



**City of Kingston
Report to Council
Report Number 21-014**

To: Mayor and Members of Council
From: Lanie Hurdle, Chief Administrative Officer
Resource Staff: Craig Desjardins, Director, Strategy, Innovation & Partnerships
Date of Meeting: December 15, 2020
Subject: Economic Development Organization – Service Level Agreement Renewal

Council Strategic Plan Alignment:

Theme: Regulatory & compliance

Goal: See above

Executive Summary:

The current Service Level Agreement (SLA) between the City of Kingston and the Economic Development Organization (EDO), entered into in 2016 ([Report Number 16-325](#)), will end on December 31, 2020. The purpose of this report is to seek Council's approval on the new and updated draft SLA attached as Exhibit A. The EDO Board has reviewed and approved the new SLA, pending Council's approval.

The EDO operates as the economic development arm for the City of Kingston, working collaboratively to achieve mutual goals and objectives that position Kingston as a great place to live, work and invest. Activities of EDO include, but not limited to, attracting investment to the local economy, job creation, assessment growth and community prosperity and GDP growth through the support of strategic economic activities in the industrial, commercial, institutional and technology sectors, and such other complementary purposes not inconsistent with these activities.

The SLA outlines the key objectives and direction for EDO and addresses such matters as transparency, reporting and accountability, performance measurement and financial operations.

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Recommendation:

That the Draft Service Level Agreement for the Economic Development Organization, attached as Exhibit A to Report Number 21-014, be approved and that the Agreement be executed on or before December 31, 2020 in order to achieve an effective date of January 1, 2021; and

That subject to the Economic Development Organization Service Level Agreement being finalized to the satisfaction of the City Solicitor, the Mayor and Clerk be authorized to execute the Agreement.

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Authorizing Signatures:

ORIGINAL SIGNED BY CHIEF
ADMINISTRATIVE OFFICER

**Lanie Hurdle, Chief
Administrative Officer**

Consultation with the following Members of the Corporate Management Team:

Paige Agnew, Commissioner, Community Services	Not required
Peter Huigenbos, Commissioner, Business, Environment & Projects	
Brad Joyce, Commissioner, Corporate Services	
Jim Keech, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	Not required
Sheila Kidd, Commissioner, Transportation & Public Works	Not required

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Options/Discussion:

The current Service Level Agreement (SLA) between the City of Kingston and the Economic Development Organization (EDO) entered into in 2016 ([Report Number 16-325](#)), will end on December 31, 2020. The SLA outlines the key objectives and direction for EDO and addresses such matters as transparency, reporting and accountability, performance measurement and financial operations.

The new draft SLA, attached as Exhibit A, has been updated to reflect a new 5 year term from January 1, 2021 to December 31, 2025. The EDO Board has reviewed and approved the new SLA, pending Council's approval.

On October 15, 2019 ([Report Number 19-258](#)), Council approved a proposed partnership between the City and the Economic Development Organization (EDO) which included the development and joint leadership of an Integrated Economic Development Strategic Plan. The final Integrated Economic Development Strategic Plan is being presented to Council at this same meeting on December 15, 2020 in Report Number 21-012.

EDO will continue to provide quarterly and annual reports to Council as outlined in Section 2 of the SLA (Transparency, Reporting and Accountability). The quarterly activity reports will demonstrate the progress of EDO in achieving the Integrated Economic Development Strategy and the impact of the EDO's actions and programs on the key performance measures of economic development as set out in Appendix B of the SLA. The Quarterly Reports shall form the basis of an Annual Year in Review Report to Council. All Activity Reports shall be publicly accessible.

Once every five (5) years, a new or updated five (5) year Integrated Economic Development Strategy will be completed and will align with the priorities of City Council. Update to the Integrated Economic Development Strategy shall include a full program of public consultation prior to adoption of the Plan by the EDO and submission to City Council.

Existing Policy/By-Law:

None

Notice Provisions:

None

Accessibility Considerations:

None

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Financial Considerations:

Section 4 of the Service Level Agreement relates to financial operations and provides clear parameters on funding to the Economic Development Organization to undertake its core activities.

