

The Centre Wellington EDTS is approached from **seven strategic pillars** ('pillar(s)'), each determined based on the current situational analysis and primary priority areas, and in pursuit of this Plan's 20-year vision. These pillars are inherently interconnected, and include recommendations and actions for the Township to consider over the next five years and beyond. Recommendations include:

Table 2: EDTS Strategic Pillars, Recommendations

CAPACITY	ECONOMIC GROWTH & RESILIENCE	WORKFORCE & LIVABILITY	INVESTMENT READINESS & INFRASTRUCTURE
1.1 Invest in expanding organizational capacity for economic development and tourism initiatives, including staffing, tools and financial resources. 1.2 Establish an Internal Working Group ('EDTS Working Group'), including leadership from various Township departments, to foster ongoing collaboration, align efforts and maximize the impact of EDTS implementation. 1.3 Implement a Municipal Accommodation Tax. 1.4 Enhance economic development and tourism data collection.	2.1 Work with partners to raise the profile of small business and entrepreneurship opportunities available to the community. 2.2 Undertake a regular business visitation program to monitor the health and needs of the business community. 2.3 Work with partners to enhance and promote virtual and in-person resources to help businesses in Centre Wellington start, grow, thrive, and innovate. 2.4 Establish a meaningful relationship with the Elora Research Station and the University of Guelph to capitalize on student interest in the agricultural sector, research activities and the desire to better connect to the local and regional community.	3.1 Work with partners to expand and advocate for increased local, regional and inter-urban transit connections, and into Guelph and Kitchener-Waterloo. 3.2 Dedicate resources to support the development of workforce attainable-housing, through the promotion of financial incentives and education. 3.3 Implement strategies that foster equity and belonging within the community. 3.4 Invest in creating paths and spaces for youth to build tangible connections to the community and employers, as well as contribute to a leadership role in developing the Centre Wellington of tomorrow. 3.5 Create and enhance connections to post-secondary institutions to encourage employers to utilize cooperative education (co-op) and internship talent.	4.1 Explore and advocate for mechanisms to improve industrial and commercial infrastructure provision within the township. This includes the internet, cell signal, hydro, roads, bridges and natural gas. 4.2 Facilitate the development of spaces for new and expanding commercial and industrial businesses to locate, including the development of commercial and industrial malls. Base these decisions on the identified needs of the business community. 4.3 Improve communications on planning and building processes and the Community Improvement Plan(CIP) to the business community. 4.4 Undertake targeted retail, service and entertainment investment attraction to meet community needs.

DESTINATION DEVELOPMENT & VISITOR MANAGEMENT	PLACEMAKING	BRAND IDENTITY, MARKETING & COMMUNICATIONS
5.1 Explore opportunities to expand the Elora-Fergus Downtown Shuttle Program, and pilot shuttle service connecting the downtowns to primary visitor markets. 5.2 Implement creative visitor management tactics to curb overtourism and mitigate the challenges tourism brings to Centre Wellington's urban centres. 5.3 Dedicate resources to enhanced tourism experience development, in partnership with local stakeholders in urban and rural areas. 5.4 Activate the Fergus Grand Theatre as a tourism asset while enhancing its role as a driver of arts and culture in the community. 5.5 Continue to invest in regenerative and sustainable tourism initiatives.	6.1 Implement a strategy to define and pilot placemaking projects to activate public spaces, helping to strengthen the social fabric, highlight local entrepreneurs, and provide platforms for storytelling and connection to a culturally diversifying community. (See also 5.5.) 6.2 Define and pilot placemaking projects to foster a sense of connection between Fergus, Elora and Belwood downtowns. 6.3 Continue to invest in Township support for local festivals and events. 6.4 Invest in a Placemaking Strategy for Centre Wellington.	7.1 Investigate developing a destination brand, separate from the Centre Wellington corporate brand, to promote the destination for economic development and tourism purposes. 7.2 Invest in enhancing Centre Wellington's tourism-focused storytelling, visitor information and marketing assets & resources. 7.3 Invest in dedicated economic development storytelling and marketing assets. 7.4 Develop and implement comprehensive economic development and tourism marketing plans on an annual basis, relying on earned and paid tactics. 7.5 Invest in community-focused communication initiatives & marketing campaigns to foster understanding and buy-in to key Township initiatives, strengthen communication channels and nurture welcoming environments.

See the following pages for specific action items related to each recommendation.

In the following pages, each pillar is presented within the following structure:

- **Description:** Provides background information and context, defining the value of the Strategic Pillar for Centre Wellington's economic development and tourism initiatives.
- **Key Considerations:** Synthesizes gaps identified through analysis of the current reality.
- **Recommendations, Rationale and Actions:** Presents a series of recommendations in relation to each Strategic Pillar, a rationale to justify each recommendation, and action items connected to each recommendation.
- **Outcomes:** Outcomes reference specific Vision statements (see Section 3), demonstrating a clear connection between each recommendations and how they work to achieve the EDTS's vision.
- **Looking Further Ahead:** Provides general implementation scope for the Township to consider beyond the EDTS's primary recommendations and actions.