



City of  
**Peterborough**

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**To: Members of the General Committee**

**From: Jasbir Raina, Chief Administrative Officer**

**Meeting Date: June 17, 2024**

**Report: Establishment of an Internal Economic Development Services Division, Report CAO24-003**

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## **Subject**

A report to recommend a strategy for the efficient and effective delivery of in-house municipal economic development and tourism services.

## **Recommendations**

That Council approve the recommendations outlined in Report CAO24-003, dated June 17, 2024 of the Chief Administrative Officer as follows:

- a) That staff be authorized to immediately begin implementing a transition plan for the City to provide economic development and tourism related services effective January 1, 2025;
- b) That a budget in the amount of \$341,000 be established for the remainder of 2024 to provide for immediate transitional costs including pivotal staff recruitments to prepare for delivery of those services on January 1, 2025 and funded as follows:
  - i. \$121,000 from the Municipal Accommodation Tax Reserve; and
  - ii. \$220,000 from the uncommitted funds in the Sports Tourism Sponsorship Capital project (#18-146);
- c) That in preparing the draft 2025 budget for economic development and tourism related services, staff be directed to ensure that the financial impact be no greater than the funding the City currently provides for third-party provision of

these same services, including revenues from the Municipal Accommodation Tax; and

- d) That staff be directed to report back to Council in the August cycle respecting the appropriateness of creating of a Municipal Services Corporation for the purposes of serving as an eligible tourism entity.

## **Executive Summary**

- Creating a City-focused, internal/in-house Economic Development program will ensure alignment with priorities as reflected in City Council's Strategic Plan for the City of Peterborough, while maintaining a strong collaborative relationship with Peterborough County for regional growth.
- The Economic Development Division will be established within the Infrastructure, Planning and Growth Management Department to benefit from the expertise and resources related to planning, development, and infrastructure that can be central for economic development proposals.
- The Economic Development Division will ensure that the City's policies, processes and programs are developed and designed to support and to minimize obstacles for our local businesses, and to serve as an in-house center for excellence concerning business support economic development and investment attraction.
- Tourism promotion and marketing will involve the creation of the Experience Peterborough branding, with the Arts and Culture, Recreation and Park Services, and Strategic Communications and Service Peterborough divisions supporting tourism functions to attract events and market the city as a destination.
- While most municipalities have an economic development function, the mandate, lines of business and priorities can vary greatly among them due to their local and regional economic landscape.

## **Background**

On June 26, 2023, in response to Closed Session Report CAO23-002, Council provided a series of directions relating to alternatives for the delivery of economic development services including to facilitate consultation with the County of Peterborough.

Peterborough & the Kawarthas Economic Development (PKED) is the registered business name for Greater Peterborough Area Economic Development Corporation (GPAEDC). Currently, PKED is the lead regional economic development agency contracted to conduct core economic development activities on behalf of the City and County of Peterborough. PKED operates through a shared services agreement with the

City outlined in a Agreement dated February 20, 2020 (Appendix A) and Amending Agreement dated July 10, 2023 (Appendix B).

PKED currently operates Peterborough & the Kawarthas Tourism (the region's official Destination Marketing Organization and Visitor Centre), and the Business Advisory Centre (the region's Small Business Enterprise Centre). It also provides administrative support for the Kawartha Manufacturers Association and is the host organization for Sustainable Peterborough.

PKED is governed by a Board of Directors, comprised of leaders from Peterborough & the Kawarthas business community who oversee and govern this not-for-profit corporation. The current organizational structure of PKED consists of one President/CEO reporting to the Board of Directors. The President/CEO has 5 direct reports consisting of 3 Directors and two Managers, with approximately 9 indirect reports, for a total staff complement of about 15 Full Time Equivalent (FTE) positions. At times, the staff complement increases with hourly staff depending on planned initiatives. They also employ 5 summer students.

In order to ensure continuity of economic development services, staffing requirements will be determined upon Council approval for staff to proceed. The intent would be to provide the two main services of Economic Development and Tourism, each in a separate but coordinated manner.

### **Proposed City Structure**

The proposed internal Economic Development Services Division is expected to be comprised of one Director, with 3 direct reports; however, staffing needs will be fully determined following the hiring of an Economic Development Services Division Director. Existing staff resources would augment the need for additional FTEs.

