



March 25, 2019

Lanie Hurdle, Deputy CAO
City of Kingston
216 Ontario Street
Kingston, ON K7L 2Z3

Dear Ms. Lanie Hurdle:

Re: Q4 2018 Performance Measures

Please accept this summary report on activities undertaken by the Economic Development Office (EDO) during the period from October through December, 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 Q4 activity measures within each of the five portfolios. Included with the Q4 Report are monthly CEO reports accepted by the Board of Directors in October to December, 2018. Overall, 2018 was a very positive year for economic development. We were very excited to see the official inauguration of the Frulact facility; construction of the Feihe Canada Royal Milk manufacturing plant and initial recruitment efforts for new jobs; establish new partnerships to better deliver resources and support to start-ups and businesses in our community; and continue to market and promote Kingston, Canada for investment and people attraction. The Corporation's Annual General Meeting is scheduled for Monday, May 13 from 5-7pm where we will present the 2018 Annual Report and Audited Financial Statements.

We look forward to working closely with you and Council in 2019. 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. Mr. Dave Carnegie, Chair, Kingston Economic Development Board of Directors



Investment Attraction & Aftercare – Numbers were pulled from Salesforce

- Canada Royal Milk, the Canadian division of Feihe International celebrated the “roof-topping” construction milestone of their new manufacturing plant on October 30, 2018. Equipment installation was about 40% complete at that time with commissioning scheduled to begin in June 2019. Recruitment for Canada Royal Milk team also began in Q4 of 2018 with the company’s first job fair held on November 30 at the INVISTA Centre. Over with the intent of hiring of at least 100 new employees by the end of 2018.
- Kingston EcDev works closely with the City of Kingston Real Estate division on the marketing and sale of City owned employment lands. Four investment opportunities were closed in 2018 resulting in \$3 million in land sales totaling 16 acres.

Number of inquiries	15
Number of leads generated	15
Number of leads on file resulting in new investment	4
Number and value of new jobs created that can be attributed to direct EDO assistance*	100
Amount of new investment in the community through new build, lease, government grants*	\$3,033,670

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

Business Retention and Expansion (BR&E)

- Kingston EcDev hosted its first “Manufacturing Matters” gathering of over 15 local manufacturing representatives in Q4. Findings from the 2018 Business Retention and Expansion (BR&E) survey were presented along with an update on the proposed United States-Mexico-Canada Trade agreement and impacts on the manufacturing sector. The intent of the event was to establish a manufacturing advisory group to guide Corporation’s activities to support this sector.
- In partnership with the Ministry of International Trade, exporting workshops were organized to support Kingston businesses interested in European markets and the Canada-European Union Comprehensive Economic Trade Agreement.

Number of visitations/consultations with local businesses	23
Number of jobs created or retained reported by companies working with EDO	2

* Number of consultations and jobs created was pulled from Salesforce.

Start-ups, Entrepreneurs & Youth Business

- Kingston EcDev hosted a number of events in Q4 to support the development of local business. Events included weekly open houses to inform individuals about the services offered by the Corporation, Business Readiness, Business Planning, Financial Ability & Expectations, social media workshops and Shopify one-on-ones.
- Kingston EcDev held meetings with the Ministry of Economic Development, Job Creation and Trade were in Q4 to discuss Kingston’s Small Business Enterprise Centre (SBEC) funding investment.



Ministry representatives were not able to confirm the future of the core SBEC funding after March 31, 2019.

- In partnership with Queen’s University, Kingston EcDev submitted a funding application to the federal Women Entrepreneurship Strategy. Kingston organizations including Queen’s Office of Industry Partnerships, Launch Lab and SOAN submitted a joint five-year, \$3-million proposal to support women entrepreneurs and business leaders that would increase the Corporation’s non-municipal funding.

