

---

# PROSPERITY ROUNDTABLE

ENGAGING THE COMMUNITY  
IN SHAPING OUR ECONOMIC FUTURE

SESSION HIGHLIGHTS  
MARCH 6, 2007  
REVISION 0

**Participants:**  
*See participant list*  
*In Association with:*  
**Queen's Executive Decision Centre**  
**Facilitator: Erik Lockhart**  
**Ph#: 613 533-6681**  
**E-mail: [elockhart@business.queensu.ca](mailto:elockhart@business.queensu.ca)**

---

## Table of Contents

Executive Summary ..... 2  
Next Steps ..... 3  
1.0 – Drivers of Economic Growth ..... 4  
    1.1 – Brainstorm ..... 4  
    1.2 – Prioritization ..... 5  
2.0 – Opportunities..... 6  
    2.1 – Brainstorm ..... 6  
    2.2 – 1<sup>st</sup> screening (top 15) ..... 7  
    2.3 – 2<sup>nd</sup> screening (top 5) ..... 9  
Appendices ..... 10  
    A – Session Overview..... 10  
    B – Participant list..... 11

## Executive Summary

Attached are session proceedings from the 1<sup>st</sup> Prosperity Roundtable held on March 6, 2007. The purpose of this session was: to identify main growth drivers and real opportunities, in a way that engages the business community, in order to increase jobs in and prosperity across Peterborough and the County.

The group discussed and short listed the most important drivers of growth. Based on this, over 70 opportunities were identified to increase prosperity in the region. These were prioritized based on doability and impact. Fifteen ideas were selected and these were further prioritized. The steering committee agreed to refine these and the group committed to meet again in mid April to further refine the priorities. Below are the key points from the morning.

The **Main Drivers of Growth** in Peterborough and the County are:

1. *Health care and education facilities*: continued need for cooperative effort between education and the PRHC to attract & retain strong medical community;
2. *Commitment to invest in economic development* by regional partners, City, County;
3. *Development of infrastructure* to facilitate growth (e.g. roads, internet, sewers, waste);
4. Availability of affordable, *serviced high value land*;
5. *Arts, cultural & recreational base*;
6. *Unified political leadership*: co-operation & support of all community leaders & politicians;
7. *High quality of life* and quality business environment;
8. *Locational Advantages*: proximity to major markets

The **Top Ten Opportunities** to increase prosperity are:

1. (Long Term) *Enhance infrastructure* & promote managed growth;
2. (Short) *Development of vision, mission & guiding principles* for dec-making. This includes: establishing terms of reference to identify functionality and expansion of joint services city/county;
3. (Short) *Industrial land development*: airport, industrial park, Trent lands, serviced industrial property;
4. (Short) Integrated *regional transportation strategy* which includes rail, airport, Parkway, completion of 407 extension;
5. (Short) Partnership to *fast track planning & development* & reduce Red Tape (e.g. for new investors/companies looking at our area);
6. (Long Term) Structure *local taxation* in a manner which facilitates growth. This includes: reduction of commercial property taxes in the Region;
7. (Short) Actively revitalize & *invest in downtown*: including a convention center;
8. (Short) Develop *Tourism strategy*. e.g. create Tourism "Packages" and market them;
9. (Short) Explore best practices around *family physician recruitment*;
10. (Short) Integrated *marketing and branding* committee for the community. This includes: rename/identify Peterborough region with consistent marketing signage

## Next Steps

<b>Task</b>	<b>Who / When</b>
1. Distribute report to participants	Judy/Erik March 10
2. Refine opportunities and inventory current activities & info	Steering Committee
3. Prosperity Roundtable #2	April ??
<ul style="list-style-type: none"> <li>▪ Clarify / confirm priorities and current activities</li> <li>▪ Draft work plan and share draft committee structure</li> </ul>	
4. Form Committees/Task Forces	
5. Input from other stakeholders: City, County, other key groups, youth	

