
PROSPERITY ROUNDTABLE #2

GETTING DOWN TO BUSINESS

SESSION HIGHLIGHTS
MAY 1, 2007
REVISION 0

Participants:
See participant list
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Executive Summary

Attached are session proceedings from the 2nd Prosperity Roundtable held on May 1, 2007. The purpose of this session was to build on the 1st Roundtable and to brainstorm action plans for and gather momentum in each of our six opportunity areas, in a way that engages the business community, in order to increase jobs in and prosperity across Peterborough & the County.

The group discussed the six opportunities and brainstormed actions for each. The steering committee agreed to refine these and form six task forces. The six areas are:

1. Promote Managed growth through the development of Public and private Infrastructure
2. Working with City, County, Local governments and other stakeholders develop a Community Vision and related development principals, which will provide a context for future growth
3. Working with the City, County, Municipal Governments and Private Sector Investors facilitate an increase the availability of serviced industrial land including a new industrial park, airport land and Trent University land
4. Building on the Transportation studies completed by the City and County develop a comprehensive transportation strategy, which includes roads, highways, rail and air
5. Working with the City and County's political leaders and their management teams assist in the creation of a more competitive municipal environment which facilitates growth by addressing local taxation, development processes, and other key variables such as labor costs and skill levels, access to health and education facilities and social and cultural infrastructure
6. Working with the DBIA and other stakeholders develop a vision for downtown re-vitalization plan

Next Steps

Task	Who / When
1. Distribute report to participants	May 2
2. Populate task forces	Andy & team
3. Modify action plans	Andy & team
4. Complete action plans	Task teams

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 – Community Vision

What other activities/actions must be pursued? Who should we engage? How? Next steps?

Opportunity:

Working with City, County, Local governments and other stakeholders develop a Community Vision and related development principals, which will provide a context for future growth

Sample Activities:

- a. Review and assimilate previous work completed
- b. Develop a draft vision for the region
- c. Consult with the community at large
- d. Present a proposed vision to area political leaders
- e. Release a proposed community vision to the public

Brainstorm:

1. What in 20/20 was implemented, use as check list, why activities were not, full review. Were there champions to lead and execute.
2. Public education regarding the original 20/20 document
3. Key activity is to "update" 20/20 vision recognizing both successes and additional items which need to be acted on
4. This is a evolution of 20/20 vs. a revolution. It needs to be kept living.
5. Update the vision 20/20 document
6. Take steps to communicate that the 20/20 vision document is still alive
7. Reconstitute the community partnership network
8. Make process more inclusive for region as a whole, i.e. all chambers etc.
9. Task team needs to engage broad cross section of the community particularly political leadership
10. Are the goals and objectives i.e. Visions each of the individual communities reflective of the entire of the community vision from a consolidated perspective
11. Invitation to all to participate in update vision, visit all communities again
12. Employers need to engage staff for feedback - why do you stay in this community
13. General population needs to know the vision & be able to communicate it
14. It is difficult to engage people in a statement that seems too high level, involve the average person so that they can see real results
15. Business needs to have an elevator speech that captures the vision
16. Reconstitute the community partner network to focus, oversee, benchmark the mandate of the community vision
17. We need a champion of the vision
18. Need to ensure whatever the vision is decided upon we need to ensure how to and achievable, execution is key with clear accountability to measure success. Annual review from a performance management perspective.
19. Vision needs to differentiate Peterborough from other communities
20. Vision needs to re-enforce we have an opportunity grow
21. Form a regional community advisory for city and county government
22. Quality of life needs to be integrated in the vision statement
23. Key elements need to include demographic understanding of what is going,
24. Celebrate the progress to date and update it
25. Establish interim measurable bench marks

26. Utilize the measurement models from the fed. Of Canadian municipalities to benchmark
27. Use the vision as a living document to guide, steer actions and planning

2.0 – Promote managed growth

What other activities/actions must be pursued? Who should we engage? How? Next steps?

