

KINGSTON

Integrated Economic Development Strategy

To create a sustainable and thriving ecosystem to support business start-up, growth and investment attraction



A worker in a red protective suit and white hard hat with a face shield is working on a large battery pack in a factory setting. The worker is wearing black gloves and is focused on the task. The battery pack is composed of several large, rectangular cells connected by orange and black cables. In the background, there are industrial machines, including a yellow robotic arm, and a glass-enclosed area with yellow safety doors. The floor is polished and reflective.

**Supporting business
growth and investment.**

Land Acknowledgement:

Kingston Economic Development Corporation acknowledges that we are situated on the traditional homeland of the Anishinaabe, Haudenosaunee and the Huron-Wendat and thank these nations for their care and stewardship over this shared land. Kingston Economic Development Corporation is committed to improving and strengthening relationships with Indigenous peoples and all residents to pursue a united path of reconciliation and economic prosperity.



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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.

Through collaborative strategic economic development of two cutting-edge clusters – Health Innovation and Sustainable Manufacturing – Kingston has the potential to become a global leader in these areas.

Kingston is evolving to an advanced cluster-based economy.

vision

mission

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.

Achieving this mission will create a sustainable and thriving ecosystem to collaboratively support business growth, start-ups, investment attraction, and new foreign direct investment opportunities. The goal of the strategy is to position Kingston for short- and long-term sustainable economic development growth.

The mission for the Kingston Integrated Economic Development Strategy is to lay the foundation for strategies, tactics, and targeted activities.

Executive Summary

Kingston Economic Development Corporation and the City of Kingston have a bold vision – to create an Integrated Economic Development Strategy that will engage the Kingston business and residential communities.

By collaborating in new ways, aligning development strategies with post-secondary educational institutions, and bringing together key innovation ecosystem and community leaders, Kingston will accelerate a long-term sustainable growth agenda for all.

With its many business and community assets, Kingston is constantly evolving. Kingston has benefited from its robust private-public economic base, strong educational and research institutions, an advantageous location, and the drive of its residents. These benefits have brought a high quality of life, an educated population, and a stable job market to the city. Kingston has a great foundation.

As Kingston evolves, so does the province, the country, and the globe. Kingston must prepare for advances in technology, innovation, and international trade that were not on the

radar ten years ago. And the forces that drive this growth can be often competitive: export vs. local sustainability, entrepreneurs vs. established firms, downtown businesses vs. suburban firms. All stakeholders are crucial to the city’s continued growth.

Retaining and growing our workforce, helping our local business ecosystems grow in a sustainable fashion, and encouraging investment into the community will prepare Kingston for the future.

This strategy outlines 35 specific recommended initiatives, along with proposed action plans and metrics for success. Executing this strategy requires deliberate cooperation and coordination in economic development strategies and initiatives. By intentionally bringing diverse stakeholders together, complex challenges can be thoroughly discussed, integrating Kingston’s economic, environmental, social, and cultural values.

The strategy is directed by two specific actions.

As part of the Integrated Economic Development Strategy, the City of Kingston and Kingston Economic Development are introducing two fundamental shifts for the community: a fully integrated and collaborative community, and, a cluster approach for driving short- and long-term economic growth potential.

The cluster approach will focus multi-agency activities towards a common goal and use resources more effectively. Through this strategy, Kingston will focus on two main sectors – Health Innovation and Sustainable Manufacturing. By positioning these two clusters, Kingston will retain and grow its existing job base, facilitate ecosystems for companies to connect and collaborate, invest in strategic business infrastructure, support entrepreneurial activities, and encourage large-scale foreign direct investment. Specialized services will also be needed by these clusters in marketing, finance, law, packaging, hospitality, and other areas.

Kingston’s economic development brand will be more effectively promoted, nationally and internationally, as

Acknowledgements

Economic development is a community effort. This integrated strategy has been developed with extensive consultation from various stakeholders. Thank you to the Kingston Economic Development 2020 Board of Directors, City of Kingston's CAO's Office, Stiletto Consulting, the business community and residents of the city of Kingston for their support, participation and ideas to help develop this strategy.

a Canadian leader in these two sectors. All residents and businesses will have a role to play in moving towards this prosperous future.

If clustering is addressed successfully, Kingston will benefit in many ways.

Clusters normally include companies in the same industry that share infrastructure, suppliers, and distribution networks. Supply chains are then able to support the cluster more effectively within the geographic zone. Local post-secondary institutions provide the talent and research resources needed for applied research and development. From Silicon Valley (IT) to the Okanagan Valley (wine) and Toronto / Vancouver (film), clusters have brought together creative and innovative companies to make their communities prosper.

