



August 27, 2018

Gerard Hunt, CAO  
City of Kingston  
216 Ontario Street  
Kingston, ON K7L 2Z3

Dear Mr. Hunt:

Re: Q2 2018 Performance Measures

Please accept this summary report on activities undertaken by the Economic Development Office (EDO) during the period from April through June 2018.

Outlined in the Service Level Agreement with The City of Kingston is the direction to focus the EDO's core economic development activities on:

1. Investment Attraction and Investment Aftercare
2. Business Retention and Expansion
3. Support for Small Business and Entrepreneurs
4. Support for workforce development, jobs and skills-building
5. Support for knowledge industries, young workers, technology transfer from post-secondary institutions and incubation/innovation enablement

City Council received the EDO's first quarter activity report on June 26. We are pleased to deliver our Q2 activity measures within each of the five portfolios. Included with the Q2 Report are monthly CEO reports accepted by the Board of Directors in April and June, 2018.

We look forward to working with Council and ongoing reporting on our activities to illustrate return on investment. If you have any questions or seek clarification on activities or outputs, please do not hesitate to contact me.

Sincerely,

Donna Gillespie  
Chief Executive Officer

cc. Ms. Judith Pineault, Chair, Kingston Economic Development Board of Directors



**Investment Attraction & Aftercare**

- Spearhead Brewing Company held their grand opening ceremony in April. Located in the former Knorr Brake facility on Development Drive, the full production brewery, canning and tap room site employs 20 people.
- Frulact Canada held their official inauguration event in May to mark the opening of their 58,000 square foot R&D and food processing facility. Frulact Canada has announced plans for a 30,000 square foot expansion and increase from the current 55 full-time positions to 75 positions by 2019. The governments of Canada and Ontario announced \$6.6M in combined investment to support Frulact Canada in May.
- The City of Kingston received \$1.5M from the Eastern Ontario Development Fund to support infrastructure needs related to servicing the Feihe Canada Royal Milk processing plant.
- Correctional Service Canada announced in June establishment of a new permanent training academy in Kingston. Construction of the new academy is set to begin in 2021 and finish in 2024. Interim training facilities have been established in Kingston and will receive close to 400 recruits annually.
- Kingston EcDev attended the SIAL Canada international food & beverage tradeshow from May 2 - 4 in Montreal as a member of the Ontario East Economic Development Commission team. SIAL is a renowned international tradeshow that encompasses products, equipment and technologies specifically for the food industry in retailing, service and processing. The show attracts more than 850 exhibitors from around the world and Kingston EcDev generates leads for investment attraction and supply chain connections for local businesses. Local businesses Urban Hippy Granola and Spearhead Enterprises joined the tradeshow to promote their products with Kingston EcDev.

Number of leads generated	36
Number of leads on file resulting in new investment	4
Number and value of new jobs created as reported by companies working with EDO	20 + 20 announced
Amount of new investment in the community through new build, lease, government grants	\$12.6M
Total annual wages or salaries of new FTE jobs	Specific wages not available

Q3 Updates:

- Feihe Canada Royal Milk has hired a General Manager for its Kingston facility. Recruitment of their senior management team will begin in Q3 and Q4. Feedback from the company indicates that construction is ahead of schedule and that at least seven local businesses have been engaged to date as suppliers or sub-contractors.



### Business Retention and Expansion (BR&E)

- Kingston EcDev undertook a formalized BR&E Program to identify and survey local manufacturing businesses. 81 consultations/interviews with local companies were completed in April/May and a draft report has been received for review and outreach to local businesses.

Number of visitations/consultations with local businesses	166
Number of jobs created or retained as reported by companies working with EDO	7

### Start-ups and Entrepreneurs

- Kingston EcDev has partnered with St. Lawrence College to offer free educational workshops to entrepreneurs and new business owners which began in April. The workshops focus on the basics of starting your own business and understanding the process from a marketing, social media and financial viewpoint.
- The provincially funded Summer Company program for secondary and post-secondary students began its annual program in May. Fifteen student entrepreneurs are participating in the program which provides business start-up funding and business coaching/mentoring support. The Province provides \$45,000 of start-up funding to support the students ventures.

