

Appendix A - Economic Development Tourism Strategy (2021-2026) Implementation Plan Summary

		2021	2022	2023	2024	2025	In Progress	Complete
Economic Development								
EcDev Goal 1 - Ready for Investment								
1	Establish the Invest Halton Hills website as the primary source of all economic development data, information and resources.	X					X	X
2	Compile an inventory of available industrial land and buildings including zoning, permitted uses and servicing information.	X					X	X
3	Assemble the critical economic development data based on International Economic Development Council guidelines.		X					
4	Complete a detailed community profile.							X
5	Continuously monitor Halton Hills' competitive position and update annually.	X					X	
6	Provide an online directory of funding programs by sector.					X		
7	Create value propositions for all target sectors (advanced manufacturing, agri-business, food processing, clean technology) as well as for the Green Economy and Brownfields.							X
8	Ensure contact information for Economic Development, Innovation and Culture division staff is easily accessible on all division web pages.		X					
9	Continue to service investment leads, facilitate site selection and act as the first point of contact for location inquiries.	X					X	
EcDev Goal 2 - Strong Business Network								
10	Host an Economic Development and Tourism Town Hall to engage both residents and businesses, and share the Strategy findings and recommended actions.	X					X	
11	Implement a Business Retention and Expansion (BR&E) program with monthly business engagement targets (in-person, via phone and virtual meetings).	X					X	
12	Continue to provide regular updates to Council on the issues and opportunities facing local businesses, as identified through the BR&E program.	X					X	
13	As part of business outreach efforts, identify high-growth local businesses (in target sectors) that can be used as examples or ambassadors for Halton Hills' locational value proposition.		X					
14	Facilitate match-making connections between local companies when synergies and opportunities for collaboration have been identified.	X					X	

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15	Continue to develop the Business Concierge program to further streamline the attraction and delivery of major non-residential investments.	X					X		X
16	Expand the local entrepreneurial ecosystem to foster current and future entrepreneurs in Halton Hills by providing and coordinating additional training opportunities, programs and workshops (i.e. in cooperation with Haltec, Halton Small Business Centre etc.).	X					X		X
17	Compile and share information on programs, resources and funding for businesses via the Invest Halton Hills website and BR&E programming.	X					X		
18	Host annual Business Forums to help grow and rebuild the local economy, where participants can exchange ideas and receive information on government support programs, and staff can identify businesses' evolving needs.			X					X
19	Use Halton Region's annual Employment Survey as the basis to build a Town database of business contact information.	X					X		
20	Continue to develop a CRM database to track interactions and outcomes with local businesses, as well as identify and analyze trends and opportunities.	X					X		
21	Continue to provide regular updates and outreach to Halton Hills businesses (via the Economic Development E-Newsletter, a LinkedIn group and a Corporate Calling program.).	X					X		X
22	Participate in the workforce attraction and development activities of the Peel-Halton Local Employment Planning Council in order to support local businesses' talent attraction efforts. Explore opportunities to establish a Talent Attraction Program in partnership with the Planning Council and local businesses.			X					
23	Support connections between local businesses and regional post-secondary institutions through co-operative education employment, research and case studies.			X					
24	Support local networks by continuing to participate in the Chamber of Commerce and BIAs meetings and programs.	X					X		
25	Continue to participate in and leverage regional economic development and tourism programs and initiatives with organizations such as Halton Region, Haltech, GTA Economic Development Alliance, Toronto Global and Hamilton Halton Brant Regional Tourism Association (RTO3).	X					X		
26	Transition the Project's Steering Committee into an Advisory Committee to collaborate and coordinate members' economic development and tourism initiatives and contribute to Strategy implementation.					X			
27	Conduct regular assessments of Halton Hills' entrepreneurial ecosystem to identify gaps in services (e.g. finance, business supports, policy, markets, human capital, infrastructure, research and development and culture).		X						