Launching the Integrated Economic Development Strategy serves as a rallying point for greater collaboration within Kingston and surrounding areas. It will support existing, new, and emerging businesses – and drive Kingston's long-term, sustainable economic prosperity.



53
*Stakeholder
Meetings*



375
*Survey
Respondants*



223
Participants



Kingston's Value Propositions

Access

Kingston has access to more than 14.5 million people in the Toronto-Ottawa-Montréal corridor. No other Canadian Census Metropolitan Area (CMA) has such a large population base within a three-hour radius.

Tourism Volumes

Kingston has an exceptionally large domestic tourist market. No other CMA attracts more Canadian tourists than Kingston, relative to population size.

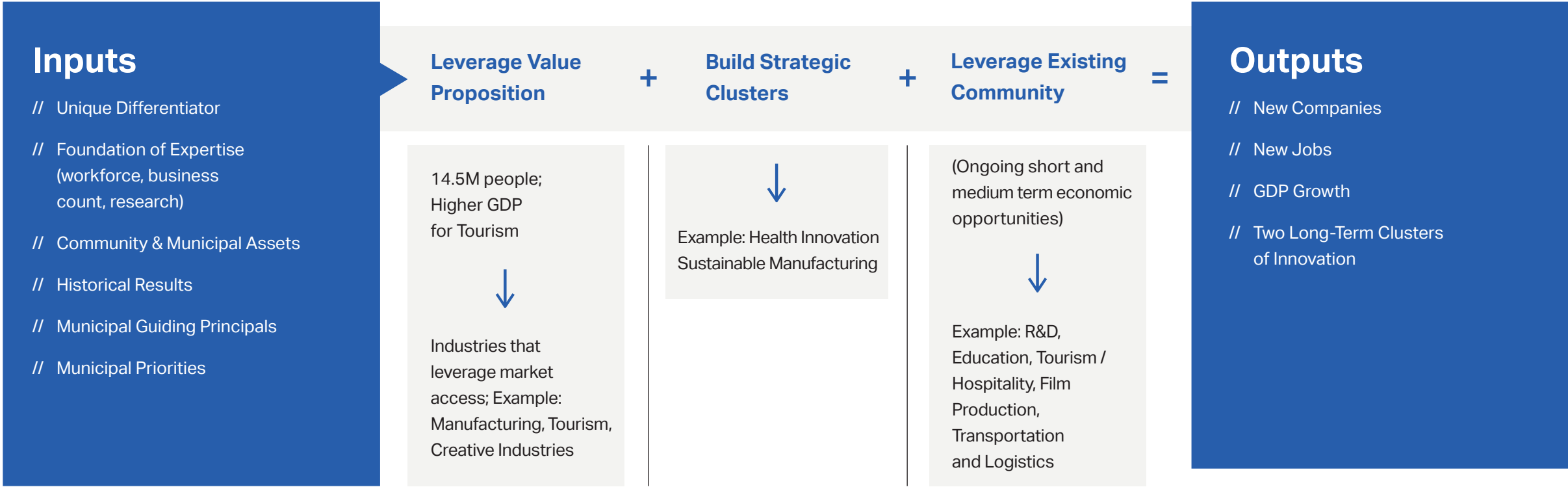
Diverse Student Pool

Kingston has an ability to attract international post-secondary students in high volumes. It has the second largest number of international students among CMAs in Ontario.

Highly Skilled Workforce

Kingston has one of the highest concentrations of PhDs in Canada.

Concept Framework Roadmap for the Kingston Integrated Economic Development Strategy



