



City of  
**Peterborough**

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**To:** **Members of the General Committee**

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

**Meeting Date:** **March 8, 2021**

**Subject:** **Report PKED21-004**  
**PKED 2021 Business Plan**

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## **Purpose**

A report to inform Council of the Peterborough & the Kawarthas Economic Development's 2021 Business Plan.

## **Recommendation**

That Council approve the recommendation outlined in Report PKED21-004 dated March 8, 2021 of the Board Chair and President & CEO of Peterborough & the Kawarthas Economic Development, as follows:

That Report PKED21-004 and supporting presentation, providing the Peterborough & the Kawarthas Economic Development 2021 Business Plan be received for information.

## **Budget and Financial Implications**

All identified activities can be delivered through the current 2021 budget; however, additional funding programs continue to be explored to amplify these projects throughout 2021.

## **Background**

Peterborough & the Kawarthas Economic Development (PKED) is the lead regional economic development agency for the City and County of Peterborough.

PKED is governed by a Board of Directors through a Memorandum of Understanding with the City and County of Peterborough which delegates the responsibility for the delivery of economic development, promotion, entrepreneurship, and tourism services.

The three-party Memorandum of Understanding agreement between the City, County and PKED, requires PKED to provide quarterly updates to City and County Council, as well as annually to the Peterborough Regional Liaison Committee on the annual budget and annual business plan. This report focuses on the PKED 2021 Business Plan.

### **MOU Core Economic Development Activities**

The MOU identifies a general mandate for PKED 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. The General Mandate also calls for PKED to promote, facilitate and develop a strong unified economic development presence for the Greater Peterborough Area. PKED is required to work cooperatively with local municipalities and other organizations to ensure that investment opportunities throughout the entire Region are effectively developed.

The MOU also identifies core economic development activities that need to be performed as well as a requirement for PKED to report these activities quarterly. The chart below highlights the Core activities and their expectations.

<b>Core Economic Development Activity</b>	<b>Comments</b>
<b>PROMOTE</b>	Promote this destination to multiple audiences for business growth, investment and visitation
<b>START</b>	Support new business and start-ups through the start and early growth phases.
<b>GROW</b>	Business retention and expansion activities for local existing businesses.
<b>ATTRACT</b>	Attracting new investment and assessment throughout the region with a focus on established key sectors: Agriculture, Aerospace, Clean technology, Industry 4.0 and Tourism.

### **2021 Business Plan**

The impacts of COVID-19 will continue to be felt throughout the entire region for the majority of 2021. As an organization, PKED was impacted by switching focus from the Future Ready Economic Development Plan to trying to understand the challenges from and assist businesses across the region with the impacts of COVID-19.

Planning for 2021 needed to re-evaluate staff's workload capacity, 2021 budget limitations and identify what will have the strongest positive impact on the regional economy in 2021.

## **Business Advisory Centre Activities for 2021**

- Launch January and September Intake of Starter Company Plus Program
- Launch Summer Company program for youth
- Review and update the Toolkit for Entrepreneurs
- Work with the Small Business Enterprise Centre (SBEC) Network to launch regional programming in support of entrepreneurs.
- Launch New Venture Sessions as well as Business Fundamental Workshops delivered in online platform
- Subject to COVID-19 limitations, plan the Business Summit event in the Spring, in collaboration with the Greater Peterborough Chamber of Commerce
- Launch a full suite of Growth Wheel training sessions. Grow the number of Growth Wheel PKED client advisors and provide enhanced advisor services in both the County and the City of Peterborough
- Plan and implement an Entrepreneurship event in the Fall
- Active outreach and follow up with clients
- Build stronger connections with New Canadians Centre and Indigenous communities to help entrepreneurs in under- represented groups launch businesses successfully.