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EcDev Goal 3 - Targeted Investment Attraction and Business Growth									
28	Make Halton Hills companies in the advanced manufacturing, agri-business, clean technology and food processing sectors and internationally-owned companies the top priorities for BR&E visits.		X				X		
29	Develop contact lists of key influencers by sector, including local businesses, industry associations, Halton Region, Toronto Global, Ontario Ministry of Economic Development Job Creation and Trade (MEDJCT) and Ontario Ministry of Agriculture Food and Rural Affairs (OMAFRA), and Industrial/Commercial/Institutional (ICI) realtors.	X					X		
30	Build strong value-added relationships by engaging and educating key stakeholders/influencers about Halton Hills' vision for growth and economic development.	X					X		
31	Establish a schedule for regular contact with key influencers.		X						
32	Compile local and regional sector-specific data for Halton Hills' key sectors.	X							
33	Provide the human and financial resources to implement the Town's Foreign Direct Investment Strategy.	X					X		
34	Participate in local and regional trade associations relevant to Halton Hills' target sectors.			X					
35	Continue to provide briefings to Council and senior staff on local industry activity and industry trends in Halton Hills' target sectors.	X					X		X
EcDev Goal 4 - Adequate Land and Building Supply									
36	Identify and meet with local land and building owners and real estate stakeholders to assemble property data, assess their development plans, and provide input and support.	X					X		X
37	Provide a searchable online database of available land and buildings.							X	
38	Provide regular updates on available land and buildings to key influencers, including Halton Region, Toronto Global, MEDJCT, OMAFRA and ICI realtors.	X							
39	Monitor and share trends in target sectors' land and building needs. Communicate relevant business infrastructure, servicing and technology needs.	X					X		X
40	Support the development of affordable and rental housing in Halton Hills to ensure an adequate supply of housing for current and future employees.		X				X		X
EcDev Goal 5 - Development-friendly Processes									
41	Host annual meetings with land and building owners to review development processes and opportunities for investment with key staff from Economic Development, Innovation and Culture, Planning, Climate Change and Asset Management, Halton Region and other regulatory bodies.	X					X		X
42	Track and regularly report on development project status and timing trends.	X					X		

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43	Continue to provide Business Concierge services to streamline and expedite the development approvals process.	X					X		X
44	Survey all businesses who have completed the development process on their experience and their recommendations for continuous improvement. Provide regular status reports to Council, senior management and regulatory bodies.			X					
45	Provide development approval flow charts and typical timing guidelines online.	X					X		X
EcDev Goal 6 - Vibrant Downtowns									
46	Consider a temporary increase in funding and/or create new streams of the CIP program to kick-start commercial development in the downtowns post COVID-19.	X					X		X
47	Support arts and cultural events and activities to re-animate the downtowns.	X					X		X
48	Amend existing downtown zoning as appropriate to maximize live/work opportunities.					X			X
49	Establish a pop-up program to fill vacant commercial spaces and pilot new business ideas (i.e. short-term lease, shared spaces, temporary display and 'Win This Space' initiatives).					X			X
50	Host local business meetings and workshops in the downtowns to bring additional activity and profile to the downtowns.			X					
51	Consider locating any additional municipal facilities, services and programs in the downtowns.	X							X
52	Conduct a feasibility study for establishing co-working space in the downtowns.		X						X
53	Explore the feasibility of establishing an economic development or innovation hub in one, or both of the Business Improvement Areas.		X						X
54	Provide tourism friendliness materials and training for downtown businesses.		X						
55	Explore and, where feasible, implement short and long-term solutions to expand outdoor dining opportunities in downtown cores.							X	X
Green Economy									
Green Ec Goal 1 - Green Economy Hub									
56	Connect with nearby municipalities and businesses to identify partners for the formation of a Green Economy Hub.			X					X
57	Establish Terms of Reference for the Green Economy Hub focused on creating an environment to support the growth and attraction of green businesses, the adoption of green practices, and the transition to a low-carbon economy.			X					X
Green Ec Goal 2 - Green Economy Definition									
58	Review and establish a consistent definition of the Green Economy in Halton Hills.		X						X

