

GPA EDC 2010-14 STRATEGIC PLAN

**AGRICULTURE &
RURAL DEVELOPMENT**



INNOVATION



**MANUFACTURING &
SMALL BUSINESS**



TOURISM



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INTRODUCTION

The Board of Directors (Board) of the Greater Peterborough Area Economic Development Corporation (GPA EDC) is proud to present the GPA EDC 2010-2014 Strategic Plan. This document represents a year of consultative work by our members. It is the product of extensive meetings with our key stakeholders, constituency groups, and with the general public.

This Strategic Plan is built around the following Vision Statement articulated for the Greater Peterborough Area (GPA) in the public document *GPA 2020: A Vision for Our Future*:

“By the year 2020, the GPA will be sought out by many, and admired worldwide, as a uniquely healthy, diverse, enriched community which balances and promotes vibrant economic and employment opportunities while honouring the natural environment and valuing its cultural heritage.”

This Strategic Plan is also strongly grounded in the GPA EDC’s Corporate Mission:

“Assist with the development of an environment that facilitates the creation of wealth and expanded employment in a manner that increases our citizens’ standard of living and improves their quality of life.”

The Board has also incorporated a number of important innovations in the strategic planning process. As a result, this Plan not only establishes goals that address improving our residents’ standard of living, but also goals that address our community’s quality of life. The Plan’s Strategic Objectives have been created to integrate activities that address both standard of living and quality of life. These objectives have also been built on an in-depth review of the region’s economic drivers and a comprehensive analysis of the GPA’s strengths and weakness. The Strategic Objectives are intended to maximize our economic opportunities and manage the economic threats we face.

The Board has also adopted Core Values that embody a set of guiding principles, against which all proposed actions will be measured. These Core Values are: Sustainability, Innovativeness, Inclusiveness and Differentiation.

In addition, the Board has implemented both strategic and tactical measurement matrices, against which to measure progress in achieving results. This dual measurement process will allow the Board and GPA EDC staff to fully evaluate outcomes achieved, to better understand results, and to react to them in a timely manner.

Strategically, the Board has adopted a Balanced Scorecard approach and combined it tactically with Annual Work Plans, which outline the specific activities the GPA EDC undertakes to achieve the Plan’s objectives. The Board believes that this dual evaluation process is key to ensuring the Plan’s effectiveness and positions the Plan to react to changing strategic and tactical circumstances.

The community strategic planning approach undertaken by the Board has been an open and transparent process – one which must continue during the Plan’s implementation. The Board intends, through the Joint Services Steering Committee of the City of Peterborough (City) and the County of Peterborough (County) councils, to provide regular updates on progress and on the resources being attracted and employed to carry out the Plan.

Together, we are building a community to sustain us today and that will provide a bright future for generations to follow.

A MESSAGE FROM THE BOARD

As we look ahead to imagine the Greater Peterborough Area in the year 2015, we have a Vision of a prosperous region – one with an admirable balance between economic development and enhanced quality of life for all of our citizens. This five-year Strategic Plan outlines the goals, objectives, processes and measurement criteria for the GPA EDC as we work toward that vision of prosperity.

This Strategic Plan respects the values and opinions of all of the stakeholders who have participated in the year-long consultation process. At the same time, it focuses our limited economic development resources on areas where we believe can have the most impact: Agriculture & Rural Development; Manufacturing & Small Business; Tourism; and Innovation.

The landscape and character of the GPA in 2015 are likely to be substantially different from the situation today. The context for the development of a meaningful strategy for the next five years was insightfully described by Richard Florida and Roger Martin in their February 2009 report on the changing composition of Ontario’s economy and workforce, entitled *Ontario in the Creative Age*, which states:

“The change we are living through is dramatic. It is as sweeping as the historic shift from agriculture to industry that established the modern economy. We are now experiencing a transformation from the industrial age to the creative age, leading us into uncharted territory that is full of opportunity.”

This Strategic Plan recognizes the unique characteristics and attributes of the GPA. It acknowledges the internal and external forces of change that will transform our community over the next five years. In this Plan, the GPA EDC is recommending a path for moving forward through uncharted territory, and a strategy for embracing new economic opportunities as they emerge.

The Board of Directors would like to thank the citizens of the GPA who have provided input and advice on the GPA EDC 2010-2014 Strategic Plan. The staff of the GPA EDC should also be commended for their contribution to the development of the Plan, and most importantly for their commitment to working with the Board to successfully implement the Plan over the next five years. This document represents the aspirations for our entire community, and as such, we welcome your feedback on the Plan’s ongoing implementation. As community representatives tasked with facilitating the economic development of our region, the Board of the GPA EDC sincerely appreciates your support as we work towards achieving the goals and objectives of this five-year Strategic Plan.

Kind Regards,

Kate Ahrens

Martha Crawford

David Fell, 2009 Chair

Peter Gaffney

Dan Gall

Laurianne S. Gruzas

Gary King

Gary Lounsbury

Linda H. Reed

Matthew Savino

Thomas L. Sayer

Heather Stelzer

Patti Watson

Cora Whittington

EXECUTIVE SUMMARY

The key components summarizing the GPA EDC 2010-2014 Strategic Plan are contained within the Strategic Plan Matrix. (See Page 4)

(For a better understanding of the Strategic Plan Matrix and the Strategic Plan in general, please see the list of Key Terms and Definitions on page 5.)

The Strategic Plan Matrix summarizes the key components of the Plan. Starting at the top, the document describes the overall Mission of the GPA EDC, followed by the Core Values against which all corporate activity will be evaluated.

It next highlights the two key themes that the Plan is built around, these being: i) improving the Standard of Living and ii) improving the Quality of Life. The Strategic Plan Matrix then notes that the GPA EDC's activities have been organized around four key pillars: Agriculture & Rural Development; Manufacturing & Small Business; Tourism; and Innovation.

The Matrix then highlights the eight goals adopted by the Board. This includes four goals presented across the top of the Matrix that relate to Standard of Living measurements, and four goals presented down the left side of the Matrix that relate to Quality of Life measurements.

The objectives outlined in the body of the Matrix are key to the implementation of the Strategic Plan. Each objective is designed to fulfill both a Standard of Living Goal (presented across the top) and a Quality of Life Goal (presented at the left). Annually, each objective is supported by a Work Plan, which details specific activities and a budget allocation.

The bottom of the Matrix enunciates a Strategic Measurement component, which entails a Balanced Scorecard Approach using a number of key measurables. In addition to Strategic Measurement, the Plan is evaluated on a tactical basis using the Annual Work Plans.

STRATEGIC PLAN MATRIX

MISSION STATEMENT Assist with the development of an environment that facilitates the creation of wealth and expanded employment in a manner that increases our citizens' standard of living and improves their quality of life.

VISION STATEMENT By the year 2020, the GPA will be sought out by many, and admired worldwide, as a uniquely vibrant, diverse, enriched community which balances and promotes vibrant economic and employment opportunities while honouring the natural environment and valuing its cultural heritage.

CORE VALUES

- SUSTAINABILITY**
Development activities will be undertaken in a sustainable manner
- INNOVATION**
Challenges to wealth creation will be addressed in an innovative manner
- INCLUSIVITY**
Initiatives will be undertaken in an inclusive manner
- DIFFERENTIATION**
Our activities will differentiate ourselves from the competition

THEMES		STANDARD OF LIVING			
PILLARS		AGRICULTURE & RURAL DEVELOPMENT	MANUFACTURING & SMALL BUSINESS	TOURISM	INNOVATION
QUALITY OF LIFE	GOALS	Provide our rural areas access to economic services and expand all aspects of the natural resources (agriculture, mining, etc.) value chains in a manner that addresses the changing market place and builds on the development of new products and processes.	Utilizing our developing infrastructure and skilled work force, attract new investment in existing and emerging primary and support businesses that are global in scope and provide local employment; undertake initiatives that support entrepreneurship.	Building on our built and natural assets, expand the economic impact of tourism by increasing the number of visitors per year to the region and/or the average expenditure of visitors to the area.	In line with a focused global approach, facilitate the discovery of new knowledge and encourage opportunities for investment designed to commercialize new products and processes in a manner that contributes to local wealth and employment creation.
	OBJECTIVES	<ul style="list-style-type: none"> Foster the development of local value-added production and processing Retain the agricultural use of all classes of agriculture lands In conformity with the "Places to Grow" legislation, promote development within the County's built-up areas Explore value-added supply chain opportunities arising from the extraction/harvesting of existing natural resources 	<ul style="list-style-type: none"> Develop and attract new green industry to the region Map a value chain for key Green Industries and recruit new and existing businesses along the chain Assist Manufacturers to become more cost efficient through green initiatives such as energy reduction programs, etc. Pro-actively seek new markets for area manufacturers 	<ul style="list-style-type: none"> Develop green initiatives that facilitate eco-tourism opportunities Attract investment to ensure the multi-use of waterfront accommodation is maintained Utilize urban and small town waterfronts in a sustainable manner to attract additional visitors Assist in transforming the City's downtown into a core attractor Link the use of downtown to the urban waterfront 	<ul style="list-style-type: none"> Position the Peterborough region as a centre of excellence in research and commercialize technologies related to the environment and water Facilitate research and commercial investment in alternative energy sources Attract commercial investment for a new bio-materials centre at Trent Expand on niche market agriculture value added food research and production
	GOALS	<ul style="list-style-type: none"> Attracting & maintaining a permanent/seasonal population that contributes to a skilled and adaptable labour force 	<ul style="list-style-type: none"> Use the development of the airport to attract new industrial investment Develop and populate a value chain to support the construction/operation of D II Promote skills retooling by developing commercial partnerships with a new Fleming's trade centre and other government programming Work with local outlets of transnational corporations to attract new product lines Facilitate the expanded availability of employment lands Expand small business services to provide increased access to capital, information and expertise Develop a spousal employment support network 	<ul style="list-style-type: none"> Attract and facilitate the development of competitive conference facilities Expand and effectively use the investments being made by the DMF Develop and utilize a revised brand that differentiates the greater Peterborough region Provide a superior level of services utilizing web based technology and the VIC Develop product focused on low season visitation 	<ul style="list-style-type: none"> Through the attraction of a core anchor establish an innovation industrial research park on Trent Endowment Lands Attract new talent in environmental research to Trent Work with Trent, Fleming and the private sector to fill a technical skills gap required for an innovation economy Explore opportunities for the establishment of post-graduate programs related to environment technology
	GOALS	<ul style="list-style-type: none"> Addressing health and housing by promoting wellness, providing accessible and quality health care, and by meeting the infrastructure continuum of housing needs 	<ul style="list-style-type: none"> Facilitate the development of new pharmaceuticals from local agriculture production Develop the broadband network to provide full coverage of the County Facilitate the development of multi-use trails 	<ul style="list-style-type: none"> Attract upscale seniors to the area by encouraging the PHRC to develop a Centre of Excellence in geriatric care Work with the local housing industry and government to attract new investment in life cycle housing targeted at high-income seniors 	<ul style="list-style-type: none"> Develop core attractors whose appeal includes an older demographic Develop and promote family focused experiences
GOALS	<ul style="list-style-type: none"> Respecting our culture and heritage, promote an emerging diverse community 	<ul style="list-style-type: none"> Develop new non-traditional agricultural niche markets based on ethnic and other preferences Increase and expand local market penetration through a robust and expanding Kawartha Choices FarmFresh initiative Building on the Dairy Goat study establish a Centre of Excellence in Small Ruminants 	<ul style="list-style-type: none"> Provide the necessary community and other support assist in attracting foreign trained professionals to supplement our current workforce needs 	<ul style="list-style-type: none"> Co-ordinate and market our cultural industry to attract, train and retain foreign-trained students to Trent and Fleming Develop/market product associated with the Trent-Severn Waterway Develop a regional culinary tourism initiative Attract a multi-cultural audience through the development of appropriate programming Assist and nurture the growth of existing local and regional festivals 	<ul style="list-style-type: none"> Work with our post-secondary institutions to attract, train and retain foreign-trained students to Trent and Fleming Increase the influx of foreign trained professionals by leveraging Government programs and helping to establish support networks

MEASUREMENT STRATEGIC CRITERIA

FINANCIAL PERSPECTIVE

- Did the Corporation operate within its budget?
- Did the Corporation attract investment from the private sector?
- Did the Corporation attract investment from the Federal government?
- Did the Corporation attract investment from the Provincial government?

STAKEHOLDER PERSPECTIVE

- Did the Corporation adhere to the terms and conditions of the agreement with City and County?
- Did the Corporation understand and act on the City and County's priorities?
- Did the Corporation appropriately represent the City and County in its third party dealings?
- Did the Corporation respond appropriately to Client's requests and input?
- Did the Corporation provide an appropriate level of service to PKT partners?

INTERNAL PROCESS PERSPECTIVE

- Did the Corporation adhere to the terms and conditions of third party funding?
- Did the Corporation hire and develop staff appropriately?
- Did the Corporation maintain effective personnel policies?
- Did the Corporation effectively implement a Business Attraction and Retention program?
- Did the Corporation effectively deliver its Small Business program?
- Did the Corporation effectively offer its DMO service?

CORPORATE MISSION PERSPECTIVE

- Did the Corporation form effective partnerships with senior levels of government?
- Did the Corporation form strategic partnerships with local organizations?
- Did the Corporation succeed in facilitating the creation of new wealth in the community?
- Did the Corporation succeed in facilitating the creation of new jobs in the community?
- Did the Corporation facilitate the improvement of quality of life for the region's residents?

KEY TERMS AND DEFINITIONS

The following is a list of terms, definitions and conventions used or referred to, throughout this document.

BAC

Business Advisory Centre

Balanced Scorecard

A strategic measurement model that measures corporate results using a number of dimensions including financial, stakeholder, internal process and corporate mission perspective.

Core Anchor

A built tourism attraction of sufficient size and scope that, by itself, is capable of attracting visitors to the region, i.e. Trent-Severn Waterway.

Corporate Mission

The Corporate Mission details the organization's primary function. It describes what our organization does and how we go about doing it.

Culture

This term is used in two separate situations. First, it refers to art, music, literature, and related intellectual activities, considered collectively. In addition, it refers to a group of people whose shared beliefs and practices identify the particular place, class, or time to which they belong.

DMF

Destination Marketing Fund

DMO

Destination Marketing Organization

Differentiation

Differentiation means identifying, understanding and supporting the unique opportunities that provide a competitive advantage in our jurisdiction.

EDO

Economic Development Officer

EODF

Eastern Ontario Development Fund

EODP

Eastern Ontario Development Program

Goals

Goals are time-bound statements of intended future results.

GPA

Greater Peterborough Area

GTA

Greater Toronto Area

ICAV

International Consortium of Anti-Virals

Inclusiveness

Execution of the corporate mandate in a manner which addresses the needs of both the City and the County.

Innovativeness

Innovativeness denotes the introduction of new or significantly improved solutions regarding a product (a good or service), a process, marketing or organization.

LHIN

Local Health Integration Network

LEED

Leadership in Energy and Environmental Design. The Leadership in Energy and Environmental Design (LEED) Green Building Rating System™ encourages and accelerates global adoption of sustainable green building and development practices through the creation and implementation of universally understood and accepted tools and performance criteria. LEED is a third-party certification program and an internationally accepted benchmark for the design, construction and operation of high performance green buildings.

MOU

Memorandum of Understanding

MUSH

Municipalities, Universities, Schools, and Hospitals

Objectives

A specific group of activities designed to achieve the time-bound future results presented in the Strategic Goals.

Opportunities

External conditions that are helpful to achieving the Strategic Plan's objective.

Oslo Manual

Contains guidelines for collecting and using data on industrial innovation.

Prosperity Roundtable of Peterborough Region

A forum that provides an opportunity for the business community and community leaders to discuss growth opportunities for the Peterborough region.

PRHC

Peterborough Regional Health Centre

Quality of Life

The degree of enjoyment and satisfaction experienced in everyday life as measured by access to wholesome food, clean air and water, enjoyment of unfettered open spaces and bodies of water, access to education and life-long learning, access to quality healthcare, access to cultural activities, availability of appropriate and affordable housing, security from crime, and protection of individual diversity.

Standard of Living

Financial health of a population, as measured by per capita income and consumption of goods and services by individuals or households.

Strengths

These are attributes of the community that are helpful to achieving the Strategic Plan's objective.

Sustainability

Sustainability refers to developments that meet present needs without compromising the ability to meet the needs of future generations.

TAC

Tourism Advisory Committee

Threats

Threats are external conditions that are harmful to achieving the Strategic Plan's objective.

Values

A set of guiding principles against which all proposed actions will be measured.

VIC

Visitor Information Centre

Vision

A vision (or vision statement) is designed to be a picture of the community's future. It serves as the framework for the Corporation's strategic planning. It is intended to inspire and energize the community. It serves as a reminder of what we are trying to build in the community.

Weaknesses

These are aspects of the community that are harmful to achieving the Strategic Plan's objectives.

VISION

The GPA EDC's *Vision Statement* or *Vision* is designed to be a picture of our community's future. It serves as the framework for the Corporation's strategic planning. It is intended to inspire and energize the community. It serves as a reminder of what we are trying to build in our community.

The Board believes that the Vision developed as part of *GPA 2020: A Vision for Our Future*, continues to be an appropriate description of the community's aspirations. The GPA EDC has adopted this Vision as part of its previous strategic plans and it will continue to serve as our Vision for the current plan.

"By the year 2020, the GPA will be sought out by many, and admired worldwide, as a uniquely healthy, diverse, enriched community which balances and promotes vibrant economic and employment opportunities while honouring the natural environment and valuing its cultural heritage."

The Vision Task Team of the Prosperity Roundtable Initiative is currently conducting a review of the *GPA 2020 Vision Statement* with a view to updating it. Discussions to date have resulted in an expressed desire to consider possible amendments that reflect changes in the region during the past decade. The GPA EDC Board encourages this activity and is prepared to address proposed amendments as they are brought forward.

CORPORATE MISSION

The GPA EDC's *Corporate Mission* details the organization's primary function. It describes what the organization does and how we go about doing it. It is distinct from our Vision, which describes what we want the region to be in the future.

The GPA EDC Board has adopted the following *Corporate Mission Statement*:

"Assist with the development of an environment that facilitates the creation of wealth and expanded employment in a manner that increases our citizens' standard of living and improves their quality of life."

In developing its Mission Statement, the Board of the GPA EDC has directed that its activities be focused within two broad themes:

Increasing our region's *Standard of Living*

Improving our region's *Quality of Life*

The Board has adopted the following Business Directory definition of *Standard of Living*: "Standard of Living is a measurement of the financial health of a population, as measured by per capita income and consumption of goods and services by individuals or households." The goal is to see an improvement in these factors within the context of the GPA.

In addition, the Board has adopted the following definition of *Quality of Life*: "The degree of enjoyment and satisfaction experienced in everyday life as measured by access to wholesome food, clean air and water, enjoyment of unfettered open spaces and bodies of water, access to education and life-long learning, access to quality healthcare, access to cultural activities, availability of appropriate and affordable housing, security from crime, and protection of diversity."

The GPA EDC's Corporate Mission is governed both by its Articles of Incorporation, last amended in 2005, and by its operating agreement with the City and the County, last renewed January 1, 2009 for a four-year term.

The GPA EDC undertakes a number of specific activities in accordance with the contractual agreement with the City and the County in order to achieve its Corporate Mission. These include the following:

- Act as the primary economic development organization of the City and County
- Identify and support existing and emerging business clusters and skill bases
- Sustain and support long-term economic development and tourism development activities
- Develop and assist in the promotion of the tourism and convention trade through operation of the regional Destination Marketing Organization, Peterborough & the Kawarthas Tourism, as a division of the GPA EDC
- Support business retention and expansion, through communication and co-ordination
- Sustain, develop and assist the Agri-Food sector expansion as identified and prioritized in the strategic planning process
- Inventory and promote industrial land development
- Promote networking within the Greater Peterborough Area

- Source and promote external funding sources from both government and private sectors
- Market and promote the GPA
- Provide professional development training and business advisory services
- Promote economic development in the GPA with the cooperation and participation of available community resources by encouraging, facilitating and supporting community strategic planning and increasing self-reliance, investment and job creation within the community
- Develop partnerships to promote, support and sustain economic growth
- Act as a liaison with federal and provincial development agencies
- Act as a confidential source for consultants, businesses and agents
- Act as an advocate for regional business concerns and opportunities



VALUES

DEFINITION

The GPA EDC 2010-2014 Strategic Plan defines its *Values* as “a set of guiding principles against which all proposed actions will be measured.” These Values craft a code of behaviour that will guide the activities of both the Board and GPA EDC staff members. Our Values are the standards that inform and inspire all of our activities, and distinguish us as a Corporation. The goals and objectives expressed in this Plan are grounded in our identified Values.

Our Values are enunciated as statements, which together with our Vision and Corporate Mission Statement, serve as a check and balance system against which new projects and related activities will be gauged and assessed. They will help determine whether emerging opportunities are acted on as priorities.

Our Values are designed to clarify and resolve issues, help determine direction, and build a co-ordinated approach to community development. In implementing the Strategic Plan, the GPA EDC will seek to identify, recruit and retain individuals for its Board of Directors who are predisposed to sharing and living its values.

OUR VALUES

In developing the GPA EDC 2010-2014 Strategic Plan, the Board of Directors has identified four Core Values. These are as follows:

- Sustainability
- Innovativeness
- Inclusiveness
- Differentiation

Sustainability

The GPA EDC Board has directed that, as a core principle, all development activities undertaken pursuant to its Strategic Plan must be undertaken in a sustainable manner. In doing so it adopts the United Nations 1987 broad definition of sustainable developments as those that “meet present needs without compromising the ability of future generations to meet their needs.”

Although the most obvious application of this principle is to our natural environment, the Board considers sustainable development to be made up of four specific components. These include:

- **Social** Sustainability
- **Cultural** Sustainability
- **Financial** Sustainability
- **Environmental** Sustainability

As such, the Board believes that the measure of sustainable development is whether the proposed activity promotes ways of encouraging socially, culturally, financially and environmentally-friendly economic activity, and discourages damaging activities. In order for an activity to meet the Board's Core Value of *sustainability*, it must not compromise the ability of future generations to meet its social, cultural, economic or environmental needs.

Examples of this sustainability could include, but would not be limited to, the following: energy efficiency measures, improved technology, innovative techniques of management, better product design and marketing, waste minimization, environmental farming practices, better land use, and improved transport efficiency.

By applying the Core Value of sustainability, the GPA EDC Board intends to incorporate the concepts enunciated in the United Kingdom's Sustainable Development Strategy, referenced as follows:

"Living on the earth's income rather than eroding its capital. It means keeping the consumption of renewable natural resources within the limits of their replenishment. It means handing down to successive generations not only man-made wealth, but also natural wealth, such as clean and adequate water supplies, good arable land, a wealth of wildlife, and ample forests."

Innovativeness

The GPA EDC's Board has identified *innovativeness* as a Core Value that needs to drive solutions contributing to future wealth-creation opportunities. The Board recognizes that today's globally competitive marketplace and economic challenges dictate that innovation will be one of the keys to putting communities on a path to sustainable, smarter growth.

According to the *Oslo Manual*, the joint publication of the Organization for Economic Cooperation and Development (OECD) and the Statistical Office of the European Communities (Eurostat), innovativeness should be understood as the introduction of novelties to economic practice. More precisely, innovativeness should denote the introduction of new or significantly improved solutions regarding a product (a good or service), a process, marketing or organization.

The OECD defines four types of innovation:

- **Product** innovation
- **Process** innovation
- **Marketing** innovation
- **Organizational** innovation

Product Innovation	Process Innovation	Marketing Innovation	Organizational Innovation
A good or service that is new or significantly improved. This includes significant improvements in technical specifications, components and materials, software in the product, user-friendliness or other functional characteristics.	A new or significantly improved production or delivery method. This includes significant changes in techniques, equipment and/or software.	A new marketing method involving significant changes in product design or packaging, product placement, product promotion or pricing and the creation of new markets to promote our goods and services.	A new organizational method in business practices, workplace organization or external relations.

In order for the GPA EDC to successfully apply an innovative approach, all four components must be integrated into the goals, objectives and strategies, which make up the Strategic Plan.

The GPA has a range of assets which, if appropriately deployed, will provide an opportunity to pursue wealth creation in an innovative manner through the production of new knowledge and its various applications. These entail both hard and soft assets, including the following:

- Research and development activities being pursued at our regional, post-secondary institutions
- The development of a “state-of-the-art” Skilled Trades Centre
- Research and development being pursued by transnational corporations located within the region
- The emergence of an entrepreneurial culture of innovation within the small business sector
- The potential to attract highly-qualified human capital
- The emergence of new organizational structures

Inclusiveness

The Board takes its mandate of servicing the entire GPA seriously. It recognizes the diversity of the area's component parts, the variety of its residents' aspirations, and the range of unique challenges that affect different parts of the community. In response, the Board has adopted *inclusiveness* as one of the Core Values.

The Value of inclusiveness includes the following key components:

- The region is strongest when both of its component parts, urban and rural, are provided a possibility to pursue economic opportunity
- Access to the GPA EDC's economic development services are not dependent on an individual's choice of living location within the region
- The unique challenges facing both the City and the County will be addressed in pursuing the goals and objectives of the Strategic Plan
- The Strategic Plan represents a comprehensive approach and will include strategies which address all four pillars of activity: Agriculture & Rural Development; Manufacturing & Small Business; Tourism; and Innovation
- The Strategic Plan is the product of an inclusive, consultative approach, directed by the Board and responsive to citizen engagement

Differentiation

The GPA EDC Board fundamentally believes that the concept of differentiation must be incorporated as a Core Value in the Strategic Plan in order to provide an opportunity to successfully compete in today's global economy and integrated international markets. Our success not only depends on what assets we have, but moreover, how we use them.

For the GPA, differentiation means identifying, understanding and supporting the *unique* opportunities that provide a competitive advantage in our jurisdiction. These strategic opportunities, described later in this Strategic Plan, provide growth potential in a number of areas and will contribute significantly to both wealth and job creation.

Differentiation, when used as a competitive strategy, will allow the GPA to successfully develop and maintain a unique value proposition for individuals and businesses considering investing in our community. It will provide opportunities that are not available in other competitive communities.

The Board acknowledges the importance of all industry sectors to our regional economy. It understands, however, that given the limited nature of our development resources, there is a need to focus resources on strategies most likely to provide the best opportunity for economic growth and to differentiate the GPA from competing regions.



COMMUNITY STRENGTHS AND WEAKNESSES: A SWOT ANALYSIS

As part of the strategic planning process, the GPA EDC Board conducted an extensive SWOT Analysis. The purpose was to identify the internal and external factors that are favourable and unfavourable to achieving the GPA EDC's strategic goals and objectives.

The Board developed a list of *strengths, weaknesses, opportunities* and *threats*, which it refined through a series of public consultations. In developing the list, the following definitions were used:

- STRENGTHS:** *Attributes of the community that are helpful to achieving the objective.*
- WEAKNESSES:** *Attributes of the community that are harmful to achieving the objective.*
- OPPORTUNITIES:** *External conditions that are helpful to achieving the objective.*
- THREATS:** *External conditions that are harmful to achieving the objective.*

(Please note: A complete list is contained in Appendix A)

In completing the SWOT Analysis, the Board grouped information into two main categories:

- INTERNAL FACTORS** Internal factors represent the region's strengths and weaknesses. They are factors which are unique to the GPA, and which shape the economic reality of our communities.
- EXTERNAL FACTORS** External factors are national and international issues and conditions which provide either opportunities to be maximized or threats to be managed. They are factors that enhance or diminish our ability to achieve the goals and objectives of the Strategic Plan.

In the SWOT Analysis, the Board evaluated how the GPA EDC can use each strength, how it can minimize each weakness, how it can maximize each opportunity, and how it can guard against each threat.

The SWOT Analysis has been used by the Board to help develop specific objectives designed to achieve Strategic Goals.

In doing so, the Board evaluated each component considering a series of specific questions.

STRENGTHS:

- What advantages does your community have?
- What do you do better than anyone else?
- What unique resources do you have access to?
- What do people in your target markets see as your strengths?
- What factors will trigger investments in the region?

WEAKNESSES:

- What could you improve?
- What should you avoid?
- What are people in your target market likely to see as weaknesses?
- What factors will lose potential investments in your area?

OPPORTUNITIES:

- Where are the good opportunities facing you?
- What are the interesting trends that impact our area?
- What changes in technology and markets provide an opportunity?
- What changes in government policy positively impact our area?
- What changes in social patterns, population profiles, and lifestyle, present an opportunity?
- What significant national and international events provide an opportunity?

THREATS:

- What obstacles do we face as a region?
- What is our competition doing that we should be concerned about?
- What changes in our marketplace will adversely affect area businesses?
- Is changing technology placing our region at a competitive disadvantage?
- Is our financial situation and access to funding eroding?
- Could any of our weaknesses seriously threaten our ability to attract business?

Based on the above-noted evaluations, a SWOT Matrix has been prepared which provides the following data:

- A list of key opportunities, which will assist in achieving our corporate mission
- A list of strengths, which will facilitate fulfilling the opportunity
- A list of weaknesses, which must be mitigated in order to fulfill the opportunity
- A list of threats, which will diminish our ability to achieve our corporate mission
- A list of strengths, which will assist in diminishing the threats
- A list of weaknesses, which need to be lessened if the threat is to be overcome

SWOT MATRIX

STRATEGIC OPPORTUNITIES

STRENGTHS

WEAKNESSES

Developing our tourism industry into a Premier-ranked Tourist Destination

Proximity to large markets
Significant and desired natural beauty
Existence of a Destination Marketing Fund program
Trent-Severn Waterway
Strong cultural, heritage and artistic sector

Lack of a convention centre
Under-developed urban waterfront
Loss of waterfront accommodation
Insufficient built attractions
Insufficient corporate investment in resorts

Ongoing and significant upgrades to economic infrastructure

Extension of the 407 to Peterborough
Upgrade of rail service from the Greater Toronto Area
Waste treatment facility in Cavan-Monaghan
Municipal investments in the Peterborough
Municipal Airport

Lack of public transportation
Lack of commuter links to the GTA
Lack of broadband in rural areas
Increased competition for public investment

Expanding role of local post secondary institutions in basic and applied research activities

Trent University
Fleming College
Innovation Cluster
Presence of the Ministry of Natural Resources
Research capacity of local transnational corporations

Few knowledge-based industries in the area
Negative perception that area is a long way from the GTA
Inability to attract highly-qualified people
Lack of spousal employment
Declining post-secondary enrolment

Continuing operation of trans-national corporations in the region

Skilled labour force
Developed supply chain
Community experience in manufacturing
Competitive wage rates

Aging work force
Financial viability of Canadian operations
Appreciating Canadian dollar
Shortage of skilled labour in specific areas

Developing the Peterborough Municipal Airport as an international aviation business cluster

Existence of a core anchor
Proposed extension of the airport runway
Skills training
Competitive occupancy costs

Competition from Pearson International Airport
Outside Windsor to Quebec corridor
Complex regulatory environment
Concern over future development

Potential construction of Darlington II

Presence of General Electric (GE) in the community
Proximity to potential site
Experienced nuclear supply chain
Skilled and trainable workforce

Political uncertainty
Availability of CANDU reactor alternatives
Environmental concerns

Inward migration of an affluent seniors population

Availability of quality health care
Proximity to the GTA
Large number of seasonal residents
Affordable residential real estate
Public perception
Safe environment

Lack of public transportation
Insufficient availability of life cycle housing
Lack of recreational facilities
Public perception

Peterborough Regional Health Centre's ability to generate wealth and employment

Nursing program at Trent
Ability to attract medical specialists
Innovative local healthcare delivery model
Aging population

Need for additional funding
Lack of a cultural support system
Lack of chronic care beds
Co-ordination of LHIN priorities

The ability to attract new industrial, commercial and residential investment in the community

Construction of skilled trades center
An inventory of serviced industrial land
Strong entrepreneurial network
Skilled labour force with competitive wages

Outside Windsor to Quebec corridor
No 400 series highway link
Aging work force
Appropriate application of Places to Grow legislation

Significant agricultural activity

Significant arable agricultural land base
Emergence of agricultural research at Trent
Proximity to new specialized markets
Maturation of Kawartha Choice FarmFresh

Lack of profitability
Increasing age of producers
Loss of agricultural land
Increased regulatory burden

SWOT MATRIX

THREATS

Increased protectionism in the United States threatens the movement of people and goods across the U.S. border

Aging population/
declining birthrate

The appearance of
new competition from
emerging economies

Globalization of
corporate structures and
consumer demand

A generalized local event
that creates a business
continuity problem that
would have economic
implications and restrict
productivity and mobility
(e.g. a pandemic, natural
disaster, etc.)

STRENGTHS

Long-standing relationship with U.S. manufacturers
Competitive wage rates
Skilled labour force
Availability of energy

Quality of life attracts in-bound migration
Entrepreneurial responsiveness to new demands
Strong sense of community
Well-developed MUSH sector

Skilled Labour Force
Emerging skilled trades center
Significant post-secondary educational levels
Proximity of GTA

Proximity to a large Canadian market (GTA)
Environmental integrity
Strong entrepreneurial network
Competitive input costs

Strong healthcare services
Significant emergency response capacity
Strong sense of community
Significant philanthropic culture
Proximity to significant regional resources

WEAKNESSES

Extensive market penetration in the United States
Competition from sister U.S. branch plants
Distance to prime markets
Appreciating Canadian dollar

Inability to attract new Canadians
Finite long-term care resources
Contracting labour force
Outward youth migration

Little ethnic diversity
Manufacturing largely controlled in U.S.
Complex regulatory environment
Volatility of the Canadian dollar

Increased demands on the local tax base
Downturn in the automotive industry
Uncertain energy prices
International security concerns

Limited financial capacity
Aging population
Smaller community with fewer resources
Need to address both a rural and urban context

CORPORATE STRUCTURE

The GPA EDC is governed by a fourteen-member Board of Directors. Six directors are selected by the County for a three-year term. Six other members are selected by the City for a three-year term. In addition, the Chief Administrative Officers (CAOs) of both the City and the County hold Board positions. Although their appointments are, by virtue of their positions, with their respective municipal corporations, each member occupies the GPA EDC Board position in an individual capacity. As such, each Board member exercises his/her governance responsibility independent of the City and the County.

The GPA EDC Board has delegated operational responsibility to the President & CEO. In that respect, the Board has assigned the individual the following responsibilities:

- At the direction of the Board, set the strategic direction for the Corporation
- At the direction of the Board, prepare and maintain a corporate Strategic Plan
- Support the Board of Directors in carrying out its responsibilities
- Maintain a positive and constructive relationship with the Corporation's key stakeholders
- Act as primary spokesperson for the Corporation
- Exercise a fiduciary responsibility for all financial resources provided to the Corporation
- Authorize the Annual Operating Budget
- Approve the Annual Work Plan
- Ensure the Senior Vice President (VP) & Deputy CEO is effectively directing the activity associated with corporate services
- Ensure the directors of the various business lines prepare, and effectively carry out their Annual Work Plan, in line with the Corporation's strategic objectives

Organizational Matrix

In order to accomplish the Corporation's aggressive strategic objectives, the GPA EDC Board has organized its operations using a number of new and innovative approaches. These operations are characterized by an Organizational Matrix, distinguished by operational pillars supported by a suite of corporate services.

In order to best reflect and accomplish the Corporation's mandate, the GPA EDC Board has created four specific business lines within which all activities will be carried out. These business lines are as follows:

Agriculture & Rural Development | Manufacturing & Small Business | Tourism | Innovation

The goals and objectives of the Innovation Pillar are, in part, carried out through the GPA EDC's relationship with the Greater Peterborough Innovation Cluster. Under the terms of a formal Memorandum of Understanding (MOU), the Innovation Cluster works jointly with the GPA EDC to commercialize research activity occurring at Trent University (Trent) and Fleming College (Fleming). The GPA EDC also works with the Cluster to attract new enterprises to the region on the basis of synergies that exist, or may be created, with activity centered at Trent and Fleming.

The Tourism Pillar is responsible for activities related to the GPA EDC's position as the provincial Destination Marketing Organization, Peterborough & the Kawartha's Tourism (PKT). Once a stand-alone organization, the DMO is now fully integrated within, and operated by, the GPA EDC. PKT continues to be used to distinguish activities related to the DMO responsibility and serves as a trade name.

A Director leads each business line. Each Director has the responsibility to ensure business line activities are implemented to fulfill the Corporation's strategic goals and objectives. More specifically, each Director has been charged with the following responsibilities:

- Prepare an Annual Work Plan to meet the goals and objectives outlined in the Corporation's Strategic Plan
- Ensure the Work Plan objectives are being achieved and adjusted as required
- Seek third-party funding to assist in meeting Work Plan objectives
- Working through the Senior VP & Deputy CEO, ensure the corporate services effectively support achievement of the Annual Work Plan goals
- Maintain the Corporation's relationships with key stakeholders

The Directors report to the President & CEO. As delegated by the Board, the President & CEO has overall strategic responsibility for the GPA EDC.

In addition, to ensure the maximum efficiency in fulfilling the Corporation's mandate, the GPA EDC Board has created a suite of corporate services to support the four pillars. These services assist in fulfilling the business line strategic and tactical objectives. These services include:

- Administrative Services
- Communications
- Marketing
- Business Attraction
- Accounting Support

The Senior VP & Deputy CEO is directly responsible for providing corporate services to the business lines through the activities outlined above.

The Senior VP & Deputy CEO reports directly to the President & CEO, operating under the President & CEO's delegated responsibility.

Staff Organization

(Please note: A copy of the current Organization Chart of the GPA EDC is contained in *Appendix B*.)

The Organization Chart reflects the operational pillars previously described. In addition, as per an MOU between the GPA EDC and the Innovation Cluster, the GPA EDC provides both programming and administrative support to the Cluster. This function is reflected in the current GPA EDC organizational structure. The GPA EDC Board has delegated responsibility to the President & CEO for the operational organization of GPA EDC staff. The Organization Chart is an evolutionary document and is altered periodically when the Board responds to opportunity or changing funding conditions.

The following key objectives were addressed upon organizing the GPA EDC staff:

- Creating a structure to provide the scope for succession planning
- Creating a structure that combines a vertical organization along business lines with the horizontal delivery of corporate services
- Creating a structure to integrate the activities of both the GPA EDC and the Innovation Cluster
- Creating a structure to minimize operational overhead

Financial Resources

The GPA EDC 2009 Annual Operating Budget was \$2.1 million dollars. An additional \$821,000 was budgeted for the operations of the Innovation Cluster and was administered by the GPA EDC. The City and the County contributed \$1,336,000 or 63% of the budget (excluding the Innovation Cluster). The municipal share of the GPA EDC budget has been reduced during the most recent five-year planning period.

In order to carry out the GPA EDC 2010-2014 Strategic Plan, including activities related to the Innovation Cluster, the Board estimates it will need financial resources of \$16,000,000 over the five-year planning horizon. If the GPA EDC is not able to secure such funding, the scope of activities will be modified.

In 2009, the GPA EDC funding resources, including Cluster activities, were as follows:

SOURCES OF FUNDING 2009

Sources of Funding	Percentage of Funding
Municipal Government	46%
Federal Government	12%
Provincial Government	21%
Universities, Colleges and other MUSH	5%
Private Sector Contributions	4%
Private Sector Sales	6%
Fee for Service	6%

The GPA EDC Board has estimated that some change in the mix of funding will occur. This includes a further reduction in the percentage of municipal contributions; marginal increases in funding from both senior levels of government; and, an increase in resources secured from the private sector.

The GPA EDC, as part of its annual budget process, will report on its success and any variances in securing financial resources over the course of the projected five-year planning horizon.

The following Proposed Sources of Funding chart outlines a summary of the five-year financial projections. The financial estimate provided does not represent a specific budget request. Rather it is an estimate of the cost to implement the activities required to fulfill the plan. If the Corporation is unable to secure the funding, the scope of program activity will be reduced.

PROPOSED SOURCES OF FUNDING 2010 TO 2014

Sources of Funding	Amount (\$ Millions)	Percentage of Funding
Municipal Government	6.792	42%
Federal Government	2.000	13%
Provincial Government	3.500	22%
Universities, Colleges and other MUSH	0.750	5%
Private Sector Contributions	0.700	4%
Private Sector Sales	1.258	8%
Fee for Service	1.000	6%



STRATEGIC GOALS

OVERVIEW

Strategic Goals are defined as time-bound statements of intended future results.

Establishing the Corporation's Strategic Goals has been the key component of the GPA EDC strategic planning process. In approaching this process, the Board has chosen to develop goals that relate to both a Standard of Living measurement and a Quality of Life measurement.

The Corporation's Plan is made up of four key strategic Standard of Living goals, one for each of the four business pillars. These goals have been developed in conjunction with key stakeholders and the general public. The goals take into consideration, and are built upon, key components of the Strategic Plan. These include the following:

OUR CORPORATE MISSION

- To create wealth and employment

OUR KEY ECONOMIC DRIVERS

- The impact of increasing U.S. protectionism on trade
- Manufacturing competition from emerging markets
- Contraction of the Ontario manufacturing sector
- Decreased manufacturing and small business margins
- Global economic contraction
- Increasing importance of small business as an employment generator
- Rising cost of energy
- Decline in business and leisure travel
- Changing tastes in leisure travel
- Volatility of the Canadian dollar
- Aging of the regional population (generally)
- Increasing age of agriculture producers (specifically)
- Innovation as a driver of new employment
- Proximity to markets in the GTA and northern U.S.
- Increasing unemployment
- Need for increasing skills and developing new skills within the labour force
- Large numbers of older workers about to retire from the labour force
- Lack of inbound immigration
- Significant out-migration of youth

OUR EVALUATION OF OUR STRATEGIC OPPORTUNITIES

- Developing our tourism industry into a Premier-ranked Tourist Destination
- Ongoing and significant upgrades to economic infrastructure
- Expanding role of local post-secondary institutions in basic and applied research activities
- Continuing operation of trans-national corporations in the region
- Developing the Peterborough Municipal Airport as an global aviation business centre
- Potential construction of Darlington II
- Inward migration of an affluent seniors population
- The ability of the new and expanded Peterborough Regional Health Centre to generate wealth and employment
- The ability to attract new industrial, commercial and residential investment in the community
- Significant agricultural activity

OUR EVALUATION OF OUR STRATEGIC THREATS

- Increased protectionism in the United States threatens the movement of people and goods across the U.S. border
- Aging population and a declining birthrate
- The appearance of new competition from emerging economies
- Globalization of corporate structures and consumer demand

OUR STANDARD OF LIVING MEASUREMENTS

- Financial health of our population
- Per capita income
- Consumption of goods and services by individuals or households

In addition to the Standard of Living goals, the Board has also developed four key Quality of Life goals. Each of the objectives arising from the business pillar goals must also meet a Quality of Life goal. This Strategic Planning Matrix is displayed on page 4.

The Quality of Life goals, similar to the ones developed for Standard of Living, have been developed in conjunction with key stakeholders and the general public. The goals take into consideration, and are built upon, key components of our strategy, including:

OUR VISION

By the year 2020, the GPA will be sought out by many, and admired worldwide, as a uniquely healthy, diverse, enriched community which balances and promotes vibrant economic and employment opportunities while honouring the natural environment and valuing its cultural heritage.

OUR VALUES

- Sustainability
- Innovativeness
- Inclusiveness
- Differentiation

OUR QUALITY OF LIFE MEASUREMENTS

- Access to wholesome food, clean air and water
- Enjoyment of unfettered open spaces and bodies of water
- Access to education and lifelong learning
- Access to quality healthcare
- Access to cultural activities
- Availability of appropriate and affordable housing
- Security from crime
- Protection of individual diversity

STANDARD OF LIVING GOALS

As outlined previously, the GPA EDC Board has adopted a key goal for each of the Corporation's business lines.

AGRICULTURE & RURAL DEVELOPMENT

Provide our rural areas access to economic services and expand all aspects of the natural resources (agriculture, mining, etc.) value chains to address the changing marketplace and build on the development of new products and processes.

MANUFACTURING & SMALL BUSINESS

Utilize our developing infrastructure and skilled work force, attract new investment in existing and emerging, new primary and support businesses that are global in scope and provide local employment. Undertake initiatives to support entrepreneurship.

TOURISM

Strengthen our built and natural assets; expand the economic impact of tourism by increasing the number of visitors per year to the region and/or the average expenditure of visitors to the area.

INNOVATION

In line with a focused global approach, facilitate the discovery of new knowledge and encourage opportunities for investment designed to commercialize new products and processes that contribute to local wealth and employment creation.

QUALITY OF LIFE GOALS

As outlined previously, the GPA EDC Board has adopted a number of key Quality of Life goals against which our corporate objectives need to conform. These include:

- Building a sustainable economy
- Attracting and maintaining a permanent/seasonal population that contributes to a skilled and adaptable labour force
- Addressing health and housing by promoting wellness, providing accessible and quality healthcare and by meeting the infrastructure continuum of housing needs
- Respecting our culture and heritage, promoting an emerging diverse community

STRATEGIC OBJECTIVES

Strategic Objectives are defined as a specific group of activities designed to achieve the time bound future results presented in our strategic goals.

The GPA EDC Board has developed a number of key Strategic Objectives to drive the Corporation's activities during the five-year horizon of the Strategic Plan. These objectives have been discussed with key stakeholders. In addition, the public has been asked to provide comments and suggestions on the specific objectives put forward by the Board.

The Strategic Objectives have been developed using a number of specific criteria, including the following:

- Fulfills a specific goal developed to support one of the four business pillars
- Fulfills a Quality of Life goal
- Contributes to achieving our corporate mission
- Is consistent with our core values
- Reflects the region's economic drivers
- Builds on our identified opportunities
- Mitigates our identified threats
- Can be strategically measured
- Tactical results can be evaluated
- Can be achieved within our financial resources

The Strategic Objectives have been organized around our four business pillars. They are as follows:

AGRICULTURE & RURAL DEVELOPMENT

- Foster the development of local value-added production and processing
- Retain the agricultural use of all classes of agricultural lands
- In conformity with the Places to Grow legislation, promote development within the County's built up area
- Explore value-added supply chain opportunities arising from the extraction/harvesting of existing natural resources
- Attract new producers to the area to take up land going out of production
- Decrease youth out-migration by presenting careers in a rural setting as a viable option to youth
- Further expand BAC and rural economic development services into the County
- Facilitate the development of new pharmaceuticals from local agriculture production
- Develop the broadband network to provide full coverage of the County
- Facilitate the development of multi-use trails

- Develop new non-traditional agriculture niche markets based on ethnic and other preferences
- Increase and expand local market penetration through a robust and expanding Kawartha Choice FarmFresh initiative
- Building on the Dairy Goat Study, establish a Centre of Excellence in small ruminants research

MANUFACTURING & SMALL BUSINESS

- Develop and attract new green industry to the region
- Map a value chain for green industries and recruit new and existing businesses along the chain
- Assist manufacturers to become more cost-efficient through green initiatives such as energy reduction programs, etc.
- Proactively seek new markets for area manufacturers
- Through the Business Advisory Centre, support and develop entrepreneurship and intrapreneurship
- Use the development of the Peterborough Municipal Airport to attract new industrial investment
- Develop and populate a value chain model to potentially support the construction and operation of Darlington II
- Promote skills retooling by developing appropriate commercial partnerships with a new Fleming Skills Trade Centre operated by Fleming College and other government programming
- Work with local outlets of transnational corporations to attract new product lines
- Facilitate the expanded availability of local employment lands
- Expand small business services to provide increased access to capital, information and expertise
- Develop a spousal employment support network
- Attract upscale seniors to the area by encouraging the PRHC to develop a Centre of Excellence in geriatric care
- Work with the local construction industry to create a Centre of Excellence in LEED certified housing
- Work with the local housing industry and government to attract new investment in life cycle housing targeted at high income seniors
- Provide the necessary community and other support to assist in attracting foreign-trained professionals to supplement our current workforce needs

TOURISM

- Develop green initiatives which facilitate eco-tourism opportunities
- Attract investment to ensure the multi-use of waterfront accommodation is maintained
- Utilize urban and small town waterfronts in a sustainable manner to attract additional visitors
- Assist in transforming the City's downtown into a core attractor

- Link the use of the downtown to the urban waterfront
- Attract and facilitate the development of competitive conference facilities
- Expand and effectively use the investments being made by the Destination Marketing Fund
- Develop and utilize a revised brand which differentiates the Greater Peterborough Area
- Provide a superior level of services utilizing web-based technology and the Visitor Information Centre
- Develop product that is focused on off-season visitation
- Develop core attractors whose appeal includes an older demographic
- Develop and promote family-focused experiences
- Co-ordinate and market our cultural industry and historic experience as a core attractor
- Develop/market product associated with the Trent-Severn Waterway
- Develop a regional culinary tourism initiative
- Attract a multicultural audience through the development of appropriate programming
- Assist and nurture the growth of existing local and regional festivals

INNOVATION

- Position the Peterborough region as a Centre of Excellence in research and commercialize technologies related to the environment and water
- Facilitate research and commercial investment in alternative energy sources
- Attract commercial investment for a new bio-materials centre at Trent University
- Expand on niche market agriculture, value-added food research and production
- Through the attraction of a core anchor, establish an innovation industrial research park on Trent University endowment lands
- Attract new talent in environmental research to Trent University
- Work with Trent, Fleming and the private sector to fill a technical skills gap required for an innovation economy
- Explore opportunities for the establishment of post-graduate programs related to environmental technology
- Develop a partnership between Trent University and PRHC to attract and train new healthcare professionals
- Work with the International Consortium of Anti-Virals to establish a local pharmaceutical production facility
- Work with the local construction industry to create a Centre of Excellence in environmental housing, research and skilled trades training
- Work with our post-secondary institutions to attract, train and retain foreign-trained students to Trent University and Fleming College
- Increase the influx of foreign-trained professionals by leveraging government programs and helping to establish support networks

STRATEGIC MEASUREMENT

In order to maximize the value of the Strategic Plan, the GPA EDC Board believes it is essential to detail the manner in which results are to be evaluated and to clearly define what success will look like. The Board believes that if the management team lacks a real-time method to perceive organizational performance, then the team is navigating without a compass. The long-standing maxim, “if you cannot measure it you cannot manage it,” is a fundamental truth that needs to be avoided.

The dilemma of how to effectively, realistically evaluate and measure the success of an economic development strategic plan has been a perennial debate within the economic development community. Despite this, the Board believes establishment of a suitable *Strategic Measurement* framework is fundamental to the success of the strategic planning process.

Accordingly, the Board has identified key questions that need to be addressed in developing a suitable strategic measurement process. They are as follows:

- What constitutes success and how should it be measured?
- How complex should any measurement system be?
- What specific type of measurement system should be employed?
- How do you ensure that actionable guidance will be provided to key stakeholders?
- What type of internal processes should be established to support a measurement system?
- How should information be disseminated?
- What is the correct mix between tangible measurements (Standard of Living) and intangible measurements (Quality of Life)?

The GPA EDC Board believes that a measurement system must provide meaningful information in a timely manner that will allow the Corporation’s management to focus and act on key issues affecting results. Such a system will facilitate a corporate-wide emphasis on achieving goals and objectives. An appropriate system will foster an internal culture of accountability and better position the Board to exercise its governance responsibilities.

The GPA EDC Board believes a good Strategic Measurement System helps drive corporate strategy. It directs management to focus on areas that can have the most impact on results. It aligns an organization behind its business goals by clearly linking goals to measures and tracking these measures on a real-time basis. It provides the basis for accountability throughout the organization.

With this in mind, the Board has enunciated a number of important objectives that it wants to achieve in a Strategic Measurement approach. These include:

- The ability to assess progress towards achieving predetermined goals
- The ability to assess the accomplishment of specific objectives
- The design, implementation and use of quantifiable indicators to judge success
- The provision of ongoing measurement and periodic evaluation
- The provision of information used to enhance decision-making
- The provision of information facilitating a process for continuous improvement

In order to best address the measurement challenge, the GPA EDC Board has decided to employ two separate evaluation models.

The first is a strategic assessment model commonly referred to as a *Balanced Scorecard Approach*. The second is a more tactical approach that the Board refers to as *Annual Work Plan Reporting*.

The Balanced Scorecard Approach was introduced as an article entitled “The Balanced Scorecard – Measures that drive performance” in the 1992 *Harvard Business Review* article authored by Harvard Professor Robert S. Kaplan and consultant, David P. Norton. Since that time, the Balanced Scorecard Approach has significantly evolved as it has been applied to various public and private business models. The fundamental problem being addressed by the authors was the predominance of financial results in measuring organizational results and the inherent weakness in using such a lagging indicator.

The authors reasoned that organizational performance must be measured with a more balanced approach. They argued that additional dimensions of performance needed to be taken into account in order to effectively measure an organization’s success. They proposed four additional components: financial, customer, internal business process, and learning and growth. Unlike straightforward financial reporting, or the defined matrices employed in assessing the annual workplan, the evaluation of the strategic objectives forming the balanced scorecard are more complex.

The GPA EDC Board, in consultation with stakeholders, has selected four criteria for use in a Balanced Scorecard measurement of our success. This will represent a strategic assessment of our progress in achieving our mission, goals and objectives of the Strategic Plan. Listed below are the four categories and key matrices that will be considered in evaluating each area.

FINANCIAL PERSPECTIVE

- Did the Corporation operate within its budget?
- Did the Corporation attract investment from the private sector?
- Did the Corporation attract investment from the federal government?
- Did the Corporation attract investment from the provincial government?

STAKEHOLDER PERSPECTIVE

- Did the Corporation adhere to the terms and conditions of the agreement with the City and the County?
- Did the Corporation understand and act on the City and the County’s priorities?
- Did the Corporation appropriately represent the City and County in its third-party dealings?
- Did the Corporation respond appropriately to client requests and input?
- Did the Corporation provide an appropriate level of service to PKT partners?

INTERNAL PROCESS PERSPECTIVE

- Did the Corporation adhere to the terms and conditions of third-party funding?
- Did the Corporation hire and develop staff appropriately?
- Did the Corporation maintain effective personnel policies?
- Did the Corporation effectively implement a Business Attraction and Retention Program?
- Did the Corporation effectively deliver its Small Business Program?
- Did the Corporation effectively offer its DMO service?

CORPORATE MISSION PERSPECTIVE

- Did the Corporation form effective partnerships with senior levels of government?
- Did the Corporation form strategic partnerships with local organizations?
- Did the Corporation succeed in facilitating the creation of new wealth in the community?
- Did the Corporation succeed in facilitating the creation of new jobs in the community?
- Did the Corporation facilitate the improvement of quality of life for the region's residents?

Such a measurement needs to be conducted annually in the five years of the Strategic Plan. In doing so, the Board (and by extension its stakeholders, the City and the County) will look at objectives, strategy, processes and internal capabilities.

In order to accomplish this objective, the Corporation's annual *Strategic Plan Assessment Report* will be revamped to provide reporting around the Balanced Scorecard. Specifically, it will provide answers to the key questions associated with each of the four components of the Balanced Scorecard.

This report will be prepared annually and presented to the Joint Services Steering Committee in a March/April timeframe and posted on the GPA EDC website for review by the general public.



ANNUAL WORK PLANS AND REPORTING

The preparation of an *Annual Work Plan* and the subsequent reporting of specific results constitute the second component of the Board's measurement process. Whereas the Balanced Scorecard Approach represents a strategic look at outcomes, the Annual Work Plan is a more tactical examination of results.

An Annual Work Plan will be prepared for each objective outlined within the Strategic Plan under each of the four operating pillars. Each Annual Work Plan will be completed when the Annual Operating Budget is being formulated and will constitute a component of the budget process. It will be presented to the Joint Services Steering Committee of Council in November as part of the budget submission. The Board will examine results on a quarterly basis. The annual results will be included as an appendix to the *Strategic Plan Assessment Report* presented to the Joint Services Steering Committee of Council in the spring.

