



KINGSTON ECONOMIC
Development Corporation

annual report

2018



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MESSAGE FROM THE CHAIR

Dave Carnegie

The work of the Board of Directors deserves recognition. Representing both public and private sectors, we've focused on bringing together members with unique and diverse insights and experiences to help achieve long-term economic sustainability. The Board of Directors invested significant time reviewing and updating policies, procedures, and performance indicators to ensure that best practices as an economic development organization are in place.

With support from the community and an engaged Board of Directors in 2018, Kingston Economic Development Corporation made an active effort to understand the needs of the manufacturing sector in Kingston. Local companies were interviewed to participate in the pilot BR&E Survey Program, which focused on collecting data from local manufacturing companies, all of which will allow Kingston EcDev to develop a baseline of information on local business to better serve the manufacturing sector. This strong foundation has led to recent success in attracting new business to Kingston.

MESSAGE FROM THE CEO

Donna Gillespie

It is a great privilege to have the opportunity to lead the Kingston Economic Development Corporation and work under the community Board of Directors to advance Kingston's economy. With a dedicated team of business development officers and supportive business and community partners, we are the sales officers for the city of Kingston. To be successful at this, we have taken the Team Kingston approach – where we recognize there are many individuals and entities involved in economic development and that as a team, we are stronger together.

With new foreign investments and global attention, we have expanded the city's global reach by participating in and hosting international delegations. While going global, our commitment to the local Kingston business community has never wavered and increased focus on supporting export-based, growth-oriented businesses has been a priority. We have worked with the City and community partners to develop workforce development and people attraction/retention strategies so that Kingston can support today's needs and needs of the economy of the future.

VISION

An innovative city where private and public enterprises thrive, individuals and entrepreneurs grow, and a diversity of people want to visit, live, work and do business.

MISSION

Provide dynamic and collaborative leadership by leveraging Kingston's unique assets to create jobs and investment in order to sustain, grow and transform Kingston's economy to meet the needs of the 21st century. We aim to be one of Canada's leading economies.

CORPORATE VALUES & PRINCIPLES

The Kingston Economic Development Corporation is committed to:

- Openness, transparency and accountability for the use of all public funds;
- Highest standards of professional conduct;
- Respect for client confidentiality;
- Organizational excellence through efficient and effective operating procedures;
- Strong commitment to the best practices of corporate governance.

2019 BOARD

Dave Carnegie, Chair
Senior Environmental Consultant, Malroz Engineering Inc.

John Sheridan, Vice-Chair
Retired CEO Ballard Power Systems/COO Bell Canada

Gillian Watters, Secretary/Treasurer
Program Director, KEYS Job Centre

Judith Pineault, Past Chair
Chief Executive Officer, Eastern Fluid Power Inc.

Don Aldridge
Executive Director, Centre for Advanced Computing

Bill Durnford
General Manager, Ambassador Hotel & Conference Centre
Kingston

Lyndsay Wise
Director, Information Builders

Yafan Huang
President & Chief Scientific Officer, Performance Plants Inc.

Bryan Paterson
Mayor, City of Kingston

Gary Oosterhof
Councillor, Countryside District

Simon Chapelle
Councillor, Loyalist-Catarauqui District

Ryan Boehme
Councillor, Pittsburg District

Megan Knott, ex officio
Interim Executive Director, Tourism Kingston

Gary Dyke, ex officio
Commissioner, Corporate & Emergency Services
City of Kingston

STAFF

Donna Gillespie
Chief Executive Officer

Shelley Hirstwood
Business Development Officer,
Business Attraction & Aftercare

Ian Murdoch
Business Development Officer,
Business Growth & Retention

Yina Wang
Business Development Officer,
Chinese Markets

Andrew Bacchus
Business Development Officer,
Emerging Sectors

Claire Bouvier
Small Business Advisor

Nour Mazloum
Events & Communications Assistant

Kirk Smallridge
Operations and Communications Officer &
Corporate Secretary to the Board of Directors

Sulaiman Qureshi
Administrative Assistant / Reception

Sylvia McDermott
Summer Student/Intern

Special thanks to the KEYS Professional Newcomers Internship Program, Queen's Career Apprenticeship Program and Canada Summer Jobs for their job creation support.

