

KINGSTON 2020

5,000 Jobs; \$500 Million New Investment

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.



KEDCO
KINGSTON ECONOMIC
Development Corporation

KEDCO'S BUSINESS SUPPORT SERVICES

SMALL BUSINESS & START-UP CONSULTING	HIGH GROWTH ENTREPRENEUR ASSISTANCE	GOVERNMENT GRANTS & PROGRAMS	COMMERCIALIZATION/R&D PARTNERSHIPS
MUNICIPAL INFRASTRUCTURE LIAISON	LEAD GENERATION	SUPPLY CHAIN DEVELOPMENT	SENIOR GOVERNMENT RELATIONS
PRODUCT ENHANCEMENT	COMMUNICATIONS/INDUSTRY INTELLIGENCE	MARKETING PROGRAMS & MEDIA LIAISON	VISITOR SERVICES

HIGH PRIORITY GROWTH SECTORS: BUSINESS MARKETING & DEVELOPMENT

AGRI-BUSINESS

Ontario is North America's third-largest food manufacturing region in North America, producing 6 per cent of the provincial Gross Domestic Product. Locally, Kingston's food industry is modest but includes manufacturing and distribution companies representing approximately 1,000 jobs. Research predicts considerable local growth potential in this sector. In particular, Kingston's location, access to markets and fresh produce, advanced infrastructure, presence of multinationals and existing strengths in supply chain, logistics and distribution makes it an attractive destination for companies. Europe also provides opportunities with the Canada-EU Comprehensive Economic and Trade Agreement (CETA). Canada will have full access to EU markets for Canadian fresh and frozen produce and processed foods, beef, pork and beverages. This agreement also has potential to drive EU investment in Canada and Kingston.

ICT/DEFENCE

Kingston has the distinction of being home to two leading Canadian universities and Canada's largest military base. Together, Queen's University, the Royal Military College of Canada, and the Canadian Forces School of Communications and Electronics offer a broad and deep pool of leading-edge research sharing the common element of information communications technologies. There is an opportunity to leverage the Department of National Defence's Industrial and Technological Benefits (ITB) Policy to increase the institutional and business activities in Kingston. This "Spend in Canada" program, which requires the expenditure of approximately \$20 billion in military procurements over the next five years, offers considerable potential for leveraging investment into the local economy.

SUSTAINABLE EMERGING TECHNOLOGIES

There is considerable opportunity for Kingston in the Sustainable Emerging Technologies sector. Kingston is home to Canada's only commercialization facility devoted to finding and strengthening green chemistry discoveries. The global green chemistry market is expected to grow significantly in coming years and is projected to reach close to a value of \$100 billion by 2020. Increasingly, consumers are demanding and governments are legislating greener approaches and sustainable alternatives to traditional chemical compounds and processes. Academically, Queen's University is a national leader in chemical and materials research, and particularly in green chemistry. The Royal Military College of Canada enhances this pool of scientific potential through its chemistry, chemical engineering and environmental sensing and analysis programs. Kingston's two universities and St. Lawrence College generate highly skilled personnel to support this sector.

HEALTHCARE

Kingston is recognized as a broad-spectrum regional health centre with three teaching hospitals, a medical school encompassing schools of nursing, rehabilitation therapy and kinesiology, with a regional cancer centre and a national centre for clinical trials. Healthcare and medical innovation sector forms a burgeoning portion of Kingston's economic landscape accounting for 20 per cent of local jobs. An aging population, the presence of regional centres of excellence for specialized healthcare needs, and initiating teaching hospitals to engage in research and commercialization are factors driving this growth. The healthcare sector offers a strongly rooted public-sector base on which to seek private sector opportunities, build alliances, and foster growth and job creation.

HIGH PRIORITY GROWTH SECTORS: TOURISM MARKETING & DEVELOPMENT

SPORT TOURISM

Kingston is recognized by the Canadian Sport Tourism Alliance as a top destination for sport hosting in Canada at the provincial, national, and international level. With a focus on increasing economic spending, Tourism Kingston works directly with local sport organizations to attract private, provincial, multi-sport, national, and international sport organizations for the provision of hosting one time and/or recurring sport events. Referred to as Canada's Championship City, Kingston attracts sport events and builds recreation opportunities through the use of a "best fit" criterion, identifying those events where local infrastructure, investment, and organizational capacity are best suited to generate a return on investment.