The Tourism function would be incorporated into the current work programs and structures of the Strategic Communications and Service Peterborough Division, Recreation and Park Services Division, and the Arts and Culture Division to leverage the existing services and expertise provided in each of those program areas. While the staffing resources would be within the three Divisions, the public facing identity for Peterborough tourism would be a single branding, Experience Peterborough, with staff contacts grouped together as a single public-facing team and staff working in collaboration on tourism-related activities.

The Strategic Communications Division would expect to hire two Communications Specialists to undertake the tourism and destination marketing currently performed by PKED staff. Communications would focus on tourism content creation, destination promotion, digital media coordination, and other aspects of tourism promotion.

Within the Recreation and Park Services Division the intent would be to rebrand the management of all the City's events, facility bookings, and support for events into

Experience Peterborough. Two of the former PKED positions termed Experience and Tourism Advisors would be tasked with promotion, support, and bringing events and activities to the City while also enhancing current events and activities such as Lakers, Petes, and festivals. It would be expected that other existing staff positions would be amended to support enhanced customer and visitor experiences at City facilities such as the PMC, Miskin Law Community Complex, Peterborough Sport and Wellness Centre, and other facilities. Visitor centres or kiosks would be created at strategically located City facilities to support the visitor experience.

A half FTE would be used to create a Coordinator of Cultural Programs to be able to support cultural events and the culture sector overall in the City such as Musicfest, Folk fest, Pride events, community parades, etc.

By leveraging and enhancing existing services and resources, the City will support a strong economic development and tourism profile for the City of Peterborough while reducing the number of FTEs required to deliver the services, with the goal of fulfilling the City's Strategic Plan.

While PKED is its own entity, the City does maintain their financial books and records on a fee for service basis, albeit minimal. All PKED financial transactions are funded through the City's bank account. Many employment related services flow through a shared service agreement as outlined in the attached Agreements.

PKED's existence as a standalone non-share capital corporation (to be continued as a body corporate under the Not-For-Profit Corporations Act, 2010) with its own Board and administrative structure is a duplication of the City's existing governance structure and administrative support and is likely a less efficient use of the City's financial and in-kind resources to the extent that they're consumed by that duplication.

An in-house Economic Development Division would be supported by resources that are currently being made available to PKED by the City: IT, Finance (payroll, accounting, auditing), People and Culture, SAP and procurement. However, as an in-house Division, Economic Development would also be supported by the City's Corporate Communications, Planning, Realty Services and Legal Services, among others and would be overseen by senior City management (including respecting its budget) and its City employees would be directly accountable to the Senior Leadership Team and to Council.

Should Council direct staff to proceed with creating an in-house Economic Development Division, staff will proceed immediately with an implementation plan that will include staffing appropriate positions and distribution of the important work to be done to support effective economic development initiatives.

## Strategic Plan

Strategic Pillar: Growth & Economic Development

Strategic Priority: Review and renew how we manage the Economic Development of our City.

Reviewing and renewing how the City manages Economic Development will be renewed to support and encourage business development to boost local economy through innovative and sustainable policies, practices, and partnerships.

## Engagement and Consultation

City staff have consulted with Peterborough County and the Peterborough Economic Development Board. As a future step following the implementation of the initial framework outlined in report CAO24-003, staff expect to include a recommendation for a capital project in 2025 to undertake the creation of the City's first City-specific Tourism Strategy, which would include engagement and consultation with stakeholders such as tourism-sector businesses and agencies as well as the broader community.

## Budget and Financial Implications

The 2024 budget included a transfer to PKED for its base operations of \$1,015,112. With Council's approval, these funds can be redirected to fund the Economic Development division in the 2025 budget. In addition to the core funding, the City estimated that it would transfer \$425,000 to PKED in 2024 from the Municipal Accommodation Tax (MAT) for tourism activities.

City staff along with County staff have met with the PKED Dissolution Committee and the Board, who have committed to working with the City and County staff on the transition process and has invited the CAO and Commissioner, Finance and Corporate Support Services to sit on a Financial Review Committee's monthly meetings. City staff will work with the PKED Dissolution Committee to ensure financial due diligence respecting the 2024 City assigned budget for PKED.

Staff will be reporting in the August cycle of meetings recommending the incorporation by the City of a wholly owned municipal services corporation as an "eligible tourism entity". Its purpose will be to receive the net 50% transient accommodation tax, which is known as the Municipal Accommodation Tax, that, to date, has been paid annually to PKED as an eligible tourism entity in accordance with the requirements of the Municipal Act, 2001. That net 50% is required to be used exclusively for promoting tourism and could, for example, offset existing or proposed tourism - related expenses that the City would otherwise incur and pay for with property tax revenue.

