



December 12, 2018

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

Dear Mr. Hunt:

Re: Q3 2018 Performance Measures

Please accept this summary report on activities undertaken by the Economic Development Office (EDO) during the period from July through September 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

We are pleased to deliver our Q3 activity measures within each of the five portfolios. Included with the Q3 Report are monthly CEO reports accepted by the Board of Directors in July and September, 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

- Kingston EcDev joined the Ontario East Economic Development Commission and the Ontario Investment Office at the Ontario Food Cluster tradeshow in Chicago from July 15-18. Ten Economic Development Offices from across Ontario participated to promote their regions for agribusiness investment.
- Construction on the Feihe Canada Royal Milk facility is proceeding well and reported on schedule. Commissioning is scheduled to begin in June 2019. Recruitment for Canada Royal Milk staff will follow the equipment installation and commissioning schedules closely.

Number of inquiries	52
Number of leads generated	11
Number of leads on file resulting in new investment	1
Number and value of new jobs created that can be attributed to direct EDO assistance*	0
Amount of new investment in the community through new build, lease, government grants*	\$110,392
Total annual wages or salaries of new FTE jobs	0

Note: Only investment and jobs created which is publically by the company released is reported.

Business Retention and Expansion (BR&E)

- Kingston EcDev and the Greater Kingston Chamber Hall of Commerce hosted the annual Business Hall of Fame event in June to recognize the contributions of outstanding business leaders in the Kingston community.
- Correctional Services of Canada announced that Kingston has been selected as the site for its new, state of the art National Training Academy. Formerly housed in Edmonton, an interim training site has been set up in Kingston. The new facility will be developed over the next five years. The interim site will see approximately 125 recruits per session undergoing basic and advanced training across the country.
- Representatives from the provincial Ministry of International Trade division (part of the new Ministry of Economic Development, Job Creation and Trade) visited Kingston in August to meet with the Economic Development Office and tour local companies. Work is underway to organize a monthly Kingston “office-day” for Ministry representatives to meet with local companies interested in exporting.

Number of visitations/consultations with local businesses	22
Number of jobs created or retained reported by companies working with EDO	28



Start-ups and Entrepreneurs

- The provincially funded Summer Company program had another successful year. Fifteen student entrepreneurs completed the program which provides business start-up funding and business coaching/mentoring support.
- Kingston EcDev partnered with Queen’s Office of Partnerships & Innovation on an eco-mapping project. The objective of the research is to have a clearer picture of what’s happening in Kingston and area for entrepreneurs and innovators and to create tools to help individuals and small businesses at all stages to better navigate and access resources.
- Kingston EcDev has implemented a weekly open houses called “Open for Business” which provides individuals and small businesses with an overview of services available through the Economic Development Office, funding programs available and community resources. Open for Business takes place every Thursday from noon – 1pm at Innovation Park, 945 Princess Street.

Number of inquiries received	138
Number of consultations provided	34
Number of new businesses started/registered by companies working with EDO	6
Number of new jobs created as reported by companies working with EDO	2
Number of business planning programs, events and seminars conducted	15
Number of persons attending programs and events	525
Number of funding opportunities leveraged	1

Workforce Development

- Kingston EcDev engaged actively with both Queen’s University and St. Lawrence College students attending the Graduate Resource Fair, Queen’s University Career Fair, Queen’s Sidewalk Sale as well as SLC Connect. Staff were on site to showcase Kingston employers currently hiring and share information on living and working in Kingston.
- Kingston EcDev participated in a virtual career fair organized by In-TAC, an Ottawa based agency that works with skilled job seekers across Canada and over 130 countries around the world. Through this event, Kingston EcDev received access to a resume database which was shared with local employers.
- In partnership with the 1000 Islands Workforce Development Board, Kingston EcDev is administering the annual EmployerOne survey to local businesses. The report, to be released early in the new year allows businesses to share important information about hiring challenges and specific workforce needs. This valuable information is shared with organizations including Job Developers, Educators, Economic Developers, Industry



Associations and Business Support Agencies to help shape programming related to local workforce development.