2018-2022 KINGSTON CITY COUNCIL

Mayor Bryan Paterson

Councillor Simon Chapelle
Loyalist-Cataraqui District

Councillor Lisa Osanic
Collins-Bayridge District

Councillor Wayne Hill
Lakeside District

Councillor Gary Oosterhof
Countryside District

Councillor Bridget Doherty
Portsmouth District

Councillor Robert Kiley
Trillium District

Councillor Mary Rita Holland
Kingstoncourt-Rideau District

Councillor Jeff McLaren
Meadowbrook-Strathacona District

Councillor Jim Neill
Williamsville District

Councillor Peter Stroud
Sydenham District

Councillor Rob Hutchison
King's Town District

Councillor Ryan Boehme
Pittsburgh District

ANNUAL REPORT 2018



CITY COUNCIL STRATEGIC PRIORITIES

- 1 Increase housing affordability
- 2 Improve walkability, roads and transportation
- 3 Demonstrate Leadership on climate change
- 4 Strengthen economic development opportunities
- 5 Foster healthy citizens and vibrant spaces

ECONOMIC DEVELOPMENT CORE SERVICE AREAS

Attraction & Aftercare – Maintaining and strengthening existing and new relationships to position Kingston as a premier city for destination for foreign investment.

Business Expansion & Retention – Supporting local business to become more competitive, grow revenue and stay within the community and identify export-based companies with high growth potential.

Start-ups, Youth & Entrepreneurship – Assisting with the development of future business leaders by providing programs and services to entrepreneurs to help foster the next generation of business leaders.

Emerging Sectors – Identifying sector strengths, trends and future investment opportunities while supporting the incubation, acceleration and transfer of technology to promote future investment opportunities.

Workforce Development – Attracting and retaining people to live and work in Kingston to meet the needs of today's employers and prepare for the needs of the workforce of the future.

KINGSTON CMA - ECONOMIC INDICATORS

	2016	2017	2018	2019	2020	2021	2022	2023
Real GDP at basic prices (2007 \$ millions)	7,743	7,968	8,181	8,304	8,445	8,593	8,751	8,895
	2.6	2.9	2.7	1.5	1.7	1.8	1.8	1.6
Total employment (000s)	84	87	86	88	89	90	91	93
	0.8	4.4	-0.9	1.7	1.2	1.4	1.4	1.4
Unemployment rate (per cent)	5.8	5.6	5.6	5.5	5.5	5.4	5.4	5.4
Household income per capita (\$)	44,346	45,641	45,836	46,787	47,977	49,337	50,785	52,234
	4.1	2.9	0.4	2.1	2.5	2.8	2.9	2.9
Population (000s)	171	174	176	178	179	181	183	184
	1.1	1.4	1.3	0.9	0.9	0.9	1.0	0.9
Total housing starts	412	692	907	650	672	701	734	752
Retail sales (\$ millions)	2,373	2,575	2,655	2,747	2,822	2,897	2,973	3,050
	8.6	8.5	3.1	3.5	2.7	2.7	2.6	2.6
CPI (2002 = 1.000)	1.297	1.319	1.352	1.382	1.411	1.440	1.470	1.498
	1.8	1.7	2.6	2.2	2.1	2.1	2.0	2.0

Shaded area represents forecast data. For each indicator, the first line is the level and the second line is the percentage change from the previous period.
Sources: The Conference Board of Canada; Statistics Canada; CMHC Housing Time Series Database.