## **Business Development Activities for 2021**

- Execute Annual Business Count Survey to be completed May – September
- Plan and execute Economic Outlook Luncheon in partnership with TD Financial Group and Baker Tilley
- Support Aerospace Summit at YPQ in the Fall
- Participate on Ontario East Marketing and Foreign Direct Investment Leads Teams
- Connect with Invest Ontario Teams in each of our key sectors to promote the key advantages of doing business in Peterborough & the Kawarthas
- Work with Executive Director at Cleantech Commons to plan for a Cleantech Conference in 2022
- Work with key businesses in the manufacturing sector and education institutions to develop a Skills Advance Ontario (SAO) program to address deficiencies in the manufacturing sector workforce
- Continue to participate on the Workforce Development Board's Labour Force Task Force.
- Research and identify new tourism businesses that have opened in the region. Provide them with a Welcome Package
- Participate in the Green Economy Hub with GreenUp Peterborough
- Participate on the Industry Council for Homeward Bound Project with Peterborough Housing Corporation
- Continue to participate with the New Canadians Centre as a member of the Peterborough Immigration Partnership
- Participate in the City and First Nations Quarterly Planning Meetings
- Host monthly Economic Development Officer EDO roundtable meetings with the purpose to share ongoing programs and initiatives as well as learn about key projects in each municipality

- Respond and track inquiries with customized materials to encourage investment throughout Peterborough & the Kawarthas
- Become trusted advisors to all local and rural businesses by providing expertise to find areas of growth and expansion solutions
- Support the Innovation Cluster and the Start Up Visa initiative to encourage international start-ups to remain in this region
- Meet regularly with Peterborough Kawarthas Association of Realtors (PKAR) representatives, maintain an inventory of available land and buildings
- Create content for Welcome Package to provide to new businesses on Supports and Services available in the region.
- Work with Kawartha Manufacturing Association (KMA) and Tri-Association for Manufacturing to strengthen the overall manufacturing sector in this region
- Plan and host an Engineering Day to connect Manufacturers with Engineering Schools for coop placements
- Work with student projects for Rural Financial Closure projects as well as Future Ready Planning project deliverables.

## **Rural Business Development Activities for 2021**

- Continue to advance the Aggregation and Distribution Centre project for local producers
- Refresh and relaunch the Kawartha Choice website and e-commerce platform with local producers, in partnership with City of Kawartha Lakes Economic Development.
- Continue to work with rural businesses and become a trusted advisor through corporate calling, identifying challenges and expansion opportunities
- Meet with Farmers Market organizers and key farm support agencies, such as Ontario Ministry Agriculture, Food and Rural Affairs (OMAFRA) and Peterborough County Federation of Agriculture
- Collaboration with Tourism on the development of the Region's Culinary Tourism Strategy

## **Tourism Services Activities for 2021**

In typical years, Tourism Services focuses on promoting the region as a destination of choice for visitors as the Destination Marketing Organization, however due to the impacts of COVID, it is inappropriate to encourage external visitation at this time. The activities for Tourism Services have adapted and will focus on the following for 2021:

- Advance Tourism Resiliency Funding program through FEDDEV. Ensure tourism operators are aware of the program and apply for funding when applicable
- Complete a Municipal Accommodation Tax business plan and prepare an outreach plan for County municipalities in Q1. Prepare an advocacy program to encourage townships to adopt the MAT tax in support of regional marketing

- Support tourism dependent businesses to develop four season and shoulder season experiences to attract visitors year-round, through collaborative/bundling packages, Authentic Adventures, and new product offerings
- Implement Year 1 of the three-year Culinary Tourism Strategy created in collaboration with Tourism Industry Association of Canada (TIAC) through the Elevating Canadian Experiences program and the Culinary Tourism Alliance
- Working with Business Development Team, identify key tourism businesses that are missing from this destination and develop a plan to recruit them to the region in the future
- Continue to work with Peterborough Hotel Association to attract meetings, conferences and sports tourism to the City of Peterborough, post COVID-19
- Align with and work with key Federal and Provincial Tourism Industry Associations
- Work with OTEC to develop workforce training to address deficiencies in the tourism sector workforce
- Become trusted advisors to local tourism businesses by providing expertise in areas of growth and expansion as well as solutions to pandemic issues