To successfully prepare for the delivery of Economic Development and Tourism related services on January 1, 2025, certain costs are required to be incurred during Q3-4 of 2024.

Economic Development	\$175,000
Strategic Communications	\$116,000
Recreation & Parks / Library & Culture – 50,000	\$50,000
<b>Total</b>	<b>\$341,000</b>

The initial estimate of \$341,000 can be funded through \$220,000 of uncommitted funds in the Sports Tourism Capital project (#18-146) , and a transfer from the Municipal Accommodation Reserve in the amount of \$121,000.

## Conclusion

Working within the allocated budget, the recommended overall vision of the Economic Development Division would be to focus resources on efforts that would leverage the City's areas of expertise to benefit local businesses with as broad an impact as possible.

## Attachments

Appendix A: Agreement – February 20, 2020

Appendix B: Amending Agreement – July 10, 2023

Submitted by,

**Jasbir Raina**, CEng., M.Tech, MBA, PMP, MIAM.  
Chief Administrative Officer

Agreement made this 20 day of FEB, 2020

Among:

The Corporation of The City of Peterborough  
(hereinafter referred to as the City) of the FIRST PART

- and -

The Corporation of The County of Peterborough  
(hereinafter referred to as the County) of the SECOND PART

- and -

Greater Peterborough Area Economic Development Corporation  
(hereinafter referred to as GPAEDC) of the THIRD PART

**Whereas** the City and County entered into an agreement on December 6, 1999 with respect to the operations of GPAEDC, for the purpose of advancing economic development activities for the Greater Peterborough Area;

**And whereas** the Greater Peterborough Area is defined as the entire geographic region consisting of the County of Peterborough and the City of Peterborough.

**And whereas** the 1999 agreement was replaced with subsequent agreements dated May 25, 2001; July 28, 2005; July 8, 2008, December 17, 2012 and an amendment to the agreement, dated December 15, 2015;

**And whereas** the City, County and GPAEDC wish to renew the agreement on certain terms and conditions, in order to maintain the relationship between the City and County and the GPAEDC, by continuing to delegate to GPAEDC the responsibility for the delivery of economic development, promotion, entrepreneurship, and tourism services, upon the terms and conditions hereinafter contained;

**Now therefore** the parties hereto agree as follows:

## **1.00 Governance of the GPAEDC**

1.01 GPAEDC is governed by a board of directors consisting of up to 13 members:

- The Chief Administrative Officer of the County of Peterborough
- The Chief Administrative Officer of the City of Peterborough
- Five directors appointed by the County of Peterborough
- Five directors appointed by the City of Peterborough
- One representative from the Innovation Cluster Peterborough & the Kawarthas

- 1.02 Directors shall serve for the following terms:
- a) The Chief Administrative Officers of the County and the City shall hold office during their term of employment;
  - b) All other directors shall serve for a maximum two consecutive three (3) year terms;
  - c) From time to time, the outgoing Board Chair may stay for one additional year as Past Chair to assist with the transition.
- 1.03 Directors shall serve as such without remuneration. No Director shall directly or indirectly receive any profits from their position as such, provided that a Director may be reimbursed by GPAEDC for reasonable expenses incurred in the performance of their duties.
- 1.04 The Board of Directors shall maintain a skills matrix to ensure representation from a diverse cross section of skills as well as representative of the region's key business sectors.
- 1.05 For the purpose of electing Directors, the following recruitment process shall be followed to fill pending Director vacancies on the GPAEDC Board:
- a) The Nominating Committee of the Board shall annually and publicly solicit and advertise pending vacancies on the GPAEDC Board.
  - b) The Nominating Committee shall, interview potential Board members from the slate of individuals who applied.
  - c) The GPAEDC Board, based on the recommendations from the Nominating Committee, will recommend the proposed Directors to County Council and City Council for consideration and nomination.
  - d) Should County or City Council not approve of the names so recommended, the Nominating Committee of the Board shall advance any proposed additional names for consideration until such a time as approval has been given by County and City Council. Only individuals so approved for the Director appointment by the respective Councils may be elected to the Board at the Annual General Meeting of the members.
  - e) It is acknowledged and agreed that the membership of the GPAEDC consists of the directors.
  - f) Any vacancy created by the resignation of a director prior to the end their term and filled for the balance of the term will also require the appropriate Council approval.

