

BUSINESS SUPPORT SERVICES

Growth and retention is an inherent part of KEDCO's overall economic development strategy and the Corporation's plans reflect Kingston's existing base as well as its future prospects. KEDCO's business support services are available to all Kingston-based companies. For new entrepreneurs and small business owners, KEDCO works in partnership with the provincial Ministry of Economic Development, Employment and Infrastructure to deliver services as part of the Ontario Network of Entrepreneurs.

To support local business growth and prosperity, KEDCO is committed to delivering exceptional, timely and responsive services. KEDCO's Business and Tourism divisions have the knowledge, tools and resources required to deliver comprehensive support to best position, integrate and market the wealth of opportunities to visit, live, work and do business in Kingston.

KEDCO's service delivery foundation is designed to nurture local entrepreneurs and business owners to create new growth. Services are reviewed on an annual basis to ensure that the Corporation continues to provide value to existing businesses and responsive to the ever-changing economic landscape.

STRATEGIES:

- Deliver essential, professional and timely core services to **support owner-operated business start-up, growth, sustainability and transition.**
- Work with the City of Kingston and community partners to **ensure that infrastructure, employment lands and neighbourhood development initiatives are in line with business, resident and visitor needs** today and in place for the future.
- Integrate service delivery of Business and Tourism divisions to **assist in the growth and promotion of Kingston organizations through local and regional alliances.**

| KEDCO'S BUSINESS SUPPORT SERVICES | |
|---------------------------------------|-------------------------------------|
| Small Business & Start-up Consulting | Commercialization/ R&D Partnerships |
| High Growth Entrepreneur Assistance | Government Grants & Programs |
| Municipal Infrastructure Liaison | Senior Government Relations |
| Supply Chain Development | Lead Generation |
| Product Enhancement | Visitor Services |
| Communications/ Industry Intelligence | Marketing Programs & Media Liaison |
| HR Consulting & Recruitment Support | Kingston Job Board |

PARTNERSHIPS

Partnerships are a critical component to KEDCO's overall success. Building strong local, regional and extra-regional partnerships to develop collaborative activities enhances economic and tourism development capacity in our city and the greater region. Key partnerships have been forged with the following organizations to further KEDCO's strategic vision:

- | | |
|--|---|
| <ul style="list-style-type: none"> 1000 Islands Workforce Development Board ACFO Mille-Îles Algonquin & Lakeshore Catholic District School Board Business Development Bank of Canada Canada-Ontario Business Service Center Canadian Forces Base Kingston City of Kingston Canadian Manufacturers & Exporters Canadian Sport Tourism Alliance Canadian Tourism Commission Centre culturel Frontenac Community Foundation for Kingston & Area Community Futures Development Corporations County of Frontenac County of Hastings County of Leeds & Grenville County of Lennox & Addington County of Prince Edward Downtown Kingston! BIA Economic Developers Association of Canada Economic Developers Council of Ontario Excellence in Manufacturing Consortium Francophone Immigration Support Network Kingston Frontenac Arch Biosphere Reserve Futurpreneur Canada GreenCentre Canada Greater Kingston Chamber of Commerce Health Force Ontario Historic Inns of Kingston Hotel Dieu Hospital Immigration Services Kingston & Area Industry Canada Industrial Asset Management Council Innovation Park at Queen's University International Economic Developers Council KEYS Job Centre Kingston Accommodation Partners, Inc. Kingston Area Home Business Association Kingston Arts Council Kingston Assoc. of Museums, Galleries and Historic Sites Kingston Community Health Centres Kingston Construction Association KFL&A Public Health Kingston General Hospital Kingston Military Family Resource Centre Kingston Immigration Partnership Kingston Technology Council | <ul style="list-style-type: none"> Kingston Technology Exchange Centre Kingston University Hospitals Foundation Launch Lab Limestone District School Board Literacy Kingston March of Dimes Ministry of Agriculture, Food and Rural Affairs Ministry of Citizenship, Immigration & International Trade Ministry of Economic Development, Employment and Infrastructure Ministry of the Environment and Climate Change Ministry of Health and Long-Term Care Ministry of Tourism, Culture and Sport Ministry of Training, Colleges & Universities Office of Small and Medium Enterprises Ontario East Economic Development Commission Ontario Culinary Tourism Alliance Ontario Tourism Marketing Partnership Corporation PARTEQ Innovations Professional Association of Interns & Residents of Ontario Providence Care Queen's University Queen's University Advanced Research Institute Queen's University Career Services Queen's-RMC Fuel Cell Research Centre Regional Family Health Teams ReStart Rideau Heritage Route Rogers K-ROCK Centre Royal Military College of Canada Second Careers Assistance Network Seniors' Association of Kingston Region Social Planning Council Kingston & Area St. Lawrence College St. Lawrence College Employment Service St. Lawrence Parks Commission Sir John A. Bicentennial Commission Station 14 Sustainable Bioeconomy Centre Sustainable Kingston SWITCH: Kingston's Alternative Energy Cluster The Great Waterway – RTO #9 TVCogeco Kingston United Way of KFL&A Utilities Kingston Wolfe Island Tourism & Business Association |
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KEDCO
KINGSTON ECONOMIC
Development Corporation

