

The Peterborough Green Economy Action Lab

Moving Towards Action

August 2017



Acknowledgements

Thank you to the Peterborough Steering Committee members Ken Doherty and Melanie Kawalec, City of Peterborough; Sandra Dueck, Greater Peterborough Chamber of Commerce; John Good, Community Foundation of Greater Peterborough; and Rhonda Keenan, Peterborough & the Kawarthas Economic Development for their ongoing support, insights and commitment. As well as Jenn McCallum, GreenUP for her report writing support.

Thank you to the many stakeholders across the Peterborough region who took the time to speak, meet and think with us as part of the Mid-Sized Cities (MSC) Program. Your time, experience and learnings made this work possible.

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Peterborough Green Economy Action Lab Summary

Objectives of the Report

- Share the findings of the Peterborough Green Economy Action Lab and work undertaken in Peterborough as part of the Mid-Sized Cities (MSC) Program process
- Outline next step actions for Peterborough building on the outcomes of the Lab

About the Lab

The Green Economy Action Lab (“Lab”) came out of the work led by Evergreen as part of its Mid-Sized Cities (MSC) Program. The MSC Program is a multiyear, interdisciplinary program that aims to help Ontario’s mid-sized cities (MSCs) thrive. Alongside senior stakeholders and community residents across Ontario, Evergreen is working to build new knowledge and develop innovative initiatives that will support MSCs in addressing their unique needs, challenges, and opportunities (see Appendix E for the full Mid-Sized Cities Program overview). The Lab was intended to advance the City of Peterborough as a central hub for the Greater Peterborough Area by collectively evaluating and developing actions to support the advancement of Peterborough as a green economy and sustainable community. Lab membership was carefully curated to include select leaders from government, First Nations, community organizations, key anchor institutions, funding agencies, local businesses, and academia. Industry was identified as under-represented, and it was recognized that they should be better engaged moving forward.

This summary report captures the outcomes of conversations with politicians and the participants of the final Action Lab Workshop.

Objectives of the Action Lab Workshop

- Review & evaluate the potential actions to position Peterborough as a green economy and sustainable community identified through consultation with 30 political, business and institutional leaders across the region.
- Prioritize actions for moving ahead
- Identify next steps & related opportunities

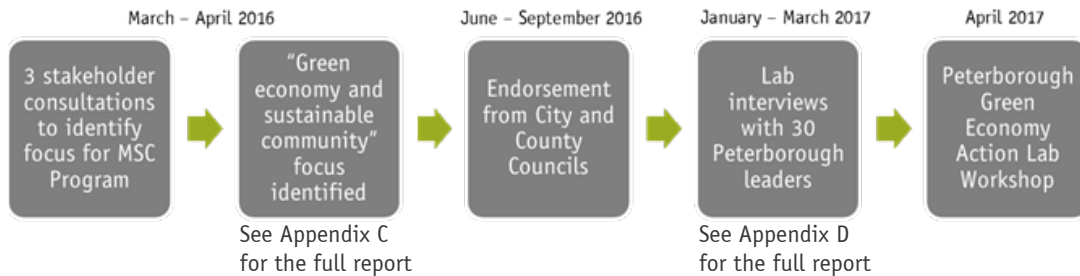
Phases of work

Evergreen’s work in Peterborough is outlined below and was delivered in partnership with steering committee members:

- Ken Doherty and Melanie Kawalec, City of Peterborough
- Sandra Dueck, Greater Peterborough Chamber of Commerce
- John Good, Community Foundation of Greater Peterborough
- Rhonda Keenan, Peterborough Economic Development

Figure 1 provides an outline of the stages of work in Peterborough as part of the MSC Program. Details on the process are provided in Appendix A.

Figure 1: Process in Peterborough



Agenda of the Workshop

- Introductory Remarks from:
 - Chief Phyllis Williams, Curve Lake First Nation
 - Diane Therrien, Councillor, City of Peterborough
 - Mary Smith, Deputy Warden, County of Peterborough
- Presentation from Malcolm Hunt, Advisor to the Trent Research and Innovation Park (TRIP)
- Small group conversations to brainstorm and evaluate ideas

Next Steps

Building on the work of the Peterborough Green Economy Action Lab, the next steps include:

- Report back to Peterborough City and County Councils on the outcomes of the Peterborough Green Economy Action Lab
- Deliver presentations to Peterborough & the Kawarthas Economic Development and Sustainable Peterborough to consider how they and the community might move ahead on the potential actions
- Peterborough & the Kawarthas Economic Development to develop clean tech advisory committee

Potential Green Economy Actions for Peterborough

To initiate the Lab process, interviews were conducted with 30 leaders from across the region. All participants were in favour of furthering the green economy and sustainable community vision for Peterborough. Below is a summary of the types of actions that were suggested to advance Peterborough in this direction. The full report can be found in Appendix C.

1. Innovation & Technology Ecosystem

- Share and recognize best business practices
- Connect business innovators
- Create a Peterborough Economic Development green/clean technology advisory committee
- Invest in post-secondary institutions to build a local workforce with needed skills
- Leverage Federal and Provincial funding for research and development
- Undertake target setting and sustainability assessments

2. Communications & Promotion

- Develop a strategic branding and communications plan for the green economy
- Host conferences and events to profile the city's green assets
- Participate in conferences to promote Peterborough across Canada and internationally
- Advance Peterborough's capacities and interests in the green economy to Federal and Provincial Governments

3. Collaboration, Integration & Coordination

- Co-develop engagement and decision-making practices between municipalities and First Nations to advance green economy objectives
- Leverage existing green-focused collaborations such as Sustainable Peterborough and Regional Tourism Ontario – 8 (RTO-8)
- Seek and secure Provincial and Federal funding opportunities
- Integrate students with local businesses while they are enrolled in post-secondary education
- Enable community leadership

4. Regulation, Planning & Policy

- Cross-ministry policy coordination
- Embed sustainable decision-making within governmental practice
- Create local policies that are favorable to the green economy
- Use the Official Plan (OP) to promote the green economy

5. Education, Services & Supports

- Recognize and share expertise between local municipalities, First Nations, and stakeholders throughout Peterborough
- Provide training for municipal staff and political leadership on key Provincial and Federal programs
- Learn best practices from other mid-sized cities
- Create favorable programs and services to help businesses adopt green approaches

Workshop Themes

Participants were asked to review the potential actions for advancing the green economy and sustainable community that were generated through conversations with 30 political and business leaders from across the region. These are the insights that were shared.

Actions for the green economy must support Peterborough's core industries.

Participants reiterated the importance of Peterborough's core industries and its roots in factory work and agriculture. Many highlighted the need to bring these organizations along by responding to their needs and providing supports to transition to the green economy, with skills training, education and incentives for investment.

Avoid duplication and bolster existing programs. Participants pointed to initiatives like Trent Research and Innovation Park (TRIP), Sustainable Peterborough, and other local programs, and stated the importance of investing and supporting successful projects so they can grow and scale over time.

Individual resident engagement is critical. Successful long term implementation of green economy and sustainable community objectives depends on community supported implementation and engagement. Participants discussed the importance of ensuring that residents are part of the journey, some suggesting that while the pace of change in Peterborough is not as fast as it could be, people are doing a better job of working together.

Continue to improve quality of life. Participants discussed the importance of investing in and creating the community and city that Peterborough residents want. This includes investing in transit and key amenities, creating complete and livable communities to support existing residents, and attracting people to Peterborough. Densification of the urban core was also highlighted as a priority that would benefit rural centres throughout the region.

Integrate sustainable community in the Official Plan. The Official Plan presents an opportunity to integrate the city's vision for sustainability and shape policy and legislation. The sustainability policy must take a holistic approach and be weaved across issues, disciplines, and sectors.

Demonstrate that Peterborough is "punching above its weight". Participants noted that Peterborough, while small in size, is doing a lot of great work in the green economy and sustainable community sector. It is creating and attracting innovative companies and has a disproportionate number of green technology businesses. Participants were interested in an inventory of businesses and local thought leaders being created in the community.

Leverage knowledge across sectors. Whether traditional knowledge or within sectors like health care and technology, Peterborough has significant skills and strengths that can be shared to catalyze new innovations and outcomes that advance the green economy

and sustainable community. Participants wanted to see continued collaboration among organizations to leverage this knowledge towards advancement of the green economy.

Be focused and strategic. Don't try to take on too much! Be clear what actions can and should be undertaken to ensure that meaningful results are achieved and the region can see progress on green economy and sustainability outcomes. Strengthen initiatives that are already underway, and implement green practices that are well-known but underutilised, capitalize on the "low-hanging fruit".

Prioritizing Opportunities for Action

Building on the insights shared, participants were asked to evaluate and select their priority areas for continued work in Peterborough. These were the prioritized areas for future action.

1. Connect business innovators & support local businesses

Participants stressed the importance of businesses undertaking green initiatives because they see the benefit to community and their organizations. Supporting local businesses pursuing green innovation can also lead to spin-offs and can attract similar businesses and industries. Engaging and connecting industry members is critical to ensuring long term uptake and integration of sustainability outcomes, but it can be challenging to do effectively. It is important that local leaders and policymakers create programs and opportunities that resonate with organizations, both large and small. Business leaders require proof that the investment of time and money will produce results. Participants also stated that the word "industry" can have different meanings for different individuals, so a shared understanding of the term is needed.

Next Step Actions

- Increase communication among organizations supporting green initiatives (i.e., GreenUP, Chamber of Commerce, Sustainable Peterborough, and Peterborough Economic Development) to make sure they are aligned in their efforts. Collectively determine a strategic direction for the green economy and goals supported with programs, shared resources, and initiatives to drive implementation within large and small businesses.
- Demonstrate the benefit of green investment for local enterprises and the value of joining a broader community of 'green businesses'. Highlight the successes of and businesses that promote the green economy and encourage businesses to share their learnings, actions, and programs related to green technology and investment. Focus on demonstrating how their initiatives may have contributed to cost savings or product innovation. Review and learn from the successes of other municipalities and businesses.
- Focus on incentives for performance and training the workforce, and ensure that programs are informed by members of industry and those the programs aim to serve.
- Bring together plant managers from across industries to see if there are common resources or infrastructure that can be shared. Shared resources and infrastructure may also assist new businesses opening or relocating to Peterborough.
- Support entrepreneurs and encourage post-secondary graduates to pursue entrepreneurship in Peterborough.
- Consider opportunities for local waste management so businesses don't have to pay to ship waste to Toronto.
- Participants suggested that Kawartha Manufacturers Association (KMA), Peterborough Economic Development and the Chamber of Commerce could lead on creating a sustainability initiative for businesses. KMA doesn't currently have a sustainability initiative. It was suggested the KMA leadership attend a presentation on TRIP.
 - A previous training program was pointed to as an example of success, wherein businesses were reimbursed for participating in training programs.

2. Create a Peterborough & the Kawarthas Economic Development clean technology advisory committee

Peterborough & the Kawarthas Economic Development (PKED) identified the opportunity to create a clean tech advisory committee to support PKED's work in this area and how it develops resources, programs and tools for new and existing clean technology businesses. The committee could help identify and leverage assets to align the clean technology sector. Careful consideration will be required while drafting the mandate and identifying participants, because the committee must deliver meaningful impacts while limiting demands on members.

Next Step Actions

- Scan and identify possible committee members from across sectors
- Reach out to prospective parties and gauge interest
- Create a mandate and focus with the participants involved
- PKED to clarify the resources it can allocate and the anticipated governance structure for the committee

3. Establish a green conference centre

Several participants suggested that creating a green conference centre could be a new area of opportunity for Peterborough and would help drive forward the green economy. It seems that no other conference centre of this kind already exists in Ontario, and it can position Peterborough as a destination for green events in the province. The design could integrate net zero energy, green roofs, etc. Community bonds could be a possible source of funding, and both the Mount Community Centre and the Canoe Museum have utilized this strategy. The green conference centre could also leverage Ontario's community hub strategy or share resources with the school board as a venue for educational opportunities. The project should be undertaken in close collaboration with City staff to avoid potential regulatory and policy hurdles.

Next Step Actions

- Determine if this is an idea that the community wants to see in Peterborough. Gauge interest and start to generate momentum
- Consider fund development strategies and platforms for partnerships and collaboration
- Raise the idea to the school board and evaluate their level of interest in a green educational hub

4. Engage community and invest in creating a livable Peterborough

Engaging community in the vision and implementation of green economy and sustainability requires unique approaches that meet the needs and realities of people living in Peterborough. Achieving this outcome requires that community is at the table, not just in the form of a town hall conversation, but through numerous and diverse opportunities that educate, inspire, and empower residents to get involved. Communications should focus on quality of life and how this can be created and established while integrating green and sustainable ambitions.

Next Step Actions

- Learn from other successful engagement processes, such as London's Official Plan process. Go to the community rather than just hosting public information sessions
- Ensure that investments and proposed developments contribute to complete and livable communities. Mitigate future challenges by establishing a green vision before development happens.
- Improve the transit system to better connect the City of Peterborough with the municipalities in the County
- Support home retrofits and consider strategies like local improvement charges

5. Achieve greater policy alignment around the green economy and sustainable community

There is a need to build policy alignment within Peterborough and across jurisdictions. Sustainability and accessibility should be considered integral aspects of all policies. Local First Nations communities must be actively engaged in this conversation. Policies must also consider how we can open pathways and ease the burden for businesses in the clean technology sector. Red tape can pose a challenge for innovation; for example, craft breweries are not able to locate in the downtown core due to their industrial practices

Next Step Actions

- Define green economy to ensure shared language and understanding
- Complete the Official Plan and ensure sustainability is embedded throughout
- Communicate between City departments and across different levels of government to articulate the needs of clean technology businesses to ensure a supportive policy environment that enables business development and community-led implementation
- Consider a Local Improvement Charge (LIC) for residential sector renovations

Immediate Next Steps

Building on the work of the Peterborough Green Economy Action Lab, the next steps include:

1. Report back to Peterborough City and County Councils on the outcomes of the Peterborough Green Economy Action Lab
2. Deliver presentations to Peterborough & the Kawartha Economic Development and Sustainable Peterborough to consider how they can move ahead on the potential actions
3. Peterborough Economic Development to develop clean tech advisory committee

Appendix A

Background & Process

In the Canadian context, mid-sized cities are defined as having a population within the range of 50,000 to 500,000 residents. Peterborough is considered a mid-size 'centre city'. Centre cities are regional hubs with historic centres that function as autonomous economies and self-standing communities providing key amenities and services such as health, employment and education. The role and impact of centre cities extend far beyond their borders as they act as hubs that support the surrounding region.

Despite being home to over 25% of Ontario residents, there is a consensus that mid-sized cities (MSCs), especially those outside the GTA, are largely overlooked in academic research, policy development and mainstream conversations, in particular, their unique challenges and opportunities in meeting infrastructure needs, creating quality of place, or promoting sustainability goals. At present, much of Ontario's growth is taking place in the GTA, bringing a great deal of attention and resources to its ongoing development, limiting the focus on the rest of Ontario's municipalities. MSCs are critical to ensuring the accessibility, livability and vibrancy of Ontario. With the right investment in infrastructure, facilities, and capacity, MSCs can offer much of the benefits provided in big cities, reduce inter-regional inequalities, and increase the diversity of places for Ontario residents to live.

In 2015, Evergreen created the MSC Program to stimulate the conversation on mid-sized cities by advancing key areas of research and piloting new approaches to city-building and local economic development in four partner cities: Hamilton, London, Greater Sudbury and Peterborough. The following is a summary of the phases of our work in Peterborough.



Evergreen formed the Peterborough Steering Committee with representatives from the City of Peterborough, Greater Peterborough Chamber of Commerce, Community Foundation of Greater Peterborough, and Peterborough Economic Development. The Committee and Evergreen hosted three consultations in the spring of 2016 with 50 senior leaders across public, private, and civic sectors. Consultations determined that there is an opportunity to strategically position and grow Peterborough as a hub of green economy and sustainable community initiatives that serve the Greater Peterborough Area.

In the summer of 2016, Evergreen presented the process and outcomes from Phase 1 to City and County Councils, who endorsed the work and commended the direction moving

forward. Evergreen and the Steering Committee developed the Peterborough Green Economy Action Lab ("Lab") as the platform in which to continue the work.

To initiate the Lab process, Evergreen conducted 30 interviews between January and March 2017 with political, institutional, and business leaders throughout the Peterborough region. These included interviews with City of Peterborough Mayor and Councillors, Mayors of the municipalities in Peterborough County, Chiefs of the local First Nation communities, local businesses, and representatives from both Trent University and Fleming College. A summary of the process and complete list of the interviewees is available in the Appendix D.

On Friday April 28th, 2017, Evergreen and the Peterborough steering committee hosted a workshop to build on the findings generated from interviews to determine priorities and next step actions.

Appendix B

Lab Participants

1. Councillor Diane Therrien, City of Peterborough
2. Mayor Mary Smith, Selwyn Township
3. Chief Phyllis Williams, Curve Lake First Nation
4. Chris Magwood, Endeavor Centre
5. Banani Afsana, City of Peterborough
6. Melanie Kawalec, City of Peterborough
7. John Milne, Home Builders Association
8. John Knight, Trent University
9. Matt Braithwaite, Peterborough Economic Development
10. Elyse Sawdon, Siemens
11. Craig Mortlock, Peterborough Construction Association, Mortlock Construction
12. Alan Slavin, Leap Peterborough
13. Sandra Dueck, Chamber of Commerce
14. John Desbiens, Cambium Consulting and Engineering, PED Board Member
15. Karen Jopling, County of Peterborough
16. Marisol Campos Navarrete, Trent University
17. Janet Dawson, Peterborough Public Health
18. John Good, Community Foundation of Greater Peterborough
19. Tom Phillips, Trent University
20. Andrea Connell, Transition Town
21. Dawn Merriam, Consultant
22. Rebecca Morgan-Quin, City of Peterborough
23. Sandra Creeman, Peterborough Economic Development
24. Ben Wolfe, Reimagine Peterborough
25. Allan Seabrooke, City of Peterborough CAO
26. Michael Van Der Herberg, New Canadian Centre
27. Katie Young-Haddlesey, Curve Lake First Nation
28. Katie Allen, Sustainable Peterborough Partnership Developer
29. Ian Attridge, Land Conservation Consultant and Lawyer
30. Rhonda Keenan, Peterborough Economic Development

31. Lindsay Stroud, GreenUP
32. Scott Mancini, RBC
33. Nicole Gagliardi, Community Foundation of Greater Peterborough
34. Diane Richard, Diatom Consulting, Peterborough Kawartha Innovation Cluster
35. Brent Wootton, Fleming College – Centre for Alternative Wastewater Treatment, Centre for Municipalities
36. Ken Doherty, City of Peterborough, Director of Community Services
37. Gillian Hill, Brand Health
38. Tom Sayer, Kawartha Manufacturers Association
39. Cathy Mitchell, Peterborough Distribution Inc.

Appendix C

Moving Towards Action in Peterborough

Moving Towards Action in Peterborough



Summary

Context

Evergreen, the City of Peterborough, Greater Peterborough Chamber of Commerce and the Community Foundation of Greater Peterborough, co-hosted three meetings as part of Evergreen's Mid-Sized City Program. The initial two meetings gathered information on Peterborough's assets and notable initiatives and, ultimately, identified 3 Opportunities for Action in Peterborough. At the third meeting, participants collectively assessed the 3 opportunities in order to determine which had the greatest potential to increase the prosperity of the region.

Key Takeaway of Meeting #3

Participants selected the following opportunity as a viable action for Peterborough.

Strategically position Peterborough as a green/sustainable community and economy.

Peterborough is considered a 'centre city'. Centre cities are regional hubs with historic centres that function as autonomous economies and self-standing communities and provide key services such as health, employment and education. Peterborough's impact and role extends far beyond its borders, placing a strong emphasis on the opportunity for regional alignment and collaboration.

Next Steps

Over the coming months, we will continue to refine this opportunity and develop an Action Plan that makes the case for the idea and articulates the vision, framing, and strategy for implementation. Moving forward, Peterborough Economic Development will be part of our Steering Committee alongside the Greater Peterborough Chamber of Commerce, City of Peterborough and Community Foundation of Greater Peterborough.

We have two immediate next steps:

1. A presentation to Peterborough City Council on June 20th to inform them of our process to date, the proposed idea, and build buy-in.
 - i. Work with Steering Committee to develop the presentation
2. Lay the groundwork for the Action Plan.
 - i. Map what currently exists within the region to build a case
 - ii. Examine provincial and federal funding opportunities
 - iii. Look at other jurisdictions with differentiation strategies

We hope that we can continue to engage you as we undertake these next steps.

Insights of Meeting #3

We started the meeting with a presentation summarizing the insights from Meetings #1 and #2, and reviewed the three Opportunities for Action in Peterborough.¹ We then discussed which of the actions have the greatest potential for increasing the prosperity of Peterborough.

The Peterborough Opportunities for Action: Response and Discussion

Opportunity for Action	Group Response
<p>1. Develop Programs And Strategies To Better Leverage Underutilized Human Capital</p>	<ul style="list-style-type: none"> ➤ The Province recently launched the Local Employment Councils (LEPC) initiative, for which Peterborough is a pilot site, which aims to address issues of labour market and labour force alignment. <p>Next Steps</p> <ul style="list-style-type: none"> ➤ The group agreed that focussing on this issue would duplicate efforts, but noted that there is value in monitoring the results of the LEPC and demonstrating support for the Province’s decision to launch the pilot.
<p>2. Build On Existing Municipal And Community Leadership To Drive Action</p>	<ul style="list-style-type: none"> ➤ The group was hesitant to create any more committees or advisory groups as “Peterborough is flush with committees.” <p>Next Steps</p> <ul style="list-style-type: none"> ➤ No further exploration proposed.
<p>3. Develop a Regional & Economic Roadmap around an Area of Focus</p>	<ul style="list-style-type: none"> ➤ There is strong interest to strategically position Peterborough as a green/sustainable economy and community. ➤ Strategies should leverage the numerous existing programs, businesses and initiatives in the region. <p>Next Steps</p> <ul style="list-style-type: none"> ➤ The group was interested in pursuing/building on this idea.

The rest of this document captures ideas from participants on Opportunity #3 “Develop a Regional & Economic Roadmap around an Area of Focus” and specifically how Peterborough can strategically position itself as a green/sustainable economy and community.

¹ Detailed recount of the 3 Opportunities can be found in the “Opportunities for Action in Greater Peterborough” report shared in advance of the April 27th meeting.

Peterborough as a Green/Sustainable Economy & Community

Participants split into two break out groups to discuss how to strategically position Peterborough around an area of focus. The two groups had similar interpretations of what this could look like in Peterborough.

What would a regional focus for Peterborough be?

Alignment between both groups

- Agreement that Peterborough is well positioned to advance a green focus
- Both groups highlighted the importance of integrating social sustainability and equity considerations with economic sustainability

Group 1

- Interest in using the language of “green economy and green communities”

Group 2

- Debate regarding using “sustainable” or “green” terminology
- Emphasis on sustainable/green land use development
- Need for the language to be authentic and a true reflection of Peterborough

What would Peterborough look like if it achieved this focus?

Alignment between both groups

- Peterborough would be recognized both locally and externally as a green leader

Group 1

- Achieving a green focus could lead to improved quality of life
- This focus may require upfront investment, but will enable future savings

Group 2

- Desire to be recognized at the provincial level as a green/sustainable region
- Differentiation strategies have long term implications, making it critical to choose the right focus

What's already underway that is related to this area of focus?

Alignment between both groups

- There's a lot currently underway in the Peterborough region related to green and sustainable communities
- The current branding of the city and county presents a focus on natural amenities (e.g. County of Peterborough motif: birds, city slogan: "it's a natural")
- Numerous local organizations: e.g. Sustainable Peterborough, GreenUp, the YWCA, Transition Town, Kawartha Land Trust, Otonabee Conservation

Group 1

- Sustainable Peterborough profiled the 10 largest public and private sector employers that are undertaking initiatives related to climate change or the green environment (ie. SGS Lakefield, Lansdowne Place)
- Local business - Swish Maintenance's FDA certified green products and solar wall
- Other initiatives mentioned: Green industrial park; Wild Rock; Elmhurst Resort; Shimano Partnership; elimination of motorized events in Morrow Park; Trent and Fleming green programs
- Provincial opportunities: 16 provincially funded electric car charging stations in PTBO; Provincial Cap and Trade program; Waste free Ontario Act

Group 2

- Rural history and agricultural society
- Ministry of Natural Resources
- Proposed investment from Peterborough Utilities Group in low head hydro generation in the Otonabee River in collaboration with Curve Lake First Nations
- Peterborough is taking steps to address existing brownfields
- Strong local media industry considering the size of the city – local newspapers, TV station that could support communications

What activities, programs, & initiatives would make it possible to develop this focus?

Alignment between both groups

- It's critical to know what is being done in the region so that individual organizations can align and collaborate with one another, and to craft a cohesive narrative of Peterborough as a green/sustainable community
- Sustainable Peterborough is a strong initiative already working in this space – how can we connect and leverage their work?

Group 1

- Need to complete an inventory of existing businesses, programs and initiatives, which could help us understand how these initiatives/organizations align and overlap on the green agenda
- Need an overarching commitment that is embraced by all sectors (government, business, not-for profit)
- Opportunity to create a legacy project of City Council building on successful collaborations, esp. in the green sector
- Celebrate what has already been achieved across the region
- Create a charter and have local organizations/ businesses sign on
- Change the way the City evaluates its expenditure on green investments to leverage the savings into more green initiatives
- Work with Trent and Fleming (and other anchor institutions), and build on what they currently have in place

Group 2

- Need to emphasize storytelling and communications – put together storytelling pieces for audiences within and outside of Peterborough (PTBO Canada as a strong current social media brand)
- The Official Plan review is currently underway and offers the opportunity to provide input through a green/sustainable lens

What obstacles might impact this idea? Describe potential risks and challenges

Alignment between both groups

- › Need to identify the alignment between green/sustainable and individual sectors within the region – don't want to create an exclusionary focus
- › A sustainability lens can't just focus on the environment or economy – must also incorporate social dimensions

Group 1

- › The City of Kawartha Lakes initiated a water agenda 3-5 years ago that was not as successful as it could have been, so it's important to learn from this to ensure success
- › Need funding and resources to push this forward
- › Critical that programs are authentic – that "talk the talk and walk the walk"
- › Still need to shift mentality, not everyone is ready to embrace the green/sustainable agenda

Group 2

- › Must avoid risk of tokenism or green-washing to prevent backlash
- › Developers may use "green" to sell projects that are not in fact environmentally sustainable, need to identify corresponding land use regulation
- › Challenge of how to execute this without excluding certain people and organizations
- › How does one apply a lens that's broad enough to include everyone, while also specific enough to resonate and be memorable?
- › Need to "marry" economic and social sustainability to make this holistic

How can we bring this idea to the next level?

Alignment between both groups

- › Get buy-in from the City and County of Peterborough
- › Need to understand what is currently underway, so that we can know what we're building on

Group 1

- › Update City Council on the idea of green economy & green community – followed by presentations to the County and First Nations
- › Consider how to resource and undertake a mapping exercise to understand existing green assets and build the case for strategically positioning Peterborough as a green economy and community

Group 2

- › Important to declare this focus area, and put a "stake in the ground"
- › Strong opportunity to build on the work of Sustainable Peterborough as an organization with an established reputation, and that is housed within Peterborough Economic Development

Connecting Mid-Sized Cities and the Province

There was a strong interest from participants to improve and advance the relationship between MSCs and the Province. We got a great deal of feedback around the need for greater flexibility and recognition of the unique roles of MSCs. The work we undertake in Peterborough will be included as a case study in our report to the Province in June 2017. We will also be forming a Mid-Sized City Working Group comprised of staff from within the Provincial Government to better understand and shape strategies to enhance the prosperity of MSCs.

In tandem, we'll also be undertaking research to gather insights from MSC stakeholders on how to improve collaboration between the Province and MSCs. We encourage you to reach out to us if you want to be more involved in this part of the process.

Participants

Participants of Meeting 3

Dawn Berry-Merriam, Sustainable Peterborough
Steering Committee
Dorothy Boddy, Our Space
Ian Bromley, Evergreen/Independent
Evan Campbell, City Youth Council
Danielle DeMarsh, Evergreen
Ken Doherty, City of Peterborough
Sandra Dueck, Greater Peterborough Chamber of
Commerce
Joëlle Favreau, YWCA

Jo Flatt, Evergreen
John Good, Community Foundation of Greater Peterborough
Stuart Harrison, Greater Peterborough Chamber of Commerce
Rhonda Keenan, Peterborough Economic Development
Chris Salmans, C of C Young Professionals Group, Sunlife
Financial
Dr. Rosana Salvaterra, Peterborough County City Health Unit
Brianna Salmon, GreenUp

Participants of Meeting 2

Danielle DeMarsh, Evergreen
Ken Doherty, City of Peterborough
Sandra Dueck, Greater Peterborough Chamber of
Commerce
Joëlle Favreau, YWCA
Jo Flatt, Evergreen
John Good, Community Foundation of Greater
Peterborough
Dr. Leo Groarke, Trent University
Rhonda Keenan, Peterborough Economic Development
Gary King, County of Peterborough
Dr. Tom Phillips, Innovation Cluster, Trent University
Brianna Salmon, GreenUp
Dr. Rosana Salvaterra, Peterborough County City
Health Unit
Allan Seabrooke, City of Peterborough
Frances Wilbur, Community Opportunity and
Innovation Network (COIN)

Participants of Meeting 1

Joeann Argue, Electric City Culture Council
Rhonda Barnet, Steelworks Design Inc. & Canadian
Manufacturing and Exports
Brian Bates, Fleming College
Paul Bennett, Ashburnham Realty
Dawn Berry-Merriam, Sustainable Peterborough
Dorothy Boddy, Our Space
Ian Bromley, Independent / Evergreen
Evan Campbell, City Youth Council
Ken Doherty, City of Peterborough
Sandra Dueck, Greater Peterborough Chamber of Commerce
Jo Flatt, Evergreen
John Good, Community Foundation of Greater Peterborough
Stuart Harrison, Greater Peterborough Chamber of Commerce
Santessa Henriques, Evergreen
Ken Hetherington, City of Peterborough
Karen Jopling, County of Peterborough
Natalie Napier, COIN
Chris Salmans, Young Professionals Group, Sunlife
Financial
Michael Skinner, Greater Peterborough Innovatio Cluster
Luisa Sotomayor, Independent / Evergreen
Liz Stone, Nijikiwendidaa Anishnaabekweg Services
Circle
Michael VanDerHerberg, New Canadians Centre

Appendix D

Summary of Interview Findings

The Peterborough Green Economy Action Lab

Summary of Interview Findings

April 24, 2017



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About the Peterborough Green Economy Action Lab

The Green Economy Action Lab (“Lab”) came out of the work led by Evergreen as part of its Mid-Sized Cities (MSC) Program. The Lab is an initiative to advance the City of Peterborough as a central hub for the Greater Peterborough Area by collectively evaluating and developing actions to support the advancement of Peterborough as a green economy and sustainable community. Lab membership was carefully curated to include select leaders from government, First Nations, community organizations, key anchor institutions, funding agencies, local businesses, and academia.

The Lab is led by Evergreen in partnership with the City of Peterborough, the Greater Peterborough Chamber of Commerce, Community Foundation of Greater Peterborough, and Peterborough Economic Development.

The purpose of this summary report is to:

- **Outline key insights** and perspectives of political, institutional, and business leaders from across Peterborough on the current state and future potential for advancing the green economy
- **Propose a range of potential actions** for Peterborough stakeholders to advance the city as a green economy and sustainable community hub for the region

For the next phase of the Lab’s engagement and consultation process, we have invited participants to a workshop to achieve the following goals:

- **Build alignment** between regional stakeholders, and generate a better understanding of how to enable Peterborough as a green economy and sustainable community
- **Consider strategies** to support mid-sized cities in advancing their ability to grow areas of regional focus, using Peterborough’s green economy and sustainable community as a case study
- **Prepare a set of recommendations** and actions to be undertaken by key Peterborough stakeholders, including Provincial and Federal governments, local governments, First Nations, business, academic, and community leaders
- **Coordinate the implementation** of actions, and recommendations developed by the Lab

Summary of Potential Actions

Interviews were conducted with 30 leaders from across the region. All participants were in favour of furthering the green economy and sustainable community vision for Peterborough. Below is a summary of the types of actions that were suggested to advance Peterborough in this direction. The report explores these ideas in greater detail.

1. Innovation & Technology Ecosystem

- Share and recognize best business practices
- Connect business innovators
- Create a Peterborough Economic Development green/clean technology advisory committee
- Invest in post-secondary institutions to build a local workforce with needed skills
- Leverage Federal and Provincial funding for research and development
- Undertake target setting and sustainability assessments

2. Communications & Promotion

- Develop a strategic branding and communications plan for the green economy
- Host conferences and events to profile the city's green assets
- Participate in conferences to promote Peterborough across Canada and internationally
- Advance Peterborough's capacities and interests in the green economy to Federal and Provincial Governments

3. Collaboration, Integration & Coordination

- Co-develop engagement and decision-making practices between municipalities and First Nations to advance green economy objectives
- Leverage existing green-focused collaborations such as Sustainable Peterborough and Regional Tourism Ontario – 8 (RTO-8)
- Seek and secure Provincial and Federal funding opportunities
- Integrate students with local businesses while they are enrolled in post-secondary education
- Enable community leadership

4. Regulation, Planning & Policy

- Cross-ministry policy coordination
- Embed sustainable decision-making within governmental practice
- Create local policies that are favourable to the green economy
- Use the Official Plan (OP) to promote the green economy

5. Education, Services & Supports

- Recognize and share expertise between local municipalities, First Nations, and stakeholders throughout Peterborough
- Provide training for municipal staff and political leadership on key Provincial and Federal programs
- Learn best practices from other mid-sized cities
- Create favourable programs and services to help businesses adopt green approaches

Background & Process

In the Canadian context, mid-sized cities are defined as having a population within the range of 50,000 to 500,000 residents. Peterborough is considered a mid-size 'centre city'. Centre cities are regional hubs with historic centres that function as autonomous economies and self-standing communities providing key amenities and services such as health, employment and education. The role and impact of centre cities extend far beyond their borders as they act as hubs that support the surrounding region.

Despite being home to over 25% of Ontario residents, there is a consensus that mid-sized cities (MSCs), especially those outside the GTA, are largely overlooked in academic research, policy development and mainstream conversations, in particular, their unique challenges and opportunities in meeting infrastructure needs, creating quality of place, or promoting sustainability goals. At present, much of Ontario's growth is taking place in the GTA, bringing a great deal of attention and resources to its ongoing development, limiting the focus on the rest of Ontario's municipalities. MSCs are critical to ensuring the accessibility, livability and vibrancy of Ontario. With the right investment in infrastructure, facilities, and capacity, MSCs can offer much of the benefits provided in big cities, reduce inter-regional inequalities, and increase the diversity of places for Ontario residents to live.

In 2015, Evergreen created the MSC Program to promote the conversation on mid-sized cities by advancing key areas of research and piloting new approaches to city-building and local economic development in four partner cities, Hamilton, London, Greater Sudbury and Peterborough. The following is a summary of the phases of our work in Peterborough.

Phase 1

Evergreen formed the Peterborough Steering Committee with representatives from the City of Peterborough, Greater Peterborough Chamber of Commerce, Community Foundation of Greater Peterborough, and Peterborough Economic Development. The Committee and Evergreen hosted three consultations in the spring of 2016 with 50 senior leaders across public, private, and civic sectors. Consultations determined that there is an opportunity to strategically position and grow Peterborough as a hub of green economy and sustainable community initiatives that serve the Greater Peterborough Area.

Phase 2

In the summer of 2016, Evergreen presented the process and outcomes from Phase 1 to City and County Councils, who endorsed the work and commended the direction moving forward. Evergreen and the Steering Committee developed the Peterborough Green Economy Action Lab ("Lab") as the platform in which to continue the work.

Phase 3

To initiate the Lab process, Evergreen conducted 30 interviews between January and March 2017 with political, institutional, and business leaders throughout the Peterborough region. These included interviews with City of Peterborough Mayor and Councillors, Mayors of the municipalities in Peterborough County, Chiefs of the local First Nation communities, local businesses, and representatives from both Trent University and Fleming College. A summary of the process and complete list of the interviewees is available in the Appendix A.

Phase 4

On Friday April 28th, 2017, the Lab will host a workshop to build on the findings generated from interviews, and use a participatory approach in co-designing specific recommendations and actions that could be applied in the Peterborough context.

Interview Findings

Shared Values and Understanding

Interviewees were asked to define and explain their understandings of the green economy and sustainable community, and what this vision might look like in Peterborough. Conversations highlighted a number of key insights that demonstrate the interest in moving forward as a green economy.

1. The green economy and sustainable community is an integrated approach for local economic development

When asked to define the green economy and sustainable community, interviewees described an integrated approach in which to design, build, work, live, and play in Peterborough. Conversations reiterated the importance of protecting and growing local environmental assets and highlighted the opportunity for a strong green sector to support regional employment, small business prosperity, innovation, and technology. It was also considered a framework for land-use and transportation planning. Some viewed the green economy as a strategy for balancing environmental risks with economic development. Several participants viewed the green economy and sustainability approach as a commitment to implementing best practices that benefit the community. A sustainable community was described several times as a context in which residents are educated and supported to participate and lead action in their communities.

“The vision for Peterborough means a fully, integrated region, that takes sustainability and green economy into all of our business practices, not only economic development. It looks at leveraging what we already have, in terms of postsecondary education partners, proximity to nature, and the Trent Severn waterway. It’s not just the economy; it’s an inclusive, collaborative environment.”

– Sheridan Graham, Director, Corporate Projects & Services, County of Peterborough & Vice Chair of Sustainable Peterborough

2. There is alignment across leaders in support of a green economy & sustainable community focus for the city

All 30 interviewees were in favour of the green economy concept and vision for Peterborough. As some of the region’s most influential political and business representatives, this alignment is a testament to the opportunity and capacity for Peterborough to position itself as a green economy leader. Participants consistently identified water and agriculture as two of the most important natural resources within the region and reiterated the opportunity to leverage these assets as a community and economic development focus.

“Living here, water is always in your consciousness. It is part of what makes this area special.”

– Gary King, CAO, Peterborough County

3. Local leaders want to work together to advance the green economy

Not only does the region’s leadership align around the potential for the green economy, they want to work together to achieve this vision. Peterborough Mayor Daryl Bennett, Curve Lake Chief Phyllis Williams, and Douro-Dummer Mayor J. Murray Jones agreed that regional cooperation and shared actions are

critical steps to achieving sustainable outcomes and objectives. Participants reiterated that protecting, leveraging and scaling the environmental assets in Peterborough will require collective effort from a diversity of stakeholders. Interviewees noted that as a city with a small population, there are limitations on the skills and resources that businesses, municipalities and community organizations can draw from, emphasizing the importance of collaboration and shared ownership in Peterborough's green economy and sustainable community vision.

4. Green planning and practices are already part of the region's identity

Interviewees highlighted that sustainability has been a community-driven and politically recognized focus in Peterborough for over 30 years. There are a number of notable green initiatives across Peterborough's city, county and First Nations communities. Participants often referenced Sustainable Peterborough¹ and GreenUP² as two reputable examples. Peterborough is increasingly positioning itself as an environmental educational hub, with focused programs, research and innovation, coming from Trent University and Fleming College. The Trent Research and Innovation Park (TRIP) will bring together academic research and business sectors through the development of green technologies. Building on this success, in early 2017, the United Nations designated the Peterborough-Kawartha-Haliburton region as a Regional Centre of Expertise on Education for Sustainable Development.

"The era of the industrial revolution is over. We are now in an exciting and challenging transition from that era into the knowledge and green economy."

– MP Maryam Monsef

Building an Action Framework for Peterborough

What does it take to successfully position Peterborough as a green economy and sustainable community hub that will serve the broader region? Conversations with interviewees focused on the roles of senior level governments, municipalities and First Nations, business, academic and community stakeholders. Findings pointed to five main areas to guide the development of actions and recommendations.

1. Innovation & Technology Ecosystem
2. Communications & Promotion
3. Collaboration, Integration & Coordination
4. Regulation, Planning & Policy
5. Education, Services & Supports

1. Innovation & Technology Ecosystem

Interviewees stressed the importance of innovation and technology in supporting Peterborough's capacity as a green economy leader. Technology drives changes in the economy, which prompts changing roles for business, government and civic institutions. New developments in green technology will have major implications for the environment and Peterborough's progress as a green economy leader.³ Peterborough is well positioned for this, as the city already has a disproportionate number of green technology businesses⁴, which presents a strong foundation for growth.

Many participants suggested that businesses, especially small-sized businesses, are the leaders of the green economy and Peterborough must provide an enabling environment to help them scale. Peterborough Economic Development, the Chamber of Commerce, Innovation Cluster and TRIP are all critical to the growth and attraction of new businesses. As incubators and intermediaries, these organizations must be acutely aware of the barriers, needs and opportunities for local businesses. One participant suggested creating a "new organization that would assess technology, explore market opportunities, and facilitate joint ventures and strategic alliances in the green field."⁵

"The City of Peterborough should really get behind and highlight the advances in technology that we have here. Everyone should know that we are advancing technologies for water and wastewater treatment. We are conducting water work here that is not being done anywhere else in Canada."

– Adam Doran, VP of Marketing and Sales, Aclarus

Potential Actions

- **Share and recognize best business practices.** Interviewees highlighted the importance of sharing business success and championing leading organizations. They reiterated the value in continuing to support organizations like Sustainable Peterborough and GreenUP in cataloguing and distributing examples of business-led sustainability projects.
- **Connect business innovators.** Participants reiterated that strengthening the networks between companies in similar areas of work would make collaboration easier.⁶ Businesses with similar needs could co-invest in promotional events, trainings, and advocate on important policy areas that would enable green economy businesses in Peterborough and across Canada.
- **Create a Peterborough Economic Development green/clean technology advisory committee.** There are several organizations in Peterborough that support networks of businesses, including the Sustainable Peterborough Business Initiative (SPBI), the Innovation Cluster, the Chamber of Commerce and Peterborough Economic Development (PED). Embedding clean technology or green economy advisory groups that include representatives from local businesses could provide strategic insights to support growth of the green economy sector.
- **Invest in post-secondary institutions to build a local workforce with needed skills.** Assess the skills needs of local and prospective green economy businesses and make sure that the programs and resources at Trent University and Fleming College reflect the needed skills. Consider strategies to utilize Federal investments of \$225 million over five years to increase the number of workplace-integrated learning spaces from 3,750 to 10,000 per year for post-secondary students and graduates.
- **Leverage Federal and Provincial funding for research and development.** Peterborough should be devising strategies to access these funds and spur investments in new technologies. The Federal budget described an Innovation Solutions Program, with \$50-million in funding to be allocated towards early-stage research and development, late-stage prototypes and other goods and services from Canadian innovators and entrepreneurs. The Province recently announced the Solutions 2030 Grant, a three-year, three-phase competition to accelerate the development of technologies that have a high potential to help Ontario industry meet 2030 emissions targets.
- **Undertake target setting and sustainability assessments.** Voluntary audits and assessments, such as scorecards, can help business track and measure their performance on environmental indicators, including water, energy, emissions, and waste reduction. These tools could also be used as platforms to showcase sustainability initiatives that businesses are pursuing, highlight examples of positive return on investment, and promote the sharing of best practices as a competitive business-to-business incentive. Programs of this type require resources to implement, and should be designed to consider the needs and limitations of local businesses.

2. Communications & Promotion

Peterborough has had a green focus for decades. There are many stakeholders involved in initiatives, businesses, and projects related to sustainability, but the examples of success aren't being told as frequently or as loudly as they should be. Interviewees stressed the importance of broadcasting these success stories and celebrating Peterborough's unique assets and leadership. Interviewees highlighted that the green economy in Peterborough is currently understated. According to Leo Groarke, President of Trent University, "We need to market what we have better – to make sure that Ontario and the world know what we have to offer. We need an approach to that is out of the box and on the edge." Participants expressed the opportunity to brand and communicate the City of Peterborough as a hospitable environment for green businesses and green technology, as a destination for eco-tourism, and as a forward-thinking city that is constantly advancing green and sustainability efforts.

Peterborough has a range of audiences to consider in how it communicates, including senior levels of government, other mid-sized municipalities, business owners, and students. In the words of MP Maryam Monsef, MSCs "need to be louder and more solutions focused, because they represent a smaller proportion of government." To be recognized nationally and provincially as a green economy hub, Peterborough must demonstrate its focus to higher order governments, with delegations or invitations to showcase their expertise. Interviewees also suggested hosting conferences, events, and celebrations around the green assets within Peterborough as part of a broader communications and marketing strategy.

"We should brand Peterborough as the green community for all of eastern Ontario."

– MPP Jeff Leal

"The green economy should be promoted at every opportunity."

– Councillor Dan McWilliams, City of Peterborough

Potential Actions

- **Develop a strategic branding and communications plan for the green economy.** Ensure that leadership across the city and region has a shared and consistent language for how it talks about Peterborough. The City has initiated a branding process with Brand Health to develop a brand for Peterborough; the green focus could be considered a direction for this work.
- **Host conferences and events to profile the city's green assets.** Build on existing programs and events to highlight local innovations and expertise (i.e., water treatment or water technology). Use these opportunities to strengthen existing relationships and expand new partnerships by attracting participants from across Canada and the world.
- **Participate in conferences to promote Peterborough across Canada and internationally.** Peterborough has many examples of success stories and case studies, including TRIP, Sustainable Peterborough and local business innovations. Identify and leverage strategic events to share and profile these successes and promote the city. It can be costly to travel abroad for promotion; consider approaches to pool resources or share expenses to reduce costs.

- **Advance Peterborough's capacities and interests in the green economy to Federal and Provincial Governments.** Be clear with higher order governments about the direction and focus of Peterborough's capacities and interests in advancing a green economy and sustainable community. Demonstrate this expertise and build relationships with political leadership across the province and country.

3. Integration, Collaboration & Coordination

Interviewees agreed that greater collaboration and coordination would be beneficial for all stakeholders, whether between municipal governments, First Nations, senior governments, business, academic institutions, or civic organizations. We heard several times that the broader Peterborough community, "will work together to make something happen," but there is still "indecision where to focus the efforts."⁷ Several participants suggested that water could be an area of collective focus.

While there is already some collaboration among the municipalities and two First Nation communities, interviewees expressed a need to improve the process for engagement and collective decision-making, especially with respect to locally relevant plans and policies. As Curve Lake Chief Phyllis Williams stated, "First Nations need to be equal players, not the afterthought." The approach to collaboration must recognize the limitation on resources and staff among First Nations communities. "It's always a challenge for us with minimal staff and resources to keep up with the demand for engagement. We have to do a lot of education and cause awareness, available time is another factor."⁸ While municipalities and organizations have made commitments to engage with First Nations, those agreements and expectations are still vague and unclear. This effort is especially relevant given the Duty to Consult and Accommodate legislation and the recommendations from the Truth and Reconciliation Commission.

Beyond just engagement there is an opportunity to share learning and expertise between First Nations and the rest of Peterborough. Several participants suggested that more education is required on the knowledge, traditions, practices and treaties of Indigenous cultures, to build public awareness and inform new approaches within municipal government. First Nations are also connected to the natural cycles and processes: "with their history, First Nations people should be the leaders in the green economy, culture, and habitat."⁹ To complement the traditional knowledge, Peterborough has technologies and expertise that could support community development or environmental restoration in First Nations communities. Interviews suggested an exchange of water and wastewater treatment resources from Peterborough to address the critical water challenges in First Nations communities, specifically Curve Lake's boil water advisory.

"Indigenous involvement is a critical piece if we are going to be successful in this endeavor."

– MP Maryam Monsef

"Most grads come out and then they leave, because there are not opportunities for them to stay. Retaining small companies and start-ups would help grads blossom here."

– Councillor Diane Therrien, City of Peterborough Councillor

Like other MSCs, businesses in Peterborough have difficulty attracting and retaining talent. The local academic institutions - Trent University and Fleming College- attract thousands of students each year. Strengthening the connections between businesses and the post-secondary talent can help those students stay in Peterborough following graduation. Coordination between industry and the post-secondary institutions can also ensure that programs meet the needs of local businesses and help connect students looking for career-track jobs.

Potential Actions

- **Co-develop engagement and decision-making practices between municipalities and First Nations to advance green economy objectives.** Actively pursue efforts for relationship building and collaboration that reflect the resources limitations and interests of all stakeholders. Consider new opportunities for collaboration and knowledge exchange related to sustainability. Identify regular opportunities for First Nations and municipalities to come together, the Association of Municipalities of Ontario (AMO) Conference & Assembly of First Nations were suggested as two opportunities for greater integration.
- **Leverage existing green-focused collaborations such as Sustainable Peterborough and Regional Tourism Ontario – 8 (RTO-8).** Sustainable Peterborough (SP) and RTO-8¹⁰ can coordinate new green economy initiatives in the region and act as a collective voice to request provincial or federal funds.
- **Seek and secure Provincial and Federal funding.** Municipalities, First Nations, business, academic institutions and community organizations can identify areas of strategic alignment and prepare initiatives to seek federal and provincial level funding. Collaborations have proven to generate greater levels of funding than individual applications. The federal government has committed to a suite of funds for innovation including clean tech, strategic innovation and venture capital, which could be leveraged to support growth of the green economy in Peterborough.
- **Integrate students with local businesses while they are enrolled in post-secondary education.** Interviewees suggested providing jobs for students while they are enrolled in college and university to build the local workforce and encourage students to stay past graduation.
- **Enable community leadership. It is critical to enable leaders and organizations outside of government to move forward on green economy objectives.** As Peterborough Councillor Dave Haacke shared, “the more people we get involved, the more people are educated, the more they can participate.” Government can be slow and challenged with implementation and should be creating the enabling conditions with favourable policies and reduced barriers to support community stakeholders to take action. “Hundreds of projects get started in government, but not finished. We need a local champion to lead.”¹¹

4. Regulation, Planning & Policy

Many interviewees expressed that there is general alignment between provincial and federal level governments, with the objectives of sustainability and the green economy. Participants referenced the Provincial commitments to climate change; proposed Federal cap and trade; a local funding program by the Ministry of Housing to advance green economies; a burden reduction bill for small businesses; and the Conservation Authorities Act and new wetland policy.

But, interviewees reiterated the need for integrated planning among senior level government departments to avoid silo-ed approaches that delay long-term implementation. The visions, goals and policies across governments should be consistent, since they set the tone and expectations of municipalities. Senior level governments must “think through an effective policy that talks the talk and walks the walk.”¹² Interviewees referenced several inconsistencies that have caused challenges for local implementation, specifically between the requirements of the Building Code and the intensification targets in the Growth Plan.

Respondents also emphasized the need for the Provincial and Federal governments to develop plans, policies, and regulatory requirements that reflect the realities of mid-sized municipalities. Over regulation can raise the cost of compliance and cause challenges for municipalities. This can be particularly difficult in areas outside of urban centers and cause a large burden for rural residents. While participants supported the intentions of the Green Energy Act and the Growth Plan, they suggested that these plans have respectively led to rising electricity costs and set densification and growth targets that are not realistic in the Peterborough context.

Similarly, at the municipal level, interviewees noted the opportunity for alignment and integration between municipal plans to reduce the associated costs of development, education and implementation. The Peterborough area has several key sustainability plans, including the Greater Peterborough Area Climate Change Action Plan, the Greater Peterborough Area Community Sustainability Plan, and the Age Friendly Peterborough Plan. Local development and infrastructure projects should be considered as opportunities to develop new partnerships and advance implementation efforts. Interviewees referenced the sub-divisions being built as a specific opportunity.

“The Provincial and Federal levels of government have created regulations to protect the environment, but sometimes these regulations are prohibitively expensive for mid-sized cities to comply with. Protecting municipal water and waste diversion are two examples.”

– Mayor Daryl Bennett, City of Peterborough

“The City should be using the Greater Peterborough Area Community Sustainability Plan all the time to make decisions.”

– Councillor Keith Riel, City of Peterborough

“An Official Plan showcases how a community wants to see itself in time. We want this vision to include the green economy and be implemented through our Official Plan.”

– Councillor Andrew Beamer, City of Peterborough

Potential Actions

- **Cross-ministry policy coordination.** All levels of government should take a multi-ministerial or cross-department lens to environmental legislation in order to foster a consistent policy environment and break down barriers to implementation.
- **Embed sustainable decision-making within governmental practice.** Election cycles can hinder adoption or follow-through on key sustainability objectives. Consider strategies to reduce the impacts of political interests to ensure plans are undertaken and implemented.

- **Create local policies that are favourable to the green economy.** Peterborough has a large number of environmental assets that need to be protected and invested in. "We've tried to implement the protection and policies that protect the environment, but this could be more of a collective effort."¹³
- **Use the Official Plan (OP) to promote the green economy.** The OP "is a road map for how to define a community."¹⁴ It is a critical vehicle to support implementation of green economy objectives.

5. Education, Services & Supports

Positioning Peterborough as a green economy leader will require programming and educational supports to enable local businesses, municipalities and residents to advance this vision. A few participants highlighted the importance of ensuring that municipal staff and political leaders are educated and informed of relevant Provincial and Federal programs and plans. Interviewees suggested that senior level governments should be offering training resources for staff and political leadership. Respondents also emphasized the importance of creating programs that support businesses in making upgrades to green infrastructure and reducing their carbon footprint. We heard from one small business owner that they would like to make energy, vehicle and solar investments, but they simply can't afford it. As a tenant of their office building, there is no incentive to make the structural upgrades, since they don't own the property. Purchasing the property will require a large down payment, which makes it cost prohibitive to owning and investing in their facilities.

Local organizations, such as GreenUP have offered services such as a changeover fluorescent bulb program. These supports are critical, stated Peterborough's Councillor Dean Pappas, "as most small businesses wouldn't have been able to do it on their own." Green programs have to be simple, easy to access, available to businesses of all sizes, and demonstrative of impact. Several respondents stated that applying to grants can be labour-intensive and the reporting requirements can be onerous, even for small funding allocations. Two programs were referenced as working well for the business community: the Scientific Research and Experimental Development Tax Incentive Program (SR&ED) and the Eastern Ontario Development Fund. SR&ED was described as having a good audit and control with a clear set of requirements to qualify. "Many companies take advantage of this program as it covers the broadest range of scientific research and experimental design projects that are relevant to the company's strategic and often confidential objectives. There is no prescribed project themes that need to be met," shared Diane Richard, President of Diatom Professional Consulting and Training, Inc.

The Ontario government created the Eastern Ontario Development Fund (EODF) to assist the economic growth of eastern Ontario businesses, and to attract businesses to grow in eastern Ontario. According to MPP Jeff Leal, the EODF will stimulate businesses' "innovation, productivity improvement, and export potential." The Fund will help businesses develop the newest technologies so that businesses are in a good position to expand, grow, and create jobs in the eastern Ontario region.

"The green economy will become very competitive and many communities will be trying to position themselves as a green community. We need our private sector, academic sector as well as all levels of government to work together and support each other to ensure we are truly branded a green economy."

– Michael Skinner, President and Chief Executive Officer, Greater Peterborough Innovation Cluster

Potential Actions

- **Recognize and share expertise between local municipalities, First Nations, and stakeholders throughout Peterborough.** There is an opportunity for deep learning and knowledge exchange to apply, learn, and scale the green economy successes and capacities of stakeholders throughout the region.
- **Provide training for municipal staff and political leadership on key Provincial and Federal programs.** It is important that municipalities are properly informed of relevant green/sustainability policies and programs and how to apply them locally.
- **Learn best practices from other mid-sized cities.** Peterborough can gain significantly from learning the strategies, approaches, and proven successes of other municipalities. It is not about reinventing the wheel, but rather, adopting strategies that have had impact. Online forums, Federation of Canadian Municipalities, Association of Municipalities of Ontario, Eastern Ontario Warden meetings and Municipal World magazine were all suggested as possible outlets to share and learn.
- **Create favourable programs to help businesses.** Build on the learnings of well-used and favourable programs such as SR&ED to create new programs and policies that will enable local businesses to advance in the green economy. The supports can enable upgrades to facilities and buildings, as well as skills training, learning seminars or large technology advances. The Province's Green Investment Fund offers funding for businesses to reduce their emissions.

What's Next?

The Peterborough Green Economy Action Lab has taken an action-based approach to consider how the city might move ahead as a green economy and sustainability leader. This report consolidates the insights of leaders from across the region and provides ideas and opportunities to move Peterborough forward.

It is now the role of workshop participants to review, revise and identify tangible next steps. On Friday, April 28th, we will come together to discuss these ideas and promote actions for local stakeholders.

"Peterborough is a rising star, we seem to be ahead of the curve on a lot of things."

– Councillor Keith Riel, City of Peterborough

Appendix A

Process & Interviewees

The Peterborough Steering Committee created an initial list of forty potential interview participants, including local political leaders from the City, County and the two First Nations, as well as business leaders, and representatives from Fleming College and Trent University. Thirty participated in a 45-minute telephone interview. A thematic analysis of the qualitative interview data was conducted. The analysis involved coding the data by theme and was examined by two reviewers.

Jo Flatt of Evergreen led the interviews, with audio-recording and transcription support from Jenn McCallum of GreenUP. The interview questions were the following:

- What does a green economy and sustainable community mean to you? What does this vision look like in Peterborough?
- How can our local municipalities and First Nations work together to develop a green economy and sustainability hub that serves the broader region?
- How can the Provincial and Federal levels of government support that effort? What barriers are in the way? What actions need to be taken?
- What are the respective roles of the business and civil sectors in moving Peterborough forward as a green economy and sustainable community?
- What does the Lab need to do to bring attention to Provincial and Federal governments on this issue?

