



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:** November 4, 2019

**Subject:** Report PKED19-004  
PKED 2019 Third Quarter Metrics

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## **Purpose**

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

## **Recommendation**

That Council approve the recommendation outlined in Report PKED19-004 dated November 4, 2019 of the Board Chair and President & CEO of Peterborough & the Kawarthas Economic Development, as follows:

That Report PKED19-004 and supporting presentation, providing the Peterborough & the Kawarthas Economic Development 2019 Third Quarter Metrics be received.

## Budget and Financial Implications

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

## Background

The three-party Memorandum of Understanding 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, based on an approved 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 Third Quarter Metrics



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. For business to realize its full potential, we must support businesses through the start and early growth phases.
3. **GROW** - Business retention and expansion are 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 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.

**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: [thekawarthas.ca](http://thekawarthas.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
<b>Media results and analytics<sup>i</sup></b>	External Coverages - 15	External Coverages -16	External Coverages - 25	
<b># Stories for both PKED and Clients (Earned)</b>	22	12	15	
<b>Social Media Analytics</b>	<b>PKT:</b> <b>Facebook:</b> 207.2K Impressions; 11,637 Fans <b>Twitter:</b> 154.4K Impressions; Followers: 9,496 <b>Instagram:</b> 4,828 Impress.	<b>PKT:</b> <b>Facebook:</b> 160.9K Impressions; 11, 736 Fans <b>Twitter:</b> 11.5K Impressions; Followers: 9,575 <b>Instagram:</b> 21,661 Impressions 2807 Followers	<b>PKT:</b> <b>Facebook:</b> 428.1K Impressions; 11,959 Fans <b>Twitter:</b> 111.5K Impressions; Followers: 9,684 <b>Instagram:</b> 259.8K Impressions 3,249 Followers	

	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>PKED:</b> <b>Facebook:</b> 70.2K Impressions; 2,123 Fans <b>Twitter:</b> 5,683 Impressions 5,148 Followers <b>LinkedIn:</b> 5860 Impressions 567 Followers <b>Instagram:</b> 5,547 Impressions 1,118 Followers	<b>PKED:</b> <b>Facebook:</b> 60.4K Impressions; 2,195 Fans <b>Twitter:</b> 69.8K Impressions 5,234 Followers <b>LinkedIn:</b> 4082 Impressions 613 Followers <b>Instagram:</b> 10,362 Impressions 1,160 Followers	
<b>Creation of Marketing Plans for each Target Sector</b>	In Progress	In Progress	In Progress	
<b>Website Analytics</b>	<b>PKED</b> Sessions: 7440 Contact Email Clicks:12 Leads: 44  <b>PKT</b> Sessions: 41,193	<b>PKED</b> Sessions: 6538 Contact Email Clicks: 93 Leads: 11  <b>PKT</b> Sessions: 57,504	<b>PKED</b> Sessions: 5755 Contact Email Clicks: 130 Leads: 14  <b>PKT</b> Sessions: 90,442	

## 2. START

High performing economic growth will be driven by start-ups and entrepreneurs. 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 Kawarthas 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)	15 Workshops	8 Workshops	9 workshops	
# Attendees attending Workshops	201 attendees	51 attendees	60 attendees	
# Hours consulting clients Includes: client visits, in office consultations, phone consultations, workshops before and after debriefs	130 hours	91 hours	72 hours	
# Businesses or Pre-Businesses Assisted	111	87	76	
# Businesses Started	11	14	8	
# Jobs Created (Annually)	Results on Q4			
Business Survival Rate (clients starting 2017+)	Results on Q4			
Annual \$ Value of funding obtained by entrepreneurs and start ups	Results on Q4			

### 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>	<b>County- 3</b>  <b>City-13</b>	<b>County –28</b>  <b>City - 12</b>	
# Continuous Improvement & continuous learning workshops	<b>Digital Marketing presented by Camptech:</b> Feb. 13 <sup>th</sup>  <b>Business &amp; Entrepreneurship Conference:</b> Mar. 28 <sup>th</sup>  <b>Trent University</b> to 4 <sup>th</sup> year business students	<b>KMA Breakfast – Cannabis in the Workplace</b>  <b>KMA – Eastern Ontario Educational Consortium for Manufactures -Skills Training for Steel and Aluminum Manufacturers at Fleming</b>  Rural Tourism Symposium	Workshop to Oxford College small business seminar	
# Attendees attending Workshops and Summits	<b>Digital Marketing presented by Camptech:</b> 28 attendees	KMA – 22 KMA – 20 RTS - 109	Oxford - 9	

	<b>Business &amp; Entrepreneurship Conference: 95 attendees</b>			
# 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>	Asphodel Norwood - 1 Selwyn - 2 HBM - 2 Trent Lakes – 1 North Kawartha – 2	Asphodel Norwood 1 Selwyn - 1 Trent Lakes – 2 North Kawartha – 1	
# Businesses assisted	<b>14</b>	<b>60 Unique Businesses</b>  <b>20 Repeat Businesses</b>	<b>40 Unique Businesses</b>  <b>6 Repeat</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>	<b>2 Barriers Identified</b> <ul style="list-style-type: none"> <li>Zoning and Parking requirement for event application.</li> <li>Large pieces of land for manufacturing requests.</li> </ul>	<b>Barriers Identified</b> <ul style="list-style-type: none"> <li>Poor internet- North Kawartha</li> <li>New technologies in business don't fit in with current planning designation (hydroponics).</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>	<b>13 Total</b> <ul style="list-style-type: none"> <li>Community Futures Peterborough- <b>10</b></li> <li>DBIA- <b>2</b></li> <li>Innovation</li> <li>Cluster-1</li> </ul>	<b>9 Total</b> <ul style="list-style-type: none"> <li>Community Futures Peterborough- <b>5</b></li> <li>DBIA- <b>2</b></li> <li>Innovation Cluster- <b>1</b></li> <li>FedDev - <b>1</b></li> </ul>	
# Referrals from other business support agencies	<b>9 Total</b> Community Futures	<b>6 Total</b> Community Futures Peterborough- <b>3</b>  Chamber of Commerce- <b>2</b>  DBIA-1	<b>Total</b> Community Futures Peterborough- <b>4</b>  Innovation Cluster- <b>3</b>  Chamber of Commerce-1	
# Jobs Created (Annually)	<b>Results on Q4</b>			



## 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, Sports Tourism and 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	3 Agriculture 5 Retail	3Agriculture 2 Manuf'g 2 Retail	
# Prospects identified	1 Agriculture	3 Agriculture 3 Retail	1Agriculture 1 Aerospace	
# Missions (inbound and outbound)	1 inbound with Province/Easter n Europe	1 US Consul General Roundtable / Tour of Minute Maid	0	
# Businesses landed	1		1	
# New jobs created (Annually)	Results on Q4			
# Opportunities Lost (inquiries generated and responded to, but unable to provide product, due to lack of inventory)	1 (product/land) 2 land	4 properties 1 land	1	
# New conferences and tournaments recruited	5	3 Events Recruited Trent Aging Conference (May) MadBastards	1 Royal Philatelic Society June 2020	

		Scooter Rally (June) Pickleball secured for 2020		
# Visitors Served (in person, mobile, on-line, live chat, phone)	<b>569</b>	<b>1587</b>	<b>4882</b>	

## 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