



City of  
**Peterborough**

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**To:** **Members of the Committee of the Whole**

**From:** **Tom Robinson, Board Chair**  
**Rhonda Keenan, President & CEO**

**Peterborough Economic Development**

**Meeting Date:** **May 8, 2017**

**Subject:** **Report PED17-002**  
**PED 2017 First Quarter Report**

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## **Purpose**

A report to inform Council representatives of Peterborough Economic Development's 2017 First Quarter Update. A representative of Peterborough Economic Development will be in attendance at the Committee of the Whole meeting.

## **Recommendation**

That Council approve the recommendation outlined in Report PED17-002 dated May 8, 2017 of the President & CEO and Board Chair of Peterborough Economic Development, as follows:

That Report PED17-002 and supporting presentation, providing the Peterborough Economic Development 2017 First Quarter Report be received.

## **Budget and Financial Implications**

There are no budget or financial implications as a result of this report.

## Background

The three-party agreement between the City, County and Peterborough Economic Development (PED), endorsed by City Council December 7, 2015, requires PED to provide quarterly updates to City and County Council, and to provide once a year concurrent with budget approval a set of performance measures for the upcoming year.

Submitted by,

Tom Robinson  
Board Chair  
Peterborough Economic Development

Rhonda Keenan  
President & CEO  
Peterborough Economic Development

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## **FIRST QUARTER HIGHLIGHTS & PROGRESS REPORT**

This Status Update outlines the year-to-date progress we have made on our 2017 Business Plan objectives, key activities and targeted metrics that support the three strategic areas of focus outlined in PED's 2015-19 Strategic Plan:

### **1) Advancing Prosperity**

### **2) Creating a Culture of Startups & Entrepreneurship**

### **3) Telling Our Story**

Section 1 of this Status Update outlines our highlights and success stories from Q1 of 2017. Section 2 outlines the status of our Business Plan to date.

## **Section 1: First Quarter Highlights & Success Stories**

### **Advanced Manufacturing**

- Collaboration of Local Manufacturers'
  - Working with a number of local companies that were collaborating on a joint project over the past 18 months. PED provided support with marketing and growth needs. After reviewing their business plan, PED connected the companies with grant writers and funding opportunities to assist in budget needs to support business plan projects. Client submitted application for Collaborative Economic Development Fund (CEDP) in March.

### **Aerospace**

- Attended the Ontario Aerospace Council Research and Technology Event (March 28) Colleges and Universities highlighted the research and learning in the aerospace sector and we used this opportunity to identify potential companies or projects for Peterborough & the Kawarthas.

## Marketing & Communications

- In February we hosted **Wings Magazine** Editor, Matt Nicholls on a tour of the Peterborough Airport and a number of Airport tenants for a feature in the March/April edition of Wings Magazine part of a special series Wings is doing on Canada's Aviation and Aerospace hubs and Airports. See the feature: [http://magazine.wingsmagazine.com/publication/?m=777&l=1#{"issue\\_id":390302,"page":24}](http://magazine.wingsmagazine.com/publication/?m=777&l=1#{)
- In February, we were the recipient of an **Economic Developers Council of Ontario Marketing Award** in the advertising category for last year's Food & Agriculture Video series. This series showcased the opportunities and experiences available to businesses, residents and visitors in the food and agriculture sector in Peterborough & the Kawarthas.

## Clean Tech

- Attended **Cleantech Forum** (January 25-27) to identify US opportunities as Ontario is viewed as a leader in water innovation. With anticipated changes in the American cleantech sector, we identified this market as an opportunity to promote the advantages of investing in Peterborough for cleantech companies. With the recent federal budget having an emphasis on innovation and cleantech, and the Trent Research and Innovation Park slated to open in 2018, it is an opportune time to be attracting investors to the region in this sector.

## Business Development

- We have revised the role for one of our Business Development Leads. We will now have a dedicated staff person who will oversee Meetings/Conferences/Downtown. We are currently in the early phase of this new role which will work collaboratively with the City's Community Services, Recreation Team, the Peterborough Destination Association, as well as PED Business Development Team and the Peterborough & the Kawarthas Tourism Team.

## Small Business/Business Advisory Centre

- We hosted the **3<sup>rd</sup> Annual Start and Grow Fair** on March 5<sup>th</sup> at Lansdowne Place Mall. This event was a showcase of support organizations in Peterborough & the Kawarthas that provide support to local startups and established businesses. It was an opportunity to collect these providers in one location and demonstrate the support ecosystem for entrepreneurs and businesses in one spot. This event had a live-to-air broadcast with Fresh/The Wolf and received excellent media coverage.

