



**City of Kingston  
Information Report to Council  
Report Number 21-023**

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**To:** Mayor and Members of Council  
**From:** Lanie Hurdle, Chief Administrative Officer  
**Resource Staff:** Not applicable  
**Date of Meeting:** December 1, 2020  
**Subject:** Quarterly Report: Kingston Economic Development Corporation  
– Q3 2020

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**Council Strategic Plan Alignment:**

Theme: Regulatory & compliance

Goal: See above

**Executive Summary:**

In accordance with the Service Level Agreement entered into between the City of Kingston and Kingston Economic Development Corporation ([Report to Council 16-325](#)), the attached report (Exhibit A) provides detailed reporting on Q3 2020 for the economic development organization. Section 2.0 “Transparency, Reporting and Accountability” of the Service Level Agreement indicates “...EDO will be accountable to the Council of the City of Kingston in the performance of the activities and services provided in accordance with the provisions of this Agreement and/or as determined in the approved annual operating budget.” Section 2.2 goes on to indicate:

*“2.2 EDO shall communicate with the City as follows:*

- a) Annually, by way of the draft budget, annual work plan and the Board’s Strategic Plan as updated to reflect the priorities of City Council;*
- b) Annually, by way of the Annual Financial Report as required by Clause 4.6 of this Agreement;*
- c) Quarterly, by way of Activity Reports to demonstrate the progress of EDO in achieving its Strategic Plan and the impact of EDO’s actions and programs on the key performance measures of economic development as set out in Appendix B of this*

December 1, 2020

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*Agreement. The Quarterly Reports shall form the basis of an Annual Year in Review Report to Council. All Activity Reports shall be publicly accessible”...*

The attached report is provided in fulfillment of the quarterly reporting requirement noted above.

**Recommendation:**

This report is for information only.

December 1, 2020

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**Authorizing Signatures:**

ORIGINAL SIGNED BY CHIEF  
ADMINISTRATIVE OFFICER

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**Lanie Hurdle,**  
**Chief Administrative Officer**

**Consultation with the following Members of the Corporate Management Team:**

Paige Agnew, Commissioner, Community Services	Not required
Peter Huigenbos, Commissioner, Business, Environment & Projects	Not required
Brad Joyce, Commissioner, Corporate Services	Not required
Jim Keech, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	Not required
Sheila Kidd, Commissioner, Transportation & Public Works	Not required

December 1, 2020

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**Options/Discussion:**

Exhibit A to this report provides an activity report from the Kingston Economic Development Corporation on results for Q3 2020.

On October 15, 2019 ([Report Number 19-258](#)), Council approved a proposed partnership between the City and the Economic Development Organization (EDO) which included the development and joint leadership of an Integrated Economic Development Strategic Plan. The final Integrated Economic Development Strategic Plan is being presented at the December 15, 2020 City Council meeting.

In addition, the current Service Level Agreement (SLA) between the City of Kingston and the Economic Development Organization (EDO), entered into in 2016 ([Report Number 16-325](#)), will end on December 31, 2020. A new and updated draft SLA will also be presented at the December 15, 2020 City Council meeting.

**Existing Policy/By-Law:**

[Report to Council 16-325](#), dated October 4, 2016

**Notice Provisions:**

None

**Accessibility Considerations:**

None

**Financial Considerations:**

Section 4 of the Service Level Agreement relates to financial operations and provides clear parameters on funding to EDO for Core Economic Development Activities.

**Contacts:**

Lanie Hurdle, Chief Administrative Officer 613-546-4291 extension 1231

**Other City of Kingston Staff Consulted:**

None

**Exhibits Attached:**

Exhibit A – Q3 2020 Kingston Economic Development Corporation Report



November 19, 2020

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

Dear Ms. Lanie Hurdle:

RE: Q3 Performance Measures

Please find attached our summary reports on activities undertaken by the Economic Development Office for Q3 of 2020.

Outlined in the Service Level Agreement with the City of Kingston, the Kingston Economic Development Corporation will work cooperatively and collaboratively with the City, other levels of government and partner organizations to support investment attraction, business retention and expansion and start-ups. This includes work in the areas of emerging sectors, innovation enablement and workforce development support.

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

Sincerely,

Donna Gillespie  
Chief Executive Officer

cc. Mr. Dave Carnegie, Chair, Kingston Economic Development Board of Directors

# QUARTERLY REPORT – Q3 2020

KINGSTON ECONOMIC DEVELOPMENT CORPORATION



KINGSTON ECONOMIC  
Development Corporation



# Quarterly Report – Q3, 2020

## Attraction & Aftercare

In August, FLYGTA announced daily air service from Billy Bishop Toronto City Airport to Kingston. With capacity limited to eight passengers, this new air service provides safe and efficient travel for the 30-minute flight and promoting regional staycations. The Airport Advisory Committee was created by Kingston Economic Development and Tourism Kingston and convened regularly to support City staff with the progressing airport services and help identify additional carriers.

Li-Cycle Corp. (Li-Cycle), a leading lithium-ion battery resource recovery company, has selected Kingston, as the home for its sustainable lithium-ion battery resource recovery technology. Li-Cycle has leveraged several resources in the Kingston community since its inception in 2016 and completed numerous stages of research and development, as well as piloting, to successfully roll out its first Commercial Spoke, with a processing capacity of 5,000 tonnes of lithium-ion batteries per year. Li-Cycle also completed the running of its Demonstration Hub in Kingston to determine key design criteria for the build out of the first Commercial Hub in North America scheduled for ramp-up during 2022.

Local Leaf Farms is committed to growing better food locally and sustainably to support healthier communities through vertical farming. Local Leaf crops grow year-round in vertical rows indoors, where they require no herbicides or pesticides. Local Leaf Farms has selected a Kingston facility located in the St. Lawrence Business Park at 800 Innovation Dr., a new BPE Developments facility. They anticipate having the operation running by end of the year. This new business is a \$450,000 investment in the community in terms of start up costs and is expected to create 7 fulltime jobs locally.

On September 8, Frulact broke ground on their 45,000 sqft facility expansion in the Cataraqui Estates Business Park. The expansion will double the current production capacity of its fruit production, making it one of the most important factories in the Frulact Group.

Kingston Economic Development Corporation congratulates Business Development Officer, Attraction & Aftercare, Shelley Hirstwood who welcomed a new addition to her family, Annabel Lee Wark in late July.

## Business Retention & Expansion

Kingston Economic Development secured \$35,000 from Digital Main Street Ontario to facilitate the Digital Service Squad to help small businesses in downtown Kingston, Williamsville, Portsmouth Village, and Frontenac County use digital technologies to adapt to the rapidly changing environment. Funding for the grant is provided by the Ontario Business Improvement Area Association and FedDev Ontario program. Kingston Economic Development is working

closely with Downtown Kingston! BIA and Frontenac County to support main street businesses to access funding to enhance their digital presence.

Kingston Economic Development received a contribution of \$1 million to deliver a Tourism Business Support Program in partnership with the Town of Gananoque. This program offers a non-repayable contribution up to \$2,400 to local tourism-oriented businesses with up to five full-time employees, and up to \$4,800 for businesses with more than five full-time employees. The project is expected to support over 200 businesses by the end of year. Tourism based businesses from the accommodations, recreation & entertainment, food & beverage, and retail sectors are eligible to claim COVID-Recovery improvement expenses.

Kingston Economic Development undertook a second business performance survey in 2020 to understand how to best support the Kingston business community. The questions focused on understanding business performance after 6 months into the pandemic and business forecasting for 2021. The survey results will be released in Q4.

The second cohort of the Starter Company Plus program began in June. The program provides an opportunity to pitch for up to \$5,000 to support business operations. The participants attended a virtual weeklong business boot camp. Eleven of the participants received funding up to \$5,000 to start and/or grow their business. A third intake of the program is currently underway. Starter Company Plus is funded by the Province of Ontario and aims to address local and regional economic development needs, and where appropriate focuses on specific industries and sectors. While Starter Company Plus is open to all eligible individuals, it is a training and mentoring initiative geared towards assisting those in need of business knowledge and support. Approval into the Starter Company Plus program is a competitive process and eligible applicants may not all be accepted. As the program aims to address local and regional economic development needs, the Recipient may prioritize participation based on specific industries and sectors.

Kingston Economic Development hosted a panel on Cause Marketing: Navigating Social Causes as a Business. The diverse panel consisted of Jacquie Costron, Dr. Muhammad Sani, Kendra Deen, Adam Walker, Joseph Brant, Joan McLeod, and Kelly Weiling Zou, who explored brand authenticity around these issues and helping businesses understand how they could navigate potentially controversial waters.

The Love Kingston local consumer campaign reached a total of 3.5 million impressions. The Love Kingston campaign was adopted by Tourism Kingston to promote regional staycations. The campaign currently has 31 videos showcasing local businesses with over 500,000 video plays. The LoveKingston.ca website has almost 9,000 clicks with a local business directory with 365 businesses registered.

Kingston Economic Development reported to Council an update on COVID-19 Economic Response and Recovery in September. Kingston Economic Development continues to provide support at administrative and advisory levels to the Kingston Economic Recovery Team and



working groups focused on Community Confidence, Advocacy and Funding, Workforce, and Underrepresented Groups and Individuals.

In partnership with Queen's University, Kingston Economic Development continues to offer entrepreneurship programs to support women entrepreneurs in Kingston and the surrounding region. The programs are focused on supporting new business, business growth and creating a community that will encourage ongoing skill development. The WE-CAN programs include:

### Rural Mentorship

The second intake for the Rural Mentorship program is underway and consists of 10 women that represent businesses in the hospitality, retail, education and manufacturing sectors. The first two months of the program were dedicated to development, programming and building relationships and conversation between mentors and mentees. Due to the success of the first cohort, Kingston Economic Development continued to focus on peer mentorship and one-on-one mentorship.

21 C-suite women or women in leadership positions were selected to participate in the first cohort of the LEAD program. The LEAD program offers 7 interactive webinars led by industry experts that are tailored to early C-suite executives. Aside from the webinars, LEAD participants have been invited to a private Slack workspace where they communicate daily, share resources with one another, and discuss topics further. Ultimately it is hoped that through Slack a meaningful network of women in leadership will be created for short and long-term support.

### Hire Yourself

During the third quarter, the first cohort of six newcomer women successfully completed the program. The program offers a 10 day intensive workshop followed by one month of one-on-one coaching. The goal of the Hire Yourself program is to bring like-minded women together who have diverse international skills and want to learn how to open a business in Canada.

### **Start-ups & Entrepreneurs**

Kingston Economic Development supported 9 young entrepreneurs through the Summer Company program. As a Summer Company entrepreneur, participants receive hands-on business mentoring from local business leaders and a \$3,000 grant. This summer, students were required to create a virtual pitch and present their business model that could be delivered during the pandemic. The Summer Company program's selection committee and mentors consisted of local entrepreneurs in various fields: Brandy Wright of ChewMarks, Ben Bowen of Open Door Media, Niki Hodgskiss of Venture Food Trucks, Danielle McAllister of Rebellious Clove, and Kelly Gardiner from Business Development Bank of Canada. Summer Company is funded by the Province of Ontario.

The 2020 Summer Company Participants:

- Kingston Wholesalers by Alexey Makarov

- MaskEra by Gabriela Cruz
- The Safe-Box by Ibrahim Kettaneh
- Volleyball Backboard Trainer by Mikayla McFarlane
- Custom Designs by Hector Perez
- Love Human Madness by Ryan Muharrem
- AZ Productions by Aiden Zabukovec
- Z.B. Baits by Zachary Baker
- Squeaky Clean Horses by Gwen Griffith

In partnership with the Centre of Social Innovation, Kingston Economic Development launched Social Entrepreneurship Fundamentals, an 8-week, part-time online program that covers the foundations of social entrepreneurship, from identifying the right problem, to developing a solution, to turning an idea into a sustainable business model. This fundamentals program augments the monthly Opportunities for Social Enterprise circles offered by Kingston Economic Development.


A new partnership with the Ontario Small Business Enterprise Centre Network continues as centres share webinars and resources from across the province to maximize business support and access to information. A joint funding request from the 46 Ontario Small Business Enterprise Centres (SBECs) for additional resources to support our business communities during the pandemic was approved by the Ministry of Economic Development, Job Creation and Trade. Kingston Economic Development will receive an additional \$32,000 to offer augmented virtual Business Advisory support including a referral network to local legal and accounting professionals. The Ontario Small Business Enterprise Centres will work collaboratively to develop a centralized website of resources, e-learning curriculum and webinars, and a strategic marketing campaign to create lead generation and awareness about regional Small Business services.

### **Corporate Updates**

Kingston Economic Development opened its office for Q3 with enhanced health and safety protocols.

Kingston Economic Development hosts regular weekly business agency meetings to build better awareness of regional approaches and business impacts due to COVID-19. Representatives from partner organizations include Tourism Kingston, Downtown Kingston! BIA, Greater Kingston Chamber of Commerce, Kingston Accommodation Partners, Community Foundation for Kingston & Area, KEYS Job Centre, Ontario Tourism Education Corporation, and Canadian Federation of Independent Business.

A draft of the Integrated Strategic Economic Development Plan framework has been developed through consultations with the City and Kingston Economic Development teams, business agency partners, post-secondary institutions, community, and stakeholders. Kingston Economic Development's Board of Directors met throughout the summer and presented a draft



framework to City Council in October. Kingston Economic Development conducted a stakeholder and community outreach through surveys and meetings in October and November. The Integrated Economic Development Strategic Plