



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:** **August 20, 2018**

**Subject:** **Report PKED18-003**  
**PKED 2018 Second Quarter Report**

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## **Purpose**

A report to inform Council of Peterborough & the Kawarthas Economic Development's 2018 Second Quarter Update.

## **Recommendation**

That Council approve the recommendation outlined in Report PKED18-003 dated August 20, 2018 of the Board Chair and President & CEO of Peterborough & the Kawarthas Economic Development, as follows:

That Report PKED18-003 and supporting presentation, providing the Peterborough & the Kawarthas Economic Development 2018 Second Quarter Report be received.

## **Budget and Financial Implications**

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

## **Background**

The three-party agreement between the City, County and Peterborough & the Kawarthas Economic Development (PKED), endorsed by City Council December 7, 2015, requires PKED to provide quarterly updates to City and County Council, and to provide once a year concurrent with budget approval a set of performance measures for the upcoming year.

Submitted by,

Dana Empey  
Board Chair  
Peterborough & the Kawarthas  
Economic Development

Rhonda Keenan  
President & CEO  
Peterborough & the Kawarthas  
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Attachment: Appendix A – Second Quarter Highlights & Progress Report 2018



ECONOMIC DEVELOPMENT

## SECOND QUARTER HIGHLIGHTS & PROGRESS REPORT 2018

This Status update outlines the year-to-date progress we have made on our 2018 Business Plan objectives, key activities, and targeted metrics that support the three strategic areas of focus outlined in Peterborough & the Kawarthas Economic Development (PKED)'s 2015-2019 Strategic Plan.

These focus areas are:

- 1) Advancing Prosperity
- 2) Creating a Culture of Startups & Entrepreneurship
- 3) Telling Our Story

Section 1 of this Status Update outlines our highlights and success stories through to July 31, 2018. Section 2 outlines the status of our Business Plan to date.

### Section 1: Second Quarter Highlights & Success Stories

#### Supporting Clients to Open New Businesses

As of July 31<sup>st</sup>, PKED has supported 41 business startups, including 7 grant recipients of Starter Company Plus announced in early August and 9 entrepreneurs through Summer Company.

- **The Club Café**
  - Chef Michael Sterpin has taken over operations of the café at the YMCA in Peterborough. With the support of Peterborough & the Kawarthas Business Advisory Centre, was able to secure a loan of \$25,000 from Community Futures Peterborough to purchase equipment and renovate the restaurant space.
- **The Willow Studio**
  - Owner Stephanie Reynolds is our most recent Starter Company Plus success story. The Willow Studio, first-of-its-kind yoga practice focusing on core and pelvic health of women. She currently supports 11 local instructors who utilize the space

- **Rolling Grape Vineyard**
  - A long-time PKED client, Jon Drew, has opened a new winery in Otonabee-South Monaghan Township, and is already establishing great partnerships with other local businesses, including restaurants, event venues and retailers.
- **Now Offering GrowthWheel Certified Services**
  - Peterborough & the Kawarthas Business Advisory Centre recently became one of fifteen GrowthWheel Certified Small Business Enterprise Centres in the Province of Ontario. GrowthWheel is an international certification that allows for the facilitation of a structured process to explore opportunities for growth and job creation through long-term relationship building with local businesses.

### **Putting Peterborough & the Kawarthas on the Map**

- **whYPQ – Aerospace Marketing**
  - Launched the “whYPQ” marketing campaign as we position Peterborough & the Kawarthas’ aerospace sector and the Peterborough Airport for investment. “whYPQ” focuses on building awareness of our region as a place where businesses in the aerospace and aviation industry can thrive.
  - As part of this campaign we have secured a sponsored story in Wings Magazine, featuring Carlson Wagonlit Stewart Travel’s Scott Stewart as a local success story.
  - Campaign has included Wings Magazine e-newsletters focused on driving leads to our booth at the Canadian Business Aviation Association (CBAA) show in June, as well as leads to the Peterborough Aerospace Summit in September
- **Media Results**
  - Eight media coverages to date (as a result of PKED Media Relations) including:
    - **Luxury Canada - “Five Top Places to Enjoy Ontario Summer Theatre”** <http://www.luxurycanada.com/culture/ontario-summer-theatre/>
    - **West Jet Magazine – “Family Ties”** <http://cdn1.westjetmagazine.com/westjet-magazine-digital-issues/WJ-05-18/html5/index.html?page=1&noflash>
    - **SunMedia – “Lock up summer fun on Trent-Severn”** <https://www.pressreader.com/canada/toronto-sun/20180610/282037622863405>
    - **Wings Magazine “The travel innovator”** <https://www.wingsmagazine.com/news/the-travel-innovator-15635>

## **Helping Our Region's Visitors Find Their Way**

- **Enhanced Visitor Services**

- For 2018, we have enhanced our suite of visitor services to adapt to trends in the travel market and best serve our region's visitors.
  - Mobile Visitor Services Program has been extended to have over 30 locations throughout the City & County this Summer.
  - A New Live Chat function has been launched as part of the new website.
  - Improved signage to help visitors find their way to the Visitor Centre
- As a result of our enhancements to Visitor Services we have served 3461 visitors so far in 2018 (as of July 31) – a 15% increase over this time last year. Highlights of our enhancement include 3461 in-person inquiries (a 33% increase over 2017)

- **Supporting Visiting Friends & Relatives**

- Of the approximately 3 million visitors who come to Peterborough & the Kawarthas annually, 1.2 million are visiting friends & relatives. This year, we targeted the Visiting Friends & Relatives (VFR) market with a campaign that encourages local residents to be ambassadors and encourages VFR to explore the area's attractions, restaurants and tourism experiences. This campaign included media partnerships with local radio and digital advertising, as well complementary social media content.






- **Tourism Wayfinding Project**

- Moving into Phase 2; Working in collaboration with City/County/Township staff on Implementation. Phase 2 is focused on determining criteria for selecting destinations, and deciding how signs will be implemented and managed.

## Section 2: Status Update at a Glance

The following section outlines the year-to-date progress we have made in support of our 2018 target objectives. We have included a Status Key that indicates the current level of completion for each action item.



### Status Key

-  Project in planning phase
-  Progressing well towards target; no changes to project plan since last reporting date
-  Minor changes to project plan since last reporting date; no significant change in overall objectives/scope, schedule or resources required
-  Major changes in objectives/scope, schedule or resources since last reporting date
-  Project completed

### Strategic Direction 1: Advancing Prosperity

Building on the 4 pillars of our economy, we remain focused on investment and employment retention, as well as expansion and attraction in our core sectors: Agriculture & Rural Development, Aerospace, Advanced Manufacturing, Cleantech, Tourism, and Small Business

### Objective 1.1: Develop and Implement a Business Retention & Expansion Program

Key Activities/Actions	Status	Year-to-date Progress	2018 Target
1. Connect with existing local companies <sup>1</sup> to assess their needs.		68 companies engaged  Agriculture BR&E commenced and will continue in Fall 2018	150 companies
2. Identify projects <sup>2</sup> that PKED can support these companies with.		59 projects identified: -16 expansions -30 attractions -11 startups	50 projects

<sup>1</sup>Engage with existing local businesses that are interested in expanding or need support in thriving in the region's business community. Assess how PKED can support.

<sup>2</sup>“Projects” are defined as undertakings that will support business growth (including relocation, expansion, retention, new investment, new hires, new markets and new partnership)





		-2 retentions	
3. Achieve project announcements <sup>3</sup> as a result of PKED support	●	10 Announcements	20 project announcements

**Objective 1.2: Improve Investment Readiness for Peterborough Region**

Key Activities/Actions	Status	Year-to-date progress	2018 Target
1. Continue to work with partners to reduce the Business Burden (Red Tape) impacting local business.	●	BizPaL Soft launch with City	Ongoing
2. Creation of investment attraction packages, tools, and promotions. Examples include, but not limited to: Business Toolkit, Website, FDI Package	●	-Business Toolkit (Microsite) -Completion of Aerospace sector interactive presentation for meetings/tradeshows (to be replicated for key sectors)	To Be Completed
3. Complete Communities in Transition project to equip our community for changes to local industry.	●	Project #1 Underway. Consultants have been hired – MDB Insight	To Be Completed
4. Host 3 familiarization tours with site selectors, industry/business media (including tourism)	●	ScoreGolf Magazine Tim Johnson (writer - Westjet) Canadian Cycling Magazine Engaged with Water Canada TMAC Road Trip (completed July 31st)	3 tours
5. Create and manage confidential targeted list for prospecting clients in each of our key sectors	●	<b>18 To Date</b> 6 Enviro /CleanTech 11 Aerospace 1 Agri-tech  PLUS 22 Travel Media	Ongoing