Number of inquiries received	136
Number of consultations provided	67
Number of new businesses started/registered by companies working with EDO	8
Number of new jobs created as reported by companies working with EDO	13
Number of business planning programs and seminars conducted	9
Number of persons attending programs and events	177
Number of funding opportunities leveraged	1

### Workforce Development

- Kingston's first Career Apprenticeship Pilot Program was underway in May with eight full-time employment offers extended to recent Arts & Science graduates of Queen's University. Work is underway for a second year with a goal of supporting 35 new graduates and local businesses.



- Kingston EcDev convened a Contact Centre Roundtable in April to bring together industry representatives to discuss common challenges and needs. A Contact Sector Consortium is being established to focus on positioning Kingston as a center of excellence for Customer Operations and to promote full time career opportunities in Kingston.
- Kingston EcDev and the Kellogg School of Management at Northwestern University are undertaking a study to gauge the attitudes of Kingston residents and business owners as it relates to their community and its diversity. The Kingston Immigration Partnership is supporting the project by surveying newcomers experiences of the Kingston community.

Number of business engaged for workforce planning consultations	26
Workforce projections conducted and findings reported	0
Partnered events and activities	5

**Emerging Sectors – knowledge Industries, tech transfer, innovation enablement**

- Innovation ecosystem partnerships continue to be maintained with community stakeholders including the Kingston-Syracuse Pathway, SWITCH, Kingston Innovation Eco-system and Innovate Kingston.
- Kingston EcDev partnered with the South Eastern Ontario Angel Network (SOAN) to support their monthly meetings to introduce new Kingston companies and technologies to local investors.
- In April, Kingston EcDev participated in a community visit to Watertown to learn about educational exchanges and opportunities for economic development partnerships. In May, Advantage Watertown visited Kingston to learn about downtown development and infrastructure initiatives.
- In partnership with Queen’s University Office of Partnerships and Innovation and Launch Lab, Kingston EcDev participated in Discovery, Canada’s leading innovation to commercialization conference and tradeshow hosted by the Ontario Centre of Excellence.
- In May, Kingston EcDev hosted the South African Consular General Nyameko Goso and a defence delegation looking at new technologies and introductions to key defence organizations.

Innovation ecosystem partnerships development and maintained	8
Partnered events and activities	5



Q3 Updates:

- Kingston EcDev signed a Memorandum of Understanding in July with FUSE, a Kingston-based not for profit created with GreenCentre Canada, Kingston Process Metallurgy and DuPont in 2017 to help start-up companies that are developing new chemical processes and materials to validate and scale up their process.
- Kingston EcDev signed a Memorandum of Understanding in July with NRI India Start-up, an organization supporting Indian technology startup ideas across the world to develop global companies.

**Communications – Social Media, Website, Newsletter**

**Social Media**

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

The @KingstonEcDev account shares information primarily to the Kingston and business community to showcase events and activities. @KingstonCanada promotes Kingston’s lifestyle, businesses and career opportunities to an external audience as an attraction and investment tool.

<b>Social Media Channel</b>	<b>KingstonEcDev</b>	<b>KingstonCanada</b>
Facebook (followers/likes)	1,537	7,849
Twitter (followers)	3,387	12,057
Instagram (followers)	527	6,295
LinkedIn (followers)	1,506	N/A
Google My Business (actions)	12,442	N/A

Source: HootSuite

**Website**

Kingston EcDev oversees the KingstonCanada.com site. The site currently has two core sections: Business in Kingston and Living/Working in Kingston.

	<b>Business</b>	<b>Live/Work</b>
Organic Search	60%	57%
Pageviews	16,785	17,290
Pages Viewed per Session	2.36	3.53
New Visitors	85.6%	86.9%
Average Time on Page	2:03	3:03

Source: Google Analytics



### Newsletter

Kingston EcDev distributes a monthly electronic newsletter providing updates on activities and business topics.

