



October 19, 2021

Lanie Hurdle, Chief Administration Officer  
City of Kingston  
216 Ontario Street  
Kingston, ON K7L 2Z3

Dear Ms. Lanie Hurdle:

RE: Q3 2021 Performance Measures

Please accept this summary report for activities undertaken by the Kingston Economic Development Corporation in Q3 2021 as required by the Service Level Agreement with The City of Kingston.

In the third quarter of 2021:

- Kingston Economic Development continued to support the Pandemic Business Support program; thanks to City Council and the Board's support we were able to directly assist 111 local businesses. Kingston Economic Development worked on 33 new active investment opportunities.
- Kingston Economic Development celebrated Frulact Canada's \$22.5 million expansion, which doubled the size of their facility to approximately 90,000 sqft, employing 75 people.
- As part of a corporate restructure to better align with the new Integrated Economic Development Strategic Plan, Kingston Economic Development welcomed Investment Mangers Abdul Jendi and Ben McIlquham to the team who are currently working under Shelley Hirstwood, Director of Business Development.
- The Board adopted a COVID-19 Safety in the Workplace & Vaccination Policy and Implementation Plan to ensure all employees and their families and volunteers are ensured a safe workplace.
- Kingston Economic Development was honoured by the International Economic Development Council with a Gold Rank for Partnerships with Educational Institutions for its Queen's Career Apprenticeship: Kingston program.

As always, if you have any questions or seek clarification, please do not hesitate to contact me.

Sincerely,

Donna Gillespie  
Chief Executive Officer

cc. Ms. Gillian Watters, Chair, Kingston Economic Development Board of Directors

# QUARTERLY REPORT – Q3 2021

KINGSTON ECONOMIC DEVELOPMENT CORPORATION



KINGSTON ECONOMIC  
Development Corporation

# Quarterly Report – Q3, 2021

## Attraction & Aftercare

### *Frulact Canada Expands*

**Frulact Canada** brought together employees, local partners and community representatives to celebrate the expansion of its plant in Kingston on August 27. The **\$22.5 million expansion** doubled to the size of the facility to approximately 90,000 square feet and currently employs 75 people.

### *Advancing the Integrated Economic Development Strategy*

Kingston Economic Development **engaged with Provincial and Federal Investment Offices** to provide updates on Kingston's Integrated Economic Development Strategy, strategic priorities and investment opportunities. This relationship is part of the core functions and the outreach is timed as international markets begin to re-open.

### *FDI Site Selector Virtual Tour*

Kingston was one of five Ontario communities (London, Quinte, Hamilton, Brantford) that participated in the **2021 Ontario Ministry of Agriculture and Rural Affairs FDI Site Selector Tour** on September 9. The event provided an opportunity for each community to meet with five site selectors from the United States who have an interest in Ontario.

### *Sustainable Manufacturing*

Kingston Economic Development conducted a **targeted lead generation campaign** focused on key sectors in sustainable manufacturing. The campaign yielded over 38 leads which have currently translated to six active opportunities.

### *Health Innovation*

Kingston Economic Development was one of five Ontario communities participating in **Life Sciences Ontario's Annual Virtual Road trip** (Niagara, Sarnia, Mississauga, Sudbury) during Global Biotech Week (September 27th – October 1st). The event provided an opportunity to showcase Kingston's Health Innovation Ecosystem to approximately 50 established life science companies as part of the overall goal to raise Kingston's profile as a location for health innovation business.

## Business Retention & Expansion

### *Gold Rank for Excellence in Economic Development*

Kingston Economic Development Corporation won a **Gold Rank for Partnerships with Educational Institutions** for its Queen's Career Apprenticeship: Kingston program from the International Economic Development Council (IEDC) 2021 Excellence in Economic Development Awards Program. IEDC's Excellence in Economic Development Awards recognize the world's best economic development programs and partnerships, marketing materials, and the year's

most influential leaders. The honour was announced on October 5, during the IEDC Annual Conference in Nashville, Tennessee. Since its inception, the program has launched over 40 careers in Kingston and has generated more than \$2.5 million in payroll.