<sup>3</sup> "Project announcements" are defined as a successful end result for our clients (doors opened, grant dollars received, new hires, etc)

**Objective 1.3: Continue to advance tourism experience development and visitor services through Peterborough & the Kawarthas Tourism**

Key Activities/Actions	Status	Year-to-date progress	2018 Target
1. Curate experiential tourism products available in Peterborough & the Kawarthas, <sup>4</sup> – with focus on our strengths of Culture, Nature, Food		Ptbo Axe Club - Dinner scheduled Aug 24 “Feast & Feats”  Wild Rock Outfitters - Pedal Paddle Pint pilot scheduled for Sept 24-26  Under Water Dining at Lock 21 continues – 2 of 4 events completed	4 Experiences
2. Service inquiries to the Visitor Centre <sup>5</sup>		15% increase in total visitor inquiries (year-over-year to date)  YTD Totals: 3461 In-person (including 749 mobile) 469 Phone 50 Live Chat 13 Social Media  219 Packages sent	Increase interactions by 10% year-over-year
3. Maintain relationships with existing and register new tourism partners		453 registered tourism partners	470 registered tourism partners
4. Create an execution plan for implementation of tourism wayfinding signage throughout Peterborough & the Kawarthas		Funding secured - on track and moving forward	Move to Phase 2 of Project (subject to external funding)

<sup>4</sup> Experiential tourism product” is defined as a new experience or package available to consumers to drive visitation to the region, either led or supported by Peterborough & the Kawarthas Tourism (Under Water Dining is an example).

<sup>5</sup> Visitor inquiries are defined as interactions (phone, email, and in-person) with Visitor Centre staff.



5. Create and execute a mobile visitor services plan which includes at least one pop-up at each township during the core tourism season	●	On track and performing well – 33 locations	To be completed
6. Continue to participate on the City's Sports Tourism Partners Committee	●	Ongoing meetings taking place Hosted Ignite Magazine with tourism partners	To be completed
7. Create and implement an action plan to attract more meetings, conferences and sporting events to the region	●	In progress	To be completed

### Strategic Direction 2: Creating a Culture of Startups & Entrepreneurship

High performing economic growth will be driven by start-ups and entrepreneurs. Transforming our community towards this culture will require significant time, development, nurturing and support in order to realize its potential.

#### Objective 2.1: Support businesses to successfully start, prosper and grow in the region

Key Activities/Actions	Status	Year-to-date progress	2018 Target
1. Support business start-ups <sup>6</sup> through Peterborough & the Kawarthas Business Advisory Centre	●	TOTAL= 41	75 business startups
2. Support businesses to remain open in Peterborough & the Kawarthas through their first year. <sup>7</sup>	●	On track	75% survival rate
3. Maintain a resource toolkit for clients including reports, key information and statistical data via website. For both staff and clients to use regularly	●	Now GrowthWheel certified	Ongoing
4. Through annual networking, training and workshop events - incubate a culture of startups and entrepreneurship.	●	<b>YTD Total: 29</b> Q1 = 11 As of July 31 = 18 10 Starter Company Plus Workshops 6 New Venture	Host 30 Workshops

<sup>6</sup> Business startups defined as clients of the Business Advisory Centre who have started a new business.

<sup>7</sup> Survival rate defined as companies that worked with PKED that started in 2017 and remain open in 2018.