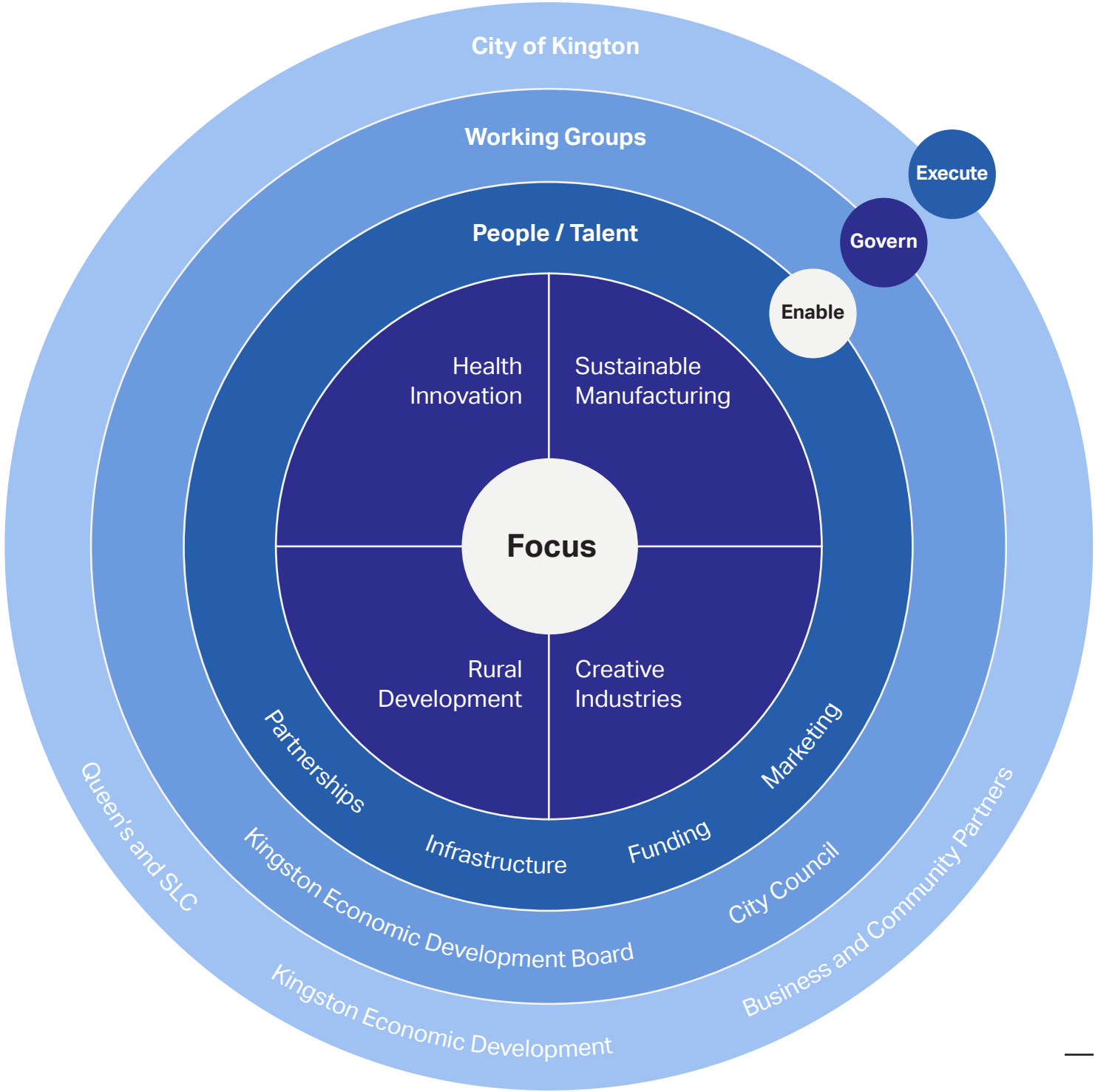


INTEGRATED STRATEGY

Strategy Execution

Executing this strategy requires deliberate cooperation and coordination in economic development strategies and initiatives. By intentionally bringing diverse stakeholders together, complex challenges can be thoroughly discussed, integrating Kingston’s economic, environmental, social, and cultural values.

From focus to enablement to governance and then execution, the pillars, themes, and recommended initiatives support at least one of each of these four components. This chart provides an illustration of the execution of the strategy framework and how the pieces fit together.



Pillars and Initiatives

Kingston's Integrated Economic Development Strategy is framed around 4 pillars, 13 themes and 35 recommended initiatives.

pillars

Pillars

1

Focus and Positioning

- 1. Adopt Concept Framework
- 2. Develop Two Strategic Clusters
- 3. Leverage Market Access

2

Collaboration and Communication

- 1. Enhance Partnerships and Collaboration
- 2. Measure and Communicate Success
- 3. Enhance Marketing and Communications

3

Assets and Infrastructure

- 1. Leverage Community Infrastructure
- 2. Leverage the Economic Potential in Rural Kingston
- 3. Foster and Support Growth in the Creative Industries

4

Execution and Implementation

- 1. Mobilize Strategy Execution Team
- 2. Maximize Opportunities for Diversity and Inclusion
- 3. Build Workforce Capacity
- 4. Adopt Process Selection and Approval Process

① Focus and Positioning

1. Adopt Concept Framework

// Adopt an Integrated Long-term and Short-term Economic Plan

2. Develop Two Strategic Clusters

// Develop Two Strategic Clusters in Health Innovation and Sustainable Manufacturing

