



City of
Peterborough

To: **Members of the General Committee**

From: **Dana Empey, Board Chair**
Rhonda Keenan, President & CEO

Peterborough & the Kawarthas Economic Development

Meeting Date: **February 11, 2019**

Subject: **Report PKED19-001**
PKED 2018 Fourth Quarter Report

Purpose

A report to inform Council of Peterborough & the Kawarthas Economic Development's 2018 Fourth Quarter Update.

Recommendation

That Council approve the recommendation outlined in Report PKED19-001 dated February 11, 2019 of the Board Chair and President & CEO of Peterborough & the Kawarthas Economic Development, as follows:

That Report PKED19-001 and supporting presentation, providing the Peterborough & the Kawarthas Economic Development 2018 Fourth 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 & the Kawarthas Economic Development (PKED), endorsed by City Council December 7, 2015, requires PKED 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,

Dana Empey
Board Chair
Peterborough & the Kawarthas
Economic Development

Rhonda Keenan
President & CEO
Peterborough & the Kawarthas
Economic Development

Contact:
Rhonda Keenan
President & CEO
Peterborough & the Kawarthas Economic Development
Phone: 705-743-0777 ext. 2120
Fax: 705-743-3093
E-Mail: rkeenan@peterboroughed.ca

Attachment: Appendix A – Fourth Quarter Highlights & Progress Report 2018



ECONOMIC DEVELOPMENT

FOURTH QUARTER HIGHLIGHTS & PROGRESS REPORT 2018

This Status update outlines the year-to-date progress we have made on our 2018 Business Plan objectives, key activities, and targeted metrics that support the three strategic areas of focus outlined in Peterborough & the Kawarthas Economic Development (PKED)'s 2015-2019 Strategic Plan.

These focus areas are:

- 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 Q4 of 2018. Section 2 outlines the status of our Business Plan to date.

Section 1: Fourth Quarter Highlights & Success Stories

Sport a Rainbow

Sport a Rainbow is a local organization, founded by Rose Powers, which encourages coaches, athletes and organizations to join the Inclusion in Sport by placing a Sport a Rainbow logo their helmet, or uniform. With support from the Business Advisory Centre's GrowthWheel services Sport a Rainbow launched their new online retail store in November 2018 selling pledges, stickers, and apparel. The Peterborough Ice Kats, Peterborough Lakers, and the 2019 U19 Women's Lacrosse Championship are just a few examples of organizations who have taken the pledge to be more inclusive.

F Smith Consulting: Sustainable Forest Management Services

Owner Fraser Smith took part in the final intake of Starter Co. Plus and was successful in being awarded a grant. Coming through the program, Fraser required assistance in streamlining his operations, as well as creating business efficiencies. With a breadth of operational forestry and government experience, Fraser is called upon for a range of different opinions, reports, testimony, and expertise. Fraser was successful in hiring his first full-time employee to join his business at the close of November 2018 to continue to offer forestry services across the province, as well as maintain his high-level of customer service.

North Star Wellness

In December, Allyson Lucas (a registered psychotherapist) launched NorthStar Wellness in its new brick and mortar location at 351 Charlotte Street in Downtown Peterborough. Through compassionate, creative and developmentally appropriate interventions, NorthStar Wellness promotes skills and abilities of children, youth, and adults to thrive at home, school or work. NorthStar Wellness took part in intake #2 of Starter Company Plus and has become successful in launching her business. Aware that there was a gap in the market for this type of service in the region, Allyson is committed to providing her services to new clients.

2018 Ontario East Economic Development Commission AGM

PKED hosted and presented more than 50 municipal economic development professionals from across Eastern Ontario. Presentations from this AGM included: Laurie Scott, Provincial Minister of Labour and the Peterborough Airport management, and also attended a presentation & tour of the Fleming College – Kawartha Trades and Technology Centre.

2018 National Cyclocross Championships

PKED supported bid and presentation for National Cyclocross Championship. This event saw more than 700 athletes from 7 provinces and 3 states attended this event in Peterborough that ran over 3 days and accounted for approximately 800 room nights. PKED worked on the host committee for more than a year, participated in the original successful bid to bring the event to the region for two years (will be back in 2019) and was involved as a presenting sponsor and awards presenter.

