



ECONOMIC DEVELOPMENT

## COVID-19 Economic Recovery Plan

The Covid-19 pandemic has devastated communities and economies around the globe. Industries across all key sectors, and in all communities have been impacted. Peterborough & the Kawarthas is no exception, and local companies have had to adjust in the following ways:

- Adapted their operations to make needed personal protective equipment,
- Adapted how they delivered their products and services,
- Created work at home offices for their staff, and
- Complied with government direction to close for the safety of their community.

A number of surveys have been completed by the local business community. As can be expected with a diverse economy, a diverse range of responses were received from businesses on how COVID-19 impacted their operations initially and how it is expected to impact them on a longer term. 50% of manufacturing businesses said they are retooling and 83% of businesses in the accommodation and food services sectors can re-purpose temporarily; however, 87.5% of arts, entertainment and recreation businesses were cancelling events or closing their doors. 100% of construction businesses indicated that they are unable to retool or adjust their work. Loan servicing and mortgage / rental payments were identified as top priorities for businesses, but seasonal tourism operators reported that they were exceptions to the many financial aid programs being launched.

While new programs are being introduced and implemented, Peterborough & the Kawarthas based businesses are trying to navigate these new programs and determine which programs they qualify for. Businesses are focusing on how they can best manage in the short-term as well as trying to determine what the long-term impacts will be as a result of this pandemic.

Peterborough & the Kawarthas Economic Development (PKED) is the lead regional economic development agency for the City and County of Peterborough. In 2020, PKED launched its 2020-2024 economic development strategy for the region entitled **Future Ready**. However, with this global pandemic, it is appropriate to create an action plan that supports these local industries during this crisis. From our seasonal tourism operators who help the region welcome 3,000,000 visitors to this region each year, the producers that grow our food, and the small businesses and start-up entrepreneurs, to the manufacturing teams that build product for

global supply chains and all companies in between, COVID-19 has affected every industry in some way. An active economic recovery plan for Peterborough & the Kawarthas region is needed.

Leaders from Peterborough & the Kawarthas Economic Development (PKED), Greater Peterborough Chamber of Commerce, Community Futures Peterborough, Downtown Peterborough BIA, and Innovation Cluster – Peterborough and the Kawarthas regularly work together to support business and industry. This group is informally referred to TeamPTBO and will work collaboratively to support and implement this plan.

The Mayor and Warden are both political leaders as well as community leaders. In this crisis, their role is to help guide their community through the crisis and towards economic recovery. Although the Economic Recovery Plan was developed by PKED as the lead regional economic development agency for the City and County, it is important that the Task Force be led by the Mayor and Warden as representatives of the City and County. PKED will be responsible for the implementation of the plan on behalf of the City and County.

It is the “Peterborough” way to be resilient and support local businesses. This Economic Recovery Plan is an outline of activities that will be undertaken to help the local business community adapt and rebuild this regional economy by working together. As this unprecedented crisis evolves, it is important that flexibility be built into this plan to respond and adapt as circumstances change. This Economic Recovery Plan is strategically aligned with PKED’s Future Ready Regional Economic Development Strategy and continues to support the strategic vision of Peterborough & the Kawarthas becoming the most sustainable and innovative community and economy in Ontario.

## IMMEDIATE RECOVERY PLAN

**Timing:** Short-term during the Ontario Declaration of Emergency Period

**Purpose:** Identify and track companies' needs, challenges and opportunities. Identify those companies at greatest risk and identify ways to support them through this closure period. The goal is to assist them through this time period so that they may re-open when it is appropriate to do so.