### Editor's Notes:

- a. The symbol // indicates that two similar ideas have been merged together.
- b. This document contains the meeting proceedings and is not intended as a "Final Report"

## 1.0 – Drivers of Economic Growth

### 1.1 – Brainstorm

**What are the main drivers of economic growth in Peterborough and the County?**  
**Note: each table brainstormed and entered their “top 3” drivers. These were then discussed with similar items merged (non-bold items)**

- 1. Availability of affordable high value land .. Serviced employment Lands**
- 2. Arts & cultural & recreational base including arts sector & speed skating oval**  
 Strong cultural community... Arts and Culture/Recreational  
 artistic/cultural/recreational/hospitality
- 3. Commitment to expand the education sector**
- 4. Health Facilities ...healthcare facilities/health education facilities ... cooperative effort between education /prhc to attract & retain strong medical community**
- 5. Commitment to invest in economic development ...commitment of regional partners**  
 ...Stronger investment in economic development by city and county
- 6. Industrial development**
- 7. Unified political leadership ...Co-operation & support of all community leaders & Politicians** ...strategy and execution coordinated between business and all levels of govt  
 being "open for business" -- supportive political and capital environment
- 8. High quality of life and quality business environment**  
 Quality of Life
- 9. Locational Advantages/Proximity to major markets**
- 10. Strong and competitive labour force**
- 11. Develop our infrastructure to facilitate growth. (e.g. roads, internet, sewers, waste)**  
 Transportation Infrastructure
- 12. positive demographic development - professional and older/wealthy/educated population ... wealth factor: # of active retirees with some disposable \$\$**  
 Demographic development: Attracting a more diverse population base e.g. highly educated diverse peoples
- 14. Improve marketing of assets**
- 15. legislation i.e. prov greenbelt legislation -> growth**
- 16. Tourism is world wide marketplace**

## 1.2 – Prioritization

### Voting Results (Each table selected the FIVE most important)

Multiple Selection (maximum choices = 5) (Allow bypass)

Number of ballot items: 16

Total number of voters (N): 8

#### # of tables / 8

- |   |  |
|---|--|
| 6 | 1. Health Facilities ...healthcare facilities/health education facilities ... cooperative effort between education /prhc to attract & retain strong medical community          |
| 6 | 2. commitment to invest in economic development ...commitment of regional partners ...Stronger investment in economic development by city and county                           |
| 6 | 3. Develop our infrastructure to facilitate growth. (e.g. roads, internet, sewers, waste)  |
| 5 | 4. Availability of affordable high value land .. Serviced employment Lands   |
| 3 | 5. Arts & cultural & recreational base including arts sector & speed skating oval  |
| 3 | 6. Unified political leadership ...Co-operation & support of all community leaders & Politicians ...strategy and execution coordinated between business and all levels of govt |
| 3 | 7. High quality of life and quality business environment   |
| 3 | 8. Locational Advantages/Proximity to major markets  |
| 2 | 9. positive demographic development - professional and older/wealthy/educated population ... wealth factor: # of active retirees with some disposable \$\$                     |
| 1 | 10. commitment to expand the education sector  |
| 1 | 11. Strong and competitive labour force  |
| 0 | 12. industrial development   |
| 0 | 13. Improve marketing of assets  |
| 0 | 14. legislation i.e. prov greenbelt legislation -> growth  |
| 0 | 15. Tourism is world wide marketplace  |

## 2.0 – Opportunities

What are the opportunities that could be pursued to increase prosperity in the County?  
 Note: The group brainstormed ideas (2.1). Then, each table selected the three best ideas (2.2). This set of ideas was discussed and combined. Then individuals selected his/her five best ideas (2.3)