3. Leverage Market Access

// Focus on Creative Industries Product Development

// Develop a Remote Workers Campaign

② Collaboration and Communication

1. Enhance Partnerships and Collaboration

- // Enhance Post Secondary Education Collaboration
- // Enhance Neighboring Community Collaboration

2. Measure and Communicate Success

- // Administer Proactive Progress Reporting of Successes

3. Enhance Marketing and Communications

- // Develop a “Kingston Can” Campaign
- // Align Kingston Branding Among Key Partners and Stakeholders
- // Implement Invest Kingston messaging to build further brand awareness

collaborate

3 Assets and Infrastructure

1. Leverage Community and Business Infrastructure

- // Enhance Broadband Connectivity
- // Maintain Inventory and Access to Employment Land
- // Develop a Research and Technology Park
- // Build a Health Innovation Lab
- // Build a Sustainable Manufacturing Lab

2. Leverage the Economic Potential in Rural Kingston

- // Support Agicultural Activities and Businesses
- // Plan Hamlet-led Development Opportunities
- // Revitalize Tourism Opportunities
- // Develop Strategic Rural Business Clusters

3. Foster and Support Growth in the Creative Industries

- // Build a Creative Industries Narrative
- // Support Emerging Creative Industries
- // Offer Business Skills and Training
- // Facilitate Partnerships and Collaboration
- // Identify, Develop, and Make Available Sustainable Spaces and Places
- // Reinforce Diversity and Inclusion

4 Execution and Implementation

1. Mobilize Strategy Execution Team

- // Establish a Strategy Execution Team
- // Establish Three Working Groups: Health Innovation, Sustainable Manufacturing, and Creative Industries

2. Maximize Opportunities for Diversity and Inclusion

- // Augment and Follow the Workforce Inclusion Charter
- // Support Social Procurement

3. Build Workforce Capacity

- // Employ a Talent Recruitment and Attraction Campaign
- // Build on Existing Programs to Create a Future of Work Track
- // Offer a Skills Development and Matchmaking Program
- // Augment Diversity and Inclusion Programming

4. Adopt Process Selection and Approval Process

- // Create an Economic Opportunity Scorecard
- // Create a Future Development Scorecard

execute

Focus and Positioning

Through multi-level collaboration on common goals, a more focused approach to economic development can be realized. Sector clusters will provide new opportunities for innovative business development in terms of research, supply-chain integration, and investment. Clusters will create the ideal conditions for growing socially and environmentally responsible businesses and workforces. Clusters now are a competitive feature of virtually every forward-thinking national, regional, provincial, and municipal economy. The Focus and Positioning pillar includes three themes and four recommended initiatives (including the concept framework).

Adopt Concept Framework	Develop Two Strategic Clusters		Leverage Market Access
// Adopt an Integrated Long-term and Short-term Economic Plan	// Develop Two Strategic Clusters		// Creative Industries Product Development // Remote Workers Campaign
	Health Innovation	Sustainable Manufacturing	
	// Health Data // Healthy Aging // Veterans Health	// Material & Process Innovation // Advanced Manufacturing // Low-impact Food Processing	

Recommended Initiatives

Develop Two Strategic Clusters in Health Innovation and Sustainable Manufacturing	Focus on Creative Industries Product Development	Develop a Remote Workers Campaign	Enhance Post-Secondary Institution Collaboration	Enhance Neighbouring Community Collaboration	Create a “Kingston Can” Campaign
// In partnership with the City of Kingston, Queen’s University, and St. Lawrence College, Align programming and new infrastructure investments to support the foundation needed to build these clusters during the next decade.	// In partnership with Tourism Kingston, support new product development in the Creative Industries sector to leverage Kingston’s population catchment area. Product development may include new programs, services, amenities, and productions in the strategic priorities of film, music, and theatre for the Creative Industries Sector.	// In partnership with the City of Kingston, develop a campaign to attract potential remote workers from nearby Urban Centres in Ottawa, Montréal, and the GTA to build population and potential workforce. A remote worker campaign may include marketing and promotional activities to companies currently in those markets to provide incentives and outline opportunities for hiring new team members from Kingston. These workers can remotely work for companies in the Urban Centres but consider Kingston as an option for residence.	// Develop a strategic alliance with Queen’s University and St. Lawrence College. Develop a strategic and tactical workplan to leverage these assets to support the cluster development potential.	// Enhance collaboration with neighbouring communities such as Frontenac County and the Frontenac Islands, Lennox and Addington County, Leeds and Grenville United Counties, Prince Edward County, and other communities in the immediate and outlying areas within Eastern Ontario. Activities to advance regional alignment are currently underway with the Eastern Ontario Leadership Council, Eastern Ontario Wardens’ Council, Ontario East Economic Development Commission, and St. Lawrence Corridor Economic Development Commission.	// Develop a twelve-month internal / external “Kingston Can” campaign featuring the benefits of living in Kingston, building a business in Kingston, and testimonials of businesses and people who are making a difference. The goal is to target both existing Kingston residents and potential in-migration (e.g., people, businesses). The campaign will be used locally to generate enthusiasm within the community and globally to demonstrate how Kingston is a place to do business. Local residents and businesses will act as informal ambassadors for the city.