<b>ACTION 1</b>	Creation of an online Business Recovery Centre Portal <b>(Completed – See Appendix A)</b>
<b>ACTION 2</b>	Identification of the Mayor and Warden's Joint Task Force for Economic Recovery (See Appendix D)
<b>ACTION 3</b>	Communicate and promote the Business Recovery Centre Portal to the business community <b>(Ongoing)</b>
<b>ACTION 4</b>	Support Buy Local Campaigns across the Region.
<b>ACTION 5</b>	Proactive outreach to local businesses across all sectors – identification of challenges and opportunities <b>(Ongoing)</b>
<b>ACTION 6</b>	Together with Mayor and Warden's Economic Recovery Task Force – report challenges and opportunities to all levels of government <b>(Ongoing)</b>
<b>ACTION 7</b>	Support and share various virtual townhalls specifically aimed at the business audience. Encourage businesses to attend and participate in these various townhalls. (Ex. M.P.P. Smith is hosting a series of townhalls with business groups).
<b>ACTION 8</b>	Launch an online Business Collaboration Portal to provide opportunities for business to partner for the creation of new products and services <b>(Completed – See Appendix B)</b>
<b>ACTION 9</b>	Study Recovery Response Plans: Toronto SARS; New Orleans – Hurricane Katrina; Fort McMurray -Wildfires; Fukushima -Nuclear. Identify and include transferable Best Practices and incorporate into mid and long-term actions. Further, monitor and identify transferable best practices for food system resilience and incorporate into mid and long-term actions <b>(Ongoing)</b>
<b>ACTION 10</b>	Connect with local media and meet regularly with communication contacts at the City and County to assist in dissemination of information and sharing of positive news stories with the local media <b>(Ongoing)</b>
<b>ACTION 11</b>	Begin to build future promotional plans for the destination to be implemented in the recovery phase
<b>ACTION 12</b>	Meet with Commercial Landlords to understand tenant and landlord impacts <b>(Completed)</b>
<b>ACTION 13</b>	Explore the creation a Business Mentor program <b>(See Appendix C)</b>

<b>ACTION 14</b>	Participate in regular calls and initiatives with key industry associations and political leaders, to collect up-to-date information to share with local industry and to elevate local concerns to lobbying efforts to inform meaningful recovery support programs <b>(Ongoing)</b>
<b>ACTION 15</b>	Work with TeamPtbo partners to host online webinars on topics relevant to managing COVID-19 with input from the business community <b>(Ongoing)</b>

## MID-TERM RECOVERY PLAN

**Timing:** To begin when the Declaration of Emergency is lifted

**Purpose:** To assist those businesses to re-open by promoting the destination in a post-covid environment, with a strong support local campaign. Identify new requirements and barriers that will affect a business that has been closed and connect businesses with the applicable funding sources to support their recovery efforts.

<b>ACTION 1</b>	Identify what businesses are able to re-open. Track and report on needs
<b>ACTION 2</b>	Share re-opening guidelines, programs and protocols as they are announced with Business Community through a variety of communication channels
<b>ACTION 3</b>	Launch Destination Marketing Program – created in Short-Term Plan
<b>ACTION 4</b>	Together with partners, explore the launch of a local business hub for businesses to promote their offering, starting with tourism operators.
<b>ACTION 5</b>	Tracking and sharing Community Futures Peterborough, Business Development Bank of Canada (BDC), financial institutions, multi-level government support needed to help re-start business. Identify uptake and challenges – report through to the Business Recovery Centre Portal and Mayor and Warden’s Economic Recovery Task Force for Business Recovery
<b>ACTION 6</b>	Identify necessary changes and adjustments to the Future Ready Economic Development Strategy and Tourism Destination Development Plan as a result of COVID-19 realities. Ensuring that best practices are incorporated
<b>ACTION 7</b>	Reallocate resources to fulfill and implement new changes in the Future Ready Economic Development Strategy and Tourism Destination Development Plan
<b>ACTION 8</b>	Activate the Business Count Survey for 2020 for planning and economic development purposes and map with GIS
<b>ACTION 9</b>	Mayor and Warden’s Economic Recovery Task Force to report to City and County Council on progress
<b>ACTION 10</b>	Work with Workforce Development Board to understand local workforce impact

## LONG-TERM RECOVERY PLAN

**Timing:** To be determined

**Purpose:** To transition from recovery phase to routine business activity and implement the Future Ready Economic Development Strategy

<b>ACTION 1</b>	Mayor and Warden’s Economic Recovery Task Force to provide input on how to build business resiliency against further disasters/emergencies and pandemics in the future.
<b>ACTION 2</b>	Mayor and Warden’s Economic Recovery Task Force to create a Business Disaster Plan Toolkit for Businesses to use to prepare for future disasters.
<b>ACTION 3</b>	Add Disaster/Crisis Mitigation Planning for SMEs as a permanent program offering through the Business Advisory Centre
<b>ACTION 4</b>	Investigate a Remote Working Strategy to entice remote workers to live in Peterborough & the Kawarthas but work remotely (i.e. Tulsa Remote).
<b>ACTION 5</b>	Recognize the importance of working collaboratively with partners. Encourage TeamPTBO to continue working together to support business.

Peterborough & the Kawarthas is a destination like no other. It truly is ‘outside the ordinary’ with its strong business leaders, innovators, and community leaders, and ‘we are all in this together’. As the global economy continues to transform at an extraordinary pace, this plan will help to be a guide towards economic recovery for this region. Collaboration, partnerships, innovation and sustainability will continue to be our key resilience factors and will be relied upon to deliver this plan on behalf of the community.