Issues Distributed	3
Number of Subscribers	477
New Subscribers	22
Unsubscribes	7
Open Rate	57%

Source: Pardot



Kingston Economic Development  
Corporation Financial Summary

For the Six Months Ending June 30, 2018

	<b>Actuals</b>	<b>Budget</b>	<b>% To Date</b>
<b>Revenues:</b>			
City Funding	\$719,910	\$1,439,820	50.00%
Provincial Funding	65,539	125,000	52.43%
Federal Funding		75,000	0.00%
Investment & Bank Interest	2,767	5,000	55.34%
Other	117,596	80,000	146.99%
<b>Total Revenue</b>	<b>905,812</b>	<b>1,724,820</b>	<b>52.52%</b>
<b>Expenditures:</b>			
Salaries & Wages	400,558	760,320	52.68%
Overhead			
Administration	88,663	209,500	42.32%
Boards & Committees	2,589	5,000	51.79%
Human Resources	13,678	33,000	41.45%
Marketing Communications	38,027	65,000	58.50%
Projects			
Attraction & Aftercare	54,656	174,000	31.41%
Business Retention & Expansion	14,731	150,000	9.82%
Start Ups & Youth Business	70,255	133,500	49.04%
Emerging Sectors	23,899	80,000	29.87%
Workforce Development	40,019	114,500	34.95%
<b>Total Expenditures</b>	<b>747,075</b>	<b>1,724,820</b>	<b>43.31%</b>
<b>Annual Surplus/(Deficit)</b>	<b>158,737</b>		<b>0.00%</b>
Starter Company Plus:			
Provincial Funding			
Starter Company Plus Expenditures	51,186		0.00%
Starter Company Plus Grant Disbursements	25,000		0.00%
Net Starter Company Plus	-76,186		0.00%

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# Monthly Report



KINGSTON ECONOMIC  
Development Corporation

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To:	Kingston Economic Development Corporation Board of Directors
From:	Donna Gillespie, Chief Executive Officer
Date:	April 09, 2018
Subject:	April 2018 CEO Report

## CORPORATE UPDATES

- ✓ The Finance Committee met on March 29 to review the 2017 draft audited financial statements with the auditors Secker, Ross & Perry. The Committee also discussed options for selection of auditors for 2018 and reinvestment of maturing GICs.
- ✓ The 2018 Winter Conference Board of Canada's Metropolitan Outlook was recently released. Published twice a year, the report provides economic insights into Canada's 29 Census Metropolitan Areas. Report highlights:
  - GDP will move from a high last year of 2.6% to 1.5% this year
  - Job creation will contract from 3.3% to 2.6% in 2018 but will go up again next year to 3.8%
  - Manufacturing which reversed a decline in 2016 continues in a positive direction and is predicted to show slow but steady growth due to new and expanding industries (Freihe, Bombardier, and Direct Coil).
  - Overall, local output growth will sit comfortably above the 10 year average of 1.3%.A copy of the report is included in the Board package – please note Kingston EcDev purchases a limited rights license and distribution of the report is prohibited.
- ✓ Kingston EcDev was interviewed by Jimmy Hassan for his local Cogeco television show Community Voices. The episode, to be aired later this month highlighted the Corporation's reorganization over the past few years and included a panel discussion with Councillor McLaren and Donna Gillespie.
- ✓ Kingston EcDev bids farewell to Rob Aronson as he finishes his contract with the Corporation as Workforce Development Officer for Dajana Turkovic's maternity leave. A farewell gathering has been organized for Wednesday, April 18 from 4-6pm at the Red House downtown.



