



Peterborough Economic Ecosystem **Playbook**

March 2019

Chronicle

The Peterborough Economic Ecosystem is an outcome of the SWOT Analysis and is designed as a hub and spoke. The Hub consists of important and relevant stakeholders, including a representative of each spoke, a representative of the Town Administration, a representative of the EDA, and influencers who are involved and engaged in the economic development activities of the Town; ie selectpersons, librarian, Chamber of Commerce, volunteers, etc. The Hub is considered the overarching group. It ensures that communication is fluid and consistent with the various spokes that will all have their own constituents and will take responsibility for communication within their own communities. The Hub takes responsibility for knowing what everyone is doing and ensuring the propagation of that knowledge. This is the foundation of an ecosystem and works to ensure that a true value network is created and sustained. In addition, the Hub will take responsibility for such things as ensuring that any untapped resources are made available to everyone, acting as a repository for the Town's narrative for marketing and branding and ensuring that all elements that speak to the unique benefits of doing business in Peterborough are conveyed.

Vision

The vision of the Ecosystem Hub is to act as a connection point to a coordinated network of sectors and resources that work in concert to create a sustainable, prosperous and vibrant economy in the Greater Peterborough area.

Mission

The mission of the Peterborough Ecosystem Hub is to guide and encourage innovation and new business, strengthen existing business and industry; to respect our environment, grow and diversify our community, and define our culture, while honoring our history.

Ecosystem Hub

At the writing of this playbook, the Hub members include the list that is herewith attached. While the core of the Hub has been established, there are vacancies to be filled relative to topical areas still under consideration and, of course, the spokes as they are developed. As the ecosystem was being established, it was initially decided that we should work on prioritizing the establishment of specific spokes by focusing on 1) the most urgent and 2) those groups that already have some foundation. Once the spokes are duly formed, the spoke leader (or alternates) will officially join the Hub. Each spoke will have the opportunity to report on its activities, issues, opportunities, etc. This will constitute the bulk of the agenda. The hub has created an agenda template to be modified at each meeting where necessary. In this way, the prep for each meeting is minimized and each member knows what their responsibility is. In addition, the meetings are pre-scheduled to take place on the last Monday of each month, 12:00pm – 1:30pm in the Town Hall Selectperson’s meeting room. There is not a leader, per se, however, Jeanne Dietsch will perform the role of moderator. The role of official secretary has yet to be filled. Communications will happen through SLACK.

Ecosystem Spokes

Several spokes have been established and oriented and are doing quite well. To date, they are: Merchants Spoke, Drawdown Spoke, Grow/Eat/Drink Monadnock Spoke, Nonprofits Spoke, Arts Spoke, and Tourism Spoke. They are reporting to and participating in the Hub. The Hub will continue to develop additional spokes as the need or the opportunities arise. The process to develop a spoke can be time consuming, but, if done well, the effort has paid off in ensuring that the spoke is well structured and sustainable. Following are suggested steps to establishing a new spoke:

1. Develop a good mailing list relative to the topic, the sector, or the need.
 - a. Ask key people in the sector, within the community and the current Ecosystem for help developing the initial list.
 - b. With every communication ask those on the list to provide additional contacts or to forward to those who they think may be interested.

2. Send out an email soliciting participation in the 1st spoke meeting. Following is an example of the initial email sent out to begin forming the Arts Spoke:

Some of you on this email distribution list know about the Peterborough Economic Ecosystem project. Those of you who don't were recommended for inclusion by one or more members of the Ecosystem. Following is a little background:

PO Box 524 · Portsmouth · New Hampshire · 03802 · USA
Tel: +1 603.836.4207 Fax: +1 603.836.4082



We are working on a branding and economic development project for the Town of Peterborough of which the ecosystem is a critical component. The ecosystem is focused on everything that is critical to developing, growing and sustaining a vibrant economy and one that is unique to the special culture of Peterborough. We are seeking to ensure that there is a good system for communication, cross marketing, leveraging of resources and branding, and that it represents a cross section that is inclusive, diverse, compelling, and will drive growth as well as innovation.

Over the past few months, we have developed this ecosystem to follow a hub and spoke model. The overarching group, the Ecosystem Hub, consists of representatives of each spoke as well as other important stakeholders. The Hub ensures that communication is fluid and consistent with the various spokes that will all have their own constituents and will take responsibility for communication within their communities. In a very basic sense,

the Hub will take responsibility for knowing what everyone is doing and ensuring the propagation of that knowledge. This is the foundation of an ecosystem and works to ensure that a true value network is created and sustained. In addition, the Hub will take responsibility for such things as ensuring that any untapped resources are made available to everyone, acting as a repository for the Town's narrative for marketing and branding and ensuring that all elements that speak to the unique benefits of doing business in Peterborough are conveyed.

This is where you come in.....