Opportunity:

Promote managed growth through the development of public and private Infrastructure

Sample Activities:

- a. Understand and identify gaps
- b. Provide Input to Municipality's Process of Amending their Official Plans to conform with the Places to Grow Legislation
- c. Prioritize Infrastructure Development Needs

Brainstorm:

1. Find a partner to expand/grow the airport to develop freight, service etc.
2. Increase clear focus on airport opportunities
3. Development of tourism infrastructure which contributes to year round activity (I.E. OVAL)
4. We have existing properties that we need to support such as the art centres, Hope Mill, Beavermead that could benefit from public private partnerships if
5. Consider a multiuse centre for 1000 more people
6. Recognize that recreational facilities are best marketing tool - therefore upgrade and maintain facilities -
7. Develop non acute care medical service facilities
8. Be the first one to solve the doctor shortage
9. England has a 10,000 medical doctor surplus, we need to make it easier for them to come in. Partnership with province to make an agreement with country, OMA
10. Broaden the wording from public/private to include foundations/philanthropy
11. Encourage philanthropy for infrastructure - possible community foundation?
12. Explore idea of a foundation to attract donation of lands & money to support infrastructure
13. Utilize current groups and boards to be active in overseeing managing existing infrastructure and community growth
14. Wireless technology, (high speed internet at least), in entire region
15. Need to review Human Capital to support infrastructure i.e. Doctors. This is paramount to sustainability
16. Community at large and key organizations to learn about Places to Grow legislation
17. Need to look at accommodations to support the growth.
18. Ensure there is adequate access to both public and private capital for infrastructure develop
19. Why can't we combine essential services with city & county in one location
20. Encourage continuing joint activity between County and city
21. Ensure the cost of serviced industrial land is competitive
22. Tourism operators face many hurdles such as financing constraints and government red tape
23. Planning and development needs to be more creative and longer term
24. Create an industrial heritage museum
25. Create a resource(group?) That would support the Public/Private partnerships. I.e. airport, DNA Cluster
26. Continue to support DNA with private financial support
27. Tourism operators need to complete market analysis on the clients they wish to go after.
28. Public needs to understand growth and the limitations that are regulated by the provincial government. Growth Allocation awareness is important because we must comply. We have

- been given less than we want at present. Now we need to come together to manage it, be mindful of confrontation between stakeholders
29. Need to recognize impact of greenbelt and expansion of 407. These bigger decisions are outside of our sphere but they impact us.
 30. Recognize research and development is infrastructure

3.0 – Serviced industrial land

What other activities/actions must be pursued? Who should we engage? How? Next steps?

Opportunity:

Working with the City, County, Municipal Governments and Private Sector Investors facilitate an increase in the availability of serviced industrial land including a new industrial park, airport land & Trent University land

Sample Activities:

- a. Complete an Inventory of existing industrial land
- b. Understand and identify gaps in industrial land availability
- c. Prioritize Industrial Land development projects
- d. Develop suggested actions in key areas

Brainstorm:

1. Complete comprehensive inventory which includes servicing, size, ownership, cost, etc.
2. Complete an accurate inventory of industrial land, how much is useable i.e. ORCA constraints
3. Work with GPA EDC to identify an appropriate inventory of both serviced and unserved land parcels.
4. Look at current land base with the view of intensification
5. Do we need to compliment what is already underway or is it new areas to develop
6. Change the language to "employment lands", not industrial lands
7. Need to better understand what industrial land means and what employable land means in that regard
8. Understand objectives and guidelines of the 'Places to Grow' legislation. Identify what we have/need in land inventory ... What do we want to attract to area? What other amenities are needed?
9. Industrial Land development need to be tied into vision
10. Crystallize the role of industry in our community - it's contribution, requirements, targets
11. Potential to create partnership with City and contiguous townships to have serviced industrial land
12. Protect existing industrial land base
13. Support infrastructure to support the new primary health care reform model.
14. Industrial land needs to include institutional sectors (i.e.) Health science campus
15. Environmentally sensitive lands used for alternative uses i.e. ecotourism
16. Encourage green development and taking advantage of funding and incentive programs
17. Industrial tax rates reviewed or tied closer to commercial rates
18. Reassess industrial taxation in relation to province
19. Look for opportunities for BR&E
20. Need to better understand the commercialization opportunities with Trent to be prepared to compliment their needs
21. The ability to cluster lands for potential future growth, not sit serviced for many years, but quick response if needed.
22. Analyze the RFP's for why they chose elsewhere
23. Change the perception that there is a lack of cooperation. Much work has been done. Cooperative verbal agreements are in place. Inform the communities, including business, real estate, developers, funders etc.
24. Agriculture as an industry is important to the economy, we must consider this in our plans

25. Quick response team in place should it be needed-Multi-municipality for serviced industrial land
26. Encourage a variety of skill levels in industrial
27. Community and this group to understand how realistic it is to set aside major pieces of serviced land when is it truly realistic that we will get a 200 employee company?. Should this be kept as part of the inventory
28. Recognition that every community needs to generate wealth
29. Create a target prospect list for industrial land

4.0 – Transportation

What other activities/actions must be pursued? Who should we engage? How? Next steps?