Contacts:

Lanie Hurdle, Chief Administrative Officer 613-546-4291 extension 1231

Other City of Kingston Staff Consulted:

Alan McLeod, Acting Director, Legal Services & City Solicitor

Exhibits Attached:

Exhibit A – Draft Economic Development Organization Service Level Agreement

THIS AGREEMENT made in triplicate this day of 2020.

BETWEEN:

THE CORPORATION OF THE CITY OF KINGSTON

Hereinafter referred to as the “City”

- and -

KINGSTON ECONOMIC DEVELOPMENT CORPORATION

Hereinafter referred to as the “EDO”

DRAFT SERVICE LEVEL AGREEMENT

WHEREAS the Kingston Economic Development Corporation operates as the economic development organization for the City of Kingston;

NOW THEREFORE the parties hereto agree as follows:

1.0 Economic Development Objectives and Directions:

The EDO shall undertake and promote economic development activities for the benefit of the City, including activities primarily concerned with, but not limited to, attracting investment to the local economy, job creation, assessment growth and community prosperity and GDP growth through the support of strategic economic activities in the industrial, commercial, institutional and technology sectors, and such other complementary purposes not inconsistent with these activities. The City and the EDO shall work cooperatively and collaboratively to achieve mutual goals and objectives that envision: a dynamic economy that attracts businesses and skilled talent; an innovative city where private and public enterprises thrive and individuals and entrepreneurs grow; and, a quality of life that positions Kingston as a great place to live, work and invest.

1.1 Key economic development objectives and directions include:

- i) Investment attraction and investment aftercare;
- ii) Business retention and expansion and work with local businesses;
- iii) Small business start-up, entrepreneur and youth business services including support for post-secondary education collaborations, technology transfer and incubation/innovation enablement; and
- iv) Support for workforce development, high-quality jobs, and skills-building.

The foregoing activities, as described in more detail in Appendix A to this Agreement, shall be reviewed annually to ensure alignment with Council's strategic priorities.

1.2 The focus of the EDO's activities shall be as follow:

- i) Implementing the Integrated Economic Development Strategy which is consistent with Council's strategic priorities and the community's vision;
- ii) Developing annual business plans to advance Integrated Economic Development Strategies and identified cluster development with performance measures to track progress towards established goals and regularly reporting results;
- iii) Regularly reviewing the Integrated Economic Development Strategy in the context of available data (economic, employment and / or demographic) to assess the need for any adjustments in the Strategy in consultation with the City;
- iv) Developing a strong economic development brand and marketing program that will position the City of Kingston as a great place to live, work, invest and do business;
- v) Developing a robust approach to investment attraction and aftercare;
- vi) Facilitating the growth and expansion of existing companies;
- vii) Supporting and nurturing entrepreneurship, small business, incubation and acceleration spaces;
- viii) Collaborating with the City and the private sector to maintain an inventory of available employment lands;
- ix) Facilitating the growth of the City's tax assessment base;
- x) Attracting and supporting the necessary talent to support the requirement of industry; and
- xi) Working with local, regional, provincial and federal partners to identify high priority growth opportunities and markets, and provide support and expertise for the attraction of new jobs and investment in those sectors.

2.0 Transparency, Reporting and Accountability

2.1 The EDO and its Board of Directors will be responsible for fulfilling the mission for which it is incorporated. The EDO will be accountable to the Council of the City of Kingston in the performance of the activities and services provided in accordance with the provisions of this Agreement and /or as determined in the approved annual operating budget.

2.2 The EDO shall communicate with the City as follows:

- a) Annually, by way of the draft budget, annual work plan and the Integrated Economic Development Strategy as updated to reflect the priorities of City Council;
- b) Annually, by way of the Annual Financial Report as required by Clause 4.6 of this

Agreement;

- c) Quarterly, by way of Activity Reports to demonstrate the progress of the EDO in achieving the Integrated Economic Development Strategy and the impact of the EDO's actions and programs on the key performance measures of economic development as set out in Appendix B of this Agreement. The Quarterly Reports shall form the basis of an Annual Year in Review Report to Council. All Activity Reports shall be publicly accessible;
- d) Once every five (5) years by way of a new or updated five (5) year Integrated Economic Development Strategy which aligns with the priorities of City Council. Update to the Integrated Economic Development Strategy shall include a full program of public consultation prior to adoption of the Plan by the EDO and submission to City Council. If requested by the City, a meeting of City Council and the full Board of Directors of the EDO will be arranged as part of the Integrated Economic Development Strategy review process. The Integrated Economic Development Strategy shall be publicly accessible; and
- e) By attending meetings of City Council or providing written communication to Council as may be requested from time to time by the City.