## **2.00 GPAEDC General Mandate**

- 2.01 The GPAEDC's mandate 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. The GPAEDC 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). The GPAEDC will work cooperatively with local municipalities and other organizations to ensure that investment opportunities throughout the entire Region are effectively developed. The GPAEDC, in working to fulfill its general mandate, will be guided by the corporation's strategic plan.

- 2.02 The Board of Directors shall have the option to create subcommittees, as appropriate, to meet Corporate Objectives, Goals and the General Mandate.

### **3.00 Services to be provided by GPAEDC**

- 3.01 The parties hereby agree that GPAEDC shall act as the primary economic development organization of the Region of Peterborough. The GPAEDC shall have the responsibility for the provision of economic development with the City and County of Peterborough as described in Appendix A. The Core Economic Development Activities described in Appendix A shall be reviewed annually to ensure the activities are aligned with the Corporation's Strategic Plan and the strategic direction of the City and County of Peterborough.
- 3.02 The parties hereby agree that GPAEDC shall have the responsibility for the provision of tourism activities for the region as the Official Destination Marketing Organization through Peterborough & the Kawarthas Tourism.
- 3.03 The parties hereby agree that GPAEDC shall be the Small Business Enterprise Centre for the region, operating as the Business Advisory Centre, providing consulting services for entrepreneurs within the region.
- 3.04 In carrying out economic development activities, the Board of Directors shall create a regional strategic plan. In addition, GPAEDC shall create an annual Business Plan and annual operating budget to meet the strategic plan goals and objectives. The strategic plan will be undertaken in consultation with stakeholders, direction from the Board of Directors; objectives set by the President/CEO; and work plans for staff.
- 3.05 Staff from the GPAEDC will provide input to Senior Staff of the City and County on the possible impact on economic development in the Peterborough Area of planning, taxation and other policy decisions. This will be accomplished by the quarterly attendance of appropriate GPAEDC staff at a Senior Staff meeting of the City and of the County. Additional support may be made available by request of the City and/or County, through their applicable Councils and/or CAO as required.

- 3.06 GPAEDC will operate with written policies and procedures approved by the board and in accordance with all requirements of the **Municipal Act, 2001**.
- 3.07 In addition to the services above, the Board of Directors will also oversee the governance of Sustainable Peterborough operations. The Board of Directors shall review the Sustainable Peterborough Plan which will be developed by Stakeholders and Community Partners of Sustainable Peterborough. The Strategic Plan will identify the goals and objectives as well as metrics and provide quarterly updates to the GPAEDC Board of Directors as well as City and County Councils.

#### **4.0 Reporting and Accountability**

- 4.01 The Board of Directors will be responsible and accountable to the Councils of the City and the County, through the Peterborough Regional Liaison Committee, in the performance of the activities and services provided, and for performance standards and expectations as determined in the approved annual operating budget.
- 4.02 The Board of Directors shall communicate with the City and the County as follows:
- a) Annually, by way of the draft budget, annual work plan to the Peterborough Regional Liaison Committee;
  - b) Annually, by way of an annual audit and related work plan, to each Council;
  - c) Quarterly, by way of strategic plan reports, to each Council;
  - d) In each year, a set of metrics will be used to monitor and guide the GPAEDC's actions in the upcoming year. These metrics will be communicated and be used to demonstrate the progress of the GPAEDC in achieving the strategic plan and will also demonstrate the impact of the GPAEDC's actions and programs on key measures of Economic Development in the City and County.
  - e) Once every five years, by way of a new strategic plan, to the Peterborough Regional Liaison Committee and to each Council (the next strategic plan will be created in 2024 for implementation in 2025). If requested by either the City or County, a meeting with the requesting Council and the full Board of Directors of the GPAEDC will be arranged as part of the Strategic Plan review.
  - f) The Board of Directors is required to report any financial concerns to the appropriate councils.
  - g) The Board of Directors shall also report on the financial operations of Sustainable Peterborough.
- 4.03 GPAEDC covenants and agrees that it shall not, without the prior written approval of the City and the County, enter into any contract with, or incur

any financial obligation to, any third party which contract or obligation extends beyond the term of this agreement, except with respect to any funding programs as contemplated in paragraph 5.05. The City and County agree this clause shall not apply to prevent the hiring of permanent employees, so long as such business and/or employment is reflected in the approved budget.