# Monthly Report



KINGSTON ECONOMIC  
Development Corporation

## ATTRACTION & AFTERCARE

- ✓ Kingston EcDev participated in the Site Selectors Guild Conference from March 19-21 in Cincinnati, Ohio. Business Development Officer Carey Bidtnes joined Ontario's delegation along with economic development colleagues from throughout the province. Kingston was prominently featured in the Ontario Investment Office's marketing material showcasing foreign direct investment successes of Frulact and Feihe.
- ✓ Kingston EcDev will be attending the SIAL Canada international food & beverage tradeshow from May 2 - 4 in Montreal as a member of the Ontario East Economic Development Commission team. SIAL is a renowned international tradeshow that encompasses products, equipment and technologies specifically for the food industry in retailing, service and processing. The show attracts more than 850 exhibitors from around the world and Kingston EcDev generates leads for investment attraction and supply chain connections for local businesses. Local businesses Urban Hippe Granola and Spearhead Enterprises will be joining the tradeshow to promote their products.
- ✓ The China International Import Expo (CIIE) hosted by the Ministry of Commerce of the People's Republic of China, is taking place in Shanghai, November 5-11, 2018. The expo will present seven industry zones: high end intelligent equipment; automobile; consumer electronics & appliances; medical equipment & medical care products, food & agricultural products, apparel, accessories & consumer goods; and trade in services. Kingston EcDev is reaching out to local companies interested in participating in a business to business trip to China. Kingston EcDev will work with private businesses and government agencies in China to coordinate a visit to China in November of 2018 should the local business community be interested.

## BUSINESS GROWTH & RETENTION

- ✓ Interviews are underway for the Business Retention & Expansion project to identify the current state and future needs of the manufacturing sector in Kingston. MDB Insights has been contracted to execute the surveys between March 12 and April 30. Results will allow Kingston EcDev to develop a baseline of information on local businesses, learn about challenges and growth opportunities and refine how we can better serve the manufacturing sector. We are pleased to report that Peter Dalton (Daltco Electric/former Board Director) has agreed to Chair our Manufacturing Advisory Committee which we plan to have convened later this spring.
- ✓ The Bridges to Better Business event featuring bestselling author Andrew Davis took place on March 20. The event was well received with close to 150 participants attending both the morning keynote address and afternoon workshop. We have continued the conversation on our LinkedIn group to discuss community ideas on what makes Kingston unique and why people choose to live and work here.

# Monthly Report



KINGSTON ECONOMIC  
Development Corporation

## START-UPS & ENTREPRENEURS

- ✓ Kingston EcDev is hosting a Summer Company Open House Information Session on April 16 from 3pm-5pm at Innovation Park. Applications for the 2018 Summer Company program are being accepted until May 19. Students who are currently enrolled in secondary or post-secondary programs and returning to school in September are eligible to apply for funding and support to start their own business this summer. Kingston has been awarded 15 spots for local youth to participate.
- ✓ Kingston EcDev receives annual funding from Ontario's Ministry of Economic Development & Growth (MEDG) to provide Small Business Enterprise Centre services to local community. Our MEDG representative will be visiting Kingston on April 17 to review activities and tour our site. Business Development Officers Katie Ross and Ella Vanderburgt were in Northumberland on April 6 attending the annual regional Business Centres Cluster Meeting. The annual meeting provides opportunity for business centres to discuss trends, challenges and share ideas for improving service delivery to start-ups and existing businesses in our communities.
- ✓ Kingston EcDev has partnered with WorkInCulture and Kingston Arts Council to present a full-day workshop on Starting a Creative Business. *Starting a Creative Business* is a workshop for artists/creative professionals from all artistic disciplines thinking about starting a business. It provides the basic tools of creating, developing and putting together a solid creative business idea that will shape the business plan. The workshop will take place on May 12 from 9am-5pm at the Rideau Heights Community Centre.