Number of inquiries received	116
Number of consultations provided	45
Number of new businesses started/registered by companies working with EDO	6
Number of new jobs created as reported by companies working with EDO	5
Number of business planning programs, events and seminars conducted	27
Number of persons attending programs and events	258
Number of funding opportunities leveraged	0

Workforce Development

- Kingston EcDev partnered with Queen’s University for the second year of the Queen’s Career Apprenticeship: Kingston. The privately funded program, piloted in 2018 with six local companies has expanded to offer 35 Kingston businesses the opportunity to access up to four months of funding towards a one-year contract for the hire of a new graduate. The program strives to retain graduating talent from the Queen’s University Faculty of Arts & Sciences by connecting local employers with new graduates. Program founder Alan Rottenberg, general partner of the William Harris Venture has generously contributed once again to this Kingston-based opportunity.
- Kingston EcDev commissioned Queen’s Smith School of Business to undertake a ten-year benchmark survey on retention of Queen’s graduates in Kingston. Originally undertaken in 2008 by the Economic Development Office, this year’s survey polled students and young alumni on their perceptions of the city and interest in post-graduate employment.
- Kingston EcDev continues to host Contact Centre Roundtables to help identify challenges and cooperative areas to collaborate to support the recruitment and retention of talent in the Contact Centre sector in Kingston.



Number of business engaged for workforce planning consultations	86
Workforce projections conducted and findings reported	1
Partnered events and activities	2

Emerging Sectors – knowledge Industries, tech transfer, innovation enablement

- Kingston EcDev attended SaaS North in November, 2018– Canada’s only SaaS conference for scaling up. Joined by colleagues from Queen’s Office of Industry Partnerships, Launch Lab and SOAN, Kingston was well represented in Ottawa with a Kingston-focused exhibitor booth promoting the innovation ecosystem, local resources and opportunities to start or scale business ventures.
- Kingston EcDev continues to sponsor the South Eastern Ontario Angel Network’s monthly events. SOAN is a group of accredited investors from Brockville, Kingston, and Belleville that provide seed funding to entrepreneurs.
- Kingston EcDev started a partnership with StartupBlink - an international ranking of ecosystems. The goal of the partnership was to get Kingston on the Canadian map and highlight all of the assets available in the city for entrepreneurs. Kingston EcDev’s role will be to curate our regions data (Startups, Co-working Spaces, Accelerators, Investors, etc.) that will be included in their interactive online map.
- Kingston EcDev in partnership with Queen’s Office of Partnership and Innovation began working on mapping out Kingston’s entrepreneur/business ecosystem – from ideation to succession planning. The outcome will include an internal matrix for service providers, asset mapping and a gap analysis of our region to help attract businesses and to support business owners in navigating the resources available to them in our region.

Innovation ecosystem partnerships development and maintained	10
Partnered events and activities	4



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)	2,358	8,137
Twitter (followers)	3,608	12,400
Instagram (followers)	1,027	7,984
LinkedIn (followers)	1,704	N/A
Google My Business (actions)	N/A	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	3,217	3,851
Page Views	21,172	21,758
Pages Viewed per Session	2.32	3.19
New Visitors	6,407	5,538
Average Time on Page	1:55	2:44

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	14
Unsubscribes	4
Open Rate	52.50%

Source: Pardot



**Kingston Economic Development
Corporation Financial Summary
For the Twelve Months Ending December
31, 2018**

	Actuals	Budget	% To Date
Revenues:			
City Funding	\$1,389,820	\$1,389,820	100.00%
Provincial Funding	139,020	125,000	111.22%
Federal Funding	51,460	75,000	68.61%
Investment & Bank Interest	12,502	5,000	250.05%
Other	160,610	80,000	200.76%
Total Revenue	1,753,412	1,674,820	104.69%
Expenditures:			
Salaries & Wages	688,279	760,320	90.52%
Overhead			
Administration	199,349	209,500	95.15%
Boards & Committees	4,163	5,000	83.27%
Human Resources	42,773	33,000	129.62%
Marketing Communications	62,355	65,000	95.93%
Projects			
Attraction & Aftercare	143,394	174,000	82.41%
Business Retention & Expansion	112,978	120,000	94.15%
Start Ups & Youth Business	118,532	113,500	104.43%
Emerging Sectors	51,132	80,000	63.92%
Workforce Development	219,153	114,500	191.40%
Total Expenditures	1,642,108	1,674,820	98.05%
Annual Surplus/(Deficit)	111,304		0.00%
Starter Company Plus:			
Provincial Funding	83,748		0.00%
Partner Revenue	21,404		0.00%
City Funding	50,000	50,000	100.00%
Starter Company Plus Expenditures	130,152	50,000	260.30%
Starter Company Plus Grant Disbursements	25,000		0.00%

To:	Kingston Economic Development Corporation Board of Directors
From:	Donna Gillespie, Chief Executive Officer
Date:	October 15, 2018
Subject:	October, 2018 CEO Report