## **5.0 Financial Arrangements**

- 5.01 GPAEDC shall have a fiscal year end of December 31<sup>st</sup>.
- 5.02 For the term of this agreement, the City and the County agree to provide funding to GPAEDC through each council's annual budget process to undertake Core Economic Development activities as set out in Appendix A that enables the organization to meet its strategic plan's goals and objectives.
- 5.03 The GPAEDC may also request from the City and/or County additional funds to carry out specific programs or projects on behalf of the City and/or County. The City and/or County may also ask the GPAEDC to undertake specific programs or projects on behalf of the City and/or County. These funds will not be considered part of the base funding. These programs or projects may be economic development activities or the provisions and management of routine services that are closely related to the GPAEDC's economic development activities. These additional services shall be covered by separate agreements, as necessary.
- 5.04 The GPAEDC annual net costs to undertake Core Economic Development Activities set out in Appendix A shall be allocated to the City and County based upon their proportionate share of total combined permanent population, as established by the latest available official census.
- 5.05 GPAEDC shall actively promote private project funding, and seek to obtain grants, contributions, bequests, gifts and assets from sources other than the City and the County, in furtherance of its objectives.
- 5.06 The City through an agreement shall provide support services to GPAEDC, with respect to finance, banking, accounting, payroll, human resources and purchasing. Such services shall be billed to GPAEDC on a reasonable basis. The following services are included:
- PTS Support
  - Financial Services
    - Payroll
    - Accounting
    - Auditing
  - Human Resource Administration

- SAP Access and administration support
- RFQ inclusion for Operational items i.e. photocopiers, door mats, etc.

- 5.07 The auditor for the City shall be the auditor for GPAEDC. The auditor shall audit the GPAEDC books annually and provide a Management Letter, commenting on the financial management of the GPAEDC to the Board. The auditor will also provide a summary of any audit difference that may have been noted during the audit. The Board shall make the Management Letter and summary of audit differences available to the Peterborough Regional Liaison Committee.
- 5.08 The Board of Directors shall report any negative financial concerns to both City Council and County Council immediately, as addressed in paragraph 4.02 (f).

## **6.0 Term and Termination**

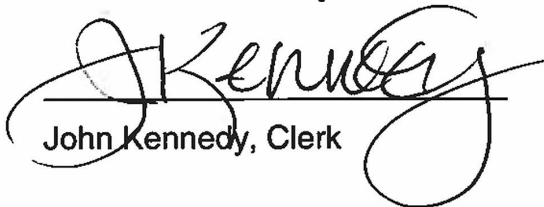
- 6.01 This agreement shall have a term of four (4) years, commencing on January 1, 2020, and being fully complete on December 31, 2023.
- 6.02 This agreement may be terminated by either the City or County prior to the expiration of the agreement upon at least six (6) months written notice to the other parties, and only in the event that GPAEDC is in breach of the terms and conditions of the agreement as determined by the City or County. Particulars of the breach shall be set out in the notice, and the termination shall be effective only if GPAEDC fails to remedy the breach within the six-month period, to the satisfaction of the City and the County. Regardless of which party gives notice of termination, the County and the City shall share in any reasonable costs arising from termination, using the same cost-sharing formula as established in paragraph 5.04 of this agreement, at the time of the notice of termination.
- 6.03 This agreement may be terminated by either the City or the County upon, at least, twelve (12) months written notice to the other parties. Regardless of which party gives notice of termination, the County and the City shall share in any reasonable costs arising from termination, using the same cost-sharing formula as established in paragraph 5.04 of this agreement at the time of the notice of termination.
- 6.04 The City and the Count hereby specifically agree to indemnify and save harmless the Board of Directors of GPAEDC in respect of any costs provided for in paragraph 6.02 and 6.03 hereof.

Dated at Peterborough, this 20 day of Feb 2020


Signed, Sealed and Delivered  
In the presence of:

The Corporation of the City  
of Peterborough

  
\_\_\_\_\_  
Diane Therrien, Mayor

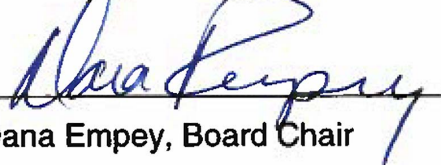
  
\_\_\_\_\_  
John Kennedy, Clerk

The Corporation of the County  
of Peterborough

  
\_\_\_\_\_  
J. Murray Jones, Warden

  
\_\_\_\_\_  
Lynn Fawn, Clerk

Greater Peterborough Area Economic  
Development Corporation

  
\_\_\_\_\_  
Dana Empey, Board Chair

## **Appendix A**

### **Core Economic Development Activities**

It is recognized that there are many key stakeholders (private, public and not-for-profit) that make up the overall economic development framework or “ecosystem” for economic development.