Recommended Initiatives

Align all Kingston Brands	Positioning of "Invest Kingston"	Administer Proactive Progress Reporting	Enhance Broadband Connectivity	Maintain Inventory and Access to Employment Lands	Develop a Research and Technology Park
// Develop joint messaging with the lead promotional agencies in Kingston to ensure the Kingston Brand is aligned and positioned as an inclusive, sustainable, accessible community – one that focuses on sustainability in its policy and decision making and has a mandate for inclusion and diversity.	// Alignment of external messaging with the Kingston brand. Aligning Invest Kingston message to build further brand awareness that Kingston is open for business.	// Build upon existing reporting systems in place between Kingston Economic Development and the City of Kingston. Provide proactive ongoing quarterly updates on the progress to the community at large. Showcase notable activities of companies in Kingston, offering testimonials of success stories. The goal is to build community confidence pertaining to progress and leadership for the City of Kingston and Kingston Economic Development.	// Ensure that access for remote work, remote health care and education, and international eCommerce can be achieved across the city boundaries. This connectivity will impact any businesses involved with the Internet of Things, digital media, and / or eLearning. Access to broadband will increase service reliability, signal strength, bandwidth, and speed. With society moving to a "digital age," equitable access to broadband connectivity is essential to provision of social services activities such as education, health care, and government services.	// Work in partnership with the City of Kingston and the private-sector to develop or make available development ready plots of land. This initiative will maximize the potential of private lands and allow for proactive response to development opportunities through investment attraction, foreign direct investment, and business expansion. In addition, explore community improvement programs (CIP) for sector-specific opportunities.	// Develop a research and technology park affiliated with Queen's University. The goal is to drive commercialization and private sector growth aligned with the institution's research capacities and expertise. After a suitable site is selected / serviced, a minimum initial development of 100,000 square feet is recommended that would include 20,000 square feet for an accelerator targeted to the strategic clusters. Sufficient land for future development is typically required (30 to 50 acres minimum).

Recommended Initiatives

Set a Creative Industries Narrative	Support Emerging Creative Industries	Offer Business Skills and Training	Facilitate Partnership and Collaboration	Identify, Develop, and Make Available Sustainable Spaces and Places	Reinforce Diversity and Inclusion
// Promote the reputation and strength of Kingston’s Creative Industries through new and existing marketing campaigns that tell the narrative of the Creative Industries. Identify campaigns to highlight the Creative Industries ecosystem, celebrate local creatives, and promote diverse cultures and histories.	// Support high-profile, high-potential emerging Creative Industries (Film, Music, Theatre). Create separate strategy and implementation plans for each subsector. Establish alignment on the emerging Creative Industries between the municipality, economic development, business agencies, and community partners / organizations.	// Leverage available entrepreneurial and business-related training and support for Kingston creatives by identifying existing programming and funding. Build customized content that is specific to Creative Industries’ needs.	// Promote partnerships and collaborations to champion Kingston as a “choice” location for Creative Industries. Establish a Creative Industries Working Group with relevant cultural, business, academic, and municipal stakeholders, increase R&D by academic institutions, and establish collaborations with neighbouring communities.	// Identify and support affordable and accessible working and collaboration space in Kingston to build their network, encourage cross platform innovation, and safeguard resources. Reanimate or create greater awareness for existing spaces available.	// Create greater diversity and inclusion within Kingston’s Creative Industries through the undertaking of targeted research related to systemic barriers for underrepresented voices. Commit to diversity and inclusion goals within the sector.