2.3 The EDO shall maintain a formal Transparency and Accountability Plan (Policy and Practice) that reflects the eight (8) key areas espoused by Transparency International: Ethics; Public Complaints; Leadership; Performance; Human Resources; Budgeting; Procurement; and, Audit Results. The EDO's policies will include a policy on equity, diversity and inclusion. The EDO shall provide a copy of its policies to the City.

2.4 The EDO shall create sector and industry-specific advisory committees to allow it to fulfill its mandate, including the implementation of the Integrated Economic Development Strategy.

3.0 Performance Measurement

3.1(a) Separate performance metrics shall be prepared for each of the core economic development activities outlined in Appendix A to this Agreement. The performance metrics shall be specific, measurable, achievable, relevant and time-based. The EDO will adopt performance measurement systems that measure internal and external metrics and implement a Continuous Improvement Performance Measurement System (CIPMS). The EDO shall also develop inclusionary criteria for each of the performance metrics, including a realistic assignment of the EDO attribution (i.e. extent or level of involvement) and utility (i.e. worthiness of investment), in order to increase the credibility of the performance measurement.

3.1(b) In each year of this Agreement, the proposed performance metrics shall be submitted to Council with the draft budget, annual work plan and Integrated Economic Development Strategy update.

4.0 Financial Operations

- 4.1 EDO has a fiscal year end of December 31st.
- 4.2 For the term of this Agreement, the City agrees to provide funding for the duration of the year, at budget time, to the EDO to undertake the Core Economic Development Activities as set out in Appendix A to this Agreement. The EDO shall submit an annual budget request to City Council for approval.
- 4.3 The EDO may request from the City additional funds to carry out specific programs or projects on behalf of the City. The City may also request the EDO to undertake specific projects or programs on behalf of the City and provide additional funding for said specific programs. Additional Funding shall not be considered part of the base funding for the purpose of calculating the minimum budget increase for the following year. The specific projects or programs and additional funding shall be the subject to Council approval.
- 4.4 The EDO shall actively seek private project funding to obtain grants, contributions, bequests, gifts and assets from sources other than the City in furtherance of its objectives.
- 4.5 The EDO finances shall be audited on an annual basis and the Auditor shall provide a Management Letter, commenting on the management of the EDO finances, to the EDO Board. The Auditor will also provide a summary of any audit difference that may have been noted during the audit.
- 4.6 The EDO Board shall prepare a detailed Annual Financial Report which shall be submitted to the City. The Financial Report shall include the Auditor's Management Letter and summary of audit differences. The Annual Financial Report shall be publicly accessible.
- 4.7 The EDO Board shall ensure that senior management, the Chair and members of the Finance and Audit Committee receive skills development training in financial management if required.
- 4.8 Budget line items associated with specific projects shall be tied directly to the performance measures for those projects in accordance with Appendix B.

5.0 Term and Termination:

- 5.1 This Agreement shall have a term of five (5) years, commencing on January 1, 2021, and being fully complete on December 31, 2025. At the end of the Agreement, if not already renewed, the current Agreement shall be renewed for a one (1) year term, unless the City or the EDO provides written notice to the other party that it does not wish to renew the Agreement, such notice to be given prior to 90 days before the conclusion of the original term or a renewal term.
 - a) This Agreement may be terminated by either party prior to the expiration of the Agreement upon at least six (6) months written notice to the other party. Termination does not require notice of any breach of the terms and conditions of the Agreement or

of any other cause.

- b) In the event of a termination notice being given by either party in accordance with this section, during the six (6) month notice period:
- i) The EDO shall continue to undertake the economic development activities as approved on a yearly basis through the budget process;
 - ii) The City shall continue to work with the EDO in good faith and to provide funding to undertake the economic development activities to the extent that costs have been reasonably and properly incurred; and
 - iii) Funding thereafter or for other activities including transition or winding up costs may not be provided by the City. The parties agree to work cooperatively during any transition or winding up process which may arise during the term of this Agreement.