### *Sustainable Manufacturing*

Kingston Economic Development continues to host monthly **Manufacturing Round Tables**. This forum provides an opportunity for businesses to connect, share learnings and solutions and keep the network up to date on current challenges and opportunities. Over the past six-months, workforce has been identified as the primary area of concern. Working alongside the manufacturing community, staff have been connecting underrepresented talent with manufacturers and seeking creative solutions to address the current needs.

Kingston Economic Development has been working with manufacturers to film recruitment videos that the company can use, which will be augmented by the promotional campaign to be launched through Kingston Economic Development.

Kingston Economic Development has been working in partnership with the manufacturing businesses and the City of Kingston to explore the viability of a rural area shuttle service to address some of the workforce needs. The shuttle service would ideally provide greater access for those in the rural area to access employment opportunities in the urban area. Kingston Economic Development is currently surveying the manufacturers to identify shift changes and key areas for a shuttle service.

Kingston Economic Development is working with Corrections Canada and their Employment Coordinator to help place people exiting the system with employment opportunities. Corrections Canada works with the employer to assist with the reintegration and a case management team is available to assist with the transition and opportunity.

Kingston Economic Development is working with CFB Kingston and the Canadian Armed Forces Transition Program, Forces @ Work and Helmets to Hardhats program to help place military talent in manufacturing positions.

Kingston Economic Development is working with Excellence in Manufacturing Consortium to access the WILWorks for high school placements.

Kingston Economic Development in partnership with Brenda E. Palmer of Palmer and Associates hosted a **Kingston Manufacturers HR Think Tank** to find solutions to tackle the workforce shortage in Kingston

### *Health Innovation*

Kingston Economic Development has been working with Kingston based companies, Online Psycho Therapy Tool (OPTT) and Spectra Plasmonics to make connection with key partners in the **Kingston Syracuse Pathway**. Initial meetings have been hosted to introduce the companies and demo their products to assist them with their international expansion plans.



### *Innovate Care 2021*

Kingston hosted its first virtual **Innovate Care conference** on October 5 and 6. The conference focused on showcasing innovative solutions for the home and health care, aging, senior, mobility and independent care sectors. Best practices from across Canada as well as internationally were featured over the 2-day event. In addition to the conference, a national pitch competition for healthcare start-ups was organized by Innovate Care in collaboration with AGE-WELL, a unique Canadian network that brings people together to develop technologies and services for healthy aging. The winner received \$25,000 in cash plus in-kind prizes received a \$10,000 cash prize.

### *Hyperlocal Screen-based Action Plan*

Kingston Economic Development received \$15,000 from Ontario Creates through their Business Intelligence Program to support development of a **Hyperlocal Screen-based Action Plan**. This funding matches investment from the Kingston Film Office, Frontenac Business Services, and Kingston Economic Development. A report will be released by the end of the year to look at strategies and tactics to develop a more robust, year-round, local film and screen industry to compliment and support the attraction of film productions in Kingston and region.

### *Eastern Ontario Innovation Information Forum (IIF)*

On September 23, Kingston Economic Development participated in the **Eastern Ontario Innovation Information Forum (IIF)**, a half-day event hosted by Procurement Assistance Canada-Ontario Region (formerly the Office of Small & Medium Enterprises) and network partners to support the innovation and economic development growth of businesses across Ontario. The objective of the IIF is to highlight emerging opportunities from the Government of Canada's innovation strategy (programs, services, funding) for small and medium enterprises, innovators and start-ups.

### *COVID-19 Response and Recovery*

The Economic Development Office continues to support the local business community amidst the various steps of the provincial Roadmap to Reopen Ontario. Regular communications, sharing of resources and outreach takes place daily. [KingstonEcDev.com/COVID-19](https://KingstonEcDev.com/COVID-19)

The **Kingston Pandemic Business Support Program** received 264 applications requesting \$2.4 million in funding. Grant applications from businesses were reviewed by an independent adjudication committee of volunteers put in place by the City to blindly (business names and identifying details removed) assess all applications. Funding agreements with the 111 small businesses supported through the Kingston Pandemic Business Recovery Fund have been issued. Final reports with invoices are beginning to be received. Businesses have until November 7<sup>th</sup> to submit receipts for funding contributions.