Recommended Initiatives

Establish a Strategy Execution Team	Establish Three Working Groups	Augment the Workplace Inclusion Charter:	Support Social Procurement	Employ a Talent Recruitment and Attraction Campaign	Build on Existing Programs to Create a Future of Work Track
<p>Develop an ongoing Strategy Execution team to manage and monitor the strategy and build collaboration among the partners. The Execution team is recommended to include:</p> <p>// The CAO and Director of Strategy, Innovation & Partnerships from the City of Kingston;</p> <p>// Chairperson and CEO of Kingston Economic Development;</p> <p>// Champion from Queen's University; and,</p> <p>// Champion from St. Lawrence College.</p>	<p>// Health Innovation, Sustainable Manufacturing, and Creative Industries to support the implementation and execution of launching, building, and supporting these priority sectors. It is recommended each of the working groups have a maximum of ten representatives.</p>	<p>// Support the Inclusive Workplaces Working Group in implementing their Workforce Inclusion Charter, which creates systems for employers of all sizes, service providers, and groups underrepresented in the labour market to work together on creating more inclusive work environments.</p>	<p>// Adopt policies to provide opportunities to underrepresented groups to access municipal procurement.</p>	<p>// Augment existing City of Kingston and Employment Ontario initiatives for developing a talent attraction / recruitment campaign that includes components for supporting students, a spousal support program, and diversity and inclusion program. Talent recruitment can also be a part of the remote worker campaign (recommended initiative #4 in the Focus and Positioning Pillar).</p>	<p>// Build on Existing Programs to Create a Future of Work Track.</p>

Recommended Initiatives

Offer a Skills Development and Matchmaking Program	Augment Diversity and Inclusion Programming	Create an Economic Opportunity Scorecard	Create a Future Development Scorecard
// In partnership with St. Lawrence College, Queen’s University, Employment Ontario, and the City of Kingston, conduct an inventory of the current skills required in the Kingston workforce, an assessment of the unemployed and / or underemployed, and develop a matchmaking system to connect employees with potential employers where skills are aligned.	// In partnership with the City of Kingston and through the current Workforce Strategy, augment programming and toolkits to foster enhanced diversity and inclusion within Kingston industries.	// Adopt (Kingston Economic Development) a criteria selection scorecard for the evaluation of new and emerging economic opportunities (i.e., inbound and targeted foreign direct investment and business expansion and retention). This approach will help prioritize inbound requests and focus on the required areas to support the overall strategic plan.	// Adopt (City of Kingston) a development selection scorecard managed by City Staff and adopted by City Council for future large-scale inbound investment and development opportunities (to be completed at the beginning of the development review process). This approach will help streamline the approval process from end-to-end, creating better alignment between staff and Council.

Strategic Initiatives Associated

A number of other strategic initiatives are underway in Kingston that support the overall goals and target outcomes of the Integrated Economic Development Strategy. While these components are not included in the strategy framework as part of the Integrated Strategy, it is important for the City of Kingston, Kingston Economic Development, and other key partners to consider these initiatives through the implementation phase of the Integrated Economic Development Strategy. These initiatives include but are not limited to:

- ① **Airport land development:** Continued discussions with the City of Kingston are recommended to maximize the potential use of the airport lands in supporting economic development opportunities.
- ② **Air service development:** In light of the COVID-19 pandemic, it is anticipated air service from Kingston may be an issue in the short- and medium-term. It is

recommended Kingston Economic Development and the City of Kingston work closely with the airport authority to prepare options for air travel and access for Kingston residents and businesses.

- ③ **Downtown development intensification:** Downtown intensification was underscored as an opportunity by developers in Kingston (with offices in Kingston and in other markets) throughout the engagement process. There is an interest and opportunity to maximize land use in the downtown core. Downtown intensification in markets of all sizes is a growing trend nationally and globally.
- ④ **Downtown vibrancy:** Kingston offers an unparalleled experience in its downtown core. In light of COVID-19, maintaining the vibrancy of the downtown core should be a focus for the City of Kingston. The heritage, services, and amenities in the downtown core support many components within the overall Integrated Economic