Dated at the City of Kingston, this _____ day of _____, 2020.

SIGNED, SEALED AND DELIVERED

**THE CORPORATION OF THE
CITY OF KINGSTON**

In the presence of:

Bryan Paterson, Mayor

John Bolognone, City Clerk

KINGSTON ECONOMIC DEVELOPMENT CORPORATION

, Chair

APPENDIX A

EDO'S CORE ECONOMIC DEVELOPMENT ACTIVITIES / METRICS

The EDO shall act as the primary economic development organization for the benefit of the City of Kingston. Kingston's economic development success will be defined by attracting new investment, retaining and growing existing businesses, supporting entrepreneurship and new company development, and addressing workforce needs in the community. The EDO will work cooperatively and collaboratively with the City, other organizations and community stakeholders to ensure that investment opportunities are effectively developed. The Core Economic Development Activities described herein shall be reviewed annually to ensure alignment with the Integrated Economic Development Strategy and Council's strategic priorities.

The following Performance Metrics are presented for illustrative purposes only. In the first year of this Agreement (2021) the EDO and City staff will present to City Council a completed Appendix B that builds on the historical performance metrics of EDO (job creation supported; jobs retained; investment facilitated (new builds, leases, purchases, expansions, government funding); businesses assisted; leads; opportunities; and company visits) together with the possible series of metrics listed below for each of the four (4) core economic development activities.

As outlined further in Section 3 of this Agreement, the EDO will adopt performance measurement systems that measure internal and external metrics and implement a Continuous Improvement Performance Measurement System (CIPMS). The adopted performance metrics will be outcome based. Each of the performance metrics will be supported by definitions that will assist with comprehension of what is being measured.

The focus of EDO's Core Economic Development Activities shall include the following four (4) areas:

1. Investment Attraction and Investment Aftercare:

- Develop a strong economic development brand and marketing program for the City of Kingston;
- In collaboration with the City and private sector, maintain an up to date inventory of available employment lands;
- In collaboration with the private sector and the City of Kingston, actively promote available sites for employment uses (such as marketing material, website information, applications to the Investment Ready; Certified Site Program and other relevant methods);
- In collaboration with the private sector and the City of Kingston, support the development incubation and acceleration space for new and expanding businesses.
- Establish targets for attracting new business and investment;
- Act as a liaison with Provincial and Federal government economic development agencies and ministries in the attraction of new employment uses and the growth of key sectors of the economy;
- Provide professional and confidential service to external clients, their agents and consultants considering investments in the community, including facilitating access to municipal departments and services;

- Develop a proactive program of follow-up contact with new businesses to ensure that their needs are being met and to provide advice on such matters as workforce needs, supply chain connections, etc.;
- Establish sector-specific advisory committees aligned with the mandate of the EDO to help shape attraction activities; and
- Attract high growth small business entrepreneurs and investment capitalists to foster the creation of export-based jobs; and
- Identify high priority growth sectors and provide or contract support and expertise for the attraction of new jobs and investment in those sectors.

To support the EDO activities, the City will undertake the following:

- Increase Kingston's City-owned industrial land supply by approximately 50 acres (Clogg's Road). TIMELINE: 2023-24
- Research and report to Council on the current and potential future employment lands within the City of Kingston that could be developed in keeping with the Provincial Policy Statement and other related city planning policies and strategic priorities. TIMELINE: by end of Q3 2021
- Pursue future development of airport employment lands with businesses and uses that have low water and sewer servicing requirements. TIMELINE: Ongoing
- Continue to work with Queen's University to develop the Queen's property known as Innovation Park for employment uses and complete the land use planning for the property. TIMELINE: by end of 2022
- Complete the Rural Economic Development Strategy and the Creative Industries Strategy. TIMELINE: 2021

Reporting Metrics:

- Number of inquiries received
- Number of leads generated
- Number of successful new investment opportunities
- Number and value of new jobs created that can be attributed to direct EDO assistance
- Amount of new investment in the community through new build, lease, government grants

