



**KEDCO**  
KINGSTON ECONOMIC  
Development Corporation

# KINGSTON 2020

5,000 Jobs; \$500 Million New Investment  
KEDCO STRATEGIC PLAN 2015-2020

# OUR OBJECTIVE

Aim of the 2015-2020 Strategic Plan  
is to **grow jobs & investment** in Kingston

Today, Kingston is realizing growth of approximately  
600-700 jobs/year and \$60M GDP growth .

Establishing goals of 1,000 new jobs and \$100M new investment per year  
will set a foundation for a strong, viable future.

# OUR PROCESS

**2010-2012**

KEDCO forms Long-Range Strategic Planning Committee spearheaded by Board Director David Rutenberg and statistician Peter Kirkham to research demographic trends and areas of opportunity for KEDCO to investigate

**2013**

KEDCO's Strategic Planning Committee begins review of 2010-2015 Plan accomplishments/challenges; and national and provincial priorities

**2014**

8020Info Inc. Rob Wood contracted to lead Strategic Planning Committee through planning process  
Public consultation of draft plan with community partners, sector leaders and business colleagues  
Confirmation of plan by KEDCO Board of Directors

**2015**

Implementation of 2015-2020 Strategic Plan  
Work with City of Kingston to align with their strategic plans

# VISION & MISSION

**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

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



# BUSINESS SUPPORT SERVICES

- 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.

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

# **HIGH PRIORITY GROWTH SECTORS**

**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**

# HOW WE EXECUTE OUR PLAN

**STRATEGIC PLAN 2015-2020**

**Annual Sales & Operating Plans**

**Weekly Staff Review**

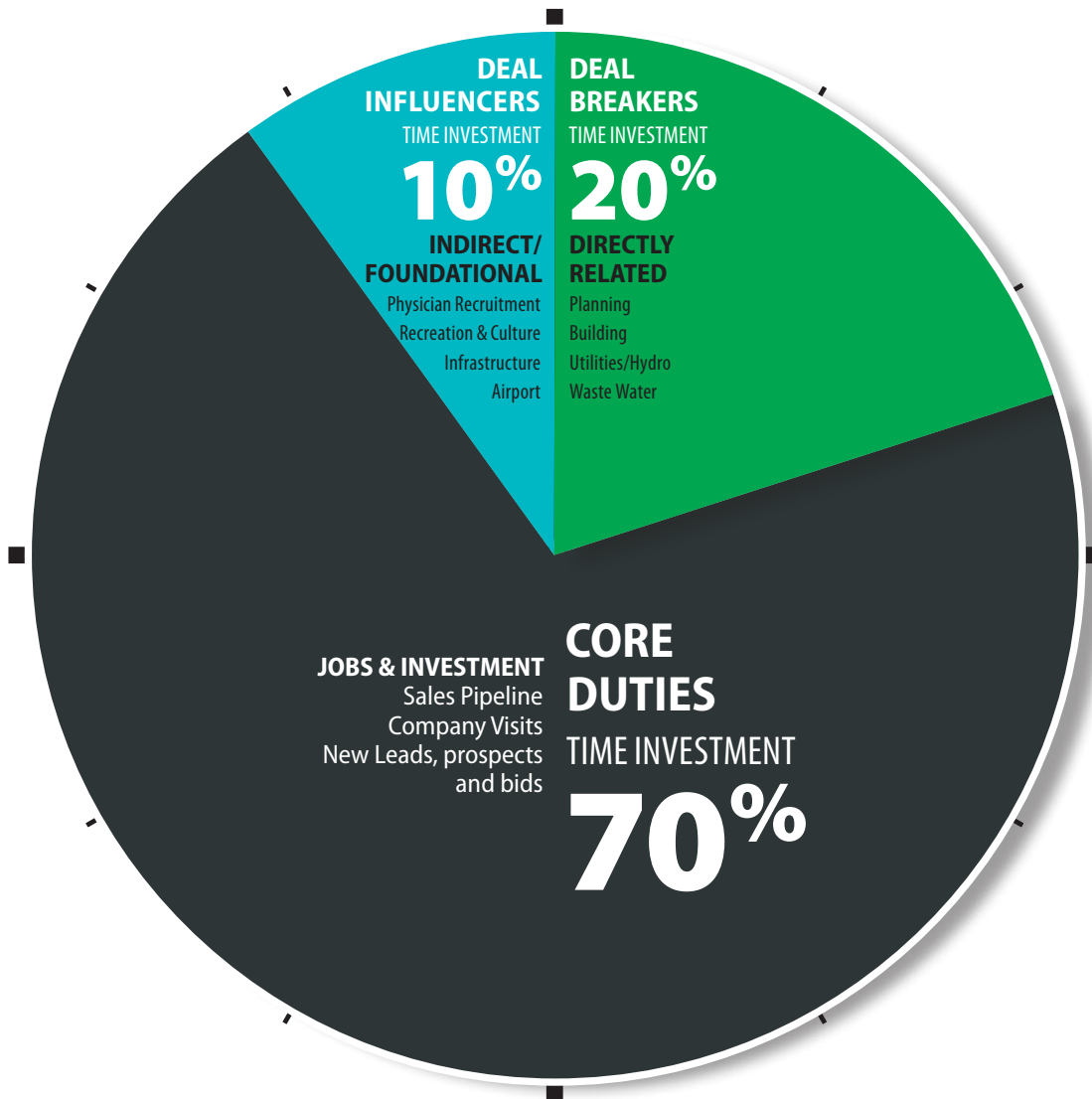
**Quarterly Board Review**

**Bi-annual Board Retreat**

**Annual Presentation to Council**



# HOW WE MEASURE OURSELVES



## KEDCO DASHBOARD

### JOB'S CREATED/RETAINED

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

### INVESTMENT

New monies invested in community: new build; lease; government grants; salaries

### CONSULTATIONS/BUSINESS ASSISTS

Direct support to local company/start-up

### SALES CALLS/COMPANY VISITS

Outbound contact with local companies/target leads

### ECONOMIC IMPACT OF EVENTS

Impact of Sport Tourism events, Meetings & Conferences which KEDCO has assisted with the attraction or retention.

### OPPORTUNITIES CREATED

Prospect for creation of a new job or new investment which KEDCO is actively assisting a company with.

# OUR RESOURCES

## BOARD OF DIRECTORS

(Governance Board of 12 Members including Mayor & 3 City Councillors)

## KEDCO STAFF

(18 Full-time positions within Business, Tourism & Corporate)

## BUDGET

(Projected \$3.1M Operating Budget

-> Goal to increase non-municipal funding from 10% in 2014 to 14% in 2015)

## PARTNERSHIPS

Local, regional, provincial and national partnerships



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