HIGHLIGHTS FROM 2018

10
leads

on file that resulted in new investment

581
inquires

received from Start-ups & Small Business

221
businesses

engaged for workforce planning consultation

\$15,192,162

in new investment in the community through new build, lease, Government grants

72
business

planning programs and seminars conducted

1,374
persons

attending programs and events

KINGSTON CMA - JOB GROWTH BY INDUSTRY

NAICS	Description	2018 Jobs	2019 Jobs	2018 - 2019 Change	2018 - 2019 % Change
11	Agriculture, forestry, fishing and hunting	264	265	1	0%
21	Mining, quarrying, and oil and gas extraction	100	102	2	2%
22	Utilities	433	431	(2)	(0%)
23	Construction	4,994	5,084	90	2%
31-33	Manufacturing	4,218	4,243	25	1%
41	Wholesale trade	2,267	2,285	18	1%
44-45	Retail trade	9,579	9,612	33	0%
48-49	Transportation and warehousing	1,867	1,894	27	1%
51	Information and cultural industries	994	986	(8)	(1%)
52	Finance and insurance	1,791	1,763	(28)	(2%)
53	Real estate and rental and leasing	1,761	1,803	42	2%
54	Professional, scientific and technical services	2,845	2,893	48	2%
55	Management of companies and enterprises	59	41	(18)	(31%)
56	Admin. and support, waste management and remediation services	4,460	4,584	124	3%
61	Educational services	11,241	11,343	102	1%
62	Health care and social assistance	13,072	13,490	418	3%
71	Arts, entertainment and recreation	1,415	1,490	75	5%
72	Accommodation and food services	8,139	8,382	243	3%
81	Other services (except public administration)	2,967	2,985	18	1%
91	Public administration	11,341	11,509	168	1%
X0	Unclassified	1,750	1,779	29	2%
TOTAL		85,558	86,964	1,406	2%

Shaded area represents forecast data. EMSI Analyst Platform

REAL GDP GROWTH AND RANKING

	2017	2018	2019-22	2013-22
Out of 29 CMAs	#7	#24	#17	#13

RELATIVE COST OF SHELTER

Home Ownership (2017)	0.65
Rental (Oct. 2017)	1.17

versus national average

CURRENT STATE

Construction industry is being fuelled by key infrastructure projects.

Output growth is expected to be modest across the services industries

CREDIT QUALITY AA

Source: Standard & Poor's

FORECAST RISK

Provincial government austerity could constrain growth among Kingston's publicly funded services industries.

176,000



RESIDENTS
In Kingston CMA



Ranked Among
Top Places to Live
IN CANADA

Close to 7 Provincial Parks, hundreds
of lakes and cottage country

KINGSTON'S

Globally Recognized Academic Institutions

Queen's University
St. Lawrence College
Royal Military College



5,000+

International students
calling Kingston home
in 2017

1,000+

graduates per year

Information Technology
Computer Technology
Computer Engineering



Applied Math
Statistics
Analytics

41

Canada Research Chairs
at Queen's University and State
of the Art Clinical Simulation Labs
at St. Lawrence College

3

National
Centres of
Excellence
Research
Programs

TOP 10

**BEST CITIES
IN CANADA**
for millennials to live

UNDER
\$365,000
Average Price of Home
Sold in Kingston



FINANCIAL TIMES UK

names Kingston

#**1** Small City for
**FOREIGN
DIRECT
INVESTMENT**
in the Americas

Top
10 Small City for
**HUMAN
CAPITAL
& LIFESTYLE**
in the Americas

THE BEST PLACE TO BE A WOMAN in Canada 2019

(Canadian Centre for Policy Alternatives)

CANADA ROYAL MILK

A division of Feihe International Inc.
Breaks ground on one of the
largest agribusiness foreign direct
investments in Canada.

100+
**Restaurants
& Cafés**

BEST
Freshwater
Sailing Harbour
in North America

**Fastest
WIRELESS
CITY**
In North America
PC Magazine



home of the largest
**CANADIAN
FORCES BASE**
in the country
3,700+ Military &
800 Civilian Employees



**QUALITY
HEALTH CARE**
Kingston Health Sciences Centre
& Providence Care



FRULACT GRAND OPENING

Frulact Canada held their official inauguration ceremony to mark the opening of their Kingston fruit preparation manufacturing facility in 2018. Antonio Costa, Prime Minister of Portugal attended the ceremony to mark the special occasion. During the inauguration, Frulact announced plans for a 30,000 square foot expansion to their Kingston facility and intent to grow to 75 employees by the end of 2019.