While Peterborough & the Kawarthas Economic Development is the lead regional economic development agency, it will not be the only entity responsible for the delivery of economic development services.

Further, it is recognized that collaboration between private, public and not-for profit sectors will be the key to successful economic development for the Peterborough Area.

The core economic development activities for Peterborough & the Kawarthas 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.
  - Focus #1: Marketing to key audiences for business growth, investment and visitation
  - Focus #2: Stakeholder communications and media relations.
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.
  - Focus #1: Supporting new start ups
  - Focus #2: Supporting growth Years 2-5
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.
  - Focus #1: Collection and analysis of data, relationship building.
  - Focus #2: Identification and response to challenges and opportunities.
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, Clean technology, Manufacturing (Industry 4.0) and Tourism

- 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

The following outlines the proposed roles and responsibilities of key public organizations:

### **Peterborough & the Kawarthas Economic Development**

- Overall management of the regional economic development strategic plan and coordination with other stakeholders;
- Destination Marketing Organization - Marketing and Promotion of the Peterborough Area destination;
- Implementation of strategic marketing tools to build and share the strong value proposition for investing in the area's key growth industries;
- Be the point of contact for business development inquiries/activities within the Peterborough Area;
- Operate the Small Business Enterprise Centre, including the delivery of provincial SBEC programming;
- Operate the Area's Visitor Centre;
- Liaison with provincial and federal government efforts to attract industry/investment and grow key sectors of the economy;
- Collaboration with other economic jurisdictions for the broader promotion of Peterborough Area ( ie. Ontario East Economic Development Commission, RTO8);
- Key Sector Development and Growth activities, including regional Business Retention and Expansion projects for key sectors;
- Talent development and people attraction (working with partners);
- Data and research to support regional economic development activities;
- Coordination of area municipal efforts in retaining and supporting the expansion of local companies;
- Actively participate in Township Economic Development Committees, where applicable;
- Establish a protocol for dealing with lead inquiries and coordinating regional responses;
- Develop and maintain an inventory of available land and buildings for development and employment purposes.

## **Area Municipalities (Economic and Community Development)**

The Peterborough Area municipalities will continue to play an integral part in the delivery of local economic development and community development services. Below is a sample of the key roles for the local municipalities:

- Land and real estate development – identifying key available lands and buildings
- Point of contact for business into Area Municipal government (zoning, development approvals)
- Collaborate with PKED for investment and attraction efforts
- Ensure that area municipal government activities are aligned with the Regional Economic Development Strategy; and
- Actively participate in lead inquiries as per lead handling protocols.
- Coordinate local economic development committee meetings
- Identify and communicate key growth opportunities at the township level with PKED
- Promote and share programs, services and workshops offered by PKED to its residents and businesses;
- Local Business Retention and Expansion efforts
- Community development, Community Improvement Plans
- Local Events and Community Celebrations

Other key stakeholders in the Economic Development ecosystem for the Peterborough Area that PKED actively collaborate with:

- Innovation Cluster, Peterborough Kawarthas
- Community Futures Peterborough
- Community Futures Eastern Ontario
- FedDev
- Ontario East Economic Development Commission
- Eastern Ontario Leadership Council – Regional Economic Development Strategy
- Fleming College / Trent University / Seneca College / Lakefield College School
- Greater Peterborough Chamber of Commerce
- Kawartha Chamber of Commerce and Tourism
- Workforce Development Board and Local Employment Planning Council
- Junior Achievement
- Kawartha Manufacturers Association
- Downtown BIAs
- RTO8
- New Canadian Centre
- Sports Tourism Committee (City, Trent, Fleming, PKED)
- Peterborough Immigration Partnership
- County Active Transportation Committee (Tourism/cycling)
- Cycling Advisory Committee
- CEDI Project



- Asphodel Norwood Economic Development Committee
- Trent Lakes Economic Development Committee
- Havelock Belmont Methuen Economic Development Committee
- Selwyn Township Economic Development and Business Committee
- North Kawartha Economic Development Committee