MG2022 International Car Show, Conference and Rally

Through an informal 'bid' process, a series of meetings and correspondence we have confirmed that our region will be the host the MG2022 International Car Show, Conference and Rally over 4 days in June 2022. This event will bring more than 350 cars and 700 participants from across North America to Peterborough for event, presentations and a rally that will involve many local accommodation providers and businesses both in the region.

Tourism's Annual Partner Party

The Annual Partner Party, hosted by Peterborough & the Kawarthas Tourism was held on November 27th, 2018. There were 88 registered participants, approximately 18% of all registered PKT partners. The presentation of ***Your Town Rising***, featuring speakers Gregg McLachlan and Leslie Fournier was filled with inspiration and intensive practical examples on how to make your town shine, providing practical ideas, using community development and social media that can be implemented throughout the region.

Launch of New PKED Website

In October, a revamped Peterborough & the Kawartha Economic Development website was launched. This new, intuitive website puts user experience at the forefront, with a strong emphasis on visual storytelling about the assets, key industries, and success stories from our region, and also includes a report builder function. This website targets local business, site selectors and entrepreneurs. The website is currently in beta testing mode until March 2019 with opportunities for community feedback.

Rural Business Summit

In collaboration with Community Futures Peterborough, PKED hosted the Rural Business Summit which was held over two days at two locations in the County of Peterborough (Burleigh Falls and Fraserville). This event brought together business owners, professionals and community leaders to discuss the challenges that are facing rural business owners in our region.






Upcoming Business Advisory Centre Workshops

- New Venture sessions were launched as a new program in 2018 through the Business Advisory Centre. The sessions were designed to give an overview of:
 - The foundations of starting and running a business;
 - Resources and programs available to all entrepreneurs throughout the region;
 - Working with the BAC and building a plan of action for business
 - Completing a start-up checklist
- Upcoming dates for these sessions: January 24 (in Hiawatha First Nation), January 29, February 20.
- The Business Advisory Centre has also introduced a series of “Business Fundamentals” workshops on topics including: Profitable Operations, Business Planning and Sales & Marketing. These workshops take place each month.

Section 2: Status Update at a Glance

The following section outlines the year-to-date progress we have made in support of our 2018 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, Cleantech, Tourism, and Small Business

Objective 1.1: Develop and Implement a Business Retention & Expansion Program




Key Activities/Actions	Status	Year-to-date Progress	2018 Target
1. Connect with existing local companies ¹ to assess their needs.		105 companies engaged Additional Agriculture BR&E activity planned for Q1 2019	150 companies
2. Identify projects ² that PKED can support these companies with.		70 projects identified	50 projects
3. Achieve project announcements ³ as a result of PKED support		26 Project Announcements	20 project announcements



¹Engage with existing local businesses that are interested in expanding or need support in thriving in the region's business community. Assess how PKED can support.

² "Projects" are defined as undertakings that will support business growth (including relocation, expansion, retention, new investment, new hires, new markets and new partnership)

³ "Project announcements" are defined as a successful end result for our clients (doors opened, grant dollars received, new hires, etc)

Objective 1.2: Improve Investment Readiness for Peterborough Region

Key Activities/Actions	Status	Year-to-date progress	2018 Target
1. Continue to work with partners to reduce the Business Burden (Red Tape) impacting local business.		-BizPaL soft launch with City -Incorporating BizPal into BAC programming (City & Selwyn)	Ongoing
2. Creation of investment attraction packages, tools, and promotions. Examples include, but not limited to: Business Toolkit, Website, FDI Package		-Business Toolkit (Microsite) -Completion of Aerospace and Cleantech sector interactive presentation for meetings and tradeshows -Completion of revamped PKED website peterboroughed.ca	Ongoing
3. Complete Communities in Transition project to equip our community for changes to local industry.		Project #1 Nearing Completion DRAFT report to be presented to Steering Committee and Board of Directors January 2019. Formal Reports to City and County Councils – March 2019	To Be Completed





<p>4. Host 3 familiarization tours with site selectors, industry/business media (including tourism)</p>		<p>6 Familiarization Tours Completed:</p> <p>ScoreGolf Magazine Tim Johnson (writer - Westjet)</p> <p>Canadian Cycling Magazine</p> <p>Engaged with Water Canada</p> <p>TMAC Road Trip (completed July 31st)</p> <p>Ignite Planner FAM tour</p>	<p>5 tours</p>
<p>5. Create and manage confidential targeted list for prospecting clients in each of our key sectors</p>		<p>78 Captured on targeted lists To Date</p>	<p>Ongoing</p>