2. Business Retention and Expansion

- Develop a structured and action-oriented program to engage existing businesses in the community to identify and understand their priorities and opportunities / challenges for growth and expansion (e.g. company visit, annual meet-and-greet, information sessions, etc.);
- Ensure that timely and meaningful support structures and programs are in place to assist existing businesses;
- Support existing businesses in identifying and applying for relevant programs from other levels of government;

- Partner with local businesses in the promotion of their products and services through the development of a tradeshow support program;
- Establish targets for retention and expansion of existing businesses;
- Support the growth of local businesses in high priority growth sectors;
- Facilitate research and data collection to assess community needs for incubation in priority areas; and
- Work in collaboration with Post-Secondary Institutions to ensure active labour force meets growth needs within high priority growth sectors.

To support the EDO activities, the City will undertake the following:

- Create and conduct targeted engagement campaigns and interviews with existing businesses to understand needs and concerns of local businesses regarding municipal services. TIMELINE:2021
- Review a minimum of 10 municipal policies, by-laws and procedures to consider how to make the processes more business friendly. TIMELINE: 2021
- Hold a minimum of 3 education sessions for small businesses on how to access and navigate various city services. TIMELINE: 2021
- Identify up to 5 major areas that are concerns to local businesses regarding City services and consider strategies to address the concerns TIMELINE: 2021

Reporting Metrics:

- Number of visitations to local businesses
- Number of business expansion/retentions assisted
- Level of business satisfaction with services provided (via annual survey)
- Year over year job growth
- Year over year average salary growth

3. Support for Small Business and Entrepreneurs

- Continue to partner with external agencies (e.g. Ministry of Economic Development, Job Creation and Trade) to deliver services to support new entrepreneurs and small business owners – make full use of relevant programs from other levels of government and ensure that all existing contractual obligations to external funding partners are met;
- Establish targets for new business start-ups;
- Provide or facilitate the provision of expert advice and practical assistance to business owners (e.g. on-line information, workshops, information sessions); and
- Work one-on-one with clients to discuss business ideas and challenges and to connect them with information, expertise and contacts;
- Support women, BIPOC and newcomer-led entrepreneurs and ventures with resources they need to succeed.
- Support emerging creative industries with relevant business supports and programming.
- Investigate expanding the role of post-secondary institutions in innovation and

entrepreneurship.

Reporting Metrics:

- Number of inquiries received
- Number of consultations provided
- Number of new businesses started / registered, including youth entrepreneurship
- Number of new jobs created that can be attributed to direct EDO assistance;
- Average salary of new jobs created
- Number of business planning programs, workshops and seminars conducted and number of persons that participated
- Number and value of funding opportunities leveraged

4. Support for workforce development, jobs, and skills-building

- Work with business and community partners to regularly monitor and analyze available data in order to identify workforce needs and possible shortages or surpluses in different employment sectors;
- Work with partners to promote the City as a desirable and exciting community with diverse employment prospects;
- Collaborate with community partners to engage with under-employed labour pools including youth, migrant, immigrant and military populations;
- Work to educate secondary and post-secondary students about the labour market and facilitate interaction between students and Kingston businesses;
- Support the City Workforce In-Migration Strategies to attract skilled workers to fill available positions in the community;
- Attract and retain the workforce required to support identified high priority growth sectors; and
- Work with the City to liaise with post-secondary institutions and training providers with respect to the skills demands of local businesses.

To support the EDO activities, the City will undertake the following:

- Talent Attraction TIMELINE: ONGOING
 - Possible Made Here Platform- French and English
 - Remote worker attraction program
- Diversity & Inclusion TIMELINE: ONGOING
 - Inclusion Charter
 - International Student Graduate Internship Program
- Employment Brand TIMELINE: ONGOING
- Data Analytics TIMELINE: ONGOING
 - Workforce Skills AI Project
- Strategic HR TIMELINE: ONGOING
 - Secondment Program

- Career Pathways **TIMELINE: ONGOING**
Kingston Connects Program
- Spousal Employment **TIMELINE: ONGOING**
Dual Career Program

Reporting Metrics:

- Number of new programs developed
- Number of businesses supported per program and engaged in planning consultations
- Number of new partnerships/collaborations created or expanded
- Value of additional funding leveraged
- Engagement sessions held and number of participants attended
- Number of businesses and individuals) participating on Workforce Working Groups
- Growth in challenged sectors (both pre and post COVID-19)
- Workforce projections conducted and findings reported; and
- Partnered events and activities.