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59	Develop and use a definition of the Green Economy that closely aligns with the current definition that is widely used by municipalities and business sectors in Ontario.		X						X
60	Identify those Halton Hills businesses that would be included in Halton Hills' definition of the Green Economy for business development and investment attraction efforts.		X						X
61	Incorporate the established Green Economy definition in future policy, promotion and investment incentives.			X					X
Green Ec Goal 3 - Green Economy and Climate Change Leadership									
62	Continue to implement, refine, build on and promote the Town's existing successes such as the Climate Change Adaptation Plan, Community Sustainability Strategy, Mayor's Community Energy Plan/Low-carbon Transition Strategy and Green Development Standards.	X					X		X
63	Profile local Green Economy businesses in economic development marketing materials.			X					
64	Encourage local businesses to adopt Green practices, educating them on the business case, incentives and other programs to support activities such as environmental audits, procurement, waste management, packaging and LEED certification.	X					X		X
Green Ec Goal 4 - University Partnerships									
65	Jointly host an Annual Green Economy Symposium.					X			X
66	Establish formal agreements with post-secondary institutions to support collaboration, innovation, and incentives for sustainable/green improvements, and the transition to a low-carbon economy.			X					X
67	Provide sustainability audit services to existing businesses.			X					X
68	Develop Investment Business Cases (IBCs) to demonstrate the Town's Green Economy value proposition to existing and potential new businesses and investors.							X	X
69	Provide research to support the use of sustainable/green development, transportation and climate change best practices in all future phases of the Premier Gateway Employment Area.					X			X
Green Ec Goal 5 - Support Green Development									
70	Continue to monitor key Provincial documents such as the Planning Act, Provincial Policy Statement, Places to Grow Growth Plan for the Greater Golden Horseshoe and the Ontario Building Code for amendments that will support revised or new green and low-carbon development initiatives.	X					X		
Brownfields									
Brownfield Goal 1 - Brownfield Inventory									
71	Work with local landowners, Halton Region and the Province to create and monitor a detailed inventory of all known and suspected Brownfield sites in Halton Hills for internal use.		X						X
72	Provide regular updates to Council and regional stakeholders on the status of all Brownfield sites that have received (or are proposed to receive) financial incentives from the Town, as well as the status of brownfield developments.		X						

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		2021	2022	2023	2024	2025	Ongoing	Complete	Cross-Dept Collab
Brownfield Goal 2 - Refine the Existing CIP									
73	Rename the Brownfield Redevelopment Grant Program as the Brownfield Tax Increment Grant Program to make it clear that the Town has a TIG program.	X							
74	Review, revise or eliminate the Brownfields Parkland Dedication Reductions program to reflect the introduction of Community Benefits Charges through Bill 108.	X							
75	Revise the Community Improvement Plan to make it explicit that the Brownfield financial incentives program, including Tax Increment Grants (TIGs), applies to the Downtown Georgetown, Downtown Acton and Guelph Street Sub-Areas.	X							
76	Develop and post information guides about each of the Town's Brownfield redevelopment programs with the corresponding application form in the Community Improvement Plan section of the Invest Halton Hills website.		X						
Brownfield Goal 3 - A Joint Brownfield Program with Halton Region									
77	Advocate for a Joint Brownfield Redevelopment Program with Halton Region that includes greater financial participation from, and integration with, Halton Region.	X					X		X
Tourism									
Tourism Goal 1 - Strong Tourism Business Community									
78	Consolidate a list of tourism business practices needing improvement, as identified in the Executive Summary of the Initial Findings Report (i.e. businesses closing on evenings and weekends).		X						
79	Create a Visitor Friendliness Action Plan with clear roles and responsibilities to address needed improvements.	X					X		
80	Create a Visitor Friendliness Digital Toolkit to educate new and existing business operators on the importance of visitor friendliness and sharing best practices, and to provide resources available from the Halton Hills Economic Development, Innovation and Culture division.	X					X		
81	Host a bi-annual Tourism Business Forum to review implementation progress for the Tourism Sub-Strategy and Visitor Friendliness Action Plan, and to focus on celebrating successes, keeping operators up-to-date, sharing best practices, building industry capacity and encouraging a unified industry.				X				
Tourism Goal 2 - Increased Tourism Product and Experience Offerings									
82	Assess the inventory of tourism products and experiences by category based on results of the Strategy preparation process and update annually.	X					X		
83	Review the tourism gap analysis and determine what products/experiences can be enhanced or developed by existing businesses/operators, and where the Town needs to actively attract new investment.			X					