Objective 1.3: Continue to advance tourism experience development and visitor services through Peterborough & the Kawarthas Tourism

Key Activities/Actions	Status	Year-to-date progress	2018 Target
1. Curate experiential tourism products available in Peterborough & the Kawarthas, ⁴ – with focus on our strengths of Culture, Nature, Food	✓	<ul style="list-style-type: none"> - 4 Underwater Dining at Lock 21 (June, July August, September) -Paddling Routes Curated through Parks Canada - Brews, Bites & Barns Brewery Discovery Routes continues to be enhanced -Foundation created for launch of two new experiences in 2019 	4 Experiences
2. Service inquiries to the Visitor Centre ⁵	✓	<p>13.8% increase in total visitor inquiries – Total inquiries 6898 (year-over-year to date)</p> <p>YTD Totals: 5656 In-person (including 1210 mobile – a 97% increase over 2017) 759 Phone 178 Live Chat 17 Social Media 288 Packages sent</p>	Increase interactions by 10% year-over-year
3. Maintain relationships with existing and register new tourism partners	●	468 registered tourism partners	470 registered tourism partners

⁴ 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).





⁵ Visitor inquiries are defined as interactions (phone, email, and in-person) with Visitor Centre staff.

4. Create an execution plan for implementation of tourism wayfinding signage throughout Peterborough & the Kawarthas		Execution Plan to be completed by March 31 2019	Move to Phase 2 of Project
5. Create and execute a mobile visitor services plan which includes at least one pop-up at each township during the core tourism season		33 Mobile Locations	Completed
6. Continue to participate on the City's Sports Tourism Partners Committee		Ongoing meetings taking place Committee Collectively submitted bid for 2020 55+ Summer Games Hosted Ignite – tourism partners Seminar and Kickoff meeting Joined and attended first 2 meetings of the MATRG (regional recreation managers)	Ongoing Announcement Forthcoming Sports events accommodation providers and venues included in 'Groups attraction' publication Initiated recreation facilities inventory project – to continue quarterly in 2019
7. Create and implement an action plan to attract more meetings, conferences and sporting events to the region		In progress	First draft completed – 2019 action items identified

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 2.1: Support businesses to successfully start, prosper and grow in the region

Key Activities/Actions	Status	Year-to-date progress	2018 Target
1. Support business start-ups ⁶ through Peterborough & the Kawarthas Business Advisory Centre		Total business startups supported: 68 Q4 = 68	75 business startups
2. Support businesses to remain open in Peterborough & the Kawarthas through their first year. ⁷		Survival rate for Businesses Opened in 2017 is 86%	75% survival rate
3. Maintain a resource toolkit for clients including reports, key information and statistical data via website. For both staff and clients to use regularly		Growth Wheel certified Resources and tools will be added to new website Support Promotion of Biz Pal Business Toolkit	Ongoing
4. Through annual networking, training and workshop events - incubate a culture of startups and entrepreneurship.		YTD Total: 55 Q1 = 11 Q2 = 12 Q3 = 15 Q4 = 17	Host 30 Workshops

⁶ Business startups defined as clients of the Business Advisory Centre who have started a new business.

⁷ Survival rate defined as companies that worked with PKED that started in 2017 and remain open in 2018.

5. Operate an effective mentoring program by creating opportunities for entrepreneurs to connect and work with mentors.	✓	Each Starter Company Plus grant recipient partakes in 3 mentorship evenings through the program	Create 3 mentoring opportunities for each new client.
6. Lead and support the Startup Peterborough initiative	●	Founders piloting Advisory Team approach to support startups in Q4	Ongoing

Objective 2.2: Lead with facilitation and collaboration to grow our local entrepreneurship community

Key Activities/Actions	Status	Year-to Date Progress	2018 Target
1. Support for New Canadians Centre, Community Futures Peterborough, Innovation Cluster, Chambers of Commerce, Junior Achievement, Peterborough DBIA, and other community partners dedicated to growing entrepreneurship community.	✓	<p>10 Collaborations to date with partners including:</p> <ul style="list-style-type: none"> -Community Futures -Fleming College -Trent University -Win This Space (Peterborough DBIA) Bears Lair JA - Business Hall of Fame Kawartha Manufacturers' Association Chamber of Commerce Leaders Lunch x2 CEDI Workshops Rural Business Summit X2 TD Economic Outlook Luncheon 	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.	✓	Complete	Engage 40 volunteers to support PKED projects.
--	---	----------	--

Strategic Direction 3: Telling Our Story

Peterborough & the Kawarthas has an extraordinary story to tell. We will advance a compelling narrative showcasing our region'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 3.1: Continue to Focus on Community and Stakeholder Communications in order to inform on Peterborough & the Kawarthas Economic Development's role and results in the region.