The GPA EDC Board has considered a wide range of possible measurement matrices that may be included in the appropriate work plans. Without limiting the scope of what measurements may be required, the undernoted criteria will be employed (where appropriate) in preparing each Annual Work Plan:

- Increase in new business investment in the region
- Increase in industrial and commercial assessment
- Increase in land sales in industrial parks
- Increase in availability of serviced industrial land
- Decreased vacancy rate in existing industrial and commercial buildings
- Retention and growth of existing businesses
- Increased number of new business start-ups and growing businesses
- Increased number of new technology-based businesses
- Number of businesses assisted
- Participation rates at offered courses and seminars
- Client satisfaction rates of courses and seminars
- Number of youths participating in entrepreneurial programs – such as Summer Company and the High School Business Plan Competition – and provincial ranking vs. other enterprise centres
- Number of business owners who attended mentoring programs
- Number of entrepreneurs who have taken courses in commercialization and innovation development
- Number of businesses utilizing e-business and e-commerce technology

- Increased tourism expenditures and overnights stays
- Number of visits to the website(s)
- Number of producers attending workshops
- Number of participants at agricultural-related events
- Number of new exporters
- Number of restaurants selling local products
- Improved lead: Success ratio – an indicator of the ability to ‘close the deal’
- Number of physicians attracted to the community
- Making use of the latest internet technology to improve the online access that prospective investors have to information on the region
- An up-to-date Community Profile with data that is relevant to target sectors
- An up-to-date online Available Properties Guide containing information on vacant industrial and commercial property
- Number of incoming investment inquiries
- Number of customized responses
- Number of jobs created
- Number of hot prospects in the pipeline
- EDO dollar investment per lead, prospect and success
- Vibrant advisory committees with representation from across the community
- Successful leveraging of funds through senior levels of government
- Percentage of customer satisfaction based on feedback forms or visitor surveys
- Local initiatives supported by the EDO

A Sample Annual Work Plan follows as an example of what will be developed for each objective:

SAMPLE ANNUAL WORK PLAN

OBJECTIVE	SPECIFIC ACTIVITIES	ESTIMATED COST	KEY MEASURABLES	DIRECTOR RESPONSIBLE
<p>Decrease youth out-migration by presenting Agriculture as a viable career choice to local youth</p>	Adventures in Agriculture - Grade 8 Students	\$4000	100% Capacity of 270. 80% of surveys returned will be positive.	Director of Agriculture and Rural Development
	Establish larger presence at Peterborough Exhibition	\$1000	Engage the Peterborough County Agriculture Society. A larger and more attractive display is created receives excellent feedback from visitors.	Director of Agriculture and Rural Development
	Promote Agricultural Farm Tours	\$1500	Will surpass 2009 participation by 20%.	Director of Agriculture and Rural Development
	Work with the BAC to encourage more rural youth to consider entrepreneurship as a possible career path through events and classroom initiatives targeted at students (elementary & secondary).	\$800	Gain access to 2 rural classrooms in first year.	Director of Agriculture and Rural Development
	Facilitate and lead a pilot, County based Youth Commission to explore the interest in establishing youth councils.	\$1000	Development of Youth Commission and attendance at quarterly meetings.	Director of Agriculture and Rural Development
	Work with local farming organizations and private sector businesses to deliver a guest speaker program at the Gr. 10 level.	\$400	Gain access to 2 rural classrooms in first year (Gr. 10 Civics/Careers).	Director of Agriculture and Rural Development
	Promote Agriculture as a career option.	\$0	The school boards are engaged. Increased awareness of the opportunities.	Director of Agriculture and Rural Development

APPENDIX A: SWOT ANALYSIS

Strengths

1. Peterborough Municipal Airport
2. Two post-secondary institutions (Trent University and Fleming College)
3. Broadband throughout the region
 - Good media communications distribution network
4. Partnership in a cooperative MUSH sector
5. Proximity to large market
 - Good transportation links
 - Short commute to work
 - Four-lane highway to the GTA
 - Ability to access both eastern Ontario and the GTA
 - Available freight-rail service
6. State-of-the-art hospital (PRHC)
7. Diversity of economy, both national and local
 - Strong retail sector
 - Robust independent business sector
 - Innovation Cluster (emerging innovation sector)
8. Affordability; housing, land, cost of living
9. Emerging tourism attractions
 - The Speed Skating Oval
 - Natural resources
 - Three national historic sites
 - First Nations cultural heritage
 - Range of accommodation facilities
 - Destination Marketing Fund
 - Centre of the Trent-Severn Waterway
 - Significant and desired natural beauty
 - Riverview Park and Zoo
 - Excellent restaurants
10. Presence of the Ministry of Natural Resources
11. Community-owned Peterborough Utilities Group
12. Very strong cultural, heritage and artistic sector
13. Mix of urban and rural

14. Skilled labour force
15. Innovative healthcare delivery (family health teams)
16. Vibrant (and historic) downtown
17. Sports and recreation infrastructure
18. State-of-the-art Visitors Information Centre
19. Historic and long-standing manufacturing sector
20. Personal investment in the community (wisdom, philanthropy)
21. Strong volunteer sector
22. Environmental stability
23. Temperate climate
24. Strong and active Chambers of Commerce
 - Strong entrepreneurial network (with peer-to-peer support)
 - Good business support organizations
25. Aging population
26. Strong sense of community
27. Cohesive region (GPA)
28. Appreciation of environmental issues
29. Urban waterfront
30. Prime agricultural land
31. Competitive wage rates
32. Competitive commercial and residential real estate prices
33. Safe environment

Weaknesses

1. Perception that Peterborough is a long distance from the GTA
 - Lack of commuter links to the GTA
 - Lack of a four-lane highway to the nation's capital
 - Outside the Montreal/Toronto/Windsor transportation corridor
 - Lack of 400 series highway access to GTA
2. Lack of development of cultural support system
3. Increased competition for public funding
4. Loss of agricultural land
 - No large parcels of serviced industrial land (>50 acres)
 - Limited serviced industrial land
5. Challenges of correlating small business and tourism community
6. Lack of ethnic diversity

7. Lack of consensus on the community vision
 - Insufficient marketing of the area's positive attributes
 - Lack of a strong brand
8. Anti-development sentiment
9. Lack of a convention centre/banquet facility
10. Low local enrolment in post-secondary institutions
 - Youth out-migration
 - Declining post-secondary enrolment vis-à-vis the GTA
11. Many branch plants
(manufacturing sector is dominated by multi-national branch plants)
12. Lack of spousal employment opportunities
13. Few industries offer life cycle progression
14. Inability to attract professionals (i.e. healthcare)
 - Lack of family physicians
15. Lack of access to state-of-the-art communication
16. Aging population
17. Lack of public transit in the region
18. Too much red tape
19. Over representation of cancer
20. Complexity of City/County planning initiatives
21. Concern around community safety
22. Lack of awareness of services offered by DMO
23. Cost associated with being a green community
24. Downtown is not sufficiently of mixed use
 - Lack of building on our natural resources
25. Threat of economic viability of large employers
26. Decline in recreational rooms in our resorts (roofed accommodation)
27. Not front and centre of senior policy makers
28. Lack of proper funding to the Trent-Severn Waterway
29. Declining birth rate
30. Potential negative impact of Places to Grow legislation
31. Insufficient number of skilled trades people to meet evolving demand
32. Few knowledge-based industries
33. Lack of a differentiating sports tourist attraction
34. Built on a floodplain
35. Aging labour force
36. Relatively small multi-cultural community

37. Lack of convention facilities and associated accommodation
38. Few highend resorts
39. Lack of regional or national built destination attractions
40. Rail infrastructure is outdated and in need of extensive upgrading
41. Insufficient corporate investment in hospitality/resort sector

Opportunities

1. Realizing the full potential of the Innovation Cluster
2. Elected officials are developing higher profiles
3. Taking advantage of niche markets (differentiating ourselves)
4. Instilling entrepreneurship as an opportunity for youth (both secondary and post-secondary)
5. Developing our tourism industry into a Premier-ranked Tourist Destination
 - The Speed Skating Oval
 - A wide range of usage of our water resource
 - Little Lake development potential
 - Transform the City's downtown into a destination attraction
 - Build a destination attraction around the existing cultural infrastructure/activity
6. Developing new markets for area manufacturers and small business
7. Passenger rail service
8. Achieving consensus on a community Vision
 - Providing a comprehensive and efficient approach to development
9. Working with the New Canadian Centre
10. Working with regional First Nations communities
11. Significant receptor capacity for new opportunities
12. Opportunity to develop and expand the DMF
13. Innovative and technical social marketing opportunities
14. Expansion of Kawartha Choice FarmFresh initiative
15. Discipline of execution
16. Opportunity to better use connectivity
17. Positioning of Peterborough as a Centre of Excellence
18. Enhanced skills development to match local needs
19. Development of the Peterborough Municipal Airport
20. Emphasize East-West Connections as opposed to North-South
21. Ability to attract physicians with new facilities
22. Expansion of the nuclear industry to meet increasing energy demand will drive increased employment at the Peterborough Nuclear Fuel Facility (GE Hitachi)

23. Expanding GE will provide the potential to attract businesses integrated into GE's supply chain and provide service opportunities to the small business sector. Oil, gas and mining sector growth has had a positive impact on GE's large motors and generators division
24. Construction of Darlington II will drive significant new employment
25. Local operations of multinational corporations have assets to attract new head office investments
26. Building on the federal government's new policy of developing research capacity to attract new investments in Trent University and Fleming College
27. The attraction of a large number of retirees to the area (based on a combination of high quality of life standards and proximity to the GTA) provides significant opportunities in the housing and services sector
28. Green energy opportunities
29. Enhance regional economic activity through regional transportation
30. Develop sufficient quantities and size of serviced industrial land in order to position the region as the closest available land outside the GTA greenbelt to attract new manufacturing and industrial investment
 - Availability of land
31. Synergies between the private sector and the research capacity being generated at Trent to attract new knowledge-based industries to the area
 - Invest in the area's post-secondary institutions to allow them to address the GTA's lack of capacity to meet growing demand
32. Building on the lower costs of operating from our regional airport to attract new/expanded airside businesses to the region
33. Building on the emerging research opportunities at Trent University and elsewhere to find new non-food uses for our local agricultural commodities (i.e. ethanol)
34. The federal review of the Trent-Severn Waterway will provide an opportunity to create a regional service and interpretive centre
35. Utilize the waterfront to anchor a convention centre/high-end accommodation
36. Utilize the PRHC to attract healthcare professionals to the area and to expand ancillary services
 - Partnerships such as Queen's medical practitioner training