Number of business engaged for workforce planning consultations	22
Workforce projections conducted and findings reported	3
Partnered events and activities	8

Emerging Sectors – knowledge Industries, tech transfer, innovation enablement

- 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 attract and support start-up companies that are developing new chemical processes.
- Kingston EcDev signed a Memorandum of Understanding with NRI India Start-up, an organization supporting Indian technology start-up ideas across the world to develop global companies. NRI India Start-up is working with the Economic Development Office to support the attraction and relocation of Indian companies interested in establishing a presence in Canada.
- Kingston EcDev collaborated with the Conference Board of Canada to develop a benchmark report card for Kingston. This report presents an in-depth study of Kingston’s attractiveness to skilled workers and businesses in relation to 11 other Canadian cities. The Conference Board benchmarked 22 indicators that are critical to a city’s competitiveness. These indicators are grouped into three categories: economy, innovation, and society. Kingston places in the top half of the rankings in all three categories, boding well for its outlook.
- During the summer, Kingston EcDev hosted Ontario Ministry of Economic Development, Job Creation and Trade representatives as well as the Ontario Investment Office to visit Kingston and be introduced to academic partners and local businesses.

Innovation ecosystem partnerships development and maintained	10
Partnered events and activities	5



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.

Social Media Channel	KingstonEcDev	KingstonCanada
Facebook (followers/likes)	1,793	7,935
Twitter (followers)	3,492	12,200
Instagram (followers)	846	7,244
LinkedIn (followers)	1,504	N/A
Google My Business (actions)	267	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.

	Business	Live/Work
Organic Search	2,687	2, 984
Page Views	15,032	19,980
Pages Viewed per Session	2.4	3.19
New Visitors	4,792	4,927
Average Time on Page	1:47	2:58

Source: Google Analytics

Newsletter

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

Issues Distributed	3
Number of Subscribers	471
New Subscribers	0
Unsubscribes	5
Open Rate	54.96%

Source: Pardot



**Kingston Economic Development
Corporation Financial Summary
For the Nine Months Ending September
30, 2018**

(75% Through Year)

	Actuals	Budget	% To Date
Revenues:			
City Funding	\$1,079,865	\$1,439,820	75.00%
Provincial Funding	177,709	125,000	142.17%
Federal Funding		75,000	0.00%
Investment & Bank Interest	8,193	5,000	163.87%
Other	125,553	80,000	156.94%
Total Revenue	1,391,320	1,724,820	80.66%
Expenditures:			
Salaries & Wages	585,961	760,320	77.07%
Overhead			
Administration	117,121	209,500	55.91%
Boards & Committees	2,801	5,000	56.02%
Human Resources	17,196	33,000	52.11%
Marketing Communications	46,497	65,000	71.53%
Projects			
Attraction & Aftercare	71,379	174,000	41.02%
Business Retention & Expansion	66,591	150,000	44.39%
Start Ups & Youth Business	99,969	133,500	74.88%
Emerging Sectors	38,079	80,000	47.60%
Workforce Development	121,607	114,500	106.21%
Total Expenditures	1,167,201	1,724,820	67.67%
Annual Surplus/(Deficit)	224,119		0.00%
Starter Company Plus:			
Funding	275,000		
Starter Company Plus Expenditures	62,888		
Starter Company Plus Grant Disbursements	25,000		
Net Starter Company Plus	187,112		

Monthly Report



KINGSTON ECONOMIC
Development Corporation

To:	Kingston Economic Development Corporation Board of Directors
From:	Donna Gillespie, Chief Executive Officer
Date:	July 9, 2018
Subject:	July CEO Report

CORPORATE UPDATES

- ✓ Kingston EcDev and The Greater Kingston Chamber of Commerce hosted the annual Business Hall of Fame event on June 12 to recognize the contributions of outstanding business leaders in the Kingston community.
- ✓ Kingston EcDev presented its Q1 Activity Report to Council on June 26. Performance measures linked to the Service Level Agreement with the City were reviewed.
- ✓ The Finance Committee met on June 28 to review Financial Reports to the end of May, 2018 and discuss maturing investment options.
- ✓ The Risk Committee met on June 28 to review and update the Corporation's Risk Matrix.
- ✓ The HR & Nominations Committee met on July 5 to discuss succession planning, CEO performance evaluation, policy manual updates and board recruitment.
- ✓ Kent Fitzhugh, Senior Business Advisor from the Ministry of Economic Development & Growth attended a team training session in June to share information about our respective portfolios.
- ✓ The Conference Board of Canada presented a webinar on June 13 to review Kingston's competitiveness in three categories: economy, innovation and society against other small Canadian and US cities. The webinar is available online at: <https://bit.ly/2J8eHvE>
- ✓ Kingston EcDev, Kingston Accommodation Partners and Tourism Kingston are organizing a follow-up discussion and summer social for respective Boards on Wednesday, August 22 from 3-pm for a 45 min presentation/review of the City Nation Place America conference. The June conference focussed on how EDOs and tourism marketing organizations can work together for people and investment attraction.