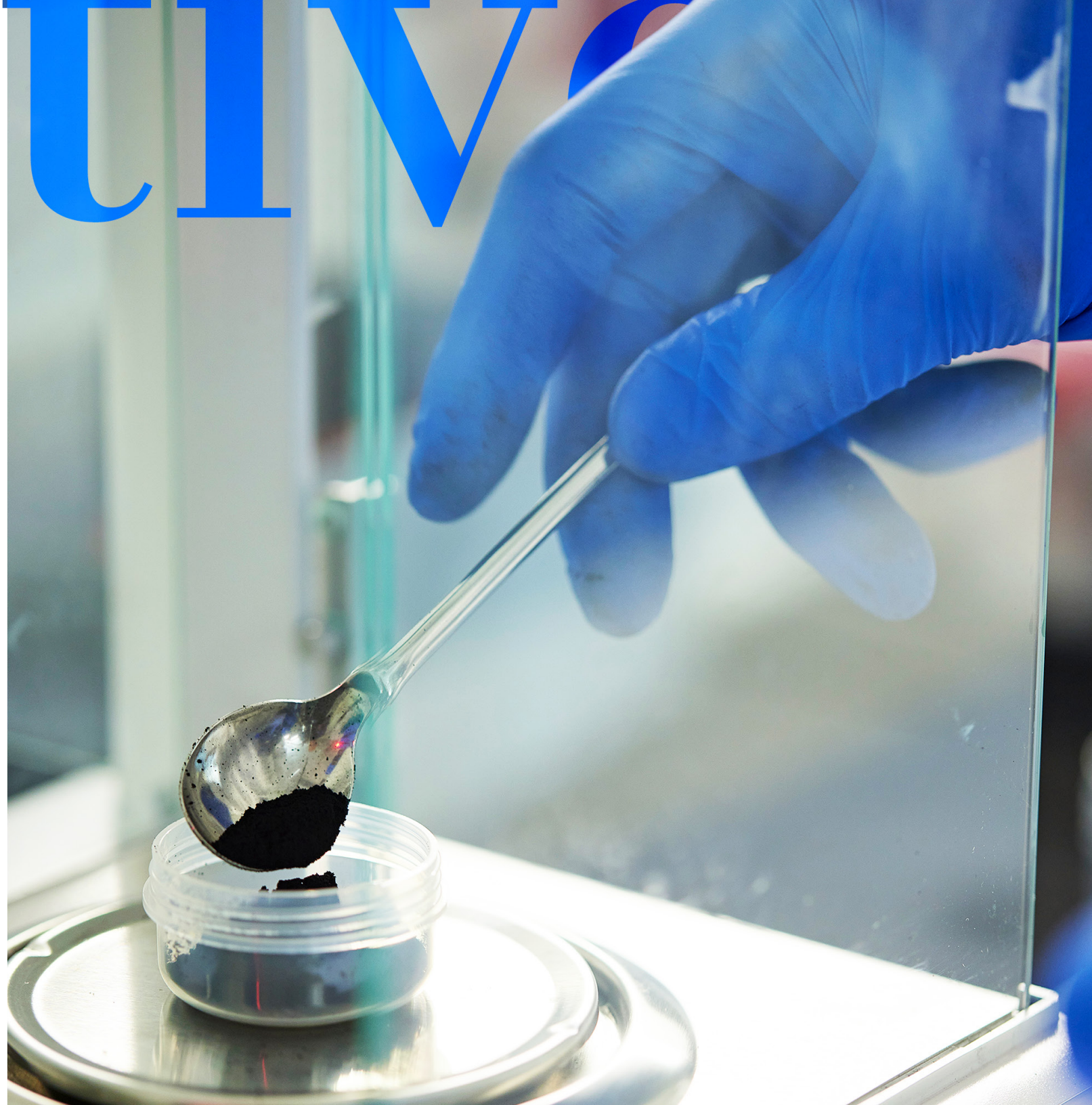
Development Strategy framework. Examples within the strategy that depend upon a lively and vital core include: leveraging market access, identifying short-term economic development potential, supporting and fostering Creative Industries, workforce reskilling, reinforcing diversity and inclusion, and aligning marketing and communications activities.

- ⑤ **Climate action:** As existing businesses are redefined and new businesses emerge as a result of COVID-19, a climate action and sustainability lens should be included in assessing new and expanded business activities. Metrics can be considered for businesses to support the community efforts for greenhouse gas emission reduction, energy efficiencies, and employing practices to support greener process and production methods.
- ⑥ **Housing Task Force and affordable housing:** Access to affordable housing will continue to be an important goal

Alternative

for the City of Kingston. As a result of the shift in the workforce due to COVID-19, a greater emphasis will be needed to ensure availability of housing, including affordable housing for vulnerable groups, is a top priority.

- ⑦ **COVID-19 Response & Recovery:** Supports businesses as they recover from the impacts of the COVID-19 pandemic with direct outreach and business support programs as outlined in 2020 Response & Recovery Plans.
- ⑧ **Transportation:** Public transportation and transportation infrastructure access is required to support the Integrated Economic Development Strategy. The City of Kingston continues to make advancements in both aspects of transportation access. This work is recommended to continue to support the long-term development approach for the community.
- ⑨ **Creative Industries Strategy:** This strategy is supplementary to the Integrated Economic Development Strategy and will create a sustainable and thriving ecosystem to support business growth, start-ups, investment attraction and opportunities in the community.
- ⑩ **Rural Economic Development Strategy:** The purpose of this strategy to identify, create and guide opportunities for rural Kingston. To achieve this, the strategy will actively advocate for and support industries, projects and events that benefit the communities, businesses and lifestyles of rural Kingston's diverse population.