1. **Councillor Gary Baldwin**, City of Peterborough
2. **Councillor Andrew Beamer**, City of Peterborough
3. **Mayor Daryl Bennett**, City of Peterborough
4. **Councillor Henry Clarke**, City of Peterborough
5. **Adam Doran**, Vice President of Marketing and Sales, Aclarus Ozone Water Systems
6. **Sheridan Graham**, Director of Corporate Projects and Services, Peterborough County, and Vice Chair of Sustainable Peterborough
7. **Leo Groarke**, President, Trent University
8. **Councillor Dave Haacke**, City of Peterborough
9. **Mayor J. Murray Jones**, Douro Dummer
10. **Gary King**, Chief Administrative Officer, Peterborough County
11. **John Knight**, Manager of Corporate Research Partnerships, Trent University

12. **Jeff Leal**, Member of Provincial Parliament
13. **Councillor Dan McWilliams**, City of Peterborough
14. **Maryam Monsef**, Member of Parliament
15. **Councillor Dean Pappas**, City of Peterborough
16. **Councillor Lesley Parnell**, City of Peterborough
17. **Tom Phillips**, Adjunct Professor, Trent University
18. **Diane Richard**, President, Diatom Consulting and Professional Training, Inc.
19. **Councillor Keith Riel**, City of Peterborough
20. **Tom Robinson**, Chair of Peterborough Economic Development's Board of Directors
21. **Allan Seabrooke**, Chief Administrative Officer, City of Peterborough
22. **Allison Seiderer**, Owner, Living Well Home Medical Equipment
23. **Michael Skinner**, President and Chief Executive Officer, Greater Peterborough Innovation Cluster
24. **Mayor Mary Smith**, Township of Selwyn
25. **Chris Sullivan**, Sales and Marketing, SGS Lakefield
26. **Councillor Diane Therrien**, City of Peterborough
27. **Councillor Don Vassiliadis**, City of Peterborough
28. **Chief Phyllis Williams**, Curve Lake First Nation
29. **Brent Wootton**, Associate Vice President of Business Development, Applied Research, Government and Partner Relations, Fleming College
30. **Grant Zwarych**, General Manager, Holiday Inn Peterborough Waterfront

Endnotes

1. SP brings together the City, County, the two First Nations, business and academic communities to develop action on climate change. In 2012, SP released the Greater Peterborough Area Sustainability Plan as well as the Climate Change Action Plan in 2016.
2. GreenUP provides direct sustainability action through education, programs, and resources.
3. Tom Phillips, Adjunct Professor, Trent University
4. Diane Richard, President, Diatom Consulting and Professional Training Inc.
5. Councillor Andrew Beamer, City of Peterborough
6. Adam Doran, VP of Marketing and Sales, Aclarus
7. Diane Richard, President, Diatom Consulting and Professional Training, Inc.
8. Curve Lake Chief Phyllis Williams
9. Councillor Dan McWilliams, City of Peterborough
10. The provincially funded, RTO-8 helps support a competitive and sustainable tourism industry, attract visitors, generate economic activity, and create jobs within the City of Kawartha Lakes, City and County of Peterborough and County of Northumberland.
11. Councillor Dan McWilliams, City of Peterborough
12. Tom Robinson, Board Chair, Peterborough Economic Development
13. Gary King, Chief Administrative Officer, Peterborough County
14. MPP Jeff Leal

Appendix E

Mid-Sized Cities Program Overview

About Evergreen's Mid-Sized City Program

Evergreen's Mid-Sized Cities Program is a multiyear, interdisciplinary initiative that aims to help Ontario's mid-size cities (MSCs) thrive. Alongside our partners, we are building new knowledge, and developing innovative initiatives that can support MSCs in addressing their unique needs, challenges, and opportunities. From 2015-2017 the MSC Program consisted of two main components: Research & Thought Leadership and Pilot Projects in four mid-sized cities.

1. Research & Thought Leadership

We created the Mid-Sized Cities Research Collaborative, which is comprised of 20+ academics from 12+ universities and colleges across Ontario. As leading researchers in the field of mid-sized cities, their work is meant to advance the policy options and programmatic solutions available to MSC leaders and provincial stakeholders. In May we published our first research series, [Leveraging Ontario's Urban Potential: Mid-Sized Cities Research Series](#), a compilation of 15 discussion pieces on topics related to economic development, housing and social infrastructure, transportation and land use, public finance and governance, and the environment.

2. Pilot Projects

We have been working with teams of local partners to pilot new initiatives in Hamilton, Peterborough, Greater Sudbury, and London. These projects are meant to address context specific opportunities and challenges in order to build local capacity and increase economic, social, and environmental performance of cities.

- In Hamilton, we piloted a new strategy to transform underutilized assets for community benefit and strengthen relationships between residents and City leadership in West Harbour, a neighbourhood undergoing significant change. As our flagship city, we created a Community Storefront Hub at 294 James Street North as a resource for community members and the City to engage with the development issues underway.
- In Peterborough, we worked with key stakeholders to strengthen the city's position as a green economy and sustainable community through the Peterborough Green Economy Action Lab. Through the Lab, we identified specific recommendations for local stakeholders as well as municipal, provincial and federal level governments to enable Peterborough and mid-sized cities more broadly to develop areas of regional focus.
- In Sudbury, we worked with local anchor institutions to identify new practices and tools for collaboration that can support local economic and social vibrancy. Anchor institutions are large public or non-profit institutions rooted in a specific place that tend not to move locations, such as hospitals, universities or municipal governments.
- In London, we are supporting community-led implementation of the Official Plan through the 100in1Day platform. 100in1Day is a city-building network that culminates in a 1-day festival where residents, businesses, and organizations lead pop-up events and activities to implement the change they want to see in their neighbourhood. Participants in the program are learning about the London Plan and discovering actions they can take to help achieve its vision across the city.



Leveraging Ontario's Urban Potential: Mid-Sized Cities Research Series

Prepared by members of the Evergreen
Mid-Sized Cities Research Collaborative

May 2017



Moving forward, the program is focused on three core areas.

1. Research & Thought Leadership

Building on the work of the MSC Research Collaborative, we will continue to leverage academic research and expertise to fill information and data gaps and showcase innovative solutions, focused on areas of public finance and governance; transportation and land use; housing and social infrastructure; environment; and economic development. This interdisciplinary approach to research collaboration will build the MSC field of practice, raise awareness of the challenges and opportunities facing MSCs and bring MSCs into the city-building dialogue on 21st century urbanism that connects the academic work of researchers with the on-the-ground work of practitioners.

In May 2018, we will be releasing our second research series that comprises short discussion pieces geared towards practitioner audiences and hosting a Researcher + Practitioner Roundtable focused on key mid-sized city issues.

2. Capacity Building for MSC Practitioners

Learning from the pilot projects in Hamilton, London, Peterborough and Greater Sudbury, we will be focusing on training and capacity building initiatives to support MSC leaders across Ontario. Leveraging the research outputs of the Collaborative and the unique skills/initiatives of network members, the capacity building program will offer a unique suite of training seminars and programs. This capacity building program will explore issues related to infrastructure investment, attraction and retention of residents, collective impact and partnership brokering, planning for age-friendly neighbourhoods, adaptive reuse, community hubs, housing affordability and community engagement, among others. We are also designing a unique program focused on data and technology, in partnership with Code for Canada, to enhance the capacity within Ontario's mid-sized municipal governments to adopt modern digital tools and practices like human-centred design, agile software development, prototyping and user testing to deliver better experiences for residents.

3. Civic Incubator

The Civic Incubator supports emergent and established city-builders to create, implement and scale projects and programs that advance the social, environmental and economic sustainability of their communities and cities. The Incubator provides skills training and education, mentorship, and access to a network of physical and human resources, alongside the 100in1 Day festival, which enables prototyping and co-creation with peers. Skills training will address topics such as fundraising and stakeholder management, city politics 101 – navigating the bureaucracy, project management, social media and leveraging the media cycle, facilitation and negotiation skills, advocacy training and evaluation. The curriculum and resources developed for these workshops will be documented into an open-source and widely available curriculum for city-builders across Ontario. The model for the Incubator is grounded in a community-based program design methodology that responds to specific community-identified needs. It leverages the other elements of the Mid-Sized Cities Program to access researchers and senior-level decisions makers. We will be prototyping the Civic Incubator in Hamilton and London, Ontario.

