KINGSTON DUAL USE INNOVATION & DEFENCE INDUSTRIAL STRATEGY

KINGSTON — Economic Development —

REQUEST FOR PROPOSAL

CONTRACT #	DESCRIPTION	CLOSING
KEDC-2026-01	Develop the Kingston Dual Use Innovation & Defence Industrial Strategy.	August 10, 2026 16:00pm

Background

Kingston, Ontario is home to a unique concentration of defence, research, education, and innovation assets including Garrison Kingston, Royal Military College of Canada, Queen's University, Canadian Forces School of Military Intelligence, Canadian Forces School of Communications and Electronics, 21 Electronic Warfare Regiment, Royal Kingston United Services Institute and the Queen's University Centre for International Policy & Defence and a growing advanced manufacturing sector.

These assets position Kingston to play a larger role in Canada's evolving defence industrial base, defence innovation ecosystem, national security and dual-use technology sectors.

Project Objective

Kingston Economic Development Corporation (KEDC) seeks proposals from qualified consultants to develop the Kingston Dual Use Innovation & Defence Industrial Strategy.

The purpose of this project is to identify actionable opportunities to:

- Establish a shared vision and implementation roadmap for Kingston's defence ecosystem.
- Promote Kingston's defence sector on a provincial, federal and international levels.
- Support the growth of existing Kingston businesses through participation in defence procurement and supply chains.
- Increase awareness and access to opportunities through prime contractors, Industry and Technological Benefits (ITB) obligations, and federal defence procurement programs.

- Identify priority defence and dual-use sectors where Kingston has competitive advantages.
- Strengthen collaboration among industry, academia, military, government, and innovation partners.
- Position Kingston as a premier location to support domestic and foreign direct investment attraction.

KEDC is seeking a practical, implementation-focused plan rather than an academic research study.

Scope of Work

The successful proponent will:

1. Defence Ecosystem Assessment

Conduct a thorough assessment of Kingston's defence and security related assets, capabilities, institutions, companies, research strengths, and innovation ecosystem.

The assessment is to include:

- Defence, dual-use and security related companies and technologies
- Research institutions and centres
- Military and government assets
- Innovation and commercialization organizations
- Existing defence supply chain participation

2. Stakeholder Engagement

Engage a targeted group of stakeholders including:

- Defence and security companies
- Prime contractors and system integrators
- Canadian Armed Forces representatives
- Academic and research institutions
- Innovation organizations
- Government partners

The results of the analysis will aid in identifying opportunities, barriers, gaps, and collaboration priorities.

3. Diversification and Growth Opportunities

Identify opportunities for Kingston companies to expand into defence and dual-use markets.

This analysis is to include:

- Identify companies with the potential to diversify into defence and dual-use markets.
- Identify opportunities within defence supply chains, procurement programs, emerging defence technologies, and Industry and Technological Benefits (ITB) commitments.
- Identify key prime contractors, system integrators, and procurement agencies relevant to Kingston companies.
- Identify NATO DIANA, DISH, IDEaS and other government defence led opportunities.
- Identify national security opportunities including emerging technology, equipment, and capability requirements related to organizations such as the Disaster Assistance Response Team (DART), Canadian Coast Guard, and Search and Rescue (SAR) operations.
- Evaluate commercialization pathways for innovative technologies with defence and dual-use applications, leveraging Kingston's research and innovation ecosystem.
- Provide guidance on certification, compliance, cybersecurity, Controlled Goods Program, security clearances, quality standards, and other supplier qualification requirements.
- Identify procurement pathways and opportunities to connect local firms with defence primes, government buyers, and national and international supply chains.
- Develop recommendations to improve supplier readiness, competitiveness, and long-term participation in Canada's growing defence industrial base.

4. Investment Attraction and Strategic Positioning

Develop recommendations regarding Kingston's positioning within Canada's defence ecosystem and identify differentiators that can be leveraged for business attraction and growth. The strategy is to include:

- Identify priority target sub-sectors.
- Identify investment attraction opportunities.
- Develop a concise Kingston Defence Value Proposition.
- Provide a labour force assessment including narrative on the retired military community.
- Recommend industrial opportunities for domestic and foreign direct investment attraction.
- Comparative assessment of Kingston against other defence hubs in Ontario and Quebec.