## Visitor Services Activities for 2021

- In collaboration with Regional Tourism Organization 8 and Parks Canada, participate in the Trent Severn Trail Town Initiative
- Launch a Visitor Pledge as a commitment made by visitors to make good choices and respect this destination and as an educational tool to increase awareness of and appreciation for the tremendous natural, cultural and historical values of a particular place.
- Research and identify new tourism businesses that have opened in the region. Provide them with a Welcome Package
- Align with and support key Federal, Provincial and Industry programs that focus on regional tourism recovery initiatives including:
  - Culinary Tourism Alliance/Tourism Industry Association of Canada/ Tourism Industry Association of Ontario/Destination of Ontario
  - Great Taste of Ontario Road Trip (GTOO) Project
- Research and prepare a report for best practices and changes to Visitor Services in the tourism industry. Prepare recommendations on any changes required to adapt and innovate the Visitor Centre and Visitor Services
- Further develop [thekawarthas.ca](http://thekawarthas.ca) website as a key marketing platform for visitors to the region as well as a tourism business resource portal with industry data, workshops and sector resources and links
- Subject to funding program availability, re-apply for funding to advance the Tourism Wayfinding project for 2022-2024

## Marketing and Communications Activities for 2021

- Lead plans in collaboration with the CEO, Business Development (BD), Business Advisory Centre (BAC) and Tourism teams to create digital marketing content for multiple target audiences: Tourism (visitor audience); BD (existing small and medium sized business focused – all sectors); Investment lead generation (target attraction) and community audiences
- Establish and implement marketing plans to achieve goals and objectives as established for BAC, BD and Tourism through Instagram, Twitter, Facebook, LinkedIn, and thekawarthas.ca websites – consideration to be given for renaming website and email address for InvestPeterborough from peterboroughed.ca
- Lead an annual training exercise for staff for their role in delivering the marketing and communications plan as developed in collaboration with Business Development, Rural Business Development, Business Advisory Centre, and Tourism Services teams.
- Identify and promote good news/success stories to local media
- Follow Starter Company Plus businesses and Tourism FedDev funding recipients – write success stories and find unique ways to share these success stories
- Follow and engage with key business targets (working with Business Development Services and Tourism Services Teams) through their digital media presence and show value of operating in Peterborough & the Kawarthas
- Aggressively promote the annual Business Count survey work to ensure as many businesses as possible participate in the annual survey
- Identify, assess and create tourism focused publications to increase future (post COVID) overnight stays and visitors. (focus on culinary tourism, Great Taste of Ontario, winter, shoulder season development)
- Create a digital and printable Welcome Package outlining Supports and Services available in the region for new businesses
- Aggressively promote PKED key business events such as the TD Economic Outlook event, Fall Entrepreneurship Event, BAC workshops, Tourism workshops and events as well as share key partner business events such as Airport, BIAs, Chambers of Commerce, Cleantech Commons, Community Futures Peterborough, Innovation Cluster and Kawartha Manufacturing Association (KMA).
- Support the successful launch of a Visitor Pledge through robust public relations and media relations activities.
- Create a quarterly digital publication on key good news stories – as well as strong distribution channels to share for this quarterly publication.

## Reporting

PKED currently undertakes and meets the following annual reporting obligations:

Frequency	Content	Report to:
Monthly	President's Report to the Board	PKED Board of Directors
Annually	Draft Budget	PKED Board of Directors (June) Peterborough Region Liaison Committee (October) City Council (November) County Council (November)
Annually	Financial Audit	Board (Mar.25) Public – AGM (Apr.29)
Annually	Business Plan	Peterborough Regional Liaison Committee (Feb.11) City Council (Mar.1) County Council (Feb.17)
Quarterly	PKED Quarterly Report: Metrics and progress	2021-Q1 City (May3) and County (May5) Councils 2021-Q2 City (Sep.7) and County (Sep.8) Councils 2021-Q3 City (Nov.8) and County (Nov.3) Councils 2021-Q4 City and County (Jan.2022) Councils
Every 5 years	Economic Development Strategy	<b>COMPLETED: Q1 2020</b> <a href="#">2020-2024 Future Ready Economic Development Strategy</a>

Submitted by,

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