

Economic Development and Tourism Strategy 2022-2026 Action Implementation Plan

Guelph. Future Ready. Powering our future alignment			Strategy Goals and Priority Action Items for Implementation	Cross-over priorities	2022	2023	2024	2024	2025	Key Performance Indicator	Partners
Accelerate economy through partnerships	Help businesses to succeed and add value	Adapt to changing workforce needs									
Goal 1: Expand support for Guelph's existing businesses											
			Priority 1.1: Implement a formalized business expansion and support program.								Federal and provincial ministries and entities, Business Centre Guelph-Wellington, Guelph Chamber of Commerce, Innovation Guelph, 10C.
			Partner to create industry cluster working groups to define cluster assets, performance, growth opportunities and challenges.		X	X				Operational	
			Establish a business visitation program that identifies expansion opportunities, barriers to growth, workforce, supply chain needs and connectivity opportunities to the Guelph Junction Railway.	2.3	X	X				Business Outreach	
			Establish an employment survey program to obtain vital business intelligence and analysis to identify potential industry trends and report key findings.		X					Business Outreach	
			Establish the City of Guelph as the backbone organization for administering the existing Grow Guelph program in order to formally collaborate on-the-ground business support programming.		X	X				Business Support and Development	
			Priority 1.2: Support industry-led tourism product development.								Travel and Tourism Agencies Committee, Guelph Economic Development Advisory Committee, Tourism Advisory Committee, Business Centre Guelph-Wellington, destination marketing organization, Downtown Guelph Business Association, Guelph Chamber of Commerce, Regional Tourism Organization 4.
			Establish a joint working group of the Tourism Advisory Committee and Guelph Economic Development Advisory Committee to inform how to promote, expand, and support Guelph-to-Guelph tourism product and experience.		X	X				Operational	
			Increase awareness of, and support for, communities of practice that facilitate network connections and enhance Guelph's visitor identity.		X	X	X	X	X	Marketing and Promotions	
			Amplify product development opportunity through financial support.				X	X	X	Business Support and Development	
			Priority 1.3: Build awareness of industry cluster support in decision making.								City staff, provincial ministries and agencies.
			Establish regular learning opportunities to educate staff and Council of market trends and influences on Guelph's economy.		X	X	X	X	X	Marketing and Promotions	
			Increase instances of economic development and tourism engagement in major infrastructure projects and policies that directly or indirectly, impact local businesses.		X	X	X	X	X	Operational	
			Establish formalized data sharing opportunities with other departments and external stakeholders in order to better inform economic intelligence in policy, planning decisions and bylaw development.		X	X				Key Projects	
Goal 2: Attract targeted investment											
			Priority 2.1: Proactively target lead generation activities.								Federal and provincial economic development ministried, Trade Commissioner Service, Federal Innovation Superclusters
			Establish an inventory of promotable land opportunities for investment, redevelopment, sale, and leasing, for internal land-use planning and external promotional purposes.		X					Investment Attraction	
			Proactively connect with landowners of investment-ready lands and commercial real estate firms to plan and promote development concepts that support industry cluster needs.	1.1	X	X	X	X	X	Investment Attraction	
			Build a standalone investment attraction website that promotes real estate assets, data, and tools of interest to site selectors.		X					Key Projects	
			Priority 2.2: Strategically market Guelph's industry clusters.								Federal Innovation Superclusters, Business Events Canada, Provincial economic development ministries, Grow Guelph partners, industry.
			Communicate local industry cluster assets, performance, growth opportunities to update cluster industry marketing and investment materials on an annual basis.	1.1	X	X	X	X	X	Marketing and Promotions	
			Ensure industry cluster marketing materials are distributed to federal and provincial and local partners on an annual basis.		X	X	X	X	X	Marketing and Promotions	
			Priority 2.3: Leverage the Guelph Junction Railway infrastructure to grow City revenues.								Guelph Junction Railway Board of Directors, local transloading services.
			Ensure business visitation program reflects includes Guelph Junction Railway customers.	1.1	X	X	X	X	X	Business Outreach	
			Create a marketing strategy that revisits the GJR brand image, value proposition, audiences, messaging, and collaterals.	6.1	X	X				Marketing and Promotions	
			Establish regular targeted business outreach to educate noncustomers within the region of the GJR value proposition.		X	X				Business Outreach	
			Priority 2.4: Develop a sport, group and conference tourism plan.								Tourism Advisory Committee, Business Events Canada, destination marketing organization, Guelph Chamber of Commerce, Regional Tourism Organization 4, tourism industry partners.
