy 2022-2026

Guided by the community's vision



Our journey

▶ **Targeted Engagement**

- Stakeholders, businesses, support partners and advisory committees

▶ **Community Competitive Assessment**

- 14 comparator communities
- Metrics for people and diversity, talent, economic vitality, innovation, equity, and quality of place

▶ **Industry Cluster Analysis**

- Guelph's cluster support approach is centred on three existing industry clusters and three priority sectors

Challenges

▶ Pandemic recovery

- Businesses across the board have been affected and each industry will recover differently

▶ 2021 Census data

- 2021 Census data hasn't been published yet

2022
Strategy
Launch

2022
Data
review

2023
Strategy
refresh

2025
Strategy
review

2026
New
Strategy



Vision and principles



Distinct, resilient, and
bold, **Guelph** is a centre
for innovation, creation,
and community.



Guiding principles



CLUSTER-FOCUSED



OPPORTUNITY FOR ALL



COLLABORATIVE SPIRIT



DATA-DRIVEN



CONTINUOUS LEARNING





Strategic goals and priorities

Goal 1: Expand and support existing businesses

Broaden, formalize, and measure business and partner engagement.

Efforts to improve understanding of industry cluster assets in order to leverage federal and provincial programming and promotional opportunities.

Priorities

- Implement a formalized business expansion and support program
- Support industry-led tourism product development
- Build awareness of industry cluster support in decision making



Goal 2: Attract targeted investment

Clearly articulate local investment opportunities and build relationships with targeted audiences in order to continue to attract investment that supports industry clusters.

Priorities

- Proactively target lead generation activities
- Strategically market Guelph's industry clusters
- Leverage the Guelph Junction Railway infrastructure to grow City revenues
- Develop a sport, group, and conference tourism plan



Goal 3: Champion an innovative and entrepreneurial ecosystem

Continue to support entrepreneurs and small businesses of all types including home-based.

Continuing to build and lead in this space is important for the City to achieve its broader corporate goals for sustaining the natural environment, resilience, and placemaking through entrepreneurial innovation.

Priorities

- Partner to support the entrepreneurial ecosystem
- Define an approach to guide private investment in the Guelph Innovation District
- Grow a robust “Buy Local Guelph” initiative
- Celebrate the success of diverse Guelph entrepreneurs



Goal 4: Advance talent attraction and skill development

Continued development of relationships with post-secondary institutions, placemaking efforts and better business intelligence will continue to position Guelph successfully to attract global talent.

Guelph needs a unified approach between community partners, placemakers, other levels of government and the private sector to continue to attract and train the kind of workers Guelph's local economy needs.

Priorities

- Unify and support workforce development organizations through Grow Guelph
- Engage private sector, education, and workforce leaders to collaborate and address immediate and long-term workforce needs



Goal 5: Build a must-see visitor destination in Ontario

To enhance the experience of Guelph for visitors and residents, more investment into placemaking is needed.

Guelph has an opportunity to leverage the downtown core, university and college students and campuses, and recreation assets to drive recovery and growth in this sector.

Priorities

- Implement the Municipal Accommodation Tax
- Curate destination experiences
- Enhance placemaking throughout the City
- Enhance wayfinding and visitor services assets



Goal 6: Enhance Guelph's unique brand for business, talent, and visitors

With the implementation of the Municipal Accommodation Tax, Guelph is excited to realize the new opportunities that will emerge from the establishment of an independent marketing organization to nimbly respond to tourism industry needs.

Priorities

- Create a marketing strategy that conveys the Guelph experience and value proposition
- Develop a revised destination marketing plan in conjunction with new Destination Marketing Organization



Key performance indicators

- Business outreach
- Business support and development
- Investment attraction
- Marketing and promotions
- Service excellence
- Operational



Financial implications

▶ **Municipal Accommodation Tax**

- Imperative to the implementation of this strategy
- Four per cent tax rate would generate an estimated \$1 million in revenue

▶ **City support of business services**

- Will monitor external and alternative funding opportunities

Thank you!



Economic Development

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Guelph Junction Railway

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Tourism

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