Key Activities/Actions	Status	Year-to-Date Progress	2018 Target
1. Annual update presentations at each township council.	✓	Complete	Complete 8 update presentations
2. Host 3 Major Community Events	✓	AGM & Open House Hosted Women in Business Round Table event with Minister Del Duca Get the Scoop Visitor Centre/Tourism Event Partnership with Airport Team to host Peterborough Aerospace Summit Peterborough & the Kawarthas Funding Forum (Nov. 20) Peterborough & the Kawarthas Tourism Partner Party	3 to Be Completed

<p>3. Participate in a variety of events⁸ held by economic development partner organizations in the community</p>	<p>✓</p>	<p>EDCO</p> <p>Chambers of Commerce x 18</p> <p>Ontario East Economic Development x 6</p> <p>DBIA x 10</p> <p>Rural Tourism Symposium</p> <p>New Canadian Centre</p> <p>Innovation Cluster</p> <p>Community Futures</p> <p>Trent University Community Leaders Breakfast</p> <p>Fleming – Science and Innovation Fair</p> <p>RTO8 x 3</p> <p>OHTO General Meeting</p> <p>Teeny Tiny Summit</p> <p>Buckhorn DTA x 3</p> <p>Junior Achievement x 3</p> <p>Tourism Industry Association of Ontario</p> <p>Celebrate Havelock</p> <p>Asphodel-Norwood Business Appreciation</p> <p>Kawartha Manufacturers Association</p>	<p>Attend 50 partner events</p>
--	----------	--	---------------------------------

⁸ Events being held by business support organizations, BAC clients, PKT partners, and local businesses.

Objective 3.2: 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	2018 Target
1. Engage with external media (travel, business, industry) to promote Peterborough & the Kawarthas		Total of 30 to date including: Luxury Canada, WestJet Magazine, Wings Magazine; Sun Media, Scoregolf, Travel & Leisure, Escapism, Food Network, Culture Magazine, Kanu Magazine.	Report quarterly on number of media coverages
2. Increase digital interactions and engagement on website and social media	✓	138% increase for PKT 93% increase for PKED	10% increase year-over-year 373,807 (2017) Total Digital Interactions PKED: 103,576 Total Digital Interactions PKT: 570,525
3. Complete full redevelopment of the PKED website.	✓	Complete	To Be Completed
4. Continue to grow PKED Ambassador Program from local client success stories; Grow external influencers	✓	6 influential professionals highlighted in Redefining Success Video Series One new Insider – Travel Blogger, Tim Johnston 8 Summer Company success stories; 21 Starter Company Plus success stories to date	Showcase 12 entrepreneurial success stories through PKED/BAC

5. Create a "Pride of Place" Marketing Initiative		Consultant has been retained. Report to be delivered in First half of 2019. Incorporated into Communities in Transition Project	To Be Completed
---	---	---	-----------------

Efficient Operations

Objective 4.1: Support team needs from a financial, human resources and other project requirements perspective in order to maintain smooth and efficient operations and a balanced budget.

Key Activities/Actions	Status	Year-to Date Progress	2018 Target
1. Manage a balanced budget	✓	On track	Balanced budget
2. Leverage additional funding in order to support the work of Peterborough & the Kawarthas Economic Development (above core funding by City & County of Peterborough)	✓	Provincial: \$424,412 Federal: \$21,720 External: \$140,000 Total to date: \$586,132	\$350,000 in additional funding
3. Internal data management review. Create new processes and procedures for data management.	✓	Input stage with City staff for integration into SAP system Records Management Site Map complete and all files transferred Records Retention Schedule created and implemented.	Records Management System implementation
4. Governance Policy Reviews; HR, Financial, Risk Management	✓	Following Policies and Procedures completed to date: Risk Assessment Partnership/Sponsorship Records Retention Schedule HR Policy Social Media	Final review and approval of policies by BOD Governance Committee