COMMUNITY PERFORMANCE MEASURES TO TRACK AND REPORT

In addition to the activity-based metrics, the EDO and City will compile, track and report on community performance measures in order to identify and analyze trends and adjust programming and activities to respond to opportunities and challenges.

- Total Gross Domestic Product (GDP) and by sector
- Total Gross Domestic Product (GDP) performance in the identified target sectors
- Total number of jobs created and maintained and by sector
- Total number of jobs created and maintained in the identified target sectors
- Total number of companies started and maintained and by sector
- Total number of companies started and maintained in the identified target sectors
- Total workforce year-to-year growth
- Total business counts year-to-year growth
- Total business counts year-to-year growth in the identified target sectors
- Funding investment in the identified target sectors
- Population
- Total employment
- Labour Force participation rate
- Average wages
- Year of year average wages
- Growth in percentage of working age population
- Unemployment rate
- Total housing starts
- Total value of building permits

APPENDIX B

INTEGRATED ECONOMIC DEVELOPMENT STRATEGY REPORT CARD

Overall, the main *Integrated Economic Development Strategy* metrics would track how the strategy:

1. Supports and helps to retain existing businesses
2. Offers business expansion potential
3. Attracts investment
4. Expands opportunities for research and development and innovation
5. Supports newcomers and immigrant entrepreneurs
6. Strengthens community engagement
7. Leverages and builds infrastructure and assets

Quarterly Potential Target Metrics

- Total inquiries (for new company expansion and/or relocation potential) in the identified target sectors
- Total Inquiries/Outreach into opportunities for economic development in Kingston in the identified target sectors
- Total leads generated (for new company expansion and/or relocation potential) in the identified target sectors
- Total active investment opportunities in the identified target sectors
- Funding dollars for plan development in the identified target sectors
- Total programs and events delivered
- Total number of participants in events
- Total number of notable activities of Kingston companies (e.g., new market expansion, and case studies)

Annual Potential Target Metrics

- Total Gross Domestic Product (GDP) and by sector
- Total Gross Domestic Product (GDP) performance in the identified target sectors
- Total number of jobs created and maintained and by sector
- Total number of jobs created and maintained in the identified target sectors
- Total number of jobs year-to-year growth in the identified target sectors

- Total number of companies started and maintained and by sector
- Total number of companies started and maintained in the identified target sectors
- Total workforce year-to-year growth
- Total business counts year-to-year growth
- Total business counts year-to-year growth in the identified target sectors
- Funding investment in the identified target sectors

Measurement of the Integrated Economic Development Strategy

Pillars	Themes	Recommended Initiatives	Measures of Success
<p>Focus and Prioritization</p>	<p>1. Adopt Concept Framework</p>	<p>1. Adopt an Integrated Long-Term and Short-Term Economic Plan</p>	<p>Formal adoption by partners – lead and supporting</p>
	<p>2. Develop Two Strategic Clusters</p>	<p>2. Develop Two Strategic Clusters in Health Innovation and Sustainable Manufacturing</p>	<p>Total Inquiries into opportunities for economic development in Kingston in the identified target sectors</p> <p>Total leads generated (for new company expansion and/or relocation potential) in the identified target sectors</p> <p>Total active investment opportunities in the identified target sectors</p> <p>Total programs and events delivered to support the targeted sectors</p> <p>Total number of participants in events in the identified target sectors</p> <p>Total number of notable activities of Kingston companies (e.g., new market expansion, and case studies) in the identified target sectors</p> <p>Total Gross Domestic Product (GDP) and by sector</p>