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84	Identify existing operators looking to enhance their offerings and assist where possible.	X							
85	Develop a Product and Experience Digital Toolkit for businesses to enhance or develop new products and experiences, and provide ideas for partnership opportunities.	X							
86	Assist incoming tourism operators in starting new businesses in Halton Hills.	X					X		
87	Ensure local operators continually build product development related skills (i.e. hire a third party to offer workshops on packaging, and identify a local inventory of marketing and technology companies that can support tourism businesses).	X					X		
88	Continually monitor changes in the marketplace and integrate new tourism product and experience trends and best practices. Adapt tools and resources to support operators and grow visitation and tourism revenue in the community.	X					X		
89	Invest in regular website upgrades for surveying, demographics tracking and product/experience development.	X							
Tourism Goal 3 - Enhanced Accommodation Product in Halton Hills									
90	Identify potential sites available for accommodation development and preparation of an investment attraction strategy, with a focus on suitable sites close to Highway 401, e.g. in the Premier Gateway.			X					X
91	Develop an RFP to undertake an Accommodation Needs Study.			X					
92	Create an Investment Attraction Profile document containing relevant visitor statistics, supply and demand factors, performance metrics and other data that would be relevant to a potential hotel developer.				X				X
Tourism Goal 4 - Products/Experiences and Visitor Markets are Aligned									
93	Invest in data collection and analysis to identify target markets through such resources as Destination Ontario, Environics Analytics and RTO3. Continuously track and record changing demographics of existing and emerging visitor segments.	X					X		
94	Match product/experience groups that have been identified with key target markets.		X						
95	Develop visitor profiles for each product/experience and target segment in conjunction with the Halton Hills' Marketing Strategy (see Section 5.5).			X					
96	Develop Digital Itineraries using Halton Hills' products and experiences for key target markets that extend length of stay and increase visitor spending.	X					X		
97	Focus initial itineraries on existing product/experience that have previously met with success (i.e. cycling, agri-tourism and festivals & events), in order to draw higher levels of visitation and spending.	X							
98	Communicate Digital Itineraries with local operators to encourage cross-promotion.	X					X		X
99	Expand itineraries to include other activities that best meet the identified target markets for Halton Hills, and continue to monitor the success of these itineraries based on operator and visitor feedback.				X				

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Tourism Goal 5 - Halton Hills is Promoted as a Unified Tourism Destination									
100	Develop a Marketing Strategy and implementation plan aligned with the value proposition for Halton Hills' tourism industry.		X						X
101	Create specific marketing materials that align with the overall economic development brand.	X							X
102	Encourage Halton Hills' tourism operators to use Digital Toolkits for visitor friendliness and product/experience development. Encourage consistency and cross-promotion in the industry.	X							
103	Solicit feedback from key tourism stakeholders on marketing and messaging, and adjust materials and toolkit as necessary.			X					
104	Undertake a Wayfinding and Signage Strategy to further promote Halton Hills as a unified tourism destination.			X					X
Tourism Goal 6 - Residents Act as Ambassadors for HH Tourism Industry									
105	Organize, host and promote a Town Hall event to share the Tourism Sub-Strategy and encourage key tourism stakeholders to share their achievements in Strategy implementation.		X						X
106	Create opportunities for residents to take advantage of visitor itineraries and act as "local" tourists, testing quality and relevance of the Digital Toolkits (i.e. Visitor Friendliness and Product and Experience Development).	X					X		
107	Solicit feedback from residents on their level of interest and participation in the products and experience offered. For example, do they engage in itineraries promoting cycling and agri-tourism? What other products and experiences might they want to include in the itineraries?	X							X
108	Solicit feedback from residents and assess input on how best to promote Halton Hills to visiting friends and relatives.				X				X
109	Determine whether improvements are required to tourism business practices and adjust education offerings where necessary.				X				
110	Connect residents with Halton Hills' tourism resources (by creating marketing materials that are digital and shareable) in order to help promote Halton Hills.	X					X		
Tourism Goal 7 - Strong Regional Partnerships with Pooled Resources									
111	Review study findings relative to the Halton Hills Economic Development, Innovation and Culture division's organizational structure, staffing and available financial resources.							X	
112	Identify the roles and responsibilities required to achieve Tourism Sub-Strategy goals and objectives, and associated budgets (i.e. determine which roles can be filled internally and which need to leverage external resources).	X					X		