**List of Activities that are NOT included in Core Economic Development Activities:**

- GPAEDC is not a funding agency for entrepreneurs and businesses. The GPAEDC provides guidance, coaching and training to support business through workshops, programs, networking and facilitation services but does not provide direct financial support to businesses.
- GPAEDC does not perform grant writing and/or business plan writing services on behalf of external businesses or agencies. GPAEDC provides one- on- one support, as well as workshops and programs to assist businesses to create their own business plan.
- GPAEDC does not Register businesses – Business Registration can be completed through Service Ontario
- GPAEDC does not organize or plan local community events. As the destination marketing organization for the region, the GPAEDC helps to promote key events that attract visitors to this region, however the GPAEDC does not produce the events themselves. The community event production is usually undertaken at the local municipal level. (Applicable to Meetings, conferences and sports)
- The GPAEDC does not currently manage real estate holdings for development or redevelopment purposes. GPAEDC actively promotes available lands and buildings and retains a digital inventory of available lands and buildings that may be of interest to investors and businesses, however the GPAEDC does not own or manage lands and buildings.
- The GPAEDC does not advertise or promote individual businesses or events. The GPAEDC promotes the Peterborough Area as a destination. The GPAEDC will share other's events or celebrations as per the GPAEDC Social Media Policy, but the GPAEDC is not responsible for creating and posting third party business ads, press releases, or other third-party marketing and communications.
- The GPAEDC is a non-partisan organization that does not lobby on behalf of business to any level of government. GPAEDC will provide data and professional recommendations as input and comments to government agencies when requested.

## Appendix B - Report CAO24-003

### Amending Agreement

This Amending Agreement dated July 10, 2023

Between:

**The Corporation of the City of Peterborough (City)**

and

**The Corporation of the County of Peterborough (County)**

and

**Greater Peterborough Area Economic Development Corporation (GPAEDC)**

### Recitals

- a) Pursuant to an agreement dated February 20, 2020 (Agreement), the City, the County and GPAEDC (collectively, the Parties) struck an agreement pursuant to which GPAEDC delivers to the City and to the County economic development, promotion, entrepreneurship, and tourism services, upon the terms and conditions set out in the Agreement.
- b) The term of the Agreement ends December 31, 2023.
- c) The Parties wish to amend the Agreement by extending its term to December 31, 2024.

**Now therefore**, in consideration of the premises and mutual covenants, terms and conditions contained herein and for other good and valuable consideration, the receipt and sufficiency of which are hereby irrevocably acknowledged, the Parties agree as follows:

1. Section 6.01 of the Agreement is amended by deleting its text and by substituting the following text: "This agreement has a term of five (5) years commencing on January 1, 2020 and being fully complete on December 31, 2024."
2. This Amending Agreement may be executed by electronic signature and by a party's signature transmitted by facsimile. Copies of this Agreement executed and delivered by means of facsimile signatures shall have the same force and effect as copies hereof executed and delivered with original signatures or electronic signatures. The parties may rely upon facsimile signatures as if such signatures were originals.

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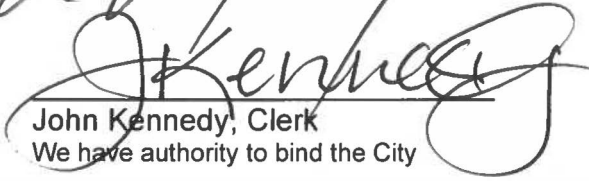
3. This Amending Agreement and the Agreement constitute the complete and exclusive statement of the agreement between the parties which, collectively, supersede all other communications between the parties relating to the subject matter thereto.

In witness whereof the Parties have affixed their corporate seals attested by the signature of their duly authorized signing officers.

**The Corporation of the City of Peterborough**



Jeff Leal, Mayor



John Kennedy, Clerk  
We have authority to bind the City

**The Corporation of the County of Peterborough**

*Bonnie Clark*

Bonnie Clark (Jul 4, 2023 19:29 EDT)

Bonnie Clark, Warden

*Sheridan Graham*

Sheridan Graham, CAO and Deputy Clerk  
We have authority to bind the County

**Greater Peterborough Area Economic Development Corporation**



Burton Lee (Jun 30, 2023 19:27 EDT)

Burton Lee, Board Chair

*Rhonda Keenan*

Rhonda Keenan, President and CEO  
We have authority to bind GPAEDC