## EMERGING SECTORS

- ✓ The South African Consular General Nyameko Goso hosted a business networking reception on March 29 to meet with local companies and share information about conducting business in South Africa. During his visit, Kingston EcDev provided a briefing on the recent Kingston delegation to South Africa and an overview of local businesses interested in exploring export opportunities. Mr. Goso confirmed that he will be bringing a South African delegation to Kingston during the week of May 14 with a specific interest in aerospace and defence.
- ✓ On April 19, Kingston EcDev is invited to participate in a community visit to Watertown, New York to learn about educational exchanges, opportunities for economic development and youth leadership development. The Kingston group will include representatives from City Council, Chamber of Commerce, Downtown Business Association, Tourism Kingston, Kingston Arts Council and Queen's University Office of Partnerships and Innovation. Plans for a reciprocal visit are underway for the summer.
- ✓ In partnership with Queen's University Office of Partnerships and Innovation and Launch Lab, Kingston EcDev will be attending Discovery hosted by Ontario Centre of Excellence

# Monthly Report



KINGSTON ECONOMIC  
Development Corporation

(OCE) from April 30 – May 1 in Toronto. Discovery is Canada's leading innovation-to-commercialization conference. Discovery brings together key players from industry, academia, government, the investment community as well as entrepreneurs to pursue collaboration opportunities. Kingston EcDev will have an exhibition space within the Eastern Ontario Pavilion to promote Kingston, Ontario as a destination to live/work and to showcase local technology companies. The Eastern Ontario Pavilion is in partnership with Invest Ottawa.

## **WORKFORCE DEVELOPMENT**

- ✓ Through the Career Apprenticeship Pilot Program, eight local businesses have extended offers of employment to graduating Queen's University Arts & Science students. A special event to recognize funder Alan Rottenberg and the local businesses who participated in this year's pilot program is scheduled for May 10 from 5-7:30pm at The Venture Club, 275 Queen Street. All are welcome to attend to meet the businesses and graduates who are beginning their careers in Kingston.

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# Monthly Report



KINGSTON ECONOMIC  
Development Corporation

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To:	Kingston Economic Development Corporation Board of Directors
From:	Donna Gillespie, Chief Executive Officer
Date:	June 8, 2018
Subject:	May/June CEO Report

## CORPORATE UPDATES

- ✓ The Risk Committee met on April 18 to review and update the Corporation's Risk Matrix. Discussion surrounding the upcoming municipal election and communication outreach to candidates was flagged.
- ✓ The Finance Committee met on April 26 to review RFP submissions for selection of auditing services for 2018-2020. The Committee recommended to the Board the appointment of KPMG. On May 31 the Committee reviewed Corporate vendors and discuss criteria for sponsorships. The Committee also discussed maturing GICs and is investigating best options for investment.
- ✓ The Annual General Meeting took place on May 14. The meeting was well received with a presentation by Conference Board of Canada analyst Alan Arcand on the Kingston CMA Economic Outlook. Kingston EcDev attended the Annual/Spring General Meetings for Downtown Kingston! BIA, the Greater Kingston Chamber of Commerce, Kingston Accommodation Partners, Tourism Kingston and the 1000 Island Workforce Development.
- ✓ Staff training sessions on Accessible Customer Service and City-owned Employment Lands took place in April and May. Staff meet on a bi-weekly basis for team development.
- ✓ Congratulations to the EcDev staff who participated in the Kingston Symphony Orchestra's Beat Beethoven Run on June 4. All staff (& Director Lindsay Wise) completed the 4km walk or 8km run.
- ✓ Kingston EcDev and the Greater Kingston Chamber of Commerce annually induct local citizens into the Kingston Business Hall of Fame to recognize their outstanding contributions to our community. The event will take place on Tuesday, June 12, from 4pm-6:30pm at Discovery Center, Fort Henry! Please contact Kingston EcDev if you are interested in attending.