Exhibit A to Report Number 21-014

Pillars	Themes	Recommended Initiatives	Measures of Success
			<p>Total Gross Domestic Product (GDP) performance in the identified target sectors</p> <p>Total number of jobs created and maintained in the identified target sectors</p> <p>Total number of companies started and maintained and by sector</p> <p>Total number of companies started and maintained in the identified target sectors</p>
	<p>3. Leverage Market Access</p>	<p>3. Focus on Creative Industries Product Development</p>	<p>Total Inquiries into opportunities for economic development in Kingston in the identified target sectors</p> <p>Total leads generated (for new company expansion and/or relocation potential) in the identified target sectors</p> <p>Total active investment opportunities in the identified target sectors</p> <p>Funding investment in the identified target sectors</p> <p>Total programs and events delivered to support the targeted sectors</p> <p>Total number of participants in events in the identified target sectors</p> <p>Total number of notable activities of Kingston companies (e.g., new market expansion, and case studies) in the identified target sectors</p>

Exhibit A to Report Number 21-014

Pillars	Themes	Recommended Initiatives	Measures of Success
			<p>Total Gross Domestic Product (GDP) performance in the identified target sectors</p> <p>Total number of jobs created and maintained in the identified target sectors</p> <p>Total number of companies started and maintained and by sector</p> <p>Total number of companies started and maintained in the identified target sectors</p> <p>Funding investment in the identified target sectors</p>
		4. Develop a Remote Workers Campaign	Marketing metrics – platforms, reach, engagement
		5. Enhance PSE Collaboration	
	4. Enhance Partnerships and Collaboration	6. Enhance Neighboring Community Collaboration	<p>Total number of outreaches</p> <p>Active working partnerships</p> <p>Community outreach and engagement</p>
Collaboration and Communication		7. Create a “Kingston Can” Campaign	Marketing metrics – platforms, reach, engagement
	5. Enhance Marketing and Communications	8. Align Kingston Branding among Key Partners and Stakeholders	
		9. Consider Renaming Kingston Economic Development to Invest Kingston	

Pillars	Themes	Recommended Initiatives	Measures of Success
	6. Measure and Communicate Success	10. Administer Proactive Progress Reporting of Success	Delivery of quarterly/annual report card Marketing metrics – platforms, reach, engagement Community outreach and engagement
Assets and Infrastructure	7. Leverage Community and Business Infrastructure	11. Enhance Broadband Connectivity (Particularly in Rural Kingston)	Funding investment
		12. Increase Access to Land	
		13. Develop a Research and Technology Park	
		14. Build a Health Innovation Lab	
		15. Build a Sustainable Manufacturing Lab	
Assets and Infrastructure	8. Leverage the Economic Potential in Rural Kingston	16. Support Agricultural Activities and Businesses	
		17. Plan Hamlet-led Development Opportunities	
		18. Revitalize Rural Tourism Opportunities	
		19. Develop Strategic Rural Business Clusters	
		20. Set a Creative Industries Narrative (<i>internally and externally</i>)	
Assets and Infrastructure	9. Foster and Support Growth in the Creative Industries	21. Support Emerging Creative Industries	Total programs and events delivered to support the targeted sectors Total number of participants in events in the identified target sectors

Pillars	Themes	Recommended Initiatives	Measures of Success
		22. Offer Business Skills and Training	Total programs and events delivered to support the targeted sectors Total number of participants in events in the identified target sectors
		23. Facilitate Partnerships and Collaboration (<i>post-secondary institutions, other exemplary jurisdictions</i>)	
Assets and Infrastructure		24. Identify, Develop, and Make Available Sustainable Spaces and Places	
		25. Reinforce Diversity and Inclusion	
Execution and Implementation	10. Mobilize Strategy Execution Team	26. Establish a Strategy Execution Team	
		27. Establish Three Working Groups: Health Innovation, Sustainable Manufacturing, and Creative Industries	
	11. Maximize Opportunities for Diversity and Inclusion	28. Augment and Follow the Workforce Inclusion Charter	
		29. Support Social Procurement	
Execution and Implementation	12. Build Workforce Capacity	30. Employ a Talent Recruitment and Attraction Campaign	
		31. Build on Existing Programs to Create a Future of Work Track	

Pillars	Themes	Recommended Initiatives	Measures of Success
		32. Offer a Skills Development and Matchmaking Program	
		33. Augment Diversity and Inclusion Programming	
	13. Adopt Project Selection and Approval Process	34. Create an Economic Opportunity Scorecard	
		35. Create a Future Development Opportunity Scorecard and Analysis Framework	

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