Kingston Economic Development's team regularly participates in **bi-weekly meetings with City Communications, KFL&A Public Health and business agencies** regarding pandemic related community messaging on capacity changes and new regulation while planning to safely exit

step 3 of the Roadmap to Reopen Ontario. The team also participates in monthly Community Check-in Calls with the Mayor and community agencies to share insights from clients, service updates and general information on pandemic response and recovery. Administrative support for the **Kingston Economic Recovery Team** and sub-committees continues.

As opioid-related emergencies in KFL&A surpass the provincial average, Kingston Economic Development Corporation, Downtown Kingston! BIA and Respect RxPharmacy partnered to provide free **Naloxone training and kits** to local businesses, so they are equipped and can respond to an opioid overdose if needed.

## Start-ups, Entrepreneurs and Small Business

### *Ask the Expert*

Kingston Economic Development received additional funding from the Province of Ontario to assist small business owners that have been negatively impacted by COVID-19. The funding is being used to provide a recovery program offering business planning and coaching, as well as one on one time with an expert to assist small businesses in refocusing and planning for the future. The **Ask the Expert program** includes one on one time with an expert who will provide advice on specific questions related to accounting, legal, social media, human resources, business planning, sales and marketing.

Kingston Economic Development is working in partnership with the Clerk's Office to provide expert and advisory services for accessibility issues and partnering on **Business Accessibility Awards** and a panel event for December on improving business accessibility.

### *Women Entrepreneurship*

Ten women entrepreneurs started their business bootcamp through the **LEAD+ program** on September 20. This bootcamp focuses on strategies to accomplish more in 12 weeks than many do in 12 months. Thirteen women entrepreneurs have been accepted to the Rural Mentorship program that provides dedicated mentorship tailored to support the individual business challenges of the participating rural, women entrepreneurs.

The fourth intake for Kingston Economic Development's **Rural Mentorship Program** commenced with a hybrid model. There are 11 women entrepreneurs in this cohort that represent businesses in the manufacturing, agriculture, accommodation, e-commerce, construction, personal wellness, and retail sectors.

Kingston Economic Development hosted an exporting workshop as part of **Fast Track Exporting program** to provide women entrepreneurs with general knowledge around exporting and provide them the opportunity to meet and learn from some local experts. The panel consisted of Judith Pineault, Sahiza Hossenbaccus (SnapCab) and Zeke Cox (Business Development Bank of Canada).

### *Digital Main Street*

Kingston Economic Development successfully applied for \$100,000 in funding to continue to deliver **Digital Main Street** in Kingston and surrounding area. Funding for the program is provided by FedDev Ontario. Kingston Economic Development is now able to expand the Digital Service Squad led by Digital Service Advisor, Chris Morris and welcome to Carissa Cosgrove and Dejhana Waite to the team. Businesses have until October 31 to access the \$2,500 in grant funding.

### *Southeastern Ontario Black Entrepreneurship Ecosystem*

Norman Musengimana, Business Development Manager, Small Business & Entrepreneurship is facilitating the commencement of the **Southeastern Ontario Black Entrepreneurship Ecosystem** to create opportunities for black entrepreneurs in the region and support them in accessing funding and business support. The group met twice to date and currently working on a workplan for the ecosystem.

## **Corporate Update**

### *Back to the Office*

The Kingston Economic Development is back to working from their office full-time at The Royal Block (420 – 366 King St. E.), Monday to Friday, 8:30 am – 5:00 pm to better support businesses. All COVID-19 public health measures are being practiced with weekly rapid tests taking place.

### *Vaccine Mandate*

Kingston Economic Development's Board of Directors approved a **COVID-19 Safety in the Workplace & Vaccination Policy and Implementation Plan** to ensure all employees and their families and volunteers are ensured a safe workplace.