- This event was sponsored by Canada Business Ontario and supported in part by the Government of Ontario. Exhibitors included: Community Futures Peterborough, Innovation Cluster, FastStart Peterborough, Selwyn Township, Otonabee-South Monaghan Township, Kawartha Chamber of Commerce, Junior Achievement, Agilec, StartUp Peterborough, Kawartha Manufacturers' Association
- On March 5<sup>th</sup>, we launched **Starter Company Plus** a new program offered through the Business Advisory Centre funded by the Government of Ontario. This program is designed to provide business training for entrepreneurs, aged 18 and over who are launching a business or expanding an existing business (that has been operating for five years or less). This program will have 3 intakes this year (March, June, September) with programming that includes business training, business plan creation, mentorship, and grant competition. The response to the first intake has been tremendous. 93 clients have attended the "Starting Point" sessions, resulting in 43 total applications, with 15 people selected to go through the first intake.<sup>1</sup>
- Peterborough Economic Development continues to provide the administrative support to the **Bears' Lair** competition, managing the financial side of this competition that connects winners with over \$45,000 in cash and business support services. Additionally, Peterborough Economic Development is a Presenting Sponsor of this event. This year's event has had a number of Business Advisory Centre clients participating (11 out of 20 semi-finalists were BAC clients; 2 out of 6 finalists are BAC clients).

## Tourism

- In March, Peterborough & the Kawarthas Tourism (PKT) launched a new and exclusive experience called Under Water Dining at Lock 21, which will take visitors on a hands-on, historical dining experience through, inside and under the world's highest hydraulic lift lock in partnership with Parks Canada and the Canadian Canoe Museum. PKT offered 4 dates in 2017, and tickets sold out in less than 12 hours. The creation of this signature experience is the result of a major shift in the tourism industry. Today's savvy travellers desire engaging experiences that are inspiring, personalized and allow for self discovery. This offering focuses on experiences that cannot be found anywhere else. For a detailed overview of the experience visit: [www.thekawarthas.ca/UWD](http://www.thekawarthas.ca/UWD)
- In collaboration with the County of Peterborough, PKT has issued an RFP for the development of a **Wayfinding Toolkit**. The visitor experience is a high priority for PKT. Ease of navigation through a destination is an important part of the visitor

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<sup>1</sup> 46% of information session attendees applied to the program; 39% of applicants accepted into the program.

experience and a consistent, organized and unique wayfinding sign program will help to provide visitors to the area with better awareness of its tourism assets while promoting the sense of exploration and discovery that visitors yearn for. Pending the successful acceptance of a partnership funding application, the project will be jointly funded by PED and the County of Peterborough, with matched funds from Regional Tourism Organization 8 (Kawarthas Northumberland).

## **Section 2: Status Update at a Glance**

The following section outlines the year-to-date progress we have made in support of our 2017 target objectives. We have included a Status Key that indicates the current level of completion for each action item.




### **Status Key**

- **Project in planning phase**
- **Progressing well towards target; no changes to project plan since last reporting date**
- **Minor changes to project plan since last reporting date; no significant change in overall objectives/scope, schedule or resources required**
- **Major changes in objectives/scope, schedule or resources since last reporting date**
- ✓ **Project completed**






### Strategic Direction 1: Advancing Prosperity

Building on the 4 pillars of our economy, we remain focused on investment and employment retention, as well as expansion and attraction in our core sectors: Agriculture & Rural Development, Aerospace, Advanced Manufacturing, Water Technology, and Tourism & Small Business

#### Objective: Develop and Implement a Business Retention & Expansion Program

Key Activities/Actions	Status	Year-to-date Progress	2017 Target
1. Connect with existing local companies <sup>i</sup> to assess their needs.		Connected with 29 companies	150 companies
2. Identify projects <sup>ii</sup> that PED can support these companies with.		Progressing well towards target	50 projects
3. Achieve project announcements <sup>iii</sup> as a result of PED support			25 project announcements

#### Objective: Improve Investment Readiness for Peterborough Region

Key Activities/Actions	Status	Year-to-date progress	2017 Target
1. Participate in the Red Tape Policy Project with Goal to Reduce “Business Burden”		Input and feedback has been submitted to the province	To Be Completed
2. Continue to work with Mid-size City Pilot Project to identify challenges/roadblocks for local community		Action Lab to be held April 28, 2017	To Be Completed
3. Creation of a Rapid Response Team <sup>iv</sup>		To be completed in Q3	To Be Completed
4. Overview of Local Logistics Distribution Chain <sup>v</sup>		Deferred to 2018; to be removed from 2017 Plan	To Be Completed
5. Host 3 familiarization tours with site selectors, industry/business media (including tourism)		1 Aerospace 1 Tourism	3 tours

**Objective: Continue to advance tourism experience development and visitor services through Peterborough & the Kawarthas Tourism**