KINGSTON 2020

5,000 Jobs; \$500 Million New Investment

KEDCO STRATEGIC PLAN 2015-2020

visit | live & work | do business

www.kingstoncanada.com



VISION:

An innovative city where private and public enterprises thrive, individuals and entrepreneurs grow, and a diversity of people want to visit, live, work and do business.

MISSION:

Provide dynamic and collaborative leadership by leveraging Kingston's unique assets to create jobs and investment in order to sustain, grow and transform Kingston's economy to meet the needs of the 21st century. We aim to be one of Canada's leading economies.

CORE AREAS OF FOCUS:

The focus of KEDCO's efforts is on supporting the local business community and leveraging Kingston's unique assets. KEDCO will act as a catalyst to identify high priority growth sectors – both internally and externally – to encourage export-based growth. KEDCO's strategic priorities are:

- Exceptional delivery of **BUSINESS SUPPORT SERVICES**.
- Substantial and continuous investment in **HIGH PRIORITY GROWTH SECTORS**.
- Attraction of **LABOUR FORCE** skill sets to meet needs of employers.

| BUSINESS MARKETING & DEVELOPMENT | | TOURISM MARKETING & DEVELOPMENT | |
|---|--------------------|---|--------------------|
| ATTRACTION | GROWTH & RETENTION | ATTRACTION | GROWTH & RETENTION |
| HIGH PRIORITY GROWTH SECTORS AGRI-BUSINESS ICT/DEFENCE SUSTAINABLE EMERGING TECHNOLOGIES HEALTHCARE | | HIGH PRIORITY GROWTH SECTORS SPORT TOURISM MEETINGS & CONFERENCES TRAVEL TRADE NICHE LEISURE TRAVEL | |
| BUSINESS SUPPORT SERVICES | | | |
| LABOUR MARKET DEVELOPMENT | | | |

HIGH PRIORITY GROWTH SECTORS

High priority growth sectors have been identified for both the Business Development and Tourism divisions of the Corporation. In review of opportunities and challenges within these sectors, it is apparent that each market demands support and expertise for the attraction of new jobs and investment as well as support for the market growth at a local level.

STRATEGIES:

- **Attract new investment** to the city of Kingston in identified high priority growth sectors.
- **Support growth of local businesses** and organizations in high priority growth areas.
- **Ensure active labour force meets growth needs** within high priority growth sectors.



LABOUR MARKET DEVELOPMENT

The economic prosperity of Kingston is intimately connected to the city's ability to attract, retain and build a workforce that meets the business challenges of today and the needs of the future.

STRATEGIES:

- **Attract skilled workers** to actively fill available positions in Kingston.
- **Attract and retain labour force** required to support identified high priority growth sectors.
- **Attract high growth small business entrepreneurs** and investment capitalists to foster creation of export based jobs.

MEASURES OF SUCCESS

JOBS CREATED/RETAINED

New positions which KEDCO has assisted with the attraction, recruitment or retention.

INVESTMENT

New monies invested in the community through new build, lease, government grants and salaries.