### *Economic Developer of the Year*

Donna Gillespie, CEO of Kingston Economic Development wins **Economic Developer of the Year** award from Ontario East Economic Development Commission. Donna was nominated for her tireless efforts and outstanding leadership in economic development, not only in the past year, but also for the past two decades. The honour was presented to Donna Gillespie at the Ontario East Municipal Conference (OEMC).

### *Staffing Update*

Kingston Economic Development Corporation is pleased to welcome Ben McIlquham to the team as **Investment Manager – Health Innovation**. Ben has spent the last several years working in the healthcare industry as a contract management specialist focused on strategic sourcing initiatives, most recently relating to healthcare innovation. Ben led projects for the hospitals in the South East Local Health Integration Network (SELHIN) and managed various contract portfolios in the health care sector. Most recently, at 3SO he worked directly with over 100 vendors and 7-member hospital sites, leading innovative projects for better healthcare outcomes. Ben provided strategic solutions for healthcare equipment, services, and consumables through complex contract negotiations.



*Advancing the Integrated Economic Development Strategic Plan*


Work continues with Avenue Strategy, City of Kingston and Tourism Kingston partners on Kingston **brand alignment**. Kingston Economic Development is updating its corporate and visual identity and launching the new Invest Kingston website in Q4.



## 2021 Measurements

<b>Attraction &amp; Aftercare</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>
Investment inquiries	31	25	25
Health Innovation Inquiries	2	2	5
Sustainable Manufacturing inquiries	5	2	7
Leads generated	21	23	35
Business Attraction Active Opportunities	21		
Business Attraction Active Opportunities – Sustainable Manufacturing	12		
Business Attraction Active Opportunities – Health Innovation	3		

<b>Business Retention &amp; Expansion</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>
Inquiries	46	70	46
Health Innovation Inquiries	1	2	1
Sustainable Manufacturing inquiries	3	2	2
COVID-19 Business Outreach	349	265	132
Small businesses supported with grants	6	86	49
Value of grants to businesses	\$25,307	\$203,900	\$283,680.88
Business Retention and Expansion Active Opportunities	12		
Business Retention and Expansion Active Opportunities – Sustainable Manufacturing	6		
Business Retention and Expansion Active Opportunities – Health Innovation	0		



<b>Start-ups &amp; Entrepreneurs</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>
Inquiries for support	162	135	107
Consultations provided	123	145	104
Events and activities hosted	29	31	28
Persons attending programs and events	353	187	216
Partnered events and activities	23	31	24

# Communications

## Social Media

Kingston Economic Development manages two main social media campaigns on multiple online platforms ie. Twitter, Facebook, Instagram, LinkedIn.

@KingstonEcDev account shares information primarily to the Kingston and business community to showcase events and activities.

<b>@KingstonEcDev</b>	<b>Facebook</b>	<b>Twitter</b>	<b>Instagram</b>	<b>Google My Business</b>	<b>YouTube</b>	<b>LinkedIn Company</b>
Followers/ Likes (End of quarter)	3,073	4,451	2,119		239	3,889
Followers/ Likes (Start of quarter)	3,063	4,409	2,056		226	3,777
% Change over previous quarter	0.3%	0.9%	3.0%		5%	3%
Organic Impressions	21,050	141,800				21,941
Paid Impressions	0	0				0
Actions (Visit website, request directions, call)				112		
Searches				8,526		
Video Views					54,307	
Demographics (Most popular)						
Age	35-44	n/a	25-34			
Gender	Women	n/a	Women			
Location	Kingston	n/a	Kingston			Toronto

@KingstonCanada promotes Kingston’s lifestyle, businesses and career opportunities to an external audience as an attraction and investment tool.