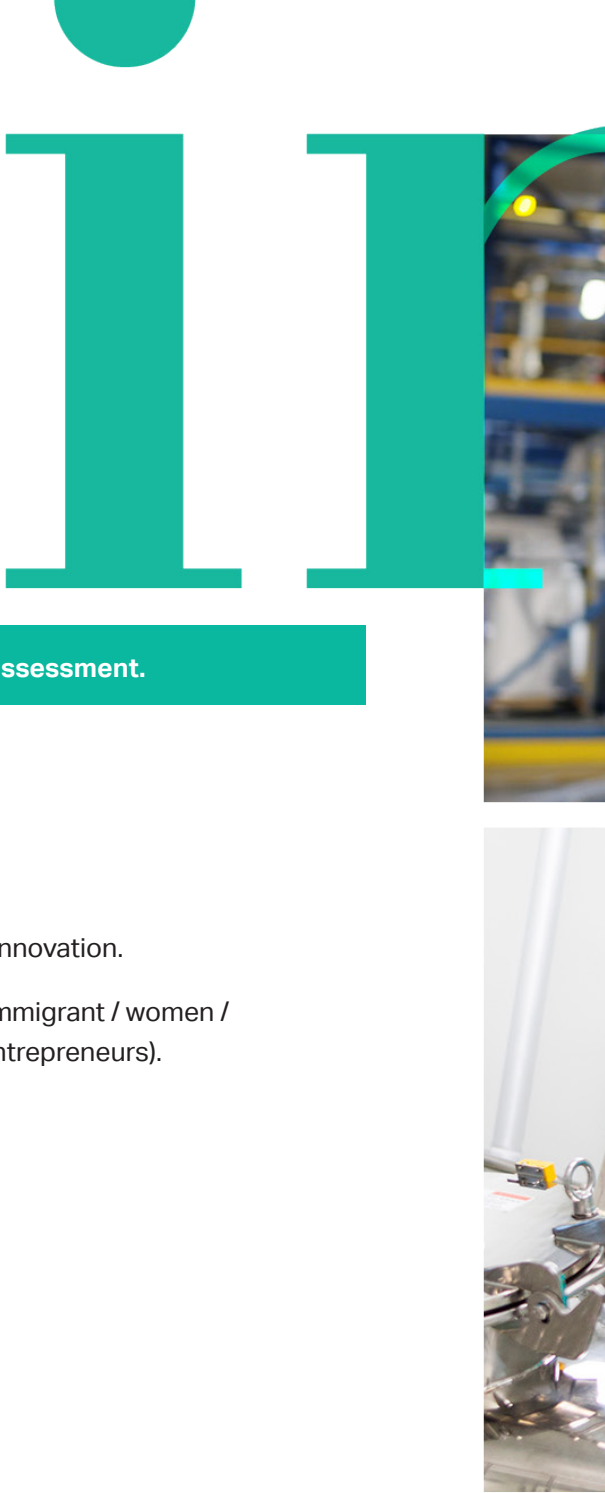


Target Outcomes and Metrics

- // Industry growth in the identified priority sectors within Kingston.
- // Clustered development in identified areas within Kingston.
- // A cohesive, collaborative development approach to align with the overall vision(s) for the City of Kingston and Kingston Economic Development.
- // Identification of short-term development opportunities that can drive immediate results for overall economic development for the region.
- // Identification of long-term development opportunities that can support the long-term economic development plan for Kingston.
- // Identification of short- and long-term development opportunities to support residents and residential growth in Kingston.
- // Identification of short and long-term development opportunities to support business expansion, and potential investment attraction to Kingston.

The following metrics set the overall direction for program assessment.

- // Supports and helps to retain existing businesses.
- // Offers business expansion potential.
- // Attracts investment.
- // Expands opportunities for research and development and innovation.
- // Supports diversity in entrepreneurship (e.g., newcomers / immigrant / women / Black, Indigenous, People of Colour (BIPOC) / 2SLGBTQ+ entrepreneurs).
- // Strengthens community engagement.
- // Leverages and builds infrastructure and assets.





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KINGSTON

— *Economic Development* —