Monthly Report



KINGSTON ECONOMIC
Development Corporation

ATTRACTION & AFTERCARE

- ✓ Kingston EcDev hosted David Brezer, VP of Investment Growth with the Ontario Investment Office on June 19. Tours to local companies and an opportunity to meet with post-secondary colleagues was on the agenda.
- ✓ Kingston EcDev hosted a delegation from the Canadian Municipal Business Gateway on June 22. A tour of the city and a luncheon with commercial real estate brokers was organized.
- ✓ Kingston EcDev is participating with Ontario East Economic Development Commission and the Ontario Investment Office in the Ontario Food Cluster tradeshow in Chicago from July 15-18. Ten Economic Development Offices from Ontario will be participating.

BUSINESS GROWTH & RETENTION

- ✓ Correctional Services of Canada announced that Kingston has been selected as the site for its new, state of the art National Training Academy. Formerly housed in Edmonton, an interim training site has been set up in Kingston. The new facility will be developed over the next five years. The interim site will see approximately 125 recruits per session undergoing basic and advanced training from across the country.

START-UPS & ENTREPRENEURS

- ✓ On July 4, Summer Company 2018 officially launched 15 student businesses at the Portsmouth Town Hall. Week long business basics training for secondary school students took place the first week of July. Mentor Mondays with special guest speakers are organized throughout the summer for participating youth.

EMERGING SECTORS

- ✓ The City of Kingston has proclaimed August 18, 2018 as Franklin Roosevelt Canada-US Friendship Day. Delegations from Watertown and Syracuse, NY are planned to be Kingston for tours and to celebrate.

WORKFORCE DEVELOPMENT

- ✓ Kingston EcDev attended Assurant Solutions 15th Anniversary Celebration on July 4. The global company has its Operations Centre located in Kingston which offers contact centre services for its specialized insurance products.



To: Kingston Economic Development Corporation Board of Directors

From: Donna Gillespie, Chief Executive Officer

Date: September 17, 2018

Subject: September, 2018 CEO Report

CORPORATE UPDATES

- ✓ The Finance Committee last met on June 28 to review Financial Reports to the end of May, 2018. Financial reports for the months of July & August were circulated via email. Regular meetings will resume on September 27, 2018.
- ✓ The HR & Nominations Committee met on July 5 to discuss succession planning, CEO performance evaluation, policy manual updates and board 2019 recruitment.
- ✓ The Strategic Planning Committee convened on July 24 to determine the Committee deliverables as well as review and discuss the strategy development process. A second meeting was held on September 6 to discuss vision and mission.
- ✓ Kingston EcDev hosted Watertown, NY representatives in Kingston on August 18 as part of Canada-US Friendship Day celebrating the 80th anniversary of President Roosevelt's historic address at Queen's University.
- ✓ Kingston EcDev submitted its Q2 Activity Report to Council on September 4. Performance measures linked to the Service Level Agreement with the City were included in the report.
- ✓ Meetings with Kingston's new MPPs were arranged in August. Chair Judith Pineault and Councillors Hutchison/Oosterhof joined Donna Gillespie to meet with MPPs Arthur and Hillier respectively to discuss the current economic landscape and key issues related to provincial portfolios.
- ✓ Kingston EcDev is pleased to be participating in the KEYS Professional Internship for Newcomers Program. Welcome to Sulaiman Qureshi who has joined the team as Reception/Administrative Assistant.
- ✓ Kingston EcDev attended the United Way KFL&A Kick-off Breakfast on September 7 to hear this year's region-wide fundraising goal of \$3,456,000. The goal of Kingston EcDev's campaign is \$2,500.
- ✓ Business Development Officer Carey Bidtnes has accepted an offer as Human Resources Manager for Feihe Canada Royal Milk. Her last day with the Corporation will be September 21. We congratulate Carey and wish her all the success.

