



City of  
**Peterborough**

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**To:** Members of the General Committee

**From:** Dana Empey, Board Chair  
Rhonda Keenan, President & CEO,  
Peterborough & the Kawarthas Economic Development

**Meeting Date:** May 6, 2019

**Subject:** Report PKED19-002  
PKED 2019 Business Plan and First Quarter Metrics

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## **Purpose**

A report to inform Council of Peterborough & the Kawarthas Economic Development's 2019 Business Plan & First Quarter Metrics.

## **Recommendation**

That Council approve the recommendation outlined in Report PKED19-002 dated May 6, 2019 of the Board Chair and President & CEO of Peterborough & the Kawarthas Economic Development, as follows:

That Report PKED19-002 and supporting presentation, providing the Peterborough & the Kawarthas Economic Development 2019 Business Plan & First Quarter Metrics be received for information.

## **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](mailto:rkeenan@peterboroughed.ca)

Attachment:  
Appendix A – 2019 Business Plan & First Quarter Metrics

Appendix A



ECONOMIC DEVELOPMENT

## 2019 BUSINESS PLAN

This Annual Business Plan supports the final year of the **2015-2019 Strategic Plan: Realizing a High-Performing Economy: Igniting the Transformation.**

The 2019 Annual Business Plan supports the core economic development activities as outlined in the Memorandum of Understanding between PKED, the City of Peterborough and the County of Peterborough dated, December 12, 2012 and later amended December 7, 2015.

The General Mandate of PKED within the agreement is to facilitate an environment which will contribute to the creation of wealth, the growth of new employment and the development of an improving quality of life for area residents. PKED will promote, facilitate and develop a strong unified economic development presence for the Greater Peterborough Area (being the entire geographic region consisting of the County of Peterborough and the City of Peterborough). PKED will work cooperatively with local municipalities and other organizations to ensure that investment opportunities throughout the entire Region are effectively developed.

The core economic development activities are focused on four key categories:

1. **PROMOTE** – Advancing a compelling narrative showcasing our region’s unique advantages, carefully differentiating our region from others; as well as creating awareness of our region to attract more visitors, investment and jobs.
2. **START** - High performing economic growth will be driven by start-ups and entrepreneurs. In order for business to realize its full potential, we must support businesses through the start and early growth phases.
3. **GROW** - Business retention and expansion is the foundation of core economic development activities. We will continue to meet with the local existing business base, across all key sectors throughout the region.

4. **ATTRACT** - Attracting new investment and assessment efforts will be focused across the region. Working in alignment with each municipality throughout the City and County, we will focus attraction efforts on the region's established key sectors: Agriculture, Aerospace, Cleantech, Manufacturing (Industry 4.0) and Tourism

## 1. PROMOTE

Peterborough & the Kawartha 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.

**Focus #1:** Marketing to key audiences for business growth, investment and visitation

**Focus #2:** Stakeholder communications and media relations.

PKED will use the following marketing techniques:

- The PKED website: [peterboroughed.ca](http://peterboroughed.ca); highlights include promoting workshops for entrepreneurs; resources that can aid businesses and a toolkit for site selectors to learn this region's strengths for investment.
- The tourism website: [thekawartha.ca](http://thekawartha.ca); visitors can create their own itinerary through a trip planner tool and have direct connections to tourism partners; advertising is leveraged and new product is promoted through partners such as RTO8.
- Social media; LinkedIn, Twitter, Facebook and Instagram; Digital marketing techniques; traditional advertising and print publications.
- Building successful relationships in all key markets.

## METRICS / INDICATORS

Activity	Q1	Q2	Q3	Q4
Media results and analytics <sup>i</sup>	External Coverages -15			
# Stories for both PKED and Clients (Earned)	PKED - 21 Client - 1			
Social Media Analytics	<b>PKT:</b> <b>Facebook:</b> 207.2K Impressions; 11,637 Fans			

	<b>Twitter:</b> 154.4K Impressions; Followers: 9,496 <b>Instagram:</b> 2688 Followers  <b>PKED:</b> <b>Facebook:</b> 67.2K Impressions; 2070 Fans <b>Twitter:</b> 81.5K Impressions 5071 Followers <b>LinkedIn:</b> 4861 Impressions 534 Followers			
<b>Creation of Marketing Plans for each Target Sector</b>	In Progress			
<b>Website Analytics</b>	<b>PKED</b> Sessions: 7440 Contact Email Clicks:12 Leads: 44 <b>PKT</b> Sessions: 41,193			

## 2. START

High performing economic growth will be driven by start-ups and entrepreneurs. In order for business to realize its full potential, support not only for the start up phase but through the early growth phase is required.

**FOCUS #1:** Supporting new start ups

**FOCUS #2:** Supporting growth Years 2-5

Peterborough & the Kawartha is a recognized Start Up community. Entrepreneurship has been used as a youth retention strategy as well as a second career for individuals that have chosen to live in this community. The **Business Advisory Centre** uses one-on-one consultations, tools, resources, networking and workshops.