<b>@KingstonCanada</b>	<b>Facebook</b>	<b>Twitter</b>	<b>Instagram</b>	<b>YouTube</b>
Followers/ Likes (End of quarter)	11,621	14,532	16,897	48
Followers/ Likes (Start of quarter)	11,553	14,310	16,427	47
% Change over previous quarter	0.5%	1.5%	2.8%	2%
Organic Impressions	309,829	49,797		
Paid Impressions	0	0		
Actions (Visit website, request directions, call)				
Searches				
Video Views				42,909
<b>Demographics (Most popular)</b>				
Age	45-54	n/a	25-34	
Gender	Women	n/a	Women	
Location	Kingston	n/a	Kingston	

*KingstonEcDev.com*

Kingston Economic Development’s website realized 8,618 visits in Q3 2021. Most visits were focused on resources to start a business and business training programs such as Starter Company Plus and programs targetted towards women entrepreneurs.

To review detailed monthly website reports, please contact Nour Mazloum, Communications & Events Officer at [mazloum@kingstoncanada.com](mailto:mazloum@kingstoncanada.com).

*Email Communication*

Kingston Economic Development has updated its content offerings to better communicate with entrepreneurs and businesses. A weekly Small Business Digest is circulated every Monday morning providing weekly event updates and information on support programs and funding opportunities. A monthly Digital Digest providing resources compiled by the Kingston Economic Development Street Squad launched in September. Quarterly newsletters targeted at Women Entrepreneurs and Young Professionals, and businesses in Sustainable Manufacturing and Health Innovation sectors will commence in Q4.



### *Media Coverage & Success Stories*

- Kingstonist - [Local students launching businesses instead of applying for summer jobs](#)
- The Whig Standard - [Local entrepreneurs receive grants through KEDCO program](#)
- Ottawa Business Journal - [Doornekamp Lines capitalizing on 'underutilized' marine corridor with Picton-Halifax shipping line](#)
- The Whig Standard – [Frulact Canada celebrates Kingston facility expansion](#)
- The Whig Standard – [Kingston to host health-care innovation conference](#)
- The Whig Standard – [Grant funds expanded KEDCO digital business support program](#)
- The Whig Standard – [Study, plan support bid for filmmaking fund for Kingston and area](#)
- The Kingstonist – [Kingston businesses can receive free Naloxone training this fall](#)
- The Kingstonist – [Frulact celebrates \\$22.5 million expansion in Kingston](#)
- Ottawa Business Journal – [Kingston craft brewer taps into sparkling new market](#)
- Ottawa Business Journal – [Kingston's Spectra Plasmonics pilots rapid tests to find 'fingerprints' of toxic contaminants in street drugs](#)
- CBC News – [Kingston outlines their push to build infrastructure to establish the city as a destination for film and TV production](#)
- Kingstonist – [Li-Cycle sees lithium ion batteries as a resource, not a waste](#)



**Kingston Economic  
Development Corporation  
For the Nine Months  
Ending September 30, 2021**

75% Through Year

	<b>Actuals</b>	<b>Budget</b>	<b>% To Date</b>
<b>Revenues:</b>			
City Funding	\$1,096,125	\$1,461,500	75.00%
Provincial Funding	28,800	328,150	8.78%
Federal Funding	201,000	230,000	87.39%
Investment & Bank Interest	4,490	15,000	29.93%
Other	157,333	600,000	26.22%
<b>Total Revenue</b>	<b>1,487,748</b>	<b>2,634,650</b>	<b>56.47%</b>
<b>Expenditures:</b>			
Salaries & Wages	559,052	894,065	62.53%
Overhead			
Administration	121,915	165,000	73.89%
Boards & Committees	4,269	1,000	426.90%
Human Resources	40,181	10,000	401.81%
Marketing Communications	16,886	50,000	33.77%
Projects			
Attraction & Aftercare	128,364	250,000	51.35%
Business Retention & Expansion	131,141	260,500	50.34%
Start Ups & Youth Business	137,884	269,085	51.24%
Workforce Development	0	75,000	0.00%
Funding Programs	511,491	660,000	77.50%
<b>Total Expenditures</b>	<b>1,651,183</b>	<b>2,634,650</b>	<b>62.67%</b>
<b>Annual Surplus/(Deficit)</b>	<b>-163,435</b>	<b>-</b>	<b>0.00%</b>