BUILDING CANADA ROYAL MILK

Canada Royal Milk (CRM), a division of Feihe International Inc. began construction of their state of the art infant formula manufacturing and R&D facility late in 2017. General Contractor Graham Construction along with dozens of local trade companies worked throughout 2018 to erect the facility and meet the milestone of “roof topping” in the fall. Recruitment of senior staff began along with CRM’s first general Career Fair in December. The opening of the plant will realize at least 200 jobs with an additional 1,000 indirect jobs created during the construction phase.

TRANSFORMIX

Since the company’s founding in 1995, Transformix Engineering has created dramatic, path-clearing innovations in factory automation. Originating as an engineering consulting firm, Transformix has evolved steadily, broadening its market horizons and taking its ambitions and products to the global forefront of advanced manufacturing. The firm’s current efforts are focused on its patented and trademarked “CNCAssembly®” technology and products, creating highly standardized and flexible assembly machinery configured for incredible speed and accuracy. In 2018, Transformix announced that ATS Automation Tooling Systems acquired all of the intellectual property assets of Transformix Engineering Inc. for \$10 million.



AFRICA IS PROJECTED TO REPRESENT \$1 TRILLION DOLLARS IN CONSUMER SPENDING BY 2020

In February, Kingston Economic Development Corporation undertook a delegation to South Africa to represent Kingston as a hub for cleantech, smart city, research, analytics, and cross border engagement for South African companies. The goal of the delegation was to identify how to assist Kingston companies with navigating the South African market.

During the delegation, connections were made with the High Commission of Canada Trade Commissioners, one of the Deputy Heads of South Africa and the Trade Commissioner responsible for the cleantech portfolio and cleantech companies looking to export to Africa. Gauteng Growth and Development Agency facilitated a tour of the Innovation Hub, a multi-acre property dedicated to innovation, including specialized labs for mobile technologies, climate-change innovation, as well as incubation for innovation in cosmetics, medical technologies, and renewable energy.

Meetings in Johannesburg were held with Export Development Canada (EDC) to identify opportunities in EDC's plan to increase Canadian exports to \$10 billion US in South Africa by 2020.

The South African Consular General, Nyameko Goso visited Kingston In March to host a familiarization tour of the city with the Southern African Ambassador Corps. In May, Mr. Goso toured Kingston with an African defence procurement company looking at new technologies and innovations offered by local businesses. Kingston EcDev hosted a day of company presentations and provided introductions to key defence organizations. In June, Kingston EcDev met with President Ramaphosa to discuss South African-Canadian economic opportunities.

GLO BAL

ATTRACTION & AFTERCARE

CHINA SUMMIT

Kingston Economic Development began working with the Consulate General of the People's Republic of China in Toronto to help identify opportunities for local businesses within the Chinese Market. In January, Kingston EcDev hosted a one-day summit with the Consulate General in attendance to help identify opportunities with Kingston's existing base of Chinese consumers and tourists.

SPEARHEAD

Opening it's doors in April of 2018, Spearhead Brewing Company is a custom-built craft brewery with the majority of their equipment designed and built locally by the Kingston company Pure Ingenuity. Offering contract brewing to other regional microbreweries, Spearhead has expanded their distribution globally and has become an ambassador for the Kingston craft brewing scene.

OTT PAY

Kingston EcDev launched a new partnership with OTT Pay that will allow local businesses to take payment platforms such as AliPay and WeChat Pay. Information sessions with Tourism Kingston were hosted to educate businesses with best practices to access the Chinese market.



67 investment inquiries

140 new jobs
that can be attributed to direct EDO assistance

10 leads
in file that resulted in new investment

99 leads
generated

\$15M
new investment

in the community through new build, lease, and Government grants

RETENTION & EXPANSION

EXPORTING WORKSHOPS

Kingston EcDev hosted exporting workshops in 2018 to help local businesses identify opportunities in markets outside of Canada. The first exporting workshop focused on key Latin American markets including Mexico, Chile and Brazil. The session was offered in partnership with the Ontario International Ministry of Trade with over 30 regional businesses in attendance.

