



ACTION PLAN

Articulate Your Concept – Expound Your Vision – Promote Yourself

Be more aggressively expressive of your unique culture and your awesome community. You don't do that enough. This should be a common thread that weaves through all the groups involved in your economic development efforts; particularly the Ecosystem. The marketing trajectory could be quite amazing. Encourage each spoke to reach out to their larger network; the network beyond Peterborough. For example, Ciaran Nagle has spoken with the Boston Farmers' Market about securing a stand for Peterborough. That exchange led to people in the food industry in the region to want to know more about this unknown town and why they have something so special as to merit a stand at a regional market. And the conversation expands and grows from there. All the spokes have their sector or industry networks. Don't waste this opportunity.

Ensure that you can articulate your goals and objectives. Too many people seem confused. This will help people who are just now coming on board to understand the end game and as the group grows and the environment changes, you will all remain on the same page. A suggestion is to state that you are **focused on assembling the right mix of talent, market focus, and civic cooperation, which is the essence of a successful town in today's highly competitive environment**, and you are well on your way. **The "Collective We"** is something you should be branding yourself with since you really do live it. This resonates to the type of person you are trying to attract.

Establish the communication pipeline. Establish the process for social media postings, press releases and media engagements.

Develop a collaborative approach to the regional initiatives and branding that seems to be taking hold in the various spokes. They, for the most part, are regional groups. Peterborough can take the lead.

Any start-up, innovative or hybrid initiative should be highlighted. This feeds your branding. Steer clear of the generic place branding approaches.

SWOT Analysis

It is highly recommended that you define and document the progress being made relative to stated weaknesses and opportunities. You can start that now since there has been a determined effort in this regard.

Develop Market Foci

Because you have limited resources coupled with a seedbed of entrepreneurial opportunities, it would be recommended that you focus on promoting certain sectors for economic development and branding/marketing purposes. Much of the focus can be done through the Ecosystem, but the spokes should be monitored to ensure that the objectives and efforts are in alignment; example noted below. Examples of those sectors that have stood out are:

Specialty Foods

Opportunity to develop a regional hub that encompasses an entire ecosystem of its own ranging from product to service to education to transportation to marketing to innovation

Sustainability & Conscious Living

There is so much intellectual capital and commitment to sustainability and the environment that it would be a shame not to focus on the economic and entrepreneurial potential that exists. The current spoke seems to be focusing on issues of sustainability rather than on the economic opportunities. Perhaps this and the messaging can be addressed through expansion of the group and/or sub working groups.

Technology – Business and Professional Services

Ideally, the information age should allow smaller towns and cities to compete for jobs in the largest sector of high wage employment: business and professional services. Growth in these high-end jobs is very diverse and its leaders are widely scattered. An action would be to select a viable business or professional service that exists - or should exist in your demographic - or is connected to an existing spoke and develop a

concerted effort together with a coalition. A great benefit will be to demonstrate that in Peterborough one can have a tremendous quality of life while developing a technology based business or working remotely.

Develop Plan for Workforce Housing

Clearly this is a major obstacle to attracting and retaining a certain work force demographic. A concerted effort would be advised to address this issue and perhaps further develop some of the alternative ideas that have been suggested. A spoke can be developed and may benefit from access to the Hub.

Peterborough Economic Ecosystem

The Ecosystem has been developed and is underway. To continue the success of the Ecosystem, a playbook is herewith attached. In addition to the recommendations in the playbook, the following action items are advised:

- Design a logo specifically for the Peterborough Economic Ecosystem.
- The ecosystem has determined that it does not need a leader. Without a leader, there is danger that the group will lose its structure. The leader can be revolving in a short period of time to make it easier for someone to commit; 3 months or 6 months?
- Take a more serious look at spokes that address marketing, education, housing, manufacturing
 - Perhaps a bridging effort can be formalized with the ongoing efforts relative to education and manufacturing
- Determine what you want to do with other spokes that have been suggested, such as diversity and social inclusion.
- Make sure that the community is aware of the existence of the Ecosystem and make a concerted effort to encourage the establishment of new spokes
- Define the business resource infrastructure and how it interacts with the Hub. Is it a spoke unto itself or is it sufficient that most of the key entities are Hub members?
 - Ensure that the ecosystem will sufficiently handle the pipelines of new and growing businesses, as well as existing ones and see to the needs of both.
- The Hub should ensure that the spokes work together when there is mutual benefit. Cross pollination.

- Ensure that there is no issue with duplication of efforts, or the appearance thereof, with existing organizations. Leverage – not compete.

Communication - Community

It is critical to determine how best to develop a centralized means of posting events, announcements and activities that everyone will contribute to. It is necessary to find the best platform that is accessible not only to the residents of Peterborough and the region, but anyone who may be exploring Peterborough as a place to move to.

Conduct community outreach to inform and to solicit. Determine whether an ad hoc action plan is merited or whether the messaging and the ask can be conducted through existing channels.

Communicate the means with which updates and news will reach the general community on this specific project, so interested residents make a habit of following your communiques'.

Communication – State & Federal

Make sure that you are communicating fully with State and Federal agencies that have resources you can use. Make sure that those resources are made available to you. Examples include the Division of Economic Development, Department of Business and Economic Affairs (DBEA) and Division of Travel and Tourism, the Small Business Administration, the US Commercial Service, the Small Business Development Center, and so forth. The DBEA has a seat on the Hub which is a good example of how to keep them engaged and providing resources

Narrative and Branding

Everyone should be on the same page on the branding. It needs to be emphasized that the branding and narrative exercise was for a very specific audience and goal, as are all these initiatives – there is a unified vision. The narrative can be used and perhaps added to or modified to accentuate specific themes or address specific audiences. The narrative, branding and marketing committee efforts and resources need to be communicated to and deployed by the entire ecosystem. The members of the Ecosystem should be designated as official Peterborough Ambassadors.

It is important to continue to collect and feed stories into the narrative pipeline. Use these stories to update or add to the narrative and on the social media and websites.

To continue promoting Peterborough as business friendly with an entrepreneurial culture, it is important that you take every opportunity to showcase the formal formation of the Peterborough Economic Development Ecosystem. This is a unique asset and an extraordinary move on the part of the Town and the community to ensure that all aspects of the current and – very importantly – the blossoming- of new or hybrid industries are supported.

Marketing

Follow the recommendations in the promotional strategy provided.

Develop a curated media list.

Define how the Marketing Committee will serve the Ecosystem. There currently seems to be some question about that.

Ensure that news stories are published on your website and social media in addition to simply those from the Ledger.

Again..... Establish the communication pipeline. Establish the process for social media postings, press releases and media engagements.

Drive More Business to Peterborough during the Slow Season

Explore ways to draw people during the winter and other slow periods. One intriguing idea that has come up is to be the first in New Hampshire, and perhaps New England, to hold Night Markets. Night markets are very popular in Asia and have been popping up around the U.S. over the past couple of years. Or, you could look at putting on a series of Winter Markets which have become highly prevalent and popular, around the world, as a means to balance the slow season. As the saying goes....."there is no bad weather – only bad clothing choices". I love this idea and promised I would bring it up in this action document.

In addition, something needs to be done about stores being closed during the weekend.

The Man Behind the Curtain

As much as you wish not to do this, someone needs to be keeping an eye on the interactions, the collaboration, the requisite actions, communication, and the fluidity of all the working parts to make sure that the important actions don't fall through the cracks and everyone stays on message. Perhaps initially – until proper habits are formed.