### Attachments

Appendix A – Creation of an online Business Recovery Portal

Appendix B – Outline of Business Collaboration Portal

Appendix C- Create a Business Mentoring Program

Appendix D – Mayor and Warden’s Economic Recovery Task Force

## APPENDIX A

## Creation of an Online Business Recovery Portal

<b>Definition</b>	An online business recovery centre is a one-stop shop set up to provide local, provincial and federal resources and services for business after a catastrophic event.
<b>Purpose</b>	Services are tailored to address business needs. The centre is established in cooperation with ec dev partners including the municipality, province and federal partners. Other representation may include bank officers, technical assistance, Mentors, Chamber of Commerce, Workforce development board, Community Futures, BDC, DBIA.
<b>Peterborough &amp; the Kawarthas Economic Development</b>	<p>In ordinary circumstances, a physical space should be created for the Recovery Centre. The PKED offices at Venture North would be the ideal location. However, given the nature of COVID-19, physical meetings are not possible. It is recommended that a virtual recovery centre be established on the PKED Website.</p> <p>It is recommended: That the PKED COVID-19 page be repositioned as the <b>Virtual Business Recovery Centre Portal</b>. This centre will have up to date information to assist business. Live Chat feature is available at the Visitor Centre – this technology can also be utilized on the Business Recovery Centre site. Connections to Provincial and Federal programs will be available with virtual appointments available to assist individual inquiries. Connections to each of the TeamPTBO partners will be in the Virtual Centre</p>
<b>Key Immediate Actions</b>	<ul style="list-style-type: none"> <li>• Establish Virtual Business Recovery Portal and add Live Chat feature</li> <li>• Market the site to inform business owners that the site is available.</li> <li>• PKED staff to operate outbound phone calls each day to businesses – identify if they have been impacted, do they need to access programs, and assist them in applying to the programs as required.</li> <li>• Gather ongoing intelligence and document the local businesses impacted economically by COVID-19.</li> <li>• Report monthly to City and County Council</li> </ul>

## Appendix B

## Business Collaboration Portal - COMPLETED

<b>Definition</b>	An online collaborative portal to assist Business to Business interactions. Designed for businesses to offer or ask for support to build new partnerships for the creation of new products or services
<b>Purpose</b>	The purpose of the tool is to provide a space for Business to Business interactions and collaborations to occur and for local industry to support each other. The tool will allow industry to share excess supplies, products or tools. It is also intended for businesses to post needed items and identify if there is a supply in the local business community.
<b>Peterborough &amp; the Kawarthas Economic Development</b>	<p>During the COVID-19 pandemic, many businesses have been trying to re-tool to create much needed medical equipment and devices and support the local health care professionals. While companies have been retooling, it meant that they needed to access new supplies, they needed different tools and products and they needed to work with each other.</p> <p>Each day staff at PKED were compiling an excel spreadsheet and listing what products and tools each company had and what they needed and were circulating this list daily to manufacturers. Manufacturers found this daily information update helpful and wanted to have an easier method of consuming this robust list of content.</p>
<b>Key Immediate Actions</b>	<ul style="list-style-type: none"> <li>• COMPLETE – Tool has been built, tested and activated <a href="https://peterboroughed.ca/business-collaboration-portal/">https://peterboroughed.ca/business-collaboration-portal/</a></li> <li>• Continue to market and promote the tool to local manufacturers.</li> </ul>

## Appendix C

## Create a Business Mentor program

**Rationale:** Businesses are more successful when they have a team of supporters and mentors that they can connect with and share ideas and obtain impartial, educated input.

Responsible	Activity
PKED	Recruit business leaders that have experiencing retooling and re-adjusting business in times of crisis – SARS, Ptbo Flood etc. These business mentors can be paired with companies that are struggling through this current experience.
PKED / TEAMPTBO	Identified businesses that require assistance. Identify other ways to connect business mentors and businesses. Potential videos of what can be learned – themes or webinars from key business leaders sharing their experience and advice.
PKED	Create new ways to connect businesses and mentors. Consider non-traditional ways to leverage knowledge share.
Mentors	Mentors to meet virtually or video uploads/presentations with the small business and provide impartial guidance and advice to help local business overcome these COVID-19 related challenges.