BR&E SURVEY FOR MANUFACTURERS

In early 2018, Kingston EcDev began work on its pilot BR&E Survey Program which focused on collecting data from local manufacturing companies. A total of 81 Kingston companies were interviewed and the 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.

MANUFACTURING MATTERS

Kingston EcDev in partnership with the Canadian Manufacturers & Exporters held a Roundtable to discuss issues such as regional energy costs, pension, skill issues and Bill 147. A second round table of manufactures was organized in 2018 to present the findings from our Business Retention and Expansion (BR&E) survey that engaged Kingston manufacturing companies. The meeting and discussion helped guide future activity and resources needed to support the local manufacturing sector.

CONTACT CENTRE ROUNDTABLE

Kingston EcDev organized and hosted two Contact Centre Industry Roundtables in 2018 to collaborate with call centre representatives in Kingston to identify challenges and cooperative areas to work together to support recruitment and retention of talent. Approximately 1,000 people work as customer service and information service representatives in Kingston contact centres.

BRIDGES TO BETTER BUSINESS

Andrew Davis, best-selling author of *Town Inc.* and *Brandscaping: Unleashing the Power of Partnerships* was the guest Keynote Speaker during the 2018 Bridges to Better Business. The event focused on empowering businesses and growing a prosperous town with nearly 150 people in attendance.

44 jobs created or retained reported by companies working with EDO

258 Consultations with local businesses



2018 START-UPS, YOUTH & ENTREPRENEURSHIP

SUMMER COMPANY

Each year Kingston Economic Development Corporation facilitates the Summer Company Program which provides secondary and post-secondary students (who are returning to school) with the opportunity to receive practical business training, mentorship from local industry leaders, and up to \$3,000 in funding to establish a summer company. In 2018, Kingston EcDev successfully supported 15 students and disbursed \$45,000 in grants.

SLC PARTNERSHIP

Kingston Economic Development Corporation formalized a partnership with St. Lawrence College to deliver educational workshops for entrepreneurs and new business owners. A full calendar of workshops was created in collaboration with St. Lawrence College professors to cover areas of assessing business readiness, market research, social media marketing, financial preparedness, and business planning.

STARTUP BLINK

Kingston Economic Development Corporation signed a partnership with StartupBlink to rank Kingston's start-up ecosystem. StartupBlink is an international start-up ecosystem map and research centre with more than 1,000 start-up ecosystems. The goal of this partnership is to put Kingston on the Canadian map and highlight all of the assets available in the city for entrepreneurs. Kingston EcDev will assist with the curation of our regional data that will be included in the interactive online map. Efforts with Queen's Office of Partnership and Innovation were planned to map out Kingston's entrepreneur/business ecosystem.

62
jobs

created or retained reported by companies working with EDO

6

Funding opportunities leveraged

44

NEW BUSINESSES started/registered by companies working with EDO

72

Business planning programs and seminars conducted

581
inquiries

for support received

211

consultations provided

1,374

Persons attending programs and events

.....

10

Innovation ecosystem partnerships developed and maintained.

Dunin-Deshpande Queen's Innovation Centre

FUSE

Kingston Defence Advisory Committee

Kingston-Syracuse Pathway

LaunchLab

NRI India Start-up

Ontario East Economic Development Commission

South Eastern Ontario Angel Network (SOAN),

Start-up Kingston/Canada

SWITCH

.....

EMERGING SECTORS

KINGSTON SYRACUSE PATHWAY

The Kingston-Syracuse Pathway is the result of a year-long collaboration between business, government and academic leaders from both sides of the border. A Memorandum of Understanding was signed in 2018 to confirm mutual interest in supporting business growth by working collaboratively to facilitate research and development opportunities to advance economic development in Eastern Ontario and Central/Northern New York State. The Kingston-Syracuse Pathway joins three preceding models of cross border collaboration: the Cascadia Innovation Corridor, Windsor-Detroit, and the Binational Research & Innovation Corridor.