5. Action Plan

Develop a practical implementation roadmap outlining actions that can be led by KEDC and ecosystem partners.

- Short-term (1–2 years)
- Medium-term (3–5 years)
- Long-term (5+ years)

Deliverables

The successful proponent shall provide:

- Project work plan and methodology
- Kingston Defence Ecosystem Strategy
    - Kingston defence ecosystem assessment
    - Stakeholder engagement summary
    - Defence diversification and growth opportunities analysis
    - Investment attraction and strategic positioning strategy
    - Defence sector risk assessment and mitigation recommendations
    - Implementation roadmap (short-, medium-, and long-term actions)
    - Executive summary
- Final report and presentation

Timeline

Issue RFP	July 23, 2026
Deadline of Submittal of Proposals	August 10, 2026
Notify Firm(s) Chosen	August 2026
Project Delivery	August 2026 – December 2026

Budget

The maximum project budget is $25,000 CAD inclusive of all fees, expenses, travel, taxes, and disbursements.

Proposal Requirements

Proposals should include:

- Company overview and relevant experience
- Proposed methodology
- Project work plan and timeline
- Project team and qualifications
- Relevant project examples
- Detailed budget
- References

Proposals should not exceed six pages excluding appendices.

Desired Outcomes

The final strategy should provide clear, actionable recommendations that can be implemented by KEDC and its partners to:

- Strengthen Kingston's participation in Canada's defence industrial and innovation ecosystem.
- Increase participation of local companies in defence procurement and supply chains.
- Support diversification into defence and dual-use markets.
- Enhance collaboration among military, industry, academia, and government partners.
- Improve access to procurement, commercialization, and ITB opportunities.
- Attract domestic and foreign investment to Kingston's defence sector.

Supporting Documentation

Kingston Economic Development will provide existing documentation including Deloitte Sub-Sector Analysis Report, 2025 and a data base of known defence companies, assets and institutions.

Submission Requirements

Proponents are invited to submit one electronic copy of their proposal in PDF format no later than August 10, 2026 at 16:00.

Proposals are to be submitted by email to:

Abby Fitzhugh
Operations Coordinator
Kingston Economic Development Corporation
Email: fitzhugh@investkingston.ca

Questions regarding this Request for Proposals must be submitted in writing. Questions are to be directed to:

Shelley Hirstwood, Director of Business Development, hirstwood@investkingston.ca
Abdul Jendi, Investment Manager for Sustainable Manufacturing, jendi@investkingston.ca

Late submissions may not be considered.

Potential Project Scope Expansion – Pending Funding

The scope of work outlined in this Request for Proposals is focused on the development of a Kingston Dual Use Innovation & Defence Industrial Strategy.

Kingston Economic Development is currently pursuing additional funding opportunities that, if successful, may expand the project to include a broader Eastern Ontario Defence Ecosystem Strategy. Under this expanded scope, the successful proponent may be invited to undertake additional work to expand the scope of work to include Eastern Ontario.

Any expansion of the project scope will be contingent upon funding approval and will be negotiated with the successful proponent through an amendment to the agreement. Kingston Economic Development reserves the right to modify the scope, timeline, deliverables, and associated fees should additional funding become available.

Terms and Conditions

i. KEDC reserves the right to reject any and all proposals, and to waive minor irregularities in any proposal.

ii. KEDC reserves the right to request clarification of information submitted, and to request additional information from any proposer.

iii. KEDC reserves the right to award any contract to the next most qualified contractor, if the successful contractor does not execute contract within ten (10) days after the award of the proposal.

iv. Any proposal may be withdrawn up until the date and time set above for opening of the proposals. Any proposal not so timely withdrawn shall constitute an irrevocable offer, for a period of thirty (30) days to sell to KEDC, the services described in the attached specifications, or until one or more of the proposals have been approved by KEDC administration, whichever occurs first.

v. KEDC shall not be responsible for any costs incurred by the firm in preparing, submitting or presenting its response to the RFP.