

KEY DESCRIPTIONS

VISION

The GPA EDC's vision statement is designed to be a picture of our community's future. It will serve 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.

MISSION STATEMENT

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

VALUES

The GPA EDC 2010-14 Strategic Plan defines its values as a set of guiding principles against which all proposed actions will be measured. They craft a code of behaviour that will guide the activities of both the Board and 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.

STRATEGIC GOALS

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

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.

STANDARD OF LIVING MEASUREMENTS

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

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 health care, access to cultural activities, availability of appropriate and affordable housing, security from crime, protection of individual diversity.

STRATEGIC MEASUREMENT

The GPA EDC Board 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.

SUMMARY

The matrix summarizes the key components of the Strategic Plan. The top of the document describes the overall Mission of the Corporation followed by the Core Values against which all corporate activity will be evaluated against.

The matrix next highlights the two key themes which the strategic plan are built around; improving the Standard of Living and improving the Quality of Life. The matrix then notes that the GPA EDC's activities have been organized around four key pillars including Agriculture & Rural Development, Manufacturing & Small Business, Tourism and Innovation.

The matrix then highlights the eight goals adopted by the Board. This includes four which are presented across the top of the page which relate to Standard of Living measurements and four are presented down the left hand side of the matrix which relate to Quality of Life measurements.

Key to operationalize the Strategic Plan are the objectives enunciated in the body of the matrix. 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 the strategic measurement the plan is evaluated on a tactical basis using the annual work plans.

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 healthy, 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

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.

GOALS

Building a sustainable economy

Attracting & maintaining a permanent/seasonal population that contributes to a skilled and adaptable labour force

QUALITY OF LIFE

Addressing health and housing by promoting wellness, providing accessible and quality health care, and by meeting the infrastructure continuum of housing needs

Respecting our culture and heritage, promote an emerging diverse community

TOURISM

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.

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 in a manner that contributes to local wealth and employment creation.

MANUFACTURING & SMALL BUSINESS

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.

OBJECTIVES

- 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

- 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 local youth
- Further expand BAC and rural economic development services into the County

OBJECTIVES

- 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 agricultural niche markets based on ethnic and other preferences
- Increase and expand local market penetration through a robust and expanding Kawartha Choice FamFresh initiative
- Building on the Dairy Goat study establish a Centre of Excellence in Small Ruminants

- 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

- 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

- 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 skills 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

- Attract upscale seniors to the area by encouraging the PRHC 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

- Provide the necessary community and other support to assist in attracting foreign trained professionals to supplement our current workforce needs
- 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 multi-cultural audience through the development of appropriate programming
- Assist and nurture the growth of existing local and regional festivals

- 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

- 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

- Develop a partnership between Trent and PHRC to attract and train new health care professionals
- Work with ICAV 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 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 services?

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?