CORPORATE UPDATES

- ✓ Kingston EcDev attended the St. Lawrence Corridor Economic Commission's first annual meeting. This new economic initiative which includes communities from Brockville through Cornwall is focused on the attraction of new industrial and commercial employers to the region, increasing the quantity and quality of job opportunities. Kingston EcDev has been working closely with the St. Lawrence Corridor since its inception and supporting regional collaboration.
- ✓ The Finance Committee met on September 27 to review Financial Reports to the end of August, 2018. The Committee reviewed Reserve Funds to date, budget 2019 considerations and confirmed website contractors.
- ✓ Kingston EcDev is currently recruiting for a Business Development Officer at Kingston Economic Development Corporation, supporting business attraction, growth and retention. Please direct candidates interested in applying to contact Brenda Palmer at bpalmer@palmercareers.com.
- ✓ Kingston EcDev is currently collaborating with Perspective Marketing to release the 2018 edition of Perspective Kingston. This year's focus is on attracting people to live and work. The annual insert is distributed via 225,000 copies across Canadian in *The Globe & Mail*. The street date for this year's Perspective Kingston is set for November 2, 2018.
- ✓ Trevor Wilson has submitted his letter of resignation as a Director due to his work schedule requirements. We thank Trevor for his dedication over the Corporation over the past two years. Kingston EcDev will begin recruiting for one vacant Board position through the City of Kingston Clerk's office for 2019 – applications will be accepted through November 20. The HR and Nominations Committee will be meeting in late November to review applications.
- ✓ Kingston EcDev currently exploring new office space options. The current lease at Innovation Park ends in July, 2019.

ATTRACTION & AFTERCARE

- ✓ Kingston EcDev facilitated a tour with the Ontario Investment Office on September 21 as part of an Ontario-wide Advanced and Smart Materials tour. This tour provided an opportunity to showcase five unique Research & Development labs connected to Innovation Park and Queen's University. The tour also provided an opportunity for staff to begin a conversation in attracting Research & Development opportunities to Kingston.
- ✓ On October 4, meetings with senior level management of OTT Financial Group, China Eastern Airlines and the Chinese Consul General Han Tao were held in Toronto. The meetings were held to discuss future collaborations between Kingston and China.

- ✓ Regular meetings are being held with Feihe Canada Royal Milk to provide support with applications for Trademark and License of Operation, supply chain fulfillment, facility development and recent USMCA trade agreement implications. The company is currently recruiting for 11 senior management roles.
- ✓ Kingston EcDev will join the Ontario East Economic Development Commission at this year's Canadian FDI Forum in Ottawa from October 22-24. The conference offers the opportunity to meet with site selectors and position Eastern Ontario for new investment opportunities.

BUSINESS GROWTH & RETENTION

- ✓ Wanda Williams (retired Director, Student Services at St. Lawrence College) has joined Kingston EcDev as a contractor to support the Business Growth & Retention portfolio. Wanda will be assisting with outreach to local businesses until the end of 2018. Wanda will also be working on bringing together a local manufacturers' advisory group and presenting results from this year's survey of the state of local manufacturing.
- ✓ Kingston EcDev is working with St. Lawrence College on an International Business Administration/Management program in conjunction with the Limerick Institute of Technology (Ireland). A co-operative degree program is in the planning stages and will offer international business experience to students and employers.
- ✓ Kingston EcDev has been working with the Ministry of International Trade to organize an exporting workshop on November 22 targeted to businesses interested in exporting to the European markets as well as learning about the Canada-European Union Comprehensive Economic and Trade Agreement.