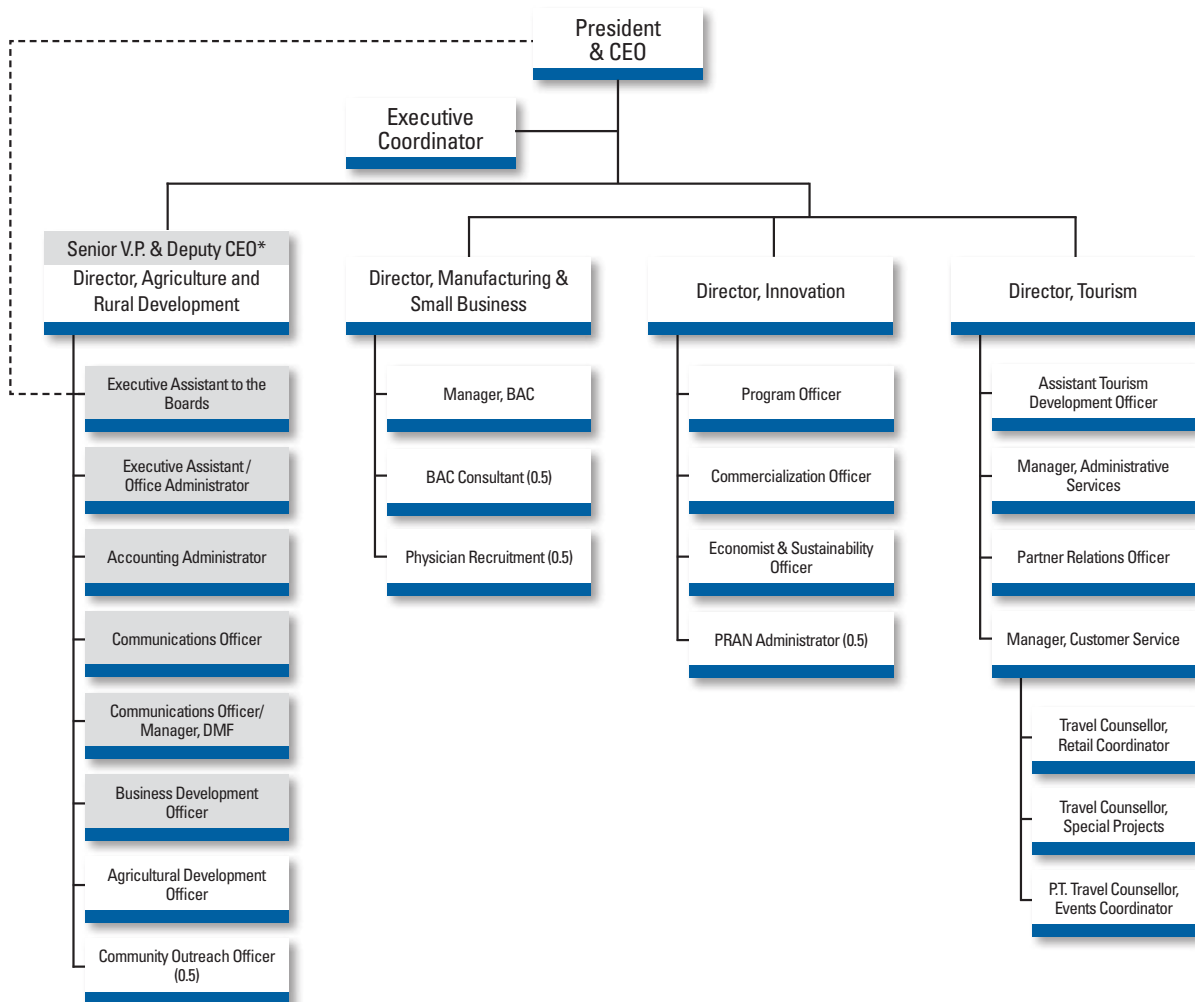
Threats

1. Lack of liquidity to assist in family-owned succession plans
2. The threat of a pandemic
3. Inability to source funding to stage significant tourist events
4. Lack of funding from senior level government
5. Over-capacity of educational infrastructure
6. Significant economic competition presented by the GTA
7. Political instability
8. Pension stability (or potential instability)
9. Declining wealth
10. Potential consolidation of multinationals back into the U.S.
11. Lack of funding for GPA EDC
12. Water contamination / fish kill
13. Overburdened regulatory environment
14. Increased demands on local tax base leading to uncompetitiveness
15. Watershed management issues
16. Increased competition for diminishing resources
17. Reluctance to proceed with planning in an environment of uncertainty
18. U.S. protectionism
19. Border controls
20. Travel deficit
21. Export of criminal activity from the GTA
22. Increased unemployment
23. Lack of recognition from senior levels of government as a growth node
24. Potential for a severe weather event
25. Not taking adequate action from the current strategic planning opportunity
26. Aging population
27. Downturn in the automotive industry
28. Decline in tar sands development
29. Non-sustainability of agricultural supports
30. Decline in U.S. tourism
31. Enhanced community activity outside our region
32. Sale of water
33. Volatility of the Canadian dollar
34. Low to moderate inflation

35. Weak/weakening U.S. and international economy
36. Weak/weakening worldwide consumer demand
37. Uncertain energy prices
38. International security concerns
39. Emerging markets from India and China
 - Low-wage manufacturing and service jobs in developing nations
40. Globalization of corporate structure and consumer demand
41. Canadian fiscal imbalance – Canadian infrastructure deficit
42. Growing multicultural composition of the Canadian labour force



APPENDIX B: ORGANIZATION CHART



*Grey shaded boxes represent Corporate Services responsible to the Senior V.P. & Deputy CEO

APPENDIX C: ECONOMIC OUTLOOK

SCAN OF ECONOMIC DRIVERS

Issue Effects on Canada Effects on Peterborough 5 Year Projection for Peterborough

MANUFACTURING

<p>With the election of a Democrat President and an increase in the number of Democrats elected to Congress, in all probability, the United States will become more protectionist.</p>	<p>Additional barriers, including non-tariff trade barriers, are likely to be erected. Likely, the U.S. government will provide incentives to U.S. based multinationals, to make job-creating investments.</p>	<p>Decrease in sales for companies that export product to the United States. Lack of new investment into Canadian subsidiaries located in Peterborough. Possibility of closing United States subsidiaries operating in Peterborough.</p>	<p>There will be a need to access increased investment by federal and provincial government to assist in offsetting the actions of the U.S. government. We need to increase the productivity gap between Canadian and U.S. operations to insulate Peterborough from corporate decisions in respect to downsizing or relocation. We need to diversify our markets beyond that of the United States.</p>
<p>Competition from emerging markets.</p>	<p>The Canadian automotive industry has been hit especially hard trying to compete with vehicles produced by companies headquartered offshore. The competitive price and fuel efficiency of imported vehicles is reducing market share for North American companies.</p>	<p>Regional-based companies tied to the automotive sector are experiencing difficulties due to international competition.</p>	<p>Over time, Canadian manufacturers will adjust their cost structure to regain their competitiveness. This adjustment may be disruptive in the short term. There is a potential to use existing infrastructure, that is no longer in use, to facilitate innovative product manufacturing for distribution, nationally and internationally.</p>
<p>Decline in Employment Manufacturing subsectors experiencing a loss in sales revenue must reduce their number of employees (or the number of hours worked) in order to sustain operations.</p>	<p>Due to the mass layoffs of various companies nationally, the average income earned per household is reduced. The amount of stress on social service departments is increased due to the lack of money distributed to Canadian citizens. Ontario and Quebec have seen 90% of the recent manufacturing job losses.</p>	<p>Regional companies effected by this issue: Pepsi QTG, General Electric, Sysco Food Services, Ventra Plastics, General Motors, Kraft Foods Inc., Belden (Canada) Inc., FisherCast Global, Craaytech Painted Plastics.</p>	<p>In the short run, additional jobs losses (or temporary lay-offs) will increase as companies adjust to declining markets. In the medium term, sales will be restored to the Canadian manufacturing subsectors resulting in an increase in employment in the regional manufacturing industry. Regionally located companies with excellent international presence and high productivity will drive the establishment of new manufacturing facilities.</p>
<p>Profitability</p> <ul style="list-style-type: none"> ■ The volatility of the Canadian dollar. ■ Productivity of Canadian Manufacturing. ■ Access to markets (competition). 	<p>Erosion of Canadian Manufacturing marketing share to other jurisdictions.</p>	<p>Regional companies effected by this issue: Pepsi QTG, General Electric, Sysco Food Services, Ventra Plastics, General Motors, Kraft Foods Inc., Belden (Canada) Inc., FisherCast Global, Craaytech Painted Plastics.</p>	<p>It is expected that between 2010 and 2015, the international economy will stabilize and begin to grow, providing increased economic stability in the region. The major employers located in this region are well-established companies with established products. Throughout this 5-year projection, these businesses will likely continue to produce and contribute to our regional economy. When the market stabilizes, business expansion will likely continue in this region. This will be driven by a regionally skilled labour force, longstanding attachment to employers and the quality of products produced. It is anticipated that new manufacturing companies will take advantage of Peterborough's Serviced Industrial Land, priced at \$40,000/acre, and establish themselves here.</p>
<p>Trend towards the shortening of supply chains.</p>	<p>Pressure on maintaining offshore clients.</p>	<p>Companies will need to be more competitive in order to maintain their customers.</p>	<p>Companies will have significant pressure placed on market share.</p>

SCAN OF ECONOMIC DRIVERS

Issue Effects on Canada Effects on Peterborough 5 Year Projection for Peterborough

SMALL BUSINESS

General slowdown in economic activity.	Canadian governmental agencies administering financial aid and guidance for small businesses are experiencing an exponential amount of stress on their resources. This is particularly acute during a period of declining revenues being experience by provincial and federal governments.	Regional small business resources, such as the GPA EDC's Business Advisory Centre and the Community Futures Development Corp., will see an increase in demand when existing small business owners attempt to focus their business plan to reflect the current market changes.	In moving forward, the GPA EDC must continue to provide an environment which facilitates the establishment and growth of small business. Primarily ensuring access to capital, access to market information, access to mentoring, access to markets and access to competitive regulatory environment. Continued maximization of unique and targeted product creates a specialized market larger retailers cannot reproduce.
As operating costs rise and sales decline, small business owners are experiencing a financial erosion resulting in the need to reduce staff costs, overhead costs and reduce levels of inventory.	Multiple small businesses across the nation are closing due to an increase in operating costs combined with declining markets.	Currently, small businesses in the Peterborough region are not being effected to the extent manifested by the national trend. This current overall success can be attributed to the diversification of the local market, as well as, a strong support network provided by the GPA EDC, the Peterborough Chamber of Commerce, the CFDC, and others. According to Statistics Canada, there has been a significant increase in the number of employers, staffing 5 – 9 employees, in the Peterborough area.	With continued support throughout this period of economic difficulty, Peterborough's small business sector should remain stable. Enhanced investment should be made in tools that support small business. <ul style="list-style-type: none"> ■ Access to capital (CFDC) ■ EOPD + EODF ■ Angel Network ■ Business Advisory Centre
Relative importance of small business to economic growth.	Small business growth is being negatively impacted by the current and emerging international macro-economic conditions.	Owner operated business accounts for 52% of all business in the GPA and exposes our area to a potential economic downturn.	This area of the economy has to be recognized for its contribution to society. In a period of economic instability, contingency plans (in the form of financial aid or managerial guidance) should be developed prior to any permanent damage. As noted above, local efforts will be required to provide necessary access to the applicable variables.

TOURISM

Individuals are traveling less, which results in less revenue generated.	Tourism related PST, GST and other applicable taxes are not being generated to the same degree as they have been in previous periods.	The Premier-ranked Tourist Destination Project determined Peterborough is not operating as a tourist "hot bed". This study also noted several specific areas where improvement is needed. Tourist attractions and local hotels are experiencing a reduction in visitation.	Peterborough's tourism industry is anchored by the natural environment of the region, featuring some of Canada's most beautiful natural assets. These features will help drive a recovery. The implementation of a Destination Marketing Fund will permit organizations to market the Peterborough region throughout the economic slump and into a stable market ahead. Over the next five years the community will be required to invest in establishing a regional tourism generator to maximize opportunities.
Decline in employment.	Although the unstable state of the Canadian tourism industry has not yet resulted in mass layoffs of tourism workers, employers may be hesitant in hiring for the next season.	The effects on the GPA are similar to the national effects. No mass layoffs, or closures of tourism-based businesses have occurred but as the economic market continues to sway, local employers will be hesitant during the recruitment season of 2009.	We will need to increase marketing efforts in the next five years; the GPA EDC will need to concentrate on increasing visitation to the area, as well as, increasing the average daily expenditures of each visitation.
The fluctuating Canadian dollar does not impact domestic travel.	Inter-provincial travel has increased and the national economy will benefit from the re-investment of Canadian dollars.	As inter-provincial travel increases the regional economy will benefit from the re-investment of Canadian dollars.	Peterborough must focus on attracting visitors from key Canadian markets.
Natural assets, by themselves, are insufficient to differentiate between specific market places without complimentary built assets.	The areas successfully marketing their natural assets have combined natural assets with significant, built assets. i.e. Collingwood, Whistler, Muskoka	The GPA's significant natural assets have not been sufficiently developed to provide a unique, differentiating niche in the marketplace.	Over the next five years, the GPA will need to develop built attractions or events to compliment existing natural assets.

SCAN OF ECONOMIC DRIVERS

Issue Effects on Canada Effects on Peterborough 5 Year Projection for Peterborough

AGRICULTURE

<p>The volatility in the cost of energy is impacting a variety of input costs.</p>	<p>An increase in input costs result in an increase in the following areas:</p> <ul style="list-style-type: none"> ■ Operating farm equipment / farm vehicles ■ Importing bulbs / seeds ■ Exporting finished goods to distributors ■ Importing soil treatments and food for crops 	<p>The rise in the cost of energy has effected the regional agricultural industry in the same manner as it has nationally.</p>	<p>It is important for local agencies to work with producers to attract investments, in processing and infrastructure, designed to either reduce or mitigate the increase in input costs.</p>
<p>Volatility of the Canadian dollar</p>	<p>When the Canadian dollar is worth more, it costs other nations more to purchase Canadian products. This results in less product sold to Canada's most prominent trade partner; the United States. When the Canadian dollar is worth less, it contributes to increased input costs.</p>	<p>There is a similar impact taking place in the Peterborough market. Local (produce and agricultural related) products have increased in price but farm profitability has not increased.</p>	<p>We need to build upon the region's strong, close-knit community to enhance consumption of locally produced product. We need to partner with activities taking place at Trent University and Fleming College to introduce innovative practices to local industries to better position competitiveness.</p>
<p>The average age of producers is increasing and the ability to attract younger farmers is limited.</p>	<p>This is contributing to the demise of family farms, which are being replaced by corporate farms.</p>	<p>Arable agricultural land is going out of production.</p>	<p>The GPA EDC needs to work with senior levels of government to attract immigrant farmers to the area. Also, the GPA EDC needs to promote aAgriculture as a suitable career choice for area students.</p>

INNOVATION

<p>Innovation is a key to future economic growth.</p>	<p>Canada is lagging behind other countries in its ability to commercialize innovation.</p>	<p>To date, the region has established a leading-edge Innovation Cluster specializing in commercializing regional DNA and related life sciences innovation.</p>	<p>Over the next five years, working with the Innovation Cluster, the community needs to develop partnerships between the government, universities, colleges and the private sector to accelerate the process of commercializing innovation technologies. The region is best situated to facilitate innovation in the areas of: Health Sciences, Environment and Water Quality, Agriculture, Bio-materials, Wildlife DNA and Forensics.</p>
<p>Emerging economies in China and India (and elsewhere) are making substantial public and private sector investments in innovation.</p>	<p>Although Canada continues to make such investments, they are insufficient to allow us to compete with noted emerging economies.</p>	<p>The lack of public and private sector investment is inhibiting the growth of local innovative initiatives.</p>	<p>The community needs to establish enhanced relationships with both the public and private sector to increase local investments in innovation.</p>

SCAN OF ENVIRONMENTAL CONDITIONS

Issue Effects on Canada Effects on Peterborough 5 Year Projection for Peterborough

GEOGRAPHY

<p>Geographic location</p>	<p>Canada is limited to few immediate trading partners (primarily the U.S.) due to geographic location.</p> <p>With the weak/weakening U.S. economy, Canada has experienced a decline in exports.</p> <p>Canada's ability to diversify additional export opportunities is limited by distance to markets, trade barriers and low cost competition.</p>	<p>The GPA is ideally located in respect to the transportation of goods. The region is extremely close to the U.S. border and a high density of citizens, featuring a target market of approximately 6 million people within a 320 km radius. This directly translates to lower transportation costs for local businesses.</p> <p>The GPA possesses the infrastructure to distribute a high frequency of products, such as an expanding municipal airport, existing rail links, and direct highway access to major Canadian routes.</p>	<p>Peterborough's geographical location will attract future investments and assist existing business looking to reach the 6 million individuals located within a 320 km radius. Effective economic development marketing will establish Peterborough as the region to invest in for expanding or relocating businesses.</p> <p>Continued financial support, by multi-level government agencies, will improve infrastructure and add to the economic attractiveness of the region. i.e. Highway 407, rail link to Toronto, Peterborough Municipal Airport.</p>
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LABOUR FORCE CHARACTERISTICS

<p>Volatility within the Labour Market (Full-time to Part-time)</p>	<p>National statistics show a continuing trend of increasing employment in Canada.</p> <p>Over the first nine months in 2008 employment increased 1.1% (194,000). Although this is a reduction of 0.6% (81,000) recorded during the same period the previous year.</p> <p>Canada is displaying a trend of an increasing amount of part-time jobs. For instance, between August and September 2008, employment increased by 107,000 jobs, however, 97,000 of these jobs are part time.</p>	<p>During the first quarter of 2008, full-time employment decreased 2.6% (3,500) in the Muskoka-Kawartha region.</p> <p>This decline was offset by a part-time employment increase of 1.7% (3,100).</p>	<p>Complemented by the economic development efforts of organizations in the region, Peterborough will substantially increase the number of full-time, high-quality positions. In turn, this will strengthen the Peterborough labour force through the attraction of skilled, dedicated employees.</p> <p>During the next few years, Peterborough will reflect the trends of our national employment levels due to the influence of the national economy.</p>
<p>Unemployment</p>	<p>When comparing the employment percentage change in May of 2008 and 2009, national statistics show a decrease of 1.7%.</p>	<p>As of February 2008, the Muskoka-Kawartha unemployment rate peaked at 8.4%. Compared with the Muskoka-Kawartha unemployment rate of February 2009, at 6.0%; the Muskoka-Kawartha region is displaying unemployment rates consistent to the national trend.</p>	<p>The Muskoka-Kawartha region will continue to see varying rates of unemployment due to the economic instability of the international economy.</p> <p>It is anticipated through economic development and continued investment into the region that the Muskoka-Kawartha labour force will stabilize at a rate under the national unemployment rate.</p> <p>High-performing local industries provide the GPA with a solid employment base to weather the current economic turmoil.</p>
<p>Working age population</p>	<p>Canada is, and will continue to, experience a trend displaying a greater number of workers leaving the workforce compared to the number of workers entering the workforce.</p>	<p>The GPA will experience the same trend in a reduction of eligible workers.</p> <p>Peterborough has a much higher proportion of people aged 45+. This leads to the conclusion that the region will be affected more significantly regarding the shortage of workers in years to come.</p>	<p>Peterborough's regional businesses are aware of this trend and are looking to attract and retain high-level individuals to work in the region.</p> <p>To attract these individuals, the GPA will have to focus on the immigration/migration of skilled workers.</p> <p>This can be achieved through additional marketing, focusing on the GPA's elite labour force and deep-rooted, successful business sector.</p>
<p>The nature of new employment requires the majority of new entrants to have post-secondary education.</p>	<p>According to Statistics Canada, a higher proportion of citizens possess college or trades training. Statistics Canada states 4 out of every 5 people in Canada undertake some form of post-secondary education between 18 and 25 years of age.</p>	<p>According to Statistics Canada, the majority of the local labour force possesses some form of education past the secondary level, however, it is lower than the national level.</p> <p>More specifically:</p> <p>Ages 15-24: slightly higher distribution of college level, lower for university.</p> <p>Ages 25-34, 35-44 and 45-54: Higher distribution in all categories except for university.</p> <p>Ages 55-64: Higher distribution for apprenticeships and college; lower for university.</p>	<p>As the GPA establishes itself as an economic "hot spot" in Canada, the attraction and retention of highly-skilled workers will increase naturally.</p> <p>To fully capitalize on the retention and attraction of highly-skilled individuals, regional marketing must be dramatically increased to establish the GPA as a place of prosperity and beauty to the international audience.</p> <p>In an effort to improve its competitiveness, the region will be required to increase the education level of its citizenry.</p>

SCAN OF ENVIRONMENTAL CONDITIONS

Issue

Effects on Canada

Effects on Peterborough

5 Year Projection for Peterborough

INDUSTRIAL DIVERSITY

A diverse range of industries is needed to provide a stable employment base.

Canada possesses a wide array of industries. In an instance where one industry completely collapses, the Canadian economy will not collapse as a result.

The GPA possesses a diverse range of industries. Statistics Canada exhibits an increase in the total number of employers spanning this wide range of industries.

The GPA EDC must focus its efforts in an attempt to retain the diverse range of industries currently operating in the region. Should the international economy rebound over the next few years, the diverse range of industries (and infrastructure) will provide a strong economic foundation to establish the GPA as a national 'hot spot'.

IMMIGRATION - MIGRATION

As baby boomers retire, a high frequency of skilled individuals will be required to guide existing businesses.

Since the amount of people retiring is greater than the amount of people entering the workforce, Canada may be required to attract individuals from other nations.

Peterborough regional statistics are similar to the national statistics, showing a need for the emigration of skilled workers.

Peterborough elicits an overall (net) positive migration figure of people aged 25-44 and 45-64. This potentially indicates stable employment opportunities in this region.

The GPA will need to research and develop a plan to assess the capacity of workers required to fill outstanding positions. Recruited workers will be required to work at a sufficient level to ensure a smooth transition in the workforce.

The emigration of professional individuals from other nations may result in additional business expansion or establishment opportunities

As Canada establishes itself as a leading country of wealth and innovation, Canada should be willing to investigate possible economic expansion opportunities presented while researching candidates for professional positions.

Regional economic development agencies should be aggressive in their attempt to recruit leading professionals from other nations, while being cognizant of possible economic expansion opportunities.

Peterborough can anticipate highly-skilled professionals relocating to this region. These professionals will have experience and contacts from their region of origin, which may result in additional business development opportunities (or the establishment of new emerging markets to Ontario).

Date produced: July 2009

Data sources: Statistics Canada and Service Canada

Updated data is available on an ongoing basis at www.gpaedc.on.ca

APPENDIX D: INDEX OF RECENT REPORTS COMMISSIONED BY THE GPA EDC

The undernoted is a list of reports commissioned by the GPA EDC, which were drawn on extensively in the development of the Strategic Plan:

Business Case for Infrastructure Development, Peterborough Municipal Airport, 2009

Premier-ranked Tourist Destinations Project, 2008

Business Retention+Expansion Project, 2007

Agricultural Impact & Development Study, 2006