



# Theme III

Kingston

# Kingston, Ontario, Pop. 117,207



2006 Statistics Canada, Kingston CMA 152,358

# Top Employers of Kingston

## PUBLIC

Canadian Forces Base	8580
Queen's University and St. Lawrence	4496
Kingston General Hospital and OM	5340
Limestone District School Board	2720
Correctional Services of Canada	2670
City of Kingston	1500

## PRIVATE

StarTek	1200
Invista Canada (formerly DuPont Canada)	1200
Empire Financial Group	525

KEDCO (May 2008)

# Kingston – Theme III

- Kingston has the ‘typical’ knowledge infrastructure for success
  - Ph.Ds/Engineers per capita
  - 2 national research institutions
  - commercialization institutes
  - jane jacobesque material quality
  - thriving arts and cultural scene

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- Kingston lacks effective collaborative leadership

# Why

- No history of industrial entrepreneurship
- A tradition of growth machine politics not tied to social development strategies
- A strong institutional orientation away from the local economy and community

# No History of Industrial Entrepreneurship

- *“...We talk about Kingston having its personality. Its personality is that of a non-industrialized, commercial, military town that’s become an institutional town. And if a place has a personality, it can also have a psychology .....Kingston has a psychology of loss, of failure.....” (I-52-07)*



Confederation proclamation,  
Kingston Market Square, 1867

# No history of entrepreneurship

- *“If you think of Waterloo where the University of Waterloo was established very explicitly from a push from local business people who felt that they wanted to ensure a skilled workforce.... Windsor has built a significant presence with Daimler Chrysler...and then you get Kingston and Queen’s....”*



# No history of entrepreneurship

- *“I don’t want that to be a criticism of Queen’s tradition but innovation is a different context when you’re in a institution that’s 150 years old compared to a start-up organization....I happened to be invited to some deal where at the time the Mayor of Kingston’s attitude was what’s Queen’s University going to do for the city? I come up to the North and I was blown away by the different attitude at any single reception and you might have 10 mayors there from every little town in the North including Sudbury and Thunder Bay and they will make a point of coming up to you and saying what is it that we can do for you?”*




# Growth Machine Tradition


- The growth machine is not tied to social development strategies

# Kingston is deeply divided

- "Few cities in Canada have such a clearly marked division between the right and the wrong side of the tracks."  
(Journalist Peter C Newman on the geography of Kingston Maclean's June, 1962)
- "The social divisions were as sharp as you could cut them."  
(Robertson Davies recalled the Kingston he knew, 1992)
- "Kingston is unique in its social divide. I don't think there's another city that's this bifurcated" (Recently arrived knowledge worker, October, 2006)



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- *“We participated in this (social development) study and it turned out Kingston didn’t look too good. Before we knew it, the Kingston Economic Development Corporation (KEDCO) tore us apart...but rather than work together and do something about the problems, they wanted to ignore the need to work cooperatively to ensure a healthy community”*

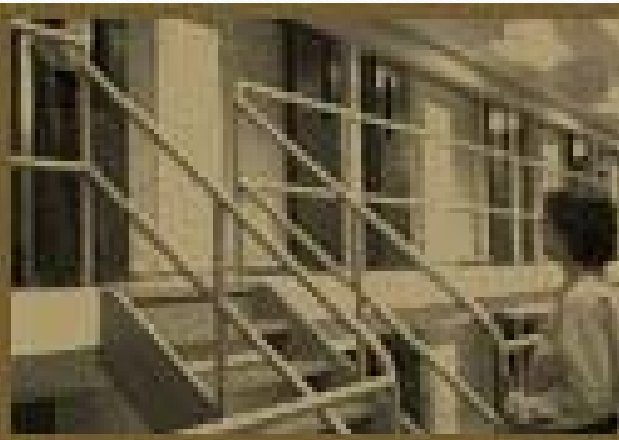
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- The growth machine (real estate and land developers) also not tied to ideas machine constituents that are calling for more land for spin-offs and industrial development



Institutional orientation away from  
local community

# Institutional orientation

- *“It’s all about discipline. It’s this kind of reforming people....it’s all odd” (I-49-07)*

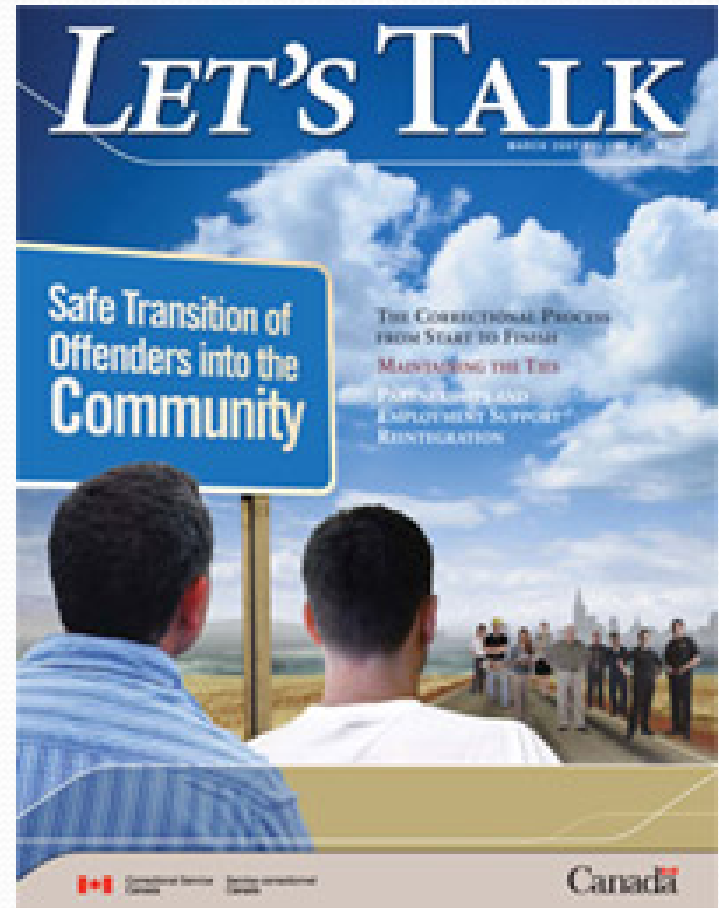


Quality and Excellence,  
Spirit and Tradition





# The three silos



# To summarize

- There are deep historical and cultural reasons behind Kingston's economic performance and lack of effective economic governance.
- By examining these social dynamics we can begin to see opportunities for building a better Kingston.

# Ways to embed

- Building Industrial entrepreneurship
  - Queen's Innovation Centre (Walmart lands)
- Connecting social development to growth machines
  - Kingston Social Development Centre?
- Institutional reorientation
  - Queen's Kingston Community Centre