			Coordinate with regional municipalities, colleges, universities, and accommodation partners to identify sport, group and conference assets.			X				Business Support and Development	
			Establish a working group of the TAC to identify shared goals for Guelph's sport, group and conference efforts.		X					Operational	
			Develop and execute a targeted destination marketing plan including promotions and visitor services that support increased sport, group and conference tourism activity.		X	X	X	X	X	Marketing and Promotions	
Goal 3: Champion an innovative and entrepreneurial ecosystem											
			Priority 3.1: Partner to support the entrepreneurial ecosystem.								Grow Guelph partners, Bioenterprise, COIL.

		Scale promotional efforts to support current Grow Guelph partner initiatives and programming serving entrepreneurs (including home-based businesses).			X	X	X	X	X	Marketing and Promotions	
		Explore new best practices and pilot initiatives (such as newcomer entrepreneur soft landing services) for cluster focused start up initiatives across Canada and the U.S.			X	X	X	X	X	Business Support and Development	
		Build a relationship with university and college commercialization and tech-transfer officials to identify scalable enterprises and connect them with local resources.			X	X	X	X	X	Business Support and Development	
		Priority 3.2 :Define an approach to guide private investment in the Guelph's Innovation District.									Federal and provincial funded entities, Infrastructure Ontario, Trade Commissioner Services, Federal Superclusters, University of Guelph, Conestoga College, Innovation Guelph, Guelph Innovation District landowners, Tourism Advisory Committee, Guelph Economic Development Advisory Committee.
		Explore best practices in North America for innovation district development, focusing on targeted promotion and outreach.	2.1, 6.1			X				Key Projects	
		Establish a joint working group of the TAC and GEDAC members to inform how to promote, expand, and support Guelph Innovation District development projects.				X				Operational	
		Priority 3.3: Grow a robust "Buy Local Guelph" initiative.									Tourism Advisory Committee, Guelph Economic Development Advisory Committee, University of Guelph, Business Centre Guelph- Wellington, Downtown Guelph Business Association, Guelph Chamber of Commerce, Regional Tourism Organization 4.
		Evaluate buy local platforms to identify best practices for future website upgrades.				X				Marketing and Promotions	
		Develop an annual promotion plan for Guelph Shops and seek sustainable funding to support the growth of the program.	1.2, 6.1		X	X				Marketing and Promotions	
		Explore options and local interest in a "Made in Guelph" branding initiative representing a diverse array of products and services to spotlight products made locally.	1.2				X	X		Marketing and Promotions	
		Priority 3.4: Celebrate the success of diverse Guelph entrepreneurs.									Business Centre Guelph-Wellington, Downtown Guelph Business Association, Guelph Chamber of Commerce, Innovation Guelph.
		Support and partner on events that celebrate and promote Guelph entrepreneurs (such as Innovation Expo, Business After Five, etc.)			X	X	X	X	X	Marketing and Promotions	
		Partner on an award for "Entrepreneur of the Year" to celebrate a significant and impactful business owner annually.				X				Marketing and Promotions	
		Develop an annual promotion plan for Guelph start-up and entrepreneurial successes.	6.1			X	X	X	X	Marketing and Promotions	
Goal 4: Advance talent attraction and skill development											
		Priority 4.1: Unify and support workforce development organizations through Grow Guelph.									University of Guelph, Conestoga College, Business Centre Guelph Wellington, Career Education Council, Guelph Chamber of Commerce, Local Immigration Partnership, Workforce Planning Board of Waterloo Wellington Dufferin.
		Promote and support expansion of targeted talent development initiatives, programs, and networks (youth, 50+, BIPOC, LGBTQ2S+, and newcomers).				X	X	X	X	Business Support and Development	
		Partner and grow the "Guelph Works" job fair matching local employers and talent (including specialized day of programming for students and recent graduates).			X	X	X			Business Support and Development	
		Establish a talent attraction initiative to attract students, young professional and families with children to showcase Guelph's diverse professional community.	2.2			X				Marketing and Promotions	
		Partner and support regional workforce initiatives to support and welcome international students and newcomers.			X	X	X	X	X	Business Support and Development	
		Provide ongoing updates and resources to businesses about federal, provincial, and local workforce development support through Grow Guelph platform.	1.1		X	X	X	X	X	Business Support and Development	
		Provide ongoing updates and resources to support employers in understanding and building capacity to meet labour force needs, changes, and trends in the local context.			X	X	X	X	X	Business Support and Development	
		Priority 4.2: Engage private sector, education, and workforce leaders to collaborate and address immediate and long-term workforce needs.	4.1								Univeristy of Guelph, Conestoga College, Grow Guelph Partners, Employment Ontario agencies, industry.