START-UPS & ENTREPRENEURS

- ✓ October is Small Business Month and Kingston EcDev is joining in on celebrating Canadian entrepreneurs and the important role they play in our local economies. Small and medium-sized enterprises (SMEs) across the country employ nearly 90 percent of Canada's private sector workforce and account for significant portion of our GDP.
- ✓ Every Thursday from 12-1pm, Kingston EcDev is offering open-houses to inform individuals about the services offered by the Corporation. Sessions are one hour in length with a 30-minute question period with one a Business Development Officers. Services being discussed include: Government Programs, Financing and Grants, Workshops & Events, Business Advisory Support, Resources for Starting & Growing your Business, Community Resources and Connections, Networking Opportunities.
- ✓ Kingston EcDev has started a partnership with StartupBlink - an international ranking of ecosystems. The goal of this partnership is to get Kingston on the Canadian map and highlight all of the assets available in the city for entrepreneurs. Our role will be to curate our regions data (Startups, Co-working Spaces, Accelerators, Investors, etc.) that will be included in their interactive online map.
- ✓ Kingston EcDev in partnership with Queen's Office of Partnership and Innovation have begun working on mapping out Kingston's entrepreneur/business ecosystem – from ideation to succession planning. The outcome will include an internal matrix for service providers, asset mapping and a gap analysis of our region to help attract businesses and to support business owners in navigating the resources available to them in our region.
- ✓ Kingston EcDev is hosting a workshop on October 23 for those interesting in starting a franchise. The session will cover common myths and truths, how to research and make connections and real life success stories.

- ✓ Upcoming workshops offered in conjunction with St. Lawrence College in October:
 - Business Readiness – October 16, 4:00-6:00pm
 - Shopify 101 – October 17, 4:00-6:00pm
 - Exploring Careers in Franchise Ownership – October 23, 1:00-4:00pm
 - Social Media Strategies – October 30, 4:00-6:00pm

EMERGING SECTORS

- ✓ Kingston EcDev is a sponsor of the third annual Kingston Cyber Symposium for defence operators occurring on October 31. The event expects significant presence from military personnel and defence companies including defence attaches from several countries. Kingston-based defence related businesses/applications will be showcased as part of the trade-show.
- ✓ Kingston EcDev is engaging local companies and researchers to participate in an upcoming cross-border event related to the Kingston-Syracuse Pathway – the NEXT conference on November 15 will focus on innovation in technology, manufacturing, and biotech. Now in its fifth year, the NEXT conference brings together fast-track companies, managers, researchers, medical professionals, investors, and entrepreneurs to meet and learn from each other and from global thought leaders and industry experts. A delegation of eight Kingstonians, including researchers, company founders, and sales representatives will be attending.

WORKFORCE DEVELOPMENT

- ✓ Ontario East hosted a Workforce Development for Manufacturers Symposium on September 20. Kingston EcDev joined colleagues from the region to hear about workforce realities and forecasts.
- ✓ On October 11 & 12 Kingston EcDev attended the National Job Fair in Montreal. Kingston EcDev joined Assurant & Empire Life to promote bilingual careers in Kingston and engage with job seekers considering relocation.
- ✓ On October 18, Kingston EcDev will be participating in a Virtual Career Fair through In-TAC, a government funded agency that works with skilled job seekers across Canada and 130+ other countries. All participants are Canadian citizens, landed immigrants, or pre-approved to immigrate to Canada. Kingston employers will have the opportunity to advertise their jobs in the Kingston booth as well as access a searchable database of all resumes submitted by participants.
- ✓ On November 3, a group of professionals from the GTA will be coming to Kingston on a familiarization tour to get acquainted with the city and to meet local employers. Employers will have an opportunity to present their companies and connect with job seekers directly. The group will consist of mid-level professionals in Finance, Accounting, IT, Business and Data analytics.
- ✓ Kingston EcDev is once again working with Queen's University on the Queen's Career Apprenticeship: Kingston. This program strives to retain talent from the Arts & Humanities Faculty at Queen's by connecting new grads with local employers. Companies that find a candidate through the program, are offered a four-month salary reimbursement as part of a one-year commitment of full-time employment. In 2018, this privately funded program connected eight students with eight local companies, paving the way for great careers in Kingston and giving companies the opportunity to recruit young talent. In 2019, we have secured funding for 35 spots.

Monthly Report



- ✓ Kingston EcDev is working with Tourism Kingston to create a Kingston Experience Corner within the Visitor Experience Centre at 209 Ontario Street. The site will offer visitors access to information on live/work and lifestyle opportunities in Kingston.