# Monthly Report



KINGSTON ECONOMIC  
Development Corporation

- ✓ The Conference Board of Canada was contracted to benchmark Kingston's competitiveness in three categories: economy, innovation and society against other small Canadian and US cities. The Conference Board will present a webinar looking at the results on June 13 at 11am. To participate in this webinar, please visit <https://www.conferenceboard.ca/e-library/9719>

## ATTRACTION & AFTERCARE

- ✓ Kingston EcDev attended the SIAL Canada international food & beverage tradeshow from May 2 - 4 in Montreal as a member of the Ontario East Economic Development Commission team. Kingston businesses Urban Hippe Granola and Spearhead Enterprises joined the tradeshow to promote their businesses.
- ✓ Frulact Canada officially opened their Kingston facility during a ceremony with the Portuguese Prime Minister Antonio Costa. At the event on May 3, Frulact announced plans for a 30,000 square foot expansion to their Kingston facility and intent to grow to 75 employees. On May 4, Kingston EcDev attended the Canada-Portugal Economic Relations Summit in Toronto with Prime Minister's Costa and Trudeau. The key theme of the summit was discussing Canada and Portugal's Economic Relations and Maximizing the Benefits of Comprehensive Economic and Trade Agreement (CETA). Frulact 's Investment in Kingston was featured as a success story.

## BUSINESS GROWTH & RETENTION

- ✓ Kingston EcDev contracted MDB Insights to undertake a Business Retention and Expansion survey of local manufacturers. 81 interviews were completed in April/May. A draft report has been received for review and outreach to local businesses. A formal report will be presented to the Board at an upcoming meeting.
- ✓ Kingston EcDev has invested in a database of all local companies. Work is underway to create an online directory of Kingston businesses to encourage increased local procurement and showcase companies in the community.

## START-UPS & ENTREPRENEURS

- ✓ The provincial Ministry of Economic Development and Growth (MEDG) has provided funding for 15 Kingston students to participate in the Summer Company program. Business training is currently underway for the young entrepreneurs. A launch event to showcase the new youth businesses is scheduled for July 4 at the Portsmouth Town Hall from 4:30-6:30pm.
- ✓ Secker, Ross & Perry completed the audit for the Ministry Starter Company program which ran from 2015-2017. A small surplus has been approved by the Ministry to be rolled into the current Starter Company Plus program.
- ✓ MEDG Small Business and Enterprise Centre Advisor Mary Clarke visited the Kingston EcDev offices on April 17 to discuss the provincially funded programs we offer. Further discussion on funding and programs to take place after the provincial election.



## EMERGING SECTORS

- ✓ In partnership with Queen's University Office of Partnerships and Innovation and Launch Lab, Kingston EcDev attended Discovery hosted by Ontario Centre of Excellence (OCE) from April 30 – May 1 in Toronto. Discovery is Canada's leading innovation-to-commercialization conference.
- ✓ The South African Consular General Nyameko Goso visited Kingston on May 15 with a defence procurement company looking at new technologies and innovations. Kingston EcDev hosted a day of company presentations and introductions to key defence organizations. On June 8, Mr. Goso invited Kingston EcDev to attend a meeting in Toronto with President Ramaphosa and Prime Minister Trudeau discussing South African-Canada Economic Opportunities.
- ✓ Kingston Economic Development attended CANSEC, the largest defence tradeshow in the Canada in Ottawa on May 30. Kingston EcDev has been working with a Defence Advisory Committee to identify areas for attraction of new businesses, position Kingston as a location for defence start-ups and identify connections for local businesses.

## WORKFORCE DEVELOPMENT

- ✓ On May 10, Kingston Economic Development Corporation and Queen's University celebrated the 2018 Career Apprenticeship Pilot Program. Since the launch of the program in January, 15 companies participated with 18 career opportunities posted. Six companies hired a total of 8 recent graduates: Keilty International (Varsity Properties), Canarmony Corp., Make Hay Media, Benefits by Design (BBD), Meta Innovation Technologies Inc. and Correctional Services Canada. Funder Alan Rottenberg announced intention to fund up to 35 Kingston companies in 2019 who are interested in participating in the program and hiring Queen's Arts & Science graduates. Work is underway to promote the program and opportunities to the community.
- ✓ The City Workforce-In Migration Steering Committee met on May 31. There are seven active community working groups addressing workforce development issues. A formal update and presentation to the Board will be scheduled for an upcoming meeting.