CONSULTATIONS/BUSINESS ASSISTS

Direct support to local companies and start-up ventures.

SALES CALLS/COMPANY VISITS

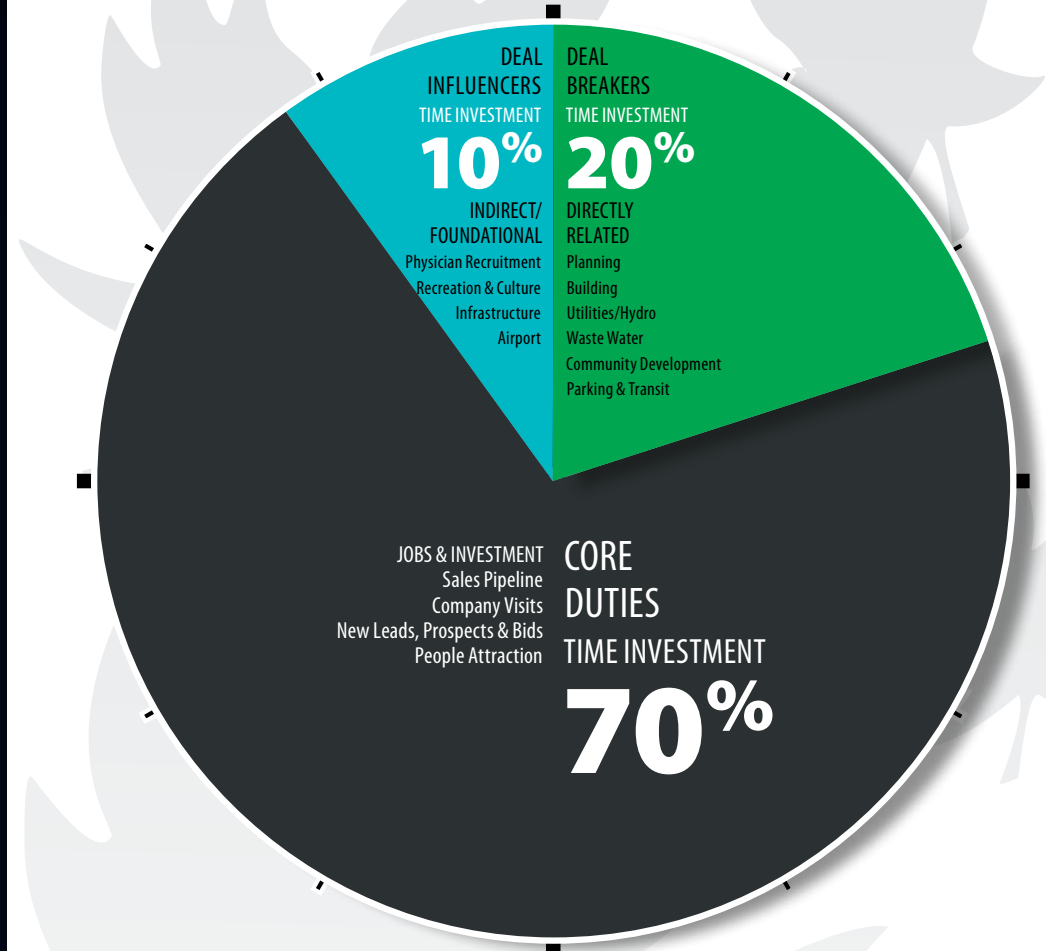
Outbound contact with local companies and target leads.

ECONOMIC IMPACT OF EVENTS

Impact of sporting events & conferences which KEDCO has assisted with attraction or retention.

OPPORTUNITIES CREATED

Prospect for creation of a new job or new investment which KEDCO has actively assisted.



IMPLEMENTATION:

KEDCO's *Strategic Plan 2015-2020* establishes the vision and framework required to identify resources and develop annual sales and operating plans. Operational activities are developed on an annual basis to reach desired incremental outcomes. The KEDCO Board of Directors reviews progress and provides guidance for the ongoing refinement of plans based on the ever-changing economic landscape locally, provincially, nationally and internationally. From this guidance, staff is charged with development of budgets and tactics for confirmation by the KEDCO Board of Directors and Kingston City Council.



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