To:	Kingston Economic Development Corporation Board of Directors
From:	Donna Gillespie, Chief Executive Officer
Date:	November 12, 2018
Subject:	November, 2018 CEO Report

CORPORATE UPDATES

- ✓ The Finance Committee met on November 1 to review Financial Reports to the end of September, 2018. The Committee reviewed its mandate and meeting schedule; policies regarding project funding deferrals; and reviewed correspondence from the Canada Revenue Agency regarding the Corporation's filing of GST/HST rebates. The Finance & Audit Committee agreed to defer their next meeting until the new Committee had been determined.
- ✓ Kingston EcDev is recruiting for a Business Development Officer supporting business attraction, growth and retention. Initial review and interview of short-listed applicants will take place before the end of the month.
- ✓ Kingston EcDev will be recruiting for one vacant Board position through the City of Kingston Clerk's office for 2019 – applications will be accepted through November 20. The Kingston EcDev HR/Nominations Committee will be meeting in late November to review applications and propose recommendations to the Board prior to submission to the City Clerk's office.
- ✓ Kingston EcDev is exploring new office space options with community partners. The current lease at Innovation Park ends in July, 2019.
- ✓ Perspective Kingston was released in the Globe & Mail on November 2, 2018. This year's focus was attracting people to Kingston and career/lifestyle opportunities in the city. The annual insert was distributed 225,000 copies across Canada through The Globe & Mail. To view this year's publication online, please visit <https://perspective.ca/kingston-in-the-globe-and-mail/>.

ATTRACTION & AFTERCARE

- ✓ Canada Royal Milk, the Canadian division of Feihe International celebrated a milestone in the construction of their new manufacturing plant on October 30. The final piece of the roof was installed, enclosing the portion of the building where the manufacturing of the product will happen. This is a very important step, as now the installation of the manufacturing equipment can continue throughout the winter months. The site has been very busy, with sometimes more than 200 workers on site (under Graham Construction and its sub-contractors) to complete as much as possible before temperatures drop. Equipment installation is about 40% complete, and commissioning is scheduled to begin in June 2019. Recruitment for Canada Royal Milk team will follow the equipment installation and commissioning schedules closely, with the hiring of at least 100 new employees between now and the end of 2019, in phases over the course of the next 14 months. Kingston EcDev is hosting a web page for Canada Royal Milk, where all jobs will be posted (www.canadaroyalmilk.com).

- ✓ Kingston EcDev attended the Ontario East Economic Development Commission's Annual General Meeting in Peterborough on November 2. Kingston EcDev is working closely with Ontario East on regional attraction strategies. Donna Gillespie sits on the Board of Directors and Chairs the regional Food Sector team. Prior to the AGM, Ontario East sponsored and participated in the annual FDI Forum held in Ottawa from October 22-23. The annual forum brings together site selectors, real estate professionals and communities to share best practices and trends in attracting foreign direct investment.

BUSINESS GROWTH & RETENTION

- ✓ A Contact Centre Roundtable will be held on November 21. Formed in 2017, representatives from local contact centres come together to identify challenges and cooperative areas to work together to support recruitment and retention of talent.
- ✓ Kingston EcDev will host an information session with the Ministry of International Trade on November 22 targeted to businesses interested in exporting to the European markets as well as learning about the Canada-European Union Comprehensive Economic and Trade Agreement.
- ✓ Kingston Economic Development will bring together local manufacturers on December 10 to present the findings from our Business Retention and Expansion (BR&E) survey that engaged Kingston manufacturing companies in spring/summer 2018. Jessica Horwitz, international trade, customs and regulatory lawyer from Bennett Jones LLP will also speak about the proposed United States-Mexico-Canada Trade agreement and impacts on the manufacturing sector. The meeting and discussion will help guide future activity and resources needed to support the local manufacturing sector.

START-UPS & ENTREPRENEURS

- ✓ Kingston EcDev has partnered with Queen's Office of Partnerships & Innovation on an eco-mapping project. The outcome will include an internal matrix of service providers, asset mapping and a gap analysis of our region to help support business owners in navigating the resources available to them in our region from ideation through succession planning. The report is due to be received by the end of the year.
- ✓ Kingston EcDev is continuing to work with St. Lawrence College on program delivery of workshops in 2019. The partnership, launched in April 2018 has received positive feedback and consistent participation in monthly events.
- ✓ Kingston EcDev continues to host weekly open houses on Thursdays from 12:00-1:00pm to inform individuals about the services offered by the Corporation. Sessions are one hour in length with a 30-minute question period with a Business Development Officer. Services being discussed include: Government Programs, Financing and Grants, Workshops & Events, Business Advisory Support, Resources for Starting & Growing your Business, Community Resources and Connections, Networking Opportunities.
- ✓ Kingston EcDev was pleased to sponsor the Young Entrepreneurs Award at The Kingston Chamber Gala Awards ceremony on November 8. Congratulations to Jordan Milani of iGuide for winning this year's award.

