



# Overview

## Mission

The Kingston Economic Development Corporation will work collaboratively with the City of Kingston and key local and regional strategic partners to achieve prosperity by developing and promoting economic advantages to sustain and grow the economy of Kingston.

## Vision

Kingston - a city that is a vital, dynamic and sustainable economic centre where research, innovation, investment and business enterprises thrive together and where a diversity of people want to visit, live, work and do business.

## Strategic Plan 2010-2015

The Kingston Economic Development Corporation (KEDCO) is committed to the key issue of long-term economic sustainability for the City of Kingston. As the economic pillar for the City of Kingston's Integrated Community Sustainability Plan, KEDCO endorses the City's vision of Kingston as Canada's most sustainable city.

KEDCO's success is based on the attraction of new business, the growth and retention of existing business, tourism opportunities measured by the resulting economic impact on our community. As the marketing and business development arm for the City of Kingston, KEDCO does not work in isolation to achieve its goals of job creation and investment. KEDCO's work is contingent upon the strength of our partnerships, the effectiveness of our relationships with City colleagues, and the ability to incubate and nurture a long term vision and maintain a competitive advantage with full understanding of our limitations.

The Strategic Plan 2010-2015 addresses four core fully integrated objectives where KEDCO will focus its operations - Attraction, Growth & Retention, Tourism Marketing & Development and Community Economic Development. Each of these components is interdependent in terms of resources (human, financial, physical), partnerships and strategies. People want to live, work and do business in a community which recognizes and supports them and their endeavors.



To respond successfully to the ever-changing environments on a local to global scale, KEDCO must be responsive to fluctuating economic conditions. The organization has to be able to adjust and evolve tactics in order to seize new opportunity, maximize investment and be effective and efficient in the use of their resources. KEDCO's efforts are universally supported by a solid service delivery foundation which includes the *Service Kingston* and *Market Ready!* models and strong partnerships throughout the community and region. The integration of KEDCO's Business and Tourism divisions provides staff with the knowledge, tools and resources required to deliver comprehensive support to existing and potential businesses, residents and visitors alike.



# Strategic Focus

## Attraction

*To attract sustainable businesses that bring new investment, increases the tax base, diversifies the economy and provides greater opportunity for employment and career enhancement.*

The attraction of new businesses and people to Kingston is critical to the city's growth and sustainability. With a focus on green technologies, research and innovation, KEDCO will aggressively market Kingston's strong and diversified economy as a safe place to invest with an exceptional geographic location, proximity to major markets, a highly skilled and knowledgeable labour force, linkages to three premium research focused educational institutions, a vibrant quality of life with excellent tourism-based services and the developing incubation space at Innovation Park. KEDCO will build the *Market Ready!* model to build relationships and further increase awareness of Kingston's assets with top site selectors and develop an advanced lead generation model.

### STRATEGIES:

1. Establish Kingston as a leader in **Green Technology** (wind, solar, bio fuel) and build on the city's existing core strengths and assets in this area while developing a regional positioning of Kingston and Frontenac County as the Green Capital of Canada.
2. Attract innovative **Advanced Manufacturing** businesses which can benefit from existing incentive programs, local supply chain and Kingston's convenient access to markets.
3. Become a hub for **Research and Development** companies which will benefit from leveraging our institutional and academic research base, highly skilled population and integrated incubation space.
4. Attract **Tourism investment** to further develop year-round product offerings and augment the existing community and visitor assets.

## Growth & Retention

*To deliver essential services which support the development and growth of public, private, and non-profit businesses in Kingston.*

KEDCO is focused on helping to build a strong and vibrant local community. The public, private, and non-profit sectors in Kingston are fundamental to achieving this objective. Existing businesses and the jobs they create are critical components of a strong economy. Expansion of a business does not always equate to bricks and mortar, but often means an increase in employees, payroll, new markets, new products or an improvement in the bottom line. All of these will have a positive economic impact on our community. Establishing strong outreach activities to assist in the growth and promotion of existing businesses will enhance the formula for business vitality. Developing and building the *Service Kingston* model will become the foundation to KEDCO's success.