Opportunity:

Building on the Transportation studies completed by the City and County develop a comprehensive transportation strategy, which includes roads, highways, rail and air

Sample Activities:

- a. Review data from previously completed work
- b. Evaluate and identify existing gaps in existing transportation infrastructure
- c. Consult with key stakeholders involved with the development of transportation infrastructure
- d. Prepare a proposed vision for an integrated regional transportation plan
- e. Release the proposed transportation vision to the public
- f. Identify key actions which relevant stakeholders should consider undertaking

Brainstorm:

1. Review existing plans and identify pressure points at City and County levels [Gary/Chris Bradley to help task force]
2. Transportation studies have been completed, implement the plans to address the issues.
3. Listen to the consultants
4. Encourage the City and County to continue to work together to harmonize 20 year plan
5. Encourage city county to continue with 20 yr plan working together
6. Master plan for city reviewed this yr - timely for committee input /
7. Need financial support from federal and provincial.
8. Explore the opportunities for lobbying
9. Engage in lobbying at provincial level to ensure participation of MTO
10. Lobby gas tax to divert to road infrastructure
11. Consider the role of public transit both within the community and linking us to other communities
12. Consider more smaller buses
13. Encourage the actual service instead of access to service in public transit
14. Study has shown that Public transit outside of city is not financially viable.
15. Review the linkages between the various modes of transportation: air, rail, road, water
16. Rail and air is not included in the review, needs to be looked at to have a holistic view
17. Via rail access
18. Eliminate Duplicate efforts
19. Encourage public participation in the City Transportation update.
20. Encourage both city and county to move city ring road up in consideration
21. Link transportation strategies to the community vision/strategic plan
22. Transportation and Industrial land development task forces need to consult
23. Infrastructure programs cause competition between communities. Coordinate efforts across the region.
24. Identify transportation issues which need immediate attention
25. Development charges need to be implemented in County
26. Opportunity, as city grows include annex communities to be included to transportation strategy, important to look at edges of city.
27. Re-introduce suburban road commission, to look at cost contribution.
28. Consider that flow is most important
29. North and south access to hospital, easy access for all users or they will not contribute to fundraising
30. 407 access

5.0 – Competitive municipal environment

What other activities/actions must be pursued? Who should we engage? How? Next steps?

Opportunity:

Working with the City and County's political leaders and their management teams assist in the creation of a more competitive municipal environment which facilitates growth by addressing local taxation, development processes, and other key variables such as labor costs and skill levels, access to health and education facilities and social and cultural infrastructure

Sample Activities:

- a. Identify specific concerns
- b. Compile a list of key variables which influence both business retention and attraction
- c. Prepare specific action steps designed to make the region more competitive

Brainstorm:

1. One stop shop to remove roadblocks / speed up development processes
2. One stop shop that tells you everything that you need to do, where you need to go. Behind the scenes coordination takes place
3. Develop and enhance building, planning and development. City of Belleville did it and it works as it is under one leader i.e. one stop shop. Mindset of embracing the developer.
4. On-line checklist of sites/ approvals/ individuals who will assist in making the contacts - process seamless
5. Facilitate the education of "users" regarding the development process.
6. Encourage ambassadorship. Let Councilors and CAO's know when there is a problem.
7. Share examples of Regional gov't that works well - is there something to learn
8. City and county continue to enhance how they work together.
9. Identify key factors where we have a competitive advantage over other communities
10. Work to ensure our tax profile is competitive to other jurisdictions looking to capture the same growth
11. Package our labour skills inventory
12. Market our quality of life component
13. Are we a creative community, to attract this segment is important. Ask this group what would bring you here.
14. More partnerships to address labour issues-coop programs
15. As municipal business becomes more complex, there are challenges of always being open and transparent. This awareness is important to re-enforce
16. Long-term implementation plan of the 20/20 vision that people can trust, so that current weaknesses will be seen as potential strengths
17. Identify what investors want.
18. Monitor via GPA EDC any barriers in existence

6.0 – Downtown revitalization

What other activities/actions must be pursued? Who should we engage? How? Next steps?