MEETINGS & CONFERENCES

The meetings and conferences market is a considerable economic booster for Kingston. Business travel associated with this sector generates four times as much spending as leisure travel, and logs longer stays, averaging two nights and two days. There is also a spin-off effect, in which conference delegates, having sampled Kingston's offerings, are motivated to visit the city again with their families or consider the city as a possible site for business expansion or relocation. Within the traditional SMURF (sports, military, university, reunion, fraternity) market targeted by the conference industry, Tourism Kingston is focusing its attraction activities on three main groups: military, government and small to medium associations.

TRAVEL TRADE

Emerging potential for Kingston's Travel Trade sector includes the Foreign International Trade market, where recognition of the Thousand Islands brand is high, especially in Asian markets. Tourism Kingston will build on this brand recognition, positioning Kingston as Ontario's only UNESCO World Heritage destination for both group and foreign travel. Kingston's geographic position between large urban markets makes it an attractive stopping point on long-haul tours. The city's strength and diversity in leisure travel-type offerings are also advantageous, as group travel increasingly gravitates to destinations with these attractions.

NICHE LEISURE TRAVEL

Working with Ontario Tourism and the Kingston Accommodation Partners, Tourism Kingston will position Kingston with Ottawa, Toronto and Niagara Falls as one of the province's top four destinations. KEDCO will continue to play a supporting role in the growth of Leisure Tourism, assisting local business groups, stakeholders and regional organizations. The economic potential in Kingston's niche leisure tourism market is considerable. Identified niches such as culinary, cultural and cycle appeal to diverse audiences yet offer a broader critical mass of experiences that mutually reinforce one another.

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. KEDCO will facilitate projects that bring employers together with talent programs that support employers, job seekers, students and career educators on the local labour market.

ATTRACT AND RETAIN LABOUR FORCE

HR CONSULTING AND RECRUITMENT SUPPORT

KINGSTON JOB BOARD

STRATEGIC PLAN 2015-2020

The strength of an economy is the foundation for supporting the entire community. A strong business sector attracts investment, workers and visitors to the city. This in turn creates a stronger, more vital community which delivers a better quality-of-life through investments in infrastructure, recreation, arts and culture, social programs and environmental initiatives. Kingston's current seven billion dollar annual economic output is built upon its reputation and experience as entrepreneurs and leaders in new innovations. As a stable, diversified public/private sector, Kingston provides all the elements of an excellent place to invest. The community has benefited from stable growth over the past five years and now is the time for the Kingston Economic Development Corporation (KEDCO) to establish a leadership vision to push the agenda for ensuring Kingston remains one of the most competitive places to do business in Canada.

CORE AREAS OF FOCUS

A strong economic development strategy leads to job growth, new investments and an overall increase in economic output. With a focus on jobs and investment, both the creation of new and the retention of existing, KEDCO's leadership and success will be measured by an ambitious goal of facilitating the attraction and creation of 5,000 jobs and \$500 million of new investment for Kingston by 2020.

KEDCO's *Strategic Plan 2015-2020* remains committed to the overarching goals of attracting and retaining jobs and investment for the city of Kingston. In order to grow the city's productivity and create new jobs for its citizens, KEDCO has identified key issues of fundamental importance:

- Exceptional delivery of **BUSINESS SUPPORT SERVICES**.
- Substantial and continuous investment in **HIGH PRIORITY GROWTH SECTORS** which build upon Kingston's unique strengths and are aligned with provincial and national economic priorities.
- Successful **ATTRACTION OF LABOUR FORCE** to meet Kingston employer's current and ongoing growth needs and support next generation of entrepreneur-led private sector companies.

ABOUT KEDCO

The Kingston Economic Development Corporation (KEDCO) was established in 1998 as a separately incorporated not-for-profit agency. KEDCO is governed by a twelve member Board of Directors with representation from the business community and municipal council (Mayor and three annually appointed councillors).

As the sales and marketing arm for the City of Kingston, KEDCO is committed to the key issue of long-term economic sustainability. KEDCO's success is based on the attraction of new business, the growth and retention of existing business and tourism opportunities as measured by the resulting economic impact on our community. With support from a team of 18, KEDCO oversees both business development and tourism marketing initiatives for the City of Kingston and operates a Small Business Centre (945 Princess Street) and Visitor Information Centre (209 Ontario Street).