		Sessions 1 Ignite Partners Workshop HAACP Training	
5. Operate an effective mentoring program by creating opportunities for entrepreneurs to connect and work with mentors.	●	Each Starter Company Plus grant recipient partakes in 3 mentorship evenings through the program	Create 3 mentoring opportunities for each new client.
6. Lead and support the Startup Peterborough initiative	●	Founders piloting Advisory Team approach to support startups.	Ongoing

**Objective 2.2: Lead with facilitation and collaboration to grow our local entrepreneurship community**

Key Activities/Actions	Status	Year-to Date Progress	2018 Target
a. Support for New Canadians Centre, Community Futures Peterborough, Innovation Cluster, Chambers of Commerce, Junior Achievement, Peterborough DBIA, and other community partners dedicated to growing entrepreneurship community.	●	7 Collaborations to date  Entrepreneurship Program with Community Futures and Fleming College  Win This Space Bears Lair  Business Hall of Fame  KMA-PKED Funding Event (April)  Trent Community Leaders Breakfast (June 25)  Chamber of Commerce Leaders Lunch x2	10 collaborations with partners

b. Identify and communicate our contribution and value to the community with Economic Development work and services we offer for startups and entrepreneurs.	●		Engage 40 volunteers to support PKED projects.
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### **Strategic Direction 3: Telling Our Story**

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.



**Objective 3.1: Continue to Focus on Community and Stakeholder Communications in order to inform on Peterborough & the Kawarthas Economic Development's role and results in the region.**

Key Activities/Actions	Status	Year-to-Date Progress	2018 Target
1. Annual update presentations at each township council.	✓	Complete	Complete 8 update presentations
2. Host 3 Major Community Events	●	AGM & Open House  Hosted Women in Business Round Table event with Minister Del Duca  Date set for Funding Forum (November 20)	3 to Be Completed
3. Participate in a variety of events <sup>8</sup> held by economic development partner organizations in the community	●	-EDCO  -Chambers of Commerce (Peterborough, Havelock, Kawartha)  Ontario East Economic Development	Attend 50 partner events

<sup>8</sup> Events being held by business support organizations, BAC clients, PKT partners, and local businesses.

		Peterborough DBIA Orangeville – Rural Tourism Summit New Canadian Centre Innovation Cluster Community Futures Trent University Community Leaders Breakfast Fleming – Science and Innovation Fair CEDI Workshops RTO AGM OHTO General Meeting RTO/DMO Planning Meeting – July Teeny Tiny Summit Buckhorn District Tourist Association	
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**Objective 3.2: Continue to grow our outreach to raise awareness of Peterborough & the Kawarthas as a place to live, work, invest and visit.**


Key Activities/Actions	Status	Year-to-Date Progress	2018 Target
a. Engage with external media (travel, business, industry) to promote Peterborough & the Kawarthas		Total of 8 to date including: Luxury Canada, WestJet Magazine, Wings Magazine; Sun Media, Scoregolf article (hosted in June), West Jet  To come: Stirling Kelso (hosted in August); Fall Festivals Article (Norwood Fair)	Report quarterly on number of media coverages
b. Increase digital interactions and engagement on website and social		67% increase for PKT	10% increase year-over-year

media		48% increase for PKED	373,807 (2017)
c. Complete full redevelopment of the PKED website.	●	Beta launch Q3 2018	To Be Completed
d. Continue to grow PKED Ambassador Program from local client success stories; Grow external influencers	●	6 influential professionals highlighted in Redefining Success Video Series: Neil Morton, Rhonda Barnet, Mikhail Clarkson, Michelle Berry, Dr. Kenzu Abdella, Nancy Towns.  One new Insider – Travel Blogger, Tim Johnston	Showcase 12 entrepreneurial success stories through PKED/BAC
e. Create a “Pride of Place” Marketing Initiative	●	Moving forward with Phase 2 and incorporating into Communities in Transition project	To Be Completed

### Efficient Operations

**Objective 4.1: Support team needs from a financial, human resources and other project requirements perspective in order to maintain smooth and efficient operations and a balanced budget.**

Key Activities/Actions	Status	Year-to Date Progress	2018 Target
a) Manage a balanced budget	●		Balanced budget
b) Leverage additional funding in order to support the work of Peterborough & the Kawarthas Economic Development (above core funding by City & County of Peterborough)	✓	Provincial: \$424,412 Federal: \$21,720 External: \$140,000 Total to date: \$586,132	\$350,000 in additional funding
c) Internal data management review. Create new processes and procedures for data management.	●		Records Management System implementation

d) Governance Policy Reviews; HR, Financial, Risk Management		Financial and Risk Management Complete  Human Resources – Q3	Final review and approval of policies by BOD Governance Committee
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