## Appendix D

## Mayor and Warden's Economic Recovery Task Force

The Mayor and Warden are both political leaders as well as community leaders. In this crisis, their role is to help guide their community through the crisis and towards economic recovery. It is a best practice to assemble a team that is solely focused on assisting the local business community in its recovery efforts. While there is considerable interest by many to want to help, recovery efforts will be most effective when there is a coordinated and supported approach. Groups working in isolation, without coordinated effort will duplicate efforts and send mixed/conflicting messages to the business community. The City and County's economy is very much interconnected, having a joint task force would be ideal to ensure a coordinated business recovery approach.

	<b>Activity</b>
<b>Purpose</b>	<p>Solely focused on assisting the local business community through the pandemic. Identifying challenges and new business opportunities; ensuring that businesses are being helped to navigate programs to ensure greater survival rates; identifying tools and resources to assist businesses to re-open their operations when it is safe to do so.</p> <p>The Mayor and Warden's Economic Recovery Task Force will also be responsible to oversee the development of more detailed actions for Mid-Term and Long-Term Recovery Plans. The implementation of the actions will ultimately be carried out by Peterborough &amp; the Kawarthas Economic Development in collaboration with TeamPTBO partners.</p>
<b>Composition</b>	<p>It is recommended that the Mayor and Warden's Economic Recovery Task Force be a blend of active business leaders in coordination with economic development / TeamPTBO agencies. It is further recommended that the Mayor and Warden's Economic Recovery Task Force virtually meet weekly during the short-term recovery period to report any updates and respond to new challenges that are presented.</p> <p>All task force committee members need to make a commitment to actively participate in meetings and provide timely updates to be as responsive as possible.</p>
<b>Timing</b>	<p>Timing is critical, businesses require an urgent response. It is recommended that the Mayor and Warden's Economic Recovery Task Force may be launched as soon as possible.</p>
<b>Reporting &amp; Communication</b>	<p>The Mayor and Warden's Economic Recovery Task Force should prepare monthly reports to submit to City and County councils during this recovery period. PKED as the lead regional economic development agency can prepare these reports and submit to both Councils.</p> <p>Further, the information reported to City and County Council should be shared via all Task Force members' social media channels, including the City and County social media channels.</p>

## Mayor and Warden's Economic Recovery Task Force Members

<b>Task Force Member</b>	<b>Responsibilities</b>	<b>Contact name</b>
<b>Mayor and Warden Co-Chairs</b>	Leads the Mayor and Warden's Economic Recovery Task Force. Direct discussions; assigns tasks; ensures that the Recovery Plan remains active and is making progress. Identifies any challenges or opportunities for improvement. Liaises with members of the team; acts as media spokesperson as required;	Diane Therrien J. Murray Jones
<b>PKED Board Chair</b>	Responsible for liaising with the PKED Board of Directors to ensure that that resources are allocated effectively for PKED to deliver the Business Recovery Plan	Sandra Dueck Incoming Chair, PKED Board of Directors
<b>PKED President &amp; CEO</b>	Responsible to oversee the day to day implementation of the plan and Business Recovery Centre Portal. Identifying and responding to business challenges and opportunities, assign staff to deliver key actions within the plan and provide timely updates to the Task Force, the PKED Board and City/County Councils as appropriate.	Rhonda Keenan
<b>City of Peterborough CAO</b>	Responsible for providing municipal updates and municipal considerations that may impact the business community	Sandra Clancy
<b>County of Peterborough CAO</b>	Responsible for providing county updates and considerations that may impact the business community	Troy Speck
<b>Business Development – PKED Staff</b>	Responsible for ensuring that all businesses are aware and have access to the Recovery Centre Portal. Identifying and responding to the daily critical needs of the Business community throughout the region. Report challenges as required.	Suzanne McCrimmon, Director of Business Development
<b>PKED Staff Tourism</b>	Responsible for ensuring tourism operators are included and have access to the Recovery Centre. Identifying and responding to the critical needs of tourism businesses. Report tourism operator challenges as required.	Tracie Bertrand, Director of Tourism