EMERGING SECTORS

- ✓ The second annual Communications & Electronics Association Cyber Symposium was held in Kingston on October 31. Kingston EcDev sponsored the event and organized a trade show of defence/cyber businesses to showcase Kingston businesses.
- ✓ Kingston EcDev met with representatives from the Embassy of Israel on November 8 to discuss recent ratifications to the Canada-Israel Free Trade Agreement and to introduce the Embassy to Kingston eco-system partners in the innovation and clean-tech sectors.
- ✓ Kingston EcDev is engaging local companies and researchers in an upcoming cross-border event related to the Kingston-Syracuse Pathway. The NEXT conference in Syracuse on November 15 will focus on innovation in technology, manufacturing, and biotech. Now in its fifth year, the NEXT conference brings together fast-track companies, managers, researchers, medical professionals, investors, and entrepreneurs to meet and learn from each other and from global thought leaders and industry experts. A delegation of eight Kingstonians, including researchers, company founders, and sales representatives will be attending.

WORKFORCE DEVELOPMENT

- ✓ On November 3, a group of professionals from the GTA came to Kingston on a familiarization tour to get acquainted with the city and to meet local employers. Employers will have an opportunity to present their companies and connect with job seekers directly. The group will consist of mid-level professionals in Finance, Accounting, IT, Business and Data analytics.
- ✓ Kingston EcDev is pleased to announce that applications are being accepted from local businesses for Queen's Career Apprenticeship: Kingston. This privately funded program, piloted in 2018 with six local companies has expanded to offer 35 Kingston businesses the opportunity to access up to four months of funding towards a one-year contract for the hire of a new graduate. The program strives to retain talents for the Queen's University Faculty of Arts & Humanities by connecting local employers. Program founder Alan Rottenberg, general partner of the William Harris Venture has generously contributed once again to this Kingston based opportunity. Interested businesses are encouraged to contact Dajana Turkovic at turkovic@kingstoncanada.com as soon as possible. An information session will be held at the Delta Hotel on November 27 from 4:00-6:00pm to meet Alan Rottenberg, representatives from Queen's, Kingston EcDev and past participants.
- ✓ Kingston EcDev is working with Tourism Kingston to create a Kingston Experience Corner within the Visitor Experience Centre at 209 Ontario Street. The space will offer visitors access to information on living and working in Kingston and showcase career opportunities.

To: Kingston Economic Development Corporation Board of Directors

From: Donna Gillespie, Chief Executive Officer

Date: December 17, 2018

Subject: December, 2018 CEO Report

CORPORATE UPDATES

- ✓ Kingston EcDev is pleased to announce that Shelley Hirstwood, Ec.D will be joining the team as Business Development Officer on January 14, 2019. As a certified economic developer, Shelley comes with over 12 years management experience in municipal economic development management roles. She most recently held the position of Economic Development Manager for the Town of Gananoque and is the Chair of the Ontario East Economic Development Commission. A confirmed offer has been received from a second successful candidate for a vacant Business Development Officer position. Coming from the private sector with 20 years experience, the individual will be announced in the new year with a start date at the end of Q1.
- ✓ Kingston EcDev continues to explore new office space options with community partners. The current lease at Innovation Park ends in July, 2019. Options will be reviewed and a decision made in Q1, 2019.
- ✓ The Corporation's Q3 report to Council was submitted in December. The quarterly report will go before City Council on December 18.

ATTRACTION & AFTERCARE

- ✓ Kingston EcDev attended the Canada Consulate Office in Minneapolis' Data Analytics Conference on November 15. The focus of the event was to showcase Canadian location opportunities for US based data analytics companies. Professor Patrick Egbunonu from St. Lawrence College attended with Business Development Officer Yina Wang to represent Kingston.
- ✓ Canada Royal Milk, a division of Feihe International hosted its first career fair on November 29. Over 600 individuals attended the event held at the INVISTA Centre. The company is very pleased with the positive reception. Recruitment for Canada Royal Milk team will follow the equipment installation and commissioning schedules closely, with the hiring of at least 100 new employees between now and the end of 2019. Kingston EcDev is hosting a web page for Canada Royal Milk, where all jobs will be posted (www.canadaroyalmilk.com).
- ✓ The Ontario East Economic Development Commission hosted a meeting with commercial real estate agents in Toronto on November 29. The event offered the opportunity to meet on-on-one with representatives from a number of national/international brokerage firms and promote the region for site selection. *Site Selectors* magazine was on-site at the event to award Ontario East as a Top 10 Region in Canada for site selection.
- ✓ Kingston EcDev was invited by the Canada China Business Council to attend a Belt and Road Initiative Conference in Ottawa on December 14. The Chinese Ambassador delivered the keynote address and academia from the Sprott School of Business spoke on connectivity and talent mobility.