## METRICS / INDICATORS

Activity	Q1	Q2	Q3	Q4
# Workshops Offered – Track City and County locations (Includes: Win This Space, Bear's Lair)	13 City Workshops  2 County Workshops			
# Attendees attending Workshops	177 attendees in City  24 attendees in County			
# Hours consulting clients Includes: client visits, in office consultations, phone consultations, workshops before and after debriefs	130 hours			
# Businesses or Pre-Businesses Assisted Does NOT include: attendees of BAC workshops in Q1 and assistance through entrepreneurial competitions WTS and Bear's Lair	111			

# Businesses Started	11			
# Jobs Created ( Annually)	X	X	X	
Business Survival Rate (clients starting 2017+)	X	X	X	
Annual \$ Value of funding obtained by entrepreneurs and start ups	X	X	X	

### 3. GROW

Business retention and expansion is the foundation of core economic development activities. We will continue to meet with the local existing business base, across all key sectors throughout the region. We will continue to build and maintain good relationships with existing businesses and working alongside community partners and economic development committees.

**Focus #1:** Collection and analysis of data, relationship building.

**Focus #2:** Identification and response to challenges and opportunities.

It is recognized that this region's largest growth opportunity will come from existing companies. PKED will meet with businesses to offer customized support for individual businesses needing assistance; identify systemic challenges and opportunities for growth. PKED will also participate in various activities with local partner agencies such as Innovation Cluster, Chambers of Commerce, BIAs, RTO8, Tourist Associations and local Economic Development Committees whose goals are also to assist local businesses.

#### METRICS / INDICATORS

Activity	Q1	Q2	Q3	Q4
# Business visits completed – Track City and County, as well as Sector	<b>County - 83</b>  <b>City – 20</b>			
# Continuous Improvement & continuous learning workshops	<b>Digital Marketing presented by Camptech: Feb. 13<sup>th</sup></b>  <b>Business &amp; Entrepreneurship Conference:</b>			

	Mar. 28 <sup>th</sup>  <b>Trent University</b> to 4 <sup>th</sup> year business students			
# Attendees attending Workshops and Summits	<b>Digital Marketing presented by Camptech:</b> 28 attendees  <b>Business &amp; Entrepreneurship Conference:</b> 95 attendees			
# Local Ec Dev Committee meetings attended (Track each municipality)	<ul style="list-style-type: none"> <li>Asphodel Norwood - 2</li> <li>Selwyn - 1</li> <li>HBM - 1</li> <li>Trent Lakes - 1</li> </ul>			
# Businesses assisted	<b>14</b>			
# Barriers to growth identified	<b>7 Barriers Identified</b> <ul style="list-style-type: none"> <li>Zoning – 3</li> <li>Permitting Timelines – 1</li> <li>Event Planning Requirements – 1</li> <li>Transportation/ Parking - 2</li> </ul>			
# Referrals to other Business support agencies	<b>14 Total</b> <ul style="list-style-type: none"> <li>Community Futures Peterborough- 13</li> <li>FedDev - 1</li> </ul>			
# Referrals from other business support agencies	<b>9 Total</b> Community Futures			
# Jobs Created (Annually)	X	X	X	



## 4. ATTRACT

Attracting new investment and assessment efforts will be focused across the region. Working in alignment with each municipality throughout the City and County, we will focus attraction efforts on the region's established key sectors.

**FOCUS #1:** Advanced Manufacturing (Industry 4.0);

**FOCUS #2:** Aerospace

**FOCUS #3:** Agriculture;

**FOCUS #4:** Clean Technology;

**FOCUS #5:** Tourism – including Meetings, Conferences and Sports Tourism, as well as attracting Visitors

To leverage our competitive advantage and encourage new investment and assessment in this region, PKED will attend trade shows, attend conferences, market and advertise as well as employ cold calling tactics to identify leads and attract new investment to this region. We will also interact with our provincial and federal intermediaries to highlight Peterborough & the Kawarthas' advantages and opportunities for investment recruitment abroad.

### METRICS / INDICATORS

Activity	Q1	Q2	Q3	Q4
# Leads per sector generated	1 Agriculture 5 Cleantech 1 Retail 2 Education			
# Prospects identified	1 Agriculture			
# Missions (inbound and outbound)	1 inbound with Province/Eastern Europe			
# Businesses landed	1			
# New jobs created (Annually)	X	X	X	
# Opportunities Lost (inquiries generated and responded to, but unable to provide product, due to lack of inventory)	1 (product/land) 2 land			
# New conferences and tournaments recruited	5			
# Visitors Served (in person, mobile, on-line, phone)	569			

## ANNUAL REPORTS

In 2019, it is vital for PKED to report on regional economic indicators and information that tells us how the Peterborough & the Kawarthas economy is performing. Working with Statistics Canada, Workforce Development Board, Canadian Mortgage & Housing Corporation, Peterborough & Kawarthas Association of Realtors and PKED's own databases, this report will be designed to provide a snapshot of the local economy and will include the following key information on an annual basis:

- Annual Real Estate Sales
- Annual Housing Starts
- Average Market Rents
- Estimated Building Permit Values by type
- Commercial and Industrial Land inventory and vacancy
- Employment by Sector
- Wage Rates per Sector
- # Businesses Operating by Sector
- Barriers and Challenges to business growth

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<sup>i</sup> Includes External Media Results only