		Establish a working group of Grow Guelph partners to discuss and implement needed skill and training programs, based on industry cluster and business needs.			X					Operational	
		Partner and grow participation in the EmployerOne Survey to inform understanding of needed skills and training gaps in Guelph; utilize findings to direct and expand new workforce programs.				X	X	X	X	Business Outreach	
		Continue to develop pathways and connections for education and industry to partner and collaborate on training pipelines and talent retention initiatives.			X	X	X	X	X	Business Support and Development	
Goal 5: Build a must-see visitor destination in Ontario											
		Priority 5.1: Implement the Municipal Accommodation Tax.								Key Projects	Tourism Advisory Committee, Destination Ontario, Tourism Industry Association of Ontario, Guelph Chamber of Commerce, accommodation partners.
		Re-engage, review, and revise Municipal Accommodation Tax (MAT) agreement, including division of roles and responsibilities.			X					Key Projects	
		Seek approval from Council to implement MAT and begin collection.			X					Key Projects	
		Establish Destination Marketing Organization (DMO) and marketing plan.	6.2		X	X				Key Projects	
		Priority 5.2: Curate destination experiences.									Tourism Advisory Committee, Business Centre of Guelph Wellington, Downtown Guelph Business Association, Guelph Chamber of Commerce, tourism operators.
		Update the inventory of Guelph's destination assets: cultural and recreational amenities, music, art, food, breweries, etc.				X	X			Key Projects	
		Evaluate current tourism marketing tactics to understand what is driving or deterring destination visitors.				X	X			Marketing and Promotions	
		Enhance support and training for tourism-focused businesses to meet changing market trends.			X	X	X	X	X	Business Support and Development	
		Priority 5.3: Enhance placemaking throughout the city.									Tourism Advisory Committee, Business Centre of Guelph-Wellington, Downtown Guelph Business Association, Guelph Chamber of Commerce, industry.
		Evaluate the effectiveness of placemaking initiatives deployed during the COVID-19 pandemic.			X					Key Projects	

		Developing a placemaking plan that includes visitor experience, infrastructure, and wayfinding enhancements that includes alignment to the Downtown Infrastructure Revitalization Project.	5.4	X	X					Key Projects	
		Seek provincial and independent funding to support placemaking efforts.			X	X	X	X		Business Support and Development	
Priority 5.4: Enhance wayfinding and visitor services assets.											
		Explore wayfinding best practices across Canada for communities like Guelph.			X					Key Projects	
		Hire a wayfinding design firm to advise strategy, identity and signage and kiosk needs.			X					Key Projects	
		Utilize the destination assets inventory and the downtown placemaking strategy in the development of a wayfinding strategy to guide investments in this visitor services infrastructure.	5.2, 5.3		X	X	X	X		Key Projects	
Goal 6: Enhance Guelph's unique brand for business, talent, and visitors											
Priority 6.1: Create a marketing strategy that conveys the Guelph experience and value proposition.											
		Engage a firm to develop a marketing strategy to support the promotional activities of Economic Development, Tourism and Guelph Junction Railway.		X						Marketing and Promotions	
		Revisit and refine identity for brands owned by Economic Development and Tourism department (Invest in Guelph, Visit Guelph, Explore Guelph, Grow Guelph and Guelph Junction Railway).		X	X					Marketing and Promotions	
		Identify audiences and targeted messaging for each of Economic Development, Tourism and Guelph Junction Railway divisions.	2.2, 2.4, 4.1	X	X					Marketing and Promotions	
		Identify collaterals and channels to communicate targeted messaging.		X	X					Marketing and Promotions	
		Collect data to measure effectiveness of marketing tactics. Track and report key findings.			X	X	X	X		Marketing and Promotions	
Priority 6.2: Develop revised destination marketing plan in conjunction with new Destination Marketing Organization.											
		Annually assess Guelph's collateral and destination marketing needs and update existing collateral as needed.	5.2, 5.3, 5.4, 6.1		X	X	X	X		Marketing and Promotions	
		Annually assess DMO tactics.			X	X	X	X		Marketing and Promotions	
		Consider DMO opportunities when developing collateral, placemaking efforts and visitor experiences.		X	X	X	X	X		Marketing and Promotions	