BUSINESS GROWTH & RETENTION

- ✓ Kingston EcDev hosted an information session with the Ministry of International Trade on November 22 targeted to businesses interested in exporting to the European markets as well as learning about the Canada-European Union Comprehensive Economic and Trade Agreement (CETA). Work is underway with Ministry representatives to schedule a regular monthly “Kingston-day” where staff will be available to work one-on-one with Kingston companies interested in exporting.
- ✓ Kingston EcDev hosted its first “Manufacturing Matters” gathering of over 15 local manufacturing representatives on December 10. Findings from the 2018 Business Retention and Expansion (BR&E) survey were presented along with an update on the proposed United States-Mexico-Canada Trade agreement and impacts on the manufacturing sector. The intent of the event was to establish a manufacturing advisory group to guide Corporation’s activities to support this sector.

START-UPS & ENTREPRENEURS/INNOVATION & INCUBATION ENABLEMENT:

- ✓ Kingston EcDev attended SaaS North on November 28-29 – Canada’s only SaaS conference for scaling up. Joined by colleagues from Queen’s Office of Industry Partnerships, Launch Lab and SOAN, Kingston was well represented in Ottawa with a Kingston-focused exhibitor booth promoting the innovation ecosystem, local resources and opportunities to start or scale business ventures.
- ✓ Meetings with the Ministry of Economic Development, Job Creation and Trade were held on November 30 in Toronto to discuss Kingston’s Small Business Enterprise Centre (SBEC) funding investment. Ministry representatives have not received confirmation of the future of the core SBEC funding the province distributes to communities but were able to confirm the province’s intent to continue to support the annual Summer Company program for youth.
- ✓ In partnership with Queen’s University, Kingston EcDev submitted a funding application to the federal Women Entrepreneurship Strategy (WES) at the end of November. Kingston organizations including Queen’s Office of Industry Partnerships, Launch Lab and SOAN submitted a joint five year, \$3-million proposal to support women entrepreneurs and business leaders.
- ✓ Kingston EcDev has partnered with local Shopify guru, Carissa Cosgrove to provide monthly one-on-one sessions with individuals looking to explore Shopify as an e-commerce platform. Sessions will be held on Wednesdays from 9:30am-3pm with sessions starting back up on January 9, 2019.
- ✓ Kingston EcDev continues to host weekly open houses on Thursdays from 12-1pm to inform individuals about the services offered by the Corporation. Sessions are one hour in length with a 30-minute question period with a Business Development Officer. Services being discussed include: Government Programs, Financing and Grants, Workshops & Events, Business Advisory Support, Resources for Starting & Growing your Business, Community Resources and Connections, Networking Opportunities.
- ✓ Kingston EcDev is pleased to sponsor the South Eastern Ontario Angel Network (SOAN) monthly pitch events. SOAN is a group of accredited investors from Brockville, Kingston, and Belleville. The next event will take place on January 22 from 7-9pm at Cataraqui Golf and Curling Club.

WORKFORCE DEVELOPMENT

- ✓ Kingston EcDev in partnership with Queen's University Faculty of Arts & Science hosted the launch of the Queen's Career Apprenticeship: Kingston on November 27. This privately funded program, piloted in 2018 with six local companies has expanded to offer 35 Kingston businesses the opportunity to access up to four months of funding towards a one-year contract for the hire of a new graduate. The program strives to retain student talent by connecting local employers.
- ✓ Kingston EcDev commissioned Queen's Smith School of Business to undertake a ten-year benchmark survey on retention of Queen's graduates in Kingston. Originally undertaken in 2008 by the Economic Development Office, this year's survey polled students and young alumni on their perceptions of the city and interest in post-graduate employment. A presentation of the findings will be organized for early 2019.