### STRATEGIES:

1. Provide **core services** to local businesses (private, public, not-for-profit in all sectors) which include investment support, lead generation, connections with sector supply chains, strategic company visit program, and development of key collaborative partnerships.
2. Develop **labour market strategies** to support and assist local employers connect with potential employees, retain graduates from our institutions (Queen's University, Royal Military College of Canada, St. Lawrence College), grow and retain skilled trades, and attract qualified employees to our city.
3. Work with the City of Kingston to ensure that **infrastructure and transportation development** is in line with local business/visitor needs today and for future growth in years to come.

## Tourism Marketing & Development

*To develop and enhance the tourism sector through the positioning of Kingston as a destination of choice for visitors, sports events, and businesses.*

Tourism Kingston, a division of KEDCO, undertakes tourism marketing and development initiatives to ensure that Kingston remains a destination of choice for visitors from all over the world. Tourism marketing and development activities are a key attractor of people and also serve a cross-over function of introducing businesses and potential residents to the city in both professional and leisure capacities. Tourism marketing activities will be directed towards promoting the competitive advantages the city holds in areas of Leisure, Travel Trade, Meetings & Conventions and Sport Tourism. Tourism development activities include growth and retention initiatives to support Kingston's tourism sector and advance lead generation towards the attraction of potential new products or services to augment Kingston's core tourism assets and support year-round visitor services.

### STRATEGIES:

1. Market **leisure activities** that highlight Kingston's unique heritage, culture, culinary and natural resources.
2. Increase visitation from the **Travel Trade, Meetings and Conferences** sectors.
3. Maximize Kingston's capability to host **local, national and international sport** events.
4. Develop **existing products, services, and activities** to keep visitors continually coming back.

## Community Economic Development

*To create a vibrant, resilient and sustainable local economy through wealth creation, job creation, and enhanced community support foundation.*

Community Economic Development initiatives create and sustain attractive communities by supporting initiatives which create economic opportunities and better social conditions. It is the integration of economic, social, cultural, and environmental goals that makes a community more vibrant and an attractive place to live, work and do business. KEDCO will support the process by which local people build organizations and partnerships that interconnect business with the community. KEDCO will help members of the community to build connections in areas such as entrepreneurship, skills training, education, health, arts and culture and the environment. A strong economic base will help to support the local culture of creativity, inclusiveness and sustainability.

### STRATEGIES:

1. Guide **entrepreneurship start-up and small-business growth** to stimulate jobs and wealth creation.
2. Advance **Family Physician Recruitment & Retention** activities to ensure every resident of Kingston has access to primary health care in their community.
3. Support a coordinated approach to community initiatives to attract and retain **new migrants/immigrants** to further grow Kingston's population and develop our labour market and cultural diversity.



## Service Delivery Foundation

### Market Readiness

Companies establishing, relocating or expanding want as little disruption to their business operations as possible. The City of Kingston and KEDCO must be prepared to support a seamless process and provide direct, dedicated support. The goal of the *Market Ready!* model is to ensure Kingston maintains its competitive advantage and is prepared for the attraction of new investment by providing companies with data to allow them to make an informed decision. *Market Ready!* support ensures Kingston provides:

- Seamless approvals process for all developments
- Strong infrastructure which meets businesses needs
- Excellent inventory of employment lands which are flexible for a wide range of development
- Competitive land prices/taxes
- Integrated supply chains where businesses can connect directly with other companies who can add value
- Targeted marketing collaterals which meets the needs of the potential investor
- Analysis/research/comparator studies to understand Kingston's position within a local, regional, and national context
- Strong relationships with the municipality, institutions, public, private, and non-profit organizations
- Gateway access to all municipal, provincial, federal government services and investment

### Service Kingston

With a strong internal focus on business development, the *Service Kingston* model establishes KEDCO as the premier service provider in the areas of:

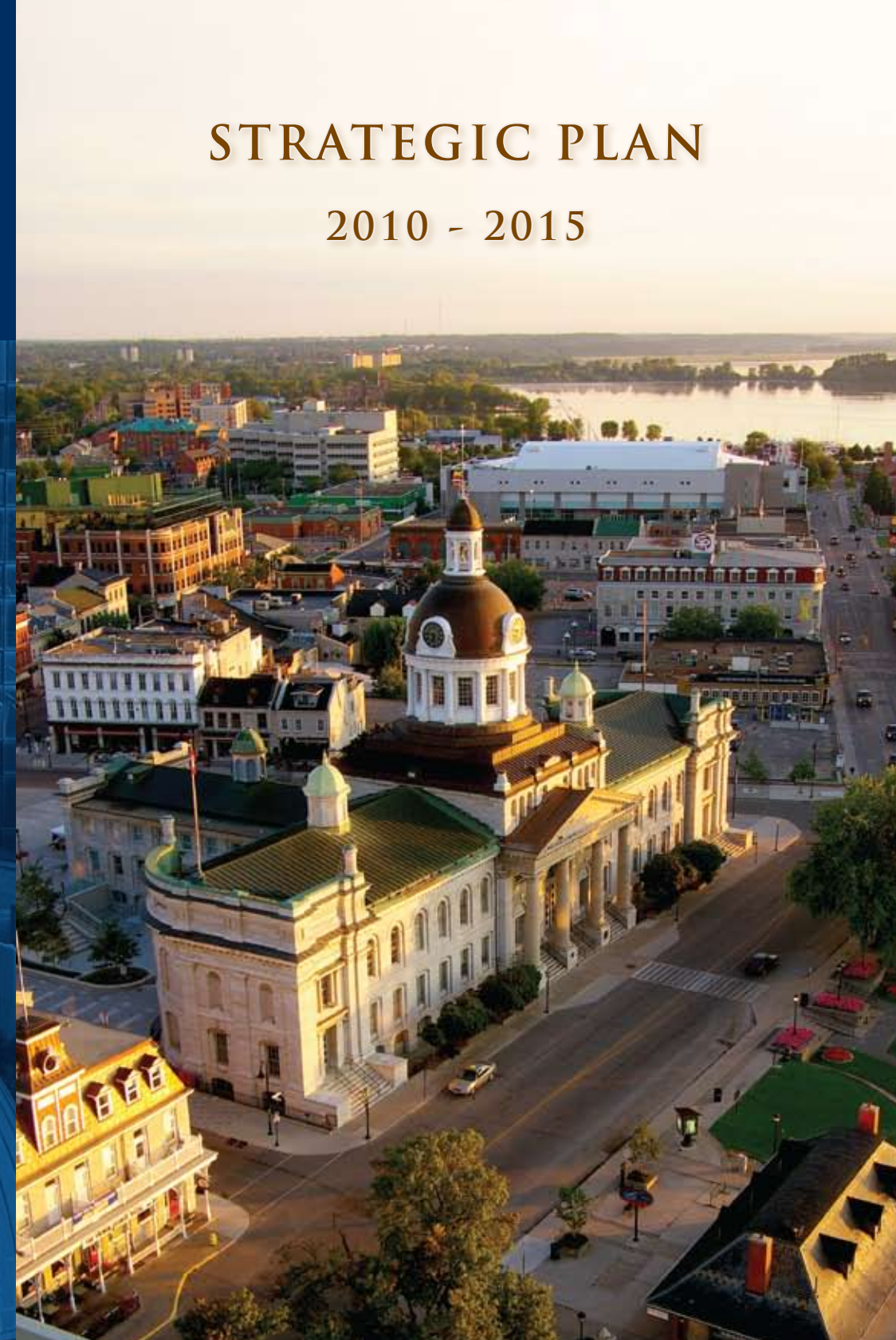
- Investment support that assists businesses to identify government funds, write and support the applications through various levels of government
- Labour Market development which supports employers in identifying and recruiting the talent required to fill current employment opportunities in the Kingston
- Partnership building that establishes connections between businesses/service providers in order to combine resources, share knowledge, skills and experience
- Business infrastructure and transportation development that is aligned with businesses needs
- Building local business supply chains which connect businesses to businesses in Kingston
- Lead generation support that assists local companies in building their business
- BIZFAM tours and premium networking opportunities which familiarizes businesses who are in an advanced stage of investing in Kingston

The model will be built upon the continuation of the targeted Company Visit program and premium business consultations. As a Growth & Retention initiative, the *Service Kingston* model will also facilitate the attraction of outside investment as Kingston becomes known as a supportive environment where value is placed on local business success.

## Partnerships

Partnerships are a critical component to our overall success. Building strong local, regional and extra-regional partnerships to develop collaborative activities enhance economic and tourism development capacity in our city and the greater region. Partnerships assist in adding greater value to what we do and drive success in realizing job and investment growth. Key partnerships have been forged with the following organizations to further KEDCO's strategic vision:

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|--|---|
| ACFO Mille-Iles  | Kingston Community Health Centres                             |
| Algonquin & Lakeshore Catholic District School Board                   | Kingston Construction Association                             |
| Business Development Bank of Canada                                    | Kingston Frontenac Lennox & Addington Public Health           |
| Canada-Ontario Business Service Center                                 | Kingston General Hospital                                     |
| Canadian Forces Base Kingston  | Kingston Military Family Resource Centre                      |
| City of Kingston   | Kingston Immigration Partnership                              |
| Canadian Manufacturers & Exporters                                     | Kingston Sustainability Centre                                |
| Canadian Sport Tourism Environment                                     | Kingston Technology Council                                   |
| Canadian Tourism Commission  | Kingston Technology Exchange Centre                           |
| Canadian Youth Business Foundation                                     | Kingston University Hospitals Foundation                      |
| Centre culturel Frontenac  | Limestone District School Board                               |
| Community Foundation for Kingston & Area                               | Ministry of Citizenship & Immigration                         |
| Community Futures Development Corporations                             | Ministry of Economic Development and Trade                    |
| Counties of Frontenac, Leeds & Grenville, Hastings, Lennox & Addington | Ministry of the Environment                                   |
| Downtown Kingston! BIA   | Ministry of Health and Long-term Care                         |
| Eastern Ontario Development Corporation                                | Ministry of Research & Innovation                             |
| Economic Developers Association of Canada                              | Ministry of Tourism   |
| Economic Developers Council of Ontario                                 | Ministry of Training, Colleges & Universities                 |
| Eastern Lake Ontario Research & Innovation Network                     | Office of Small and Medium Enterprises                        |
| Excellence in Manufacturing Consortium                                 | Ontario East Economic Development Corporation                 |
| First Capital Business Loans   | Ontario Tourism Marketing Partnerships                        |
| Francophone Immigration Support Network Kingston                       | PARTEQ Innovations  |
| Frontenac Arch Biosphere Reserve                                       | Professional Association of Internes and Residents of Ontario |
| Fuel Cell Research Centre  | Providence Care   |
| GreenCentre Canada   | Queen's University  |
| Greater Kingston Chamber of Commerce                                   | Queen's University Advanced Research Institute                |
| Health Force Ontario   | Regional Family Health Teams                                  |
| Historic Inns of Kingston  | Rideau Heritage Route   |
| Hotel Dieu Hospital  | Royal Military College  |
| Immigration Services Kingston & Area                                   | Second Careers Assistance Network                             |
| Industry Canada  | Seniors' Association of Kingston Region                       |
| Industrial Asset Management Council                                    | Social Planning Council                                       |
| Innovation Park at Queen's University                                  | St. Lawrence College  |
| International Economic Developers Council                              | Sustainable Bioeconomy Centre                                 |
| Job Connect  | SWITCH: Kingston's Alternative Energy Cluster                 |
| KEYS Employment Services   | 1000 Islands Workforce Development Board                      |
| Kingston Accommodation Partners, Inc.                                  | TV Cogeco Kingston  |
| Kingston Area Home Business Association                                | United Way of Kingston, Frontenac, Lennox & Addington         |
| Kingston Arts Council  | Utilities Kingston  |
|  | Volunteer and Information Kingston                            |



## STRATEGIC PLAN

2010 - 2015

visit | live & work | do business

[www.kingstoncanada.com](http://www.kingstoncanada.com)



**KEDCO**  
KINGSTON ECONOMIC  
Development Corporation