ATTRACTION & AFTERCARE

- ✓ Kingston EcDev participated with Ontario East Economic Development Commission and the Ontario Investment Office in the Ontario Food Cluster tradeshow in Chicago from July 15-18. Ten Economic Development Offices from Ontario participated in the tradeshow.
- ✓ Kingston EcDev and Tourism Kingston hosted a delegation of 18 people from Chung Cheong Buk Province, South Korea at the Tett Centre for Creativity and Learning on September 5. The group of professionals working in government departments as well as universities were visiting cities across North America to learn about best practices



across a number of topic areas. Chung Cheong Buk selected Kingston to learn about our attraction and aftercare strategies and workforce development and in-migration.

- ✓ Feihe Canada Royal Milk has recently announced the recruitment of Mr. Zhiwen Yang as the plant's General Manager. Mr. Yang has more than thirty years of experience in dairy processing and manufacturing, and he joins the Feihe Canada Royal Milk Team from Nestle's operations in Tianjin City, China. Mr. Yang had indicated he will begin building the senior management team quickly with recruitment for senior management roles in quality assurance, packaging and production beginning in early October. The recruitment, hiring and onboarding of new employees will be carried out in phases between November of this year and January 2019.

BUSINESS GROWTH & RETENTION

- ✓ Kingston EcDev hosted an one-day workshop, Developing a Hazard Analysis and Critical Control Points (HACCP) Plan on September 11. The workshop, delivered by Shannon Nguyen, Food Safety Advisor with the Ontario Ministry of Agriculture, Food and Rural Affairs, provided the participants with accredited training for those that wish to become HACCP certified. Fifteen individuals representing nine businesses participated.
- ✓ Representatives from the provincial Ministry of International Trade division (part of the new Ministry of Economic Development, Job Creation and Trade) were in Kingston on August 21. With recent provincial government changes, program activity and services are currently on hold while a review is undertaken. Work is underway to organize a monthly Kingston "office-hour" day for Ministry representatives to meet with Kingston companies interested in exporting.
- ✓ Chair Judith Pineault and Donna Gillespie attended the Economic Developer's Association of Canada's seminar on Investment and Trade Uncertainty – Economic Development in the age of NAFTA, CETA and CPTPP. The session held in Fredericton, NB brought together economic developers from across the country to discuss challenges and opportunities with different trade agreements and look at ways to maximize cross-border and global alliances.

START-UPS & ENTREPRENEURS

- ✓ Summer Company concluded at the end of August for the 15 participating student entrepreneurs. Feedback from students has been positive on the program which included funding and mentoring support throughout the summer months.
- ✓ Kingston EcDev is "Open for Business". Starting Thursday, September 27 at noon, information sessions will be offered to help the community learn about the programs and services offered at Kingston EcDev to start and grow a business. Topics include government programs, financing and grants, events and workshops.
- ✓ October is Small Business Month - planning is underway for events to celebrate Kingston's small business sector.

EMERGING SECTORS

- ✓ 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 attract and support start-up companies that are developing new chemical processes.
- ✓ Kingston EcDev signed a Memorandum of Understanding with NRI India Start-up, an organization supporting Indian technology start-up ideas across the world to develop global companies. NRI Start-up is looking to hire an intern from Queen's University to support attraction and relocation of Indian companies interested in working in Canada.



WORKFORCE DEVELOPMENT

- ✓ Kingston EcDev, Kingston Accommodation Partners and Tourism Kingston Board members met on August 22 to learn about City Nation Place America conference held in June. The conference focussed on how economic development organizations and tourism marketing organizations can work together for people and investment attraction. A copy of the presentation can be made available upon request.
- ✓ Kingston EcDev participated in the Queen's School of Graduate Studies Welcome and Resource Fair on September 4 to connect with new and returning graduate students and encourage them to think of Kingston as a place to live once they have completed their studies. In collaboration with Tourism Kingston, Kingston EcDev attended the Queen's Sidewalk Sale on September 5 to encourage students to explore life outside of Queen's University campus and the Kingston Multicultural Arts Festival on September 9 to promote Kingston careers and lifestyle opportunities.
- ✓ Kingston EcDev is working with In-Tac, a newcomer pre-landing service company based in Ottawa. In-Tac offers programs, training and services that introduce internationally educated professionals to Canadian workplaces.
- ✓ Working with sector leaders in the call centre industry, Kingston EcDev will be attending the Canada Newcomers Job Fair in Montreal in October to promote Kingston career opportunities and attract bilingual job seekers to the community.
- ✓ Kingston EcDev is working with Queen's university on the 2019 Career Apprenticeship Program. Funder Alan Rottenburg has committed to investing in 35 apprenticeship opportunities for graduating Arts and Science students with local businesses in 2019.