Opportunity:

Working with the DBIA & other stakeholders, develop & implement a downtown revitalization plan

Sample Activities:

- a. Review and assimilate previous work completed
- b. Develop suggestions for inclusion in a downtown revitalization plan
- c. Engage the community at large
- d. Present suggestions to key decision makers
- e. Release suggestions to the community
- f. Identify key actions which relevant stakeholders should consider undertaking

Brainstorm:

1. Inventory various groups working on down town
2. Combine East City & Downtown BIA's
3. Mandate Dressing up empty store fronts, use to promote community activities
4. New Funding program "access to Capital" EODP funding 0% payable over 10 years
5. Benchmark current intensification of downtown
6. Enhance community policing downtown. Partnership crime stoppers and DBIA
7. Tax incentive for building/facade improvements, including residential, not just a tax credit
8. Promoting Arts community: Community needs to pull together all the arts and entertainment partners to focus on destination and package marketing.
9. If possible, legislate long term parking on upper floors. If not encourage it.
10. Provide property tax bonus to develop residential above stores
11. Encourage involvement in the downtown master plan process
12. Policing of D/T to enhance safety concerns of potential residents
13. Increase community police presence
14. Engage people who are not investing in the downtown to find out why
15. PROVIDE APPROPRIATE ACTIVITY FOR YOUTH DOWNTOWN IN A SAFE ENVIRONMENT
16. More people living downtown, residential development.
17. Encourage longer hours, particularly wed and sat evenings
18. PARTNERSHIPS BETWEEN DIFFERENT BUSINESSES SUCH AS ARTS COMMUNITY TO RESTAURANTS
19. More work needs to be done to develop critical mass-residential- in the downtown
20. Better use of the water front
21. Consider developing exclusive residential lofts to compliment exclusive shopping etc.
22. Encourage artisan districts, similar to the Hunter street cafe district, even an alleyway every Saturday would be a start
23. Balance of 24/7 for arts & culture vs. the existing bar activity
24. One way streets a challenge, other cities moving away from this. Keep traffic walk and car slower.
25. Consider two way streets or a pedestrian mall
26. Provide a dedicated downtown residential advocate to help facilitate residential development
27. Blend or coordinate the groups (action committee, dbia, revitalization study
28. Encourage foot traffic

Appendices

A – Session Overview

Purpose

To develop action plans for and gather momentum in each of our six opportunity areas, in a way that engages the business community, in order to increase jobs in and prosperity across Peterborough & the County.

Agenda

- | | | |
|--|---|-----------------------------|
| 1. Welcome and Introduction to the day | - | Eric Lockhart |
| 2. Outlining the Objectives for the day | - | Andy Mitchell |
| • Goals for today's meeting | | |
| • Overview of Governance Proposal | | |
| • Action Plan Process | | |
| 3. Observations on Process | - | Rod Schaaf |
| 4. Task Force Membership | - | Stuart Harrison |
| 5. Facilitated discussion on six economic Opportunities | - | Eric Lockhart |
| • Develop a Community Vision (Action Plan 1) | | |
| • Development of Public and private Infrastructure (Action Plan 2) | | |
| • Serviced Industrial land (Action Plan 3) | | |
| • Develop a Comprehensive Transportation Strategy (Action Plan 4) | | |
| • Competitive Municipal Environment (Action Plan 5) | | |
| • Down Town revitalization (Action Plan 6) | | |
| 6. Next Steps | - | Andy Mitchell |
| 7. Summary of the Day | - | Rod Schaaf
Eric Lockhart |

B – Governance Process (draft)

OVERVIEW

It is anticipated the process the Prosperity Round Table will take several months to run its course. In that respect it is considered important to establish a governance structure whose aim will be to co-ordinate the various activities, provide a focal point for the participants and be charged with marshaling the resources required to move the project(s) forward.

STRUCTURE

The concept is to divide the participants into six task teams. Each task team will be assigned responsibility for one of the six action plans, the team will act as champions for the various actions outlined, ensure the resources supporting the process are fulfilling their roles in a coordinated and timely fashion, engage the broader public in the task at hand and co-ordinate activities with the other task teams. Each task team will be harmonized by a task team chair

MANAGEMENT

A management committee will be responsible for ensuring the overall prosperity agenda moves forward. The committee will coordinate the activity of the various tasks teams, ensure that organizational resources are secured, seek political support and provide a public face for the process. The management team will be made up of the Chairs of the CFDC, GPA EDC, Chamber of Commerce and the Senior Vice President of the Royal Bank.

RESOURCES

The primary resources will be a staff position known as a coordinator. This individual will be funded through the CFDC LIP program with GPA EDC, Chamber and Royal Bank being community partners. The position will be housed with the GPA EDC who will provide logistical and other support.

In addition to the four sponsoring organizations, the City, the County and area municipalities will be asked to provide support to individual task teams in carry out specific functions that fall within an organizations area of expertise.

Both senior levels of government, through our respective local representatives, will be asked to contribute support.