### 2.1 – Brainstorm

1. Tax cuts / incentives - municipal taxation
2. Conference centre
3. Speed skating oval
4. 407 extension //complete 407 //connect Ottawa through 407 expansion
5. More serviced industrial land and buildings
6. 300 acres serviced industrial
7. Commercial property tax cut
8. Growth capital acquisition assistance
9. Tourism attractions
10. Improve rail service
11. Better road/directional signage
12. Attract more doctors //local family health care units
13. Day trips out of gta for tourism
14. Joint/integrated marketing board for ptbo opportunities, incl. Business and politicians
15. Expanded recreation facilities (multiplex)
16. Regional marketing cooperation // branding and marketing council
17. Destination hotel downtown
18. Property tax
19. Venture capital
20. Expanding go transit
21. Actively revitalize and legislate downtown cleanup
22. Structured access to capital
23. Business/govt. Joint job fairs in other communities and schools
24. Improve rail service
25. Invest in downtown: tax incentive
26. Municipal incentives to refurbish residential/commercial properties
27. Explore best practices around physician recruitment
28. Improve public transportation
29. Unified single tier govt.
30. Increase serviced land in the county
31. Manufacturing training initiative br+e and attraction of manufacturers
32. Full broadband coverage //broadband improvements
33. Grants/ funding supporting initiatives in development & growth
34. Partner with research facilities (e.g. Trent) to develop action plan for industry development
35. Improved synergies between primary producers and processors
36. Quarterly meeting of fed/prov/mun/county set agenda of discussion of growth prospects of region
37. Regional serviced industrial park //reach agreement on a joint industrial park
38. Increased investment economic devl't and marketing
39. Increase servicing at airport

40. Planning process for health care services involving community and health providers, to develop and grow centres of excellence
41. Tax incentives for business relocation
42. Development of Peterborough waterfront
43. Regional political cooperation
44. Better program to expand and retain business
45. Partnerships with export development
46. Build the parkway
47. Attraction of global investors
48. Enhancement of educational/private sector interaction (i.e. skilled training centre)
49. Compile an inventory of the businesses in the area and look for sectors which can be supported by existing businesses
50. Community events in summer to draw tourism & local wealth
51. Quality check list - high level opportunities for ptbo & area -
52. Develop an aviation research park
53. Buy locally, both business and consumers
54. Environmental research park
55. Increase funding for tourism marketing
56. More support for commercialization of dna, life science etc, better leverage
57. Other municipalities have used federal govt infrastructure money to build facilities which can be in turn rented to new businesses.
58. Long-term vision of area leaders and development of the region
59. Create tourism packages and market them
60. Convention centre
61. Translate tourism website into other languages
62. Change the population road signs to be more reflective of reality
63. Continued enhancement of the dna cluster effort
64. Facilitate large shop relocation to Peterborough e.g. Through land sales
65. Rail service
66. Build facilities to host large business conferences such as the delta
67. Alternative fuels
68. Proactive planning principles that benefit the region-the parkway, transportation, social and serviced land etc
69. Support new technologies (i.e.) ethanol plant
70. Change the name of the gpaedc to "progress Peterborough"??

## 2.2 – 1<sup>st</sup> screening (top 15)

**What are the opportunities that could be pursued to increase prosperity in Peterborough City and the County? At your table, agree on**

- TWO short term initiatives (next 24 months)
- ONE long term initiatives (> 2 years).

**Criteria:**

- Impact
- Doability

### 1. S - Development of vision, mission & guiding principles for dec-making

-- establish terms of reference to identify functionality and expansion of joint services city/county with a view to enhance and expand regional perspective to take advantage of synergies ... Vision20/20 doc... community partnership network? Joint services comm

- 2. S - Partnership to fast track planning & development & reduce Red Tape (e.g. for new investors/companies looking at our area)**
- 3. S - Actively revitalize downtown: Downtown investment including a convention center**
- 4. S - Industrial land development: airport, industrial park, Trent lands, serviced industrial property**
  - S: As a sales person, if we have no product to sell (serviced industrial land) other things become secondary
  - S - Reach agreement on a joint Serviced Industrial Park
  - L - Regional Industrial Park
- 5. S - Creation of a community capital investment group (-> venture capital)**
- 6. S: Integrated regional transportation strategy which includes 407, rail, airport, Parkway, etc. transit**
- 7. S - integrated marketing and branding committee for the community**
  - rename/identify the region of Peterborough with consistent marketing signage scope type of growth.....**CHANGE SIGNAGE!!** ... identify & articulate our brand
- 8. S - Explore best practices around family physician recruitment**
- 9. S/L - partner with educational facilities (e.g. Trent) to develop a plan for marketing and expanding research ///S - Continued enhancement of the DNA cluster effort**
- 10. S - Develop Tourism strategy. e.g. create Tourism "Packages" and market them**
- 11. S - job fairs and educated workforce recruitment**
- 12. S - buy locally ... promote... make it top of mind...**
- 13. S - Facilitate the building of the speed skating oval**
- 14. L - enhance infrastructure? promote managed growth.....public/private partnerships**
- 15. L - Structure local taxation in a manner which facilitates growth**
  - Reduction of commercial property taxes in the Region
- 16. L - Build the Parkway**
- 17. L - ensure 407 extension is completed in a manner advantageous to the Peterborough area**
- 18. L - development of Airport**
- 19. L - Environmental initiatives. e.g. research, tourism, etc.**

**2.3 – 2<sup>nd</sup> screening (top 5)**

<b>Opportunity</b>	<b># of individuals / 50</b>
1. L - enhance infrastructure? promote managed growth.....public/private partnerships	28
2. S - Development of vision, mission & guiding principles for decision-making	27
3. S - Industrial land development: airport, industrial park, Trent lands, serviced industrial property	27
4. L - ensure 407 extension is completed in a manner advantageous to the Peterborough area	26
5. S: Integrated regional transportation strategy which includes 407, rail, airport, Parkway, etc. transit	20
6. S - Partnership to fast track planning & development & reduce Red Tape (e.g. for new investors/companies looking at our area)	17
7. L - Structure local taxation in a manner which facilitates growth e.g. reduction of commercial property taxes	15
8. S - Actively revitalize downtown: Downtown investment including a convention center	14
9. L - Development of Airport	11
10. S - Develop Tourism strategy. e.g. create Tourism "Packages" and market them	10
11. S - Explore best practices around family physician recruitment	8
12. S - integrated marketing and branding committee for the community ... rename / identify region consistently... change signage	7
13. S/L - partner with educational facilities (e.g. Trent) to develop a plan for marketing and expanding research ///S - Continued enhancement of the DNA cluster effort	7
14. S - Facilitate the building of the speed skating oval	6
15. L - Environmental initiatives. e.g. research, tourism, etc.	3
16. L - Build the Parkway	2
17. S - Creation of a community capital investment group (-> venture capital)	1
18. S - buy locally ... promote... make it top of mind...	1
19. S - job fairs and educated workforce recruitment	0

## Appendices

### **A – Session Overview**

#### **Purpose**

To identify main growth drivers and real opportunities,  
In a way that engages the business community,  
In order to increase jobs in and prosperity across Peterborough and the County

#### **Desired Outcomes**

1. Agreement on main growth drivers for region
2. Priority set of opportunities as a result of main drivers
3. Commitment to action items to move this forward and continue to engage business community

#### **Agenda**

7.30 Coffee/Registration  
8.00 Introduction/Context  
8.10 Key Note Address      Rod Schaaf, Andy Mitchell  
8.40 Main growth drivers  
9.45 Break  
10.00 Opportunities  
11.15 Next steps  
12.00 Lunch

#### **Trigger questions**

1. What are the economic growth drivers? (brainstorm, discuss, and prioritize)
2. What are the opportunities that could be pursued to increase prosperity in the County? (brainstorm, discuss, prioritize into short term wins and longer term stuff)
3. Action items: Given what we have talked about today, what comes next?

***B – Participant list***

*Please insert here*