FUSE

Kingston EcDev began work with FUSE, a Kingston-based not for profit created in 2017 to help start-up companies that are developing new chemical processes and materials to validate and scale-up their process. Key local stakeholders involved in the initiative are GreenCentre Canada, Kingston Process Metallurgy and DuPont.

NRI INDIA START-UP

Kingston EcDev forged a partnership with NRI India Start-up to promote Kingston as a destination for start-ups of all sizes looking to conduct prototyping/piloting, set up demonstration facilities and expand into the North American market. With a focus on clean tech, digital and health care technologies, Kingston is poised as a soft-landing base in Canada for NRI India clients.

WORKFORCE DEVELOPMENT

QUEEN'S CAREER APPRENTICESHIP PILOT PROGRAM

In partnership with Queen's University and Alan Rottenberg, General Partner – William Harris Venture, Kingston Economic Development Corporation launched a new job apprenticeship pilot program that will assist with the retention efforts of new graduates. The program is designed to assist recent graduates from general Arts & Science programs in finding their first full-time employment in Kingston through a funded apprenticeship with a committed employer. The pilot program aimed to match up to 10 students with Kingston companies with six successful candidates starting their careers in Kingston that would have otherwise left Kingston. Because of the pilot program's success, Kingston has secured funding for 35 spots in 2019.

SMITH SCHOOL OF BUSINESS GRAD RETENTION SURVEY

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, the survey polled students and young alumni on their perceptions of the city and interest in post-graduate employment.

221
Businesses
engaged for workforce
planning consultation

5 **Workforce**
projections and findings
reported

18 Partnered
events and
activities

Kingston Economic Development Corporation
Statement of Financial Position as at December 31, 2018

Assets	2018	2017
Current Assets		
Cash	\$ 691,083	\$ 634,941
Investments*	285,368	280,375
Accounts receivable*	91,030	216,875
Receivable from City of Kingston*	113,068	89,895
Sales tax recoverable	26,261	23,019
Prepaid expenses and refundable deposits*	88,450	44,875
	<u>\$1,295,260</u>	<u>1,289,980</u>
Investment in PARTEQ Angel Network*	10,000	10,000
Capital Assets*	<u>49,409</u>	<u>43,194</u>
	<u>\$1,354,669</u>	<u>\$1,343,174</u>
Liabilities		
Current Liabilities		
Accounts payable and accrued liabilities	\$ 203,647	\$ 152,541
Payable to Tourism Kingston	105,790	282,450
Deferred revenue*	113,634	50,039
	<u>423,071</u>	<u>485,030</u>
Deferred Contributions Related to Capital Assets*	6,544	27,749
Deferred Lease Inducements*	6,910	23,557
	<u>436,525</u>	<u>536,336</u>
Fund Balances		
Investment in Capital Assets*	42,865	15,445
Board Restricted*	10,000	10,000
Other Board Restricted*	50,000	50,000
Unrestricted	815,279	731,393
	<u>918,144</u>	<u>806,838</u>
	<u>\$ 1,354,669</u>	<u>\$1,343,174</u>

* To view notes and full audited financials statements - please visit www.business.kingstoncanada.com/afs

Kingston Economic Development Corporation
Statement of Operations | Year Ended December 31, 2018

Revenues	2018	2017
Contributions from the Corporation of the City of Kingston*	\$1,439,820	\$1,418,542
Provincial government contributions*	222,768	618,392
Federal government contributions	51,460	47,297
Events and seminars	4,208	5,388
Partnership revenue and corporate investors*	156,605	98,254
Amortization of deferred contributions*	21,205	17,199
Interest	12,502	7,886
	<u>1,908,568</u>	<u>2,212,958</u>
 Expenses		
Accounting and legal*	48,107	62,645
Advertising	175,157	87,720
Amortization	20,332	70,030
Bank charges	5,990	4,929
Events and meetings	79,034	70,819
Grant disbursements	180,247	466,750
Information technology support*	24,435	24,435
Insurance	7,095	8,350
Memberships and licenses	29,621	32,836
Office and miscellaneous	16,703	18,665
Professional contractors	243,793	244,710
Professional development	19,181	20,884
Rent*	66,829	78,947
Salaries and benefits	739,291	717,107
Sponsorships and donations	103,018	76,092
Telephone	8,107	6,589
Travel	30,322	41,090
	<u>1,797,262</u>	<u>2,032,598</u>
Excess of revenues over expenses before the following:	111,306	180,360
Impairment in investment in PARTEQ Angel Network*	-	10,000
Excess of revenues over expenses	<u>\$ 111,306</u>	<u>\$ 170,360</u>