The Hub has met several times and we have been in the process of developing the Ecosystem Spokes. This includes defining those sectors that show the most immediate promise and creating a group or "spoke". The Arts as a spoke has been highlighted. We are in the process of forming The Arts Spoke which will coordinate, collaborate and define the activities, needs, voice and communications of the industry/sector. It will feed information to the Ecosystem Hub to ensure that The Arts sector in Peterborough is optimally represented. The spoke will designate a representative to sit on the Ecosystem Hub to accomplish this. We are in the process of filling out the membership of The Arts Spoke and are inviting you to take part.

The Ask: *I am scheduling an organizational meeting of what will ultimately become The Arts Spoke. If you are interested in attending, please click below and complete the Doodle Poll . If there is anyone you would like to invite to the meeting, feel free to forward this email or ask me to contact them*

If you are unfamiliar with this project and would like to chat, I am happy to hop on the phone and provide whatever information you need. [Email me](#) or call me on my cell [603-205-1001] if that is the case.

Looking forward to scheduling this first meeting and hearing back from you at your earliest convenience.

All the best, Dawn Wivell



PLEASE CLICK ON THE DOODLE POLL TO INDICATE YOUR AVAILABILITY SO THAT WE CAN SET THE MEETING DATE AND TIME ASAP. THANKS!
[DOODLE POLL](#)

- 3 Assist the spoke in establishing a clear structure through the agenda for the first meeting. It is good to have someone from the Hub moderate, advise, and steer the first meeting so that the structure and responsibilities are well defined and leadership emerges, and who can describe the concept and function of the Ecosystem. Once that happens, the group should be able to function on its own and will create its own culture. Example of the agenda for a first meeting:

ARTS SPOKE
Of the
PETERBOROUGH ECONOMIC ECOSYSTEM

Meeting of January 24, 2019 – Meeting 1
Peterborough Town Hall, Select Board Meeting Room

AGENDA

12:00pm	General Ecosystem Overview Structure, Recommendations, etc. SWOT Analysis Relevant issues	Dawn Wivell
12:10pm	Priorities/Issues; e.g. What is important to this segment of the economy? What issues can the group take on and how? What resources does this segment need that are not Forthcoming? Ideas & input on broader communication pipeline issue	Group Discussion
12:50pm	Structural/Procedural Decisions; e.g. Reporting to & participating in the Ecosystem Hub POC Task/assignment procedures and structure Meeting frequency, location, etc. Mode of communication Bringing in new members	Group Discussion
1:25pm	Other Business	Open
1:30pm	Adjourn	

- 4 Ensure at the first meeting that the next meeting is scheduled, that there is a clear agenda, there is an idea of the frequency of meetings and that the designated leader is clear on how and when to attend the Hub meeting. Offer any additional help the leader feels he or she may need, including a copy of the original mailing list for the spoke and an invitation to join the Hub Slack group.

Structure

The structure of each spoke will vary based on the nature of the spoke. Each spoke will have its unique culture and way of communicating. Some may find it necessary to meet in person, others can accomplish what they need through conference calls, and still others on a digital basis or a combination of the above. The basic structure of the group will consist of the appropriate stakeholders, a leader, and a communicator. Some spokes may opt to rotate leadership more frequently than others. The leader represents the spoke on the Hub. The spoke group will take several steps in its constitution and to ensure progress moving forward:

Agree to structure: meeting mode(s) and frequency (generally on a monthly basis)

Agree to issues and set strict priorities so that action can be effectively undertaken (do not take on too many issues at once)

Agree on who will take leadership role, who will communicate (take minutes, meeting reminders, etc)

Agree on who should take part in the spoke and how to recruit

Set action items based on priorities

Allocate tasks and responsibilities to the members. It is very important that no one person or persons assumes the majority of the tasks as often happens in committees, groups, etc. If the workload is distributed equally, the likelihood of progress and continuity is greatly increased.

Discuss and agree on what, if anything, the spoke needs from the Hub

Advise the group that the Hub and some of the Spokes are using Slack for communication purposes.

Success/Metrics

Each spoke will have its own idea of what constitutes success. Success, in an overall sense, can be defined as follows:

Official formation and structural development

Continuity and growth of membership where possible

Defining issues, priorities and developing action items

Successful completion of action items

The spoke itself feels that it is accomplishing something meaningful and having a positive impact on the broader economy, their own economic well being, and the community, as well as the Ecosystem Hub.

Additional Recommendations

- Although the Hub members feel that there is no need for a leader, it is advisable to have a person or persons who, in addition to running the meetings, can send out reminders of the meetings, modify each meeting agenda if necessary and ensure that members are active and attending. Minutes of the meetings should be taken and archived so that new members can catch up when they join. These activities should be undertaken by more than one person and can even be revolving so that the same people do not get stuck with these tasks. It is recommended that a little more structure be applied if possible.
- Design a logo specifically for the Peterborough Economic Ecosystem.
- 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
- 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.