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113	Create an Action Plan to allocate roles, responsibilities and budgets, aligned with short-term and long-term economic development priorities.				X				
114	In the short-term, focus on established product/experience groupings that have already seen success, particularly for regional and same-day visitors (i.e. cycling and agri-tourism).	X					X		
115	In the longer-term, focus on growing overnight visitation through packages and itineraries that promote a variety of experiences over multiple days.					X			
116	Review Halton Hills' partnerships and potential opportunities to leverage resources specific to identified product/experience categories and target markets (i.e. RTO3 Farms & Agriculture campaign, Experience Halton by Bike).	X							
117	Once marketing materials, digital itineraries and messaging are complete, share materials with regional partners.					X			
118	Continue to foster strong relationships with regional, provincial and national partners in order to promote Halton Hills and make use of external resources available.	X					X		
Marketing									
Marketing Goal 1 - A Powerful, Cohesive Halton Hills Brand									
119	Develop a brand vision and mission statement to be used as the cornerstone for the brand positioning statement.							X	
120	Develop a brand positioning statement including target audience and brand promise.							X	
121	Incorporate the brand positioning statement throughout the marketing materials.	X					X		
122	Refresh/update the Visit Halton Hills Tourism brand.							X	
Marketing Goal 2 - Brand Awareness									
123	Create an overarching marketing campaign that engages, informs, persuades and inspires interest in the business possibilities Halton Hills has to offer.	X							X
124	Create a marketing campaign for each sub-sector based upon the overarching campaign, with specific messaging that speaks directly to business decision makers in these sectors.			X					X
125	Develop a memorable campaign tagline and call to action.		X						X
126	Invest in professional still photography and video footage for use in Invest Halton Hills and Visit Halton Hills marketing materials including feature businesses, tourism events and destinations.	X						X	
127	Invest in traditional and digital advertising to market these campaigns.		X						X
128	Include consistent brand messaging on all Halton Hills websites and social media channels.	X					X		
Marketing Goal 3 - Strategic Positioning									
129	Create detailed target sector profiles, identifying the products or services that Halton Hills offers by target sector (e.g. access to markets, highly-skilled workforce, strong supply chains, transportation routes or expedited approval processes), addressing each targets' key motivations, needs and specific values.	X					X		

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130	Develop value propositions for each of the identified key sectors.	X					X		
Marketing Goal 4 - Targeting Messaging									
131	Create an engaging overarching theme (a campaign) that delivers the overarching key message (general awareness).	X							X
132	Extend the general awareness theme to each individual sub-brand/key sector.	X							
133	Incorporate specific information for each sub-brand to appeal to key sector decision makers.		X						
134	Communicate Halton Hills' key messages, value proposition and future vision for growth to potential business investors.	X					X		X
Marketing Goal 5 - Effective Strategic Tools									
135	Develop marketing tools based on target sector behaviour, providing the information they want, when and where they need it: a. Website: Establish the economic development and tourism websites as the centre of all marketing activity, incorporating calls to action and visitor contact information collection. b. Content: Expand the content and sub-brand messaging. Include all critical economic data on the website. c. Search Engine Optimization and/organic reach: Incorporate keyword rankings, backlinking and meta tags to elevate the website search profile. d. Video: Establish a general brand campaign video to connect all websites and social media channels. Develop 15-second, 30-second and 1-minute spots per target sector deployed via a digital marketing campaign. e. Blog: Create and schedule a blog highlighting new development, sector-specific activity and value propositions by sector. f. Digital: Invest in paid advertising and email campaigns utilizing CRM lists to support brand and sector campaigns. g. Social media marketing: develop social campaigns with scheduled posts and target specific content including photo imagery, video posts and text-based posts.	X					X		X
136	Use a CRM tool to manage the customer relationship through the selling cycle and connect to digital campaign tools.	X					X		X
137	Establish benchmarks and targets for websites and trackable platforms.		X						
TOTALS:		71	24	19	6	8	55	10	54

Summary of Actions

SUMMARY		
	Percentage of Total	Number of Actions
Total Actions in Strategy	100%	137
Total Actions Complete	7%	10
Total Actions In Progress	40%	55
Total Actions Left	53%	72
Actions w Cross-Dept. Collaboration	39%	54

SUMMARY BY YEAR		
Total Actions 2021	52%	71
Total Actions 2022	18%	24
Total Actions 2023	14%	19
Total Actions 2024	4%	6
Total Actions 2025	6%	8