* To view notes and full audited financials statements - please visit www.business.kingstoncanada.com/afs

COMMUNITY LEADERSHIP

Thank you to the community leaders who have served on the Kingston Economic Development Corporation's Board of Directors. Your leadership and dedication to growing the Kingston community and supporting our initiatives over the past 20 years has been invaluable.

John Armitage	1998-1999	Randy Cleary	2006-2007	Cllr Brian Reitzel	2013-2014
Elizabeth Bahner	1998-1999	Shai Dubey	2006-2010, 2015-2016	Sandra Gibson	2013-2016
Richard Lobb	1998-1999	Bill Gray	2007-2008	Peter Kraus	2013-2016
Mayor Gary Bennett	1998-2000	Curtis J Smith	2007-2008	John Proctor	2014
Bill Campbell	1998-2000	Nancy Foster	2007-2009	Niall O'Driscoll	2014-2016
Bob Clark	1998-2000	Cllr Dorothy Hector	2007-2009	Bo Wandschneider	2014-2017
Cllr Joe Hawkins	1998-2000	Cllr Rob Hutchison	2007-2010, 2015-2016	Greg Shannon	2015
Cllr Peter Jardine	1998-2000	Cllr/Mayor Mark Gerretsen	2007-2009, 2011-2014	Cllr Jeff McLaren	2015
Don Case	1998-2003	Gord MacDougall	2007-2012	Cllr Richard Allen	2016
George Hood	1998-2003	David Rutenberg	2007-2012	Dave Carnegie	2016-2019
Peter Merkley	1998-2005	Debi Wells	2007-2012	Bill Durnford	2016-2019
Doug Girvin	2000-2000	Derek Winton	2007-2012	Judith Pineault	2015-2019
Lorne Weary	2000	Garry King	2009	Cllr Laura Turner	2015-2018
Hugh Mackenzie	2001	Cllr Vicki Schmolka	2009-2010	Cllr Rob Hutchison	2015-2018
Cllr George Stoparczyk	2001-2003	Tim Sugrue	2009-2014	Lyndsay Wise	2017-2019
Mayor Isabel Turner	2001-2003	Cllr Ed Smith	2010	Gillian Watters	2017-2019
Joe DeMora	2001-2006	Dean Byrnes	2010-2015	Trevor Wilson	2017-2018
Cllr Lenore Foster	2001-2006	Jim Gibson	2011-2013	Cllr Kevin George	2017
Bernie Robinson	2001-2006	Douglas Green	2011-2013	Peter Dalton	2017
Cllr George Sutherland	2001-2006	Cllr Sandy Berg	2011-2014	Don Aldridge	2018-2019
Bill Allinson	2002-2006	Cllr Rick Downes	2011-2012	John Sheridan	2018-2019
Jay Abramsky	2004-2006	Cllr/Mayor Bryan Paterson	2011-2019	Cllr Gary Oosterhof	2018-2019
Cllr Bittu George	2004-2006	Dave MacLeod	2013	Huang Yafan	2019
Venicio Rebelo	2004-2005	Adam Koven	2013-2014	Cllr Simon Chapelle	2019
Mayor Harvey Rosen	2004-2010			Cllr Ryan Boehme	2019
Brad Ross	2005-2007				



KINGSTON ECONOMIC Development Corporation

613-544-2725 | kingstoncanada.com

   @KingstonEcDev @ kingstoncanada