<b>PKED Staff Marketing and Communication</b>	Responsible for promoting the Joint Task Force efforts and plan to the regional business community and liaising with the City and County communication teams. Tracking response and engagement from the business community, (across all channels); coordinating the production of communications materials; media and social monitoring and reporting as required.	Kelly Jessup, Director of Marketing & Communications
<b>Business Leader – Manufacturing Sector</b>	Responsible for identifying the needs, vulnerabilities and opportunities of regional manufacturers and providing two-way communication. Liaise with the Manufacturing sector – share the resources available in the Business Recovery Centre Portal and reporting back any challenges from the manufacturing sector as required.	Terry McCullough, Savage Arms
<b>Business Leader – Aerospace Sector</b>	Responsible for identifying the needs, vulnerabilities and opportunities of the regional aerospace sector and providing two-way communication. Liaise with the aerospace sector – share the resources available in the Business Resource Centre Portal and reporting back any challenges from the aerospace sector as required.	Kate Ahrens – Flying Colours
<b>Business Leader – Tourism Sector</b>	Responsible for identifying the needs, vulnerabilities and opportunities of the regional tourism operators and providing two-way communication. Liaise with the tourism sector – share the resources available in the Business Recovery Centre Portal and reporting back any challenges from the tourism sector as required.	Dana Empey, CWT Vacations, Blowes & Stewart Travel Group
<b>Business Leader Retail (non-Downtown)</b>	Responsible for identifying the needs, vulnerabilities and opportunities of the regional small business sector and providing two-way communication. Liaise with the small business sector – share the resources available in the Business Recovery Centre Portal and reporting back any challenges from the small business sector as required.	Sam McKnight, McKnight's Flowers

<b>Business Leader – Small Business</b>	Responsible for identifying the needs, vulnerabilities and opportunities of the regional small business sector and providing two-way communication. Liaise with the small business sector – share the resources available in the Business Recovery Centre Portal and reporting back any challenges from the small business sector as required.	Lori Neill, Lead the Way Physiotherapy Clinics
<b>Business Leader - Cleantechology</b>	Responsible for identifying the needs, vulnerabilities and opportunities of the regional cleantech sector and providing two-way communication. Liaise with the cleantech sector – share the resources available in the Business Recovery Centre Portal and reporting back any challenges from the cleantech sector as required.	John Gillis, Entrepreneur and President, Innovation Cluster
<b>Business Leader - Agriculture</b>	Responsible for identifying the needs, vulnerabilities and opportunities of the regional agriculture sector and providing two-way communication. Liaise with the agriculture sector – share the resources available in the Business Recovery Centre and reporting back any challenges from the agriculture sector as required.	Erin McLean, McLean Berry Farm
<b>Business Leader – Innovation</b>	Responsible for identifying the needs, vulnerabilities and opportunities for the Innovation/Technology based sector. Liaise with the Innovation sector – share the resources available in the Business Recovery Centre and reporting back any challenges from the innovation sector as required	John Desbiens, Cambium Inc.
<b>Business Leader – Professional Services</b>	Responsible for identifying the needs, vulnerabilities and opportunities of the regional professional services sector and providing two-way communication. Liaise with the professional services sector – share the resources available in the Business Resource Centre Portal and reporting back any challenges from the professional services sector as required.	Bob Gauvreau, Gauvreau and Associates

<b>Business Leader – Main Street (County)</b>	Responsible for identifying the needs, vulnerabilities and opportunities of the main street sector in the county and providing two-way communication. Liaise with other main street businesses in the county – share the resources available in the Business Recovery Centre Portal and reporting back any challenges as required.	TBD based on availability
<b>Business Leader – Main Street (City)</b>	Responsible for identifying the needs, vulnerabilities and opportunities of the main street/downtown businesses in the City and providing two-way communication. Liaise with the main street/downtown businesses – share the resources available in the Business Recovery Centre Portal and reporting back any challenges from the main street/downtown businesses as required.	TBD based on availability
<b>Real Estate Development</b>	Responsible for communicating with other developers of the resources available at the Business Recovery Centre Portal. Provide updates and challenges faced by local developers and impact on business.	Paul Bennett, Ashburnham Realty
<b>Chamber of Commerce</b>	Responsible for communicating with other local chambers of commerce and Board of Trade of the resources available at the Business Recovery Centre Portal. Provide timely updates from the Ontario Chamber and Canadian Chamber positions and government policy updates and its impact on business.	Stu Harrison, CEO
<b>DBIA</b>	Responsible for communicating with other BIA members of the resources available at the Business Recovery Centre Portal. Provide timely updates and challenges facing the BIA members and impacts to business.	Terry Guiel, Executive Director
<b>Workforce Development Board</b>	Responsible for providing up to date, regional labour market information and any changes as a result of COVID-19. Identify workers that have been impacted by closures and identify workforce gaps. Liaise with employment agencies and education institutions to assist with retraining and recruitment efforts. Identify new programs for funding to help with reskilling through Ontario Ministry Labour, Training and Skills Development.	Jennifer Lamantia, CEO

<b>Community Futures Peterborough</b>	Responsible for providing financial business assistance to small business operators. Identify challenges to access funding and its impact on business.	Gail Moorehouse, Executive Director
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