KEDCO's \$3 million annual budget is generated through funding received from the City of Kingston (89%), provincial and federal investment (4%) and private sector support/revenues (7%).

CORPORATE VALUES & PRINCIPLES

The Kingston Economic Development Corporation is committed to:

- Openness, transparency and accountability for the use of all public funds;
- Highest standards of professional conduct;
- Respect for client confidentiality;
- Organizational excellence through efficient and effective operating procedures;
- Strong commitment to the best practices of corporate governance.

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

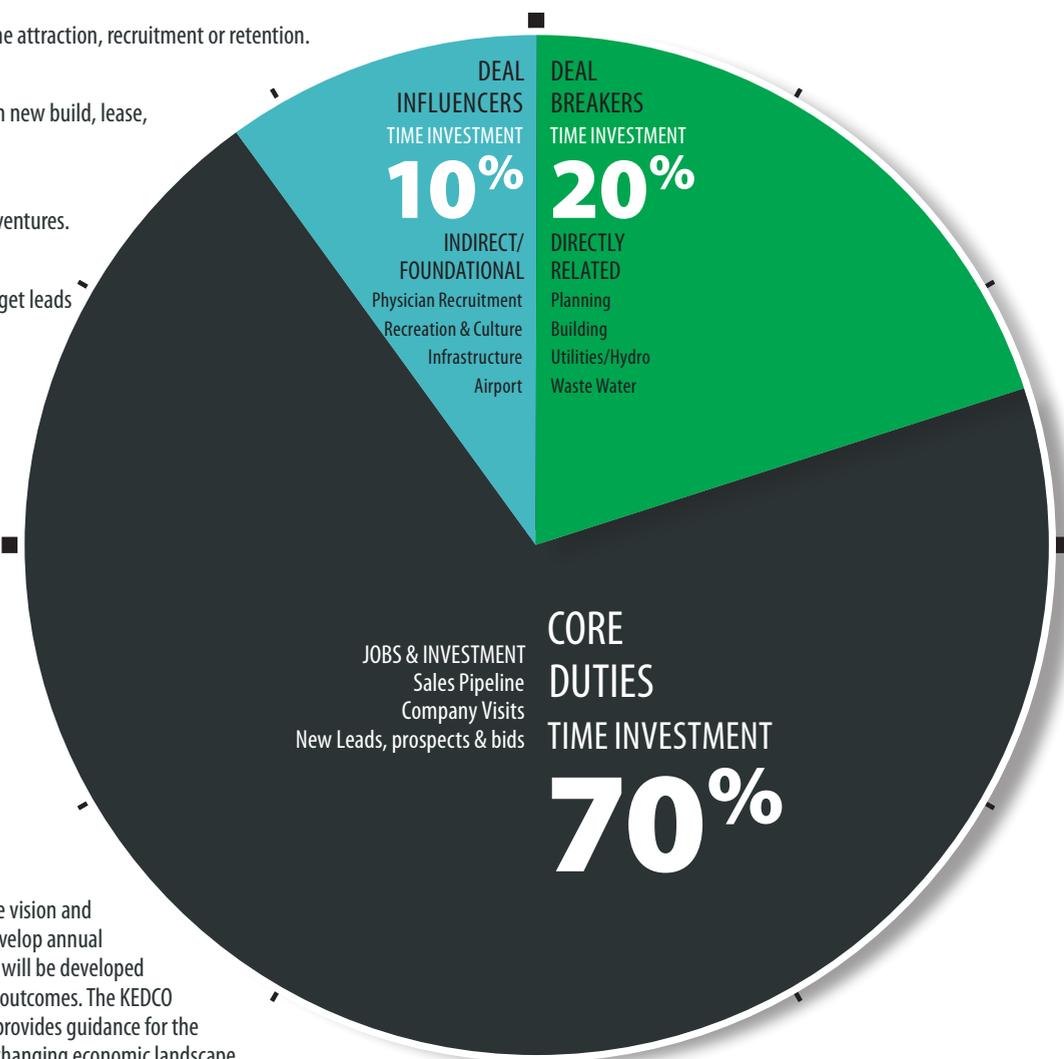
Impact of sporting events & conferences which KEDCO has assisted with attraction or retention.

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 will be developed on an annual basis to reach desired incremental outcomes. The KEDCO Board of Directors reviews annual 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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