Key Activities/Actions	Status	Year-to-date progress	2017 Target
1. Create experiential tourism products <sup>vi</sup> – focus on Culture, Nature, Food	●	1 of 2 completed; Under Water Dining successfully launched	2 experiences
2. Service inquiries to the Visitor Centre <sup>vii</sup>	●	861 Visitors serviced <sup>2</sup>	10,000 visitors served
3. Maintain relationships with existing and register new tourism partners	●	466 registered tourism partners	450 registered tourism partners
4. Work with the County of Peterborough on development of the Wayfinding signage <sup>viii</sup> program. Complete development of a toolkit for the County.	●	RFQ released; closes April 28, 2017; Targeting Q4 Completion	To Be Completed

**Within our Sectors:**

**Agriculture & Rural Development**


Key Activities/Actions	Status	Year-to-date progress	2017 Target
1. Work collaboratively with each township to prioritize unique economic development opportunities	●	Ongoing involvement with various township Ec Dev committees, meetings with staff, projects	To be completed
2. Advance an Agriculture & Rural Business Plan/Strategy to identify opportunities	○	Ag Advisory Committee is monitoring and providing input into the 2017 Ag & Rural Work Plan; New Ag and Rural hire to start May 8	
3. Leverage assets and work with Ontario Ministry of Agriculture,	●	Ongoing. Members of the	

<sup>2</sup> Exceeds number of Visitor Centre inquiries from Q1 2016 (723); on track to service 10,000 inquiries




Food & Rural Affairs and Ontario East Economic Development to support agriculture initiatives		Ontario East Economic Development Committee.	
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### Aerospace


Key Activities/Actions	Status	Year-to-date progress	2017 Target
1. Leverage the opportunity for business attraction in the GTA through the Greater Toronto Airports Authority's Southern Airports Study for Regional System of Airports.		Progressing well towards target  Attended the Ontario Aerospace Council Research and Technology Event	To be completed

### Advanced Manufacturing



Key Activities/Actions	Status	Year-to-date progress	2017 Target
1. Develop partnerships with local academia, Workforce Development Board, Kawartha Manufacturers' Association to identify/create a talent attraction solution for local manufacturers.		Progressing well towards target. Participating in Local Employment Planning Council 2017 Projects through the Workforce Development Board	To be completed

### Clean Technology

Key Activities/Actions	Status	Year-to-date progress	2017 Target
1. Advance the Trent Research and Innovation Park for the Water Technologies sector			To be completed

2. Implement the Strategic and Marketing Plan for the Trent Research and Innovation Park <sup>3</sup>		Attended the Clean Tech forum; Attended World Water Day event in Peterborough  Have met with 6 local companies in the Clean Tech sector	To be completed
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### Tourism

Key Activities/Actions	Status	Year-to-date progress	2017 Target
1. Federation for Canadian Municipalities Funding for First Nations Economic Development Project in collaboration with partners		The scope of this project has changed based on the funding application; This will be a Business Development led project (to be moved for Q2 Report)	To be completed
2. Investigate Travel Industry Council of Ontario Certification with risk analysis to determine costs and benefits to become certified		Targeting Q4 Completion	To be completed

<sup>3</sup> – working in collaboration with Trent, City and Greater Peterborough Innovation Cluster



## **Strategic Direction 2: Creating a Culture of Startups & Entrepreneurship**

High performing economic growth will be driven by start-ups and entrepreneurs. Transforming our community towards this culture will require significant time, development, nurturing and support in order to realize its potential

### **Objective: Support businesses to successfully start, prosper and grow in the region**

<b>Key Activities/Actions</b>	<b>Status</b>	<b>Year-to-date progress</b>	<b>2017 Target</b>
1. Support business start-ups <sup>ix</sup> through the Business Advisory Centre	●	12 business startups to date	75 business startups
2. Establish baseline for survival rate of businesses in their first year. <sup>x</sup>	●	To be reported at year end	65% (new metric, will need to adjust based on outcomes)
3. Develop a resource toolkit for clients including reports, key information and statistical data via website. For both staff and clients to use regularly	●	To be completed Q2	To Be Completed
4. Through annual networking, training and workshop events - incubate a culture of entrepreneurship and start ups.	●	10 workshops hosted to date	Host 40 Workshops
5. Continue to grow and develop mentor program for BAC clients	○	Mentor recruitment to begin in Q2	Recruit 25 mentors



**Objective: Lead with facilitation and collaboration to grow our local entrepreneurship community**

Key Activities/Actions	Status	Year-to Date Progress	2017 Target
1. Support for Startup Peterborough, Community Futures Peterborough, Greater Peterborough Innovation Cluster, Chamber, Junior Achievement, and other community partners dedicated to growing entrepreneurship community.			10 collaborations with partners
2. Identify and communicate our contribution and value to the community with Economic Development work and services we offer for startups and entrepreneurs.		Board: 13; Agriculture Advisory Committee; Tourism Advisory Committee: 14;	Engage 40 volunteers to support PED projects.

**Strategic Direction 3: Telling Our Story**

The Peterborough region has an extraordinary story to tell. We will advance a compelling narrative showcasing Peterborough's unique advantages, carefully differentiating our region from others. We need to create both awareness of the region and identify what opportunities exist to successfully attract more visitors, investment, and jobs.

**Objective: Continue to Focus on Community and Stakeholder Communications in order to inform on Peterborough Economic Development's role and results in the region**

Key Activities/Actions	Status	Year-to-Date Progress	2017 Target
1. Annual update presentations at each township council.		To be completed in Q3	Complete 8 update presentations
2. Host 3 Major Events: PED Annual General Meeting, Diversity Dinner (hosted in		AGM- April 27 (Q2) Diversity Dinner –	To Be Completed

partnership with the City of Peterborough & the New Canadians Centre), Redefining Success Showcase, Tourism Partner event		May 9 (Q2) Q3: Redefining Success Showcase & Partner Events	
3. Participate in a variety of events <sup>xi</sup> held by economic development partner organizations in the community	●	23 Events	50 events (minimum)

**Objective: Continue to grow our outreach to raise awareness of Peterborough & the Kawarthas as a place to live, work, invest and visit**

Key Activities/Actions	Status	Year-to-Date Progress	2017 Target
1. Engage with external media (travel, business, industry) to promote Peterborough & the Kawarthas	●	9 external media coverages to date	Achieve 25 external media coverages
2. Increase digital interactions and engagement on website and social media	●	PKT: 65,691 digital interactions PED: 5% increase	Achieve 200,000 digital interactions (for PKT); increase digital interactions by 10% (PED)
3. Complete full redevelopment of the PKT website. If time and funding permits, start the development of PED website (focus on collection and communication of data)	●	RFQ issued	To Be Completed
4. Continue to grow PED Ambassador Program from local client success stories; Grow external influencers	●	1 of 3 insiders added to the "Insider Blog" Entrepreneurial success stories – Q3	Add 3 new insiders to "Insiders Blog"; Build and Showcase 6 entrepreneurial success stories
5. Re-engage a "Pride of Place" Marketing Initiative	○		To Be Completed

## Efficient Operations

**Objective: Support team needs from a financial, human resources and other project requirements perspective in order maintain smooth and efficient operations and a balanced budget**

Key Activities/Actions	Status	Year-to Date Progress	2017 Target
1. Manage a balanced budget	●		Balanced budget
2. Leverage additional funding in order to support the work of Peterborough Economic Development (above core funding by City & County of Peterborough)	●		\$350,000 in additional funding
3. Achieve 90% satisfaction rate from all stakeholders in the service and value of their interaction with PED	○	To be completed in Q4; 2016 had a satisfaction rate of 94%	90% satisfaction rate
4. Manage a seamless transition to new location at Venture North	●		To Be Completed

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<sup>i</sup> Engage with existing local businesses that are interested in expanding or need support in thriving in the region's business community. Assess how PED can support.

<sup>ii</sup> "Projects" are defined as undertakings that will support business growth (including relocation, expansion, retention, new investment, new hires, new markets and new partnership)

<sup>iii</sup> "Project announcements" are defined as a successful end result for our clients (doors opened, grant dollars received, new hires, etc)

<sup>iv</sup> Rapid response team is defined as a network of key partners from the business support community that will support local companies when issues arise that require immediate and dedicated attention

<sup>v</sup> Local logistics supply chain is defined as a sequence of processes involved for the shipping and transporting of goods including for import and export.

<sup>vi</sup> "Experiential tourism product" is defined as a new experience or package available to consumers to drive visitation to the region, either led or supported by Peterborough & the Kawarthas Tourism (Under Water Dining is an example).

<sup>vii</sup> Visitor inquiries are defined as interactions (phone, email, and in-person) with Visitor Centre staff.

<sup>viii</sup> Wayfinding sign program will help to provide visitors to the area with better awareness of its tourism assets while promoting the sense of exploration and discovery that visitors yearn for. Ease of navigation through a destination is an important part of the visitor experience and a consistent, organized way.

<sup>ix</sup> Business Start-ups defined as clients of the Business Advisory Centre who have started a new business.

<sup>x</sup> Survival rate defined as companies that worked with PED that started in 2016 and remain open in 2017.

<sup>xi</sup> Events being held by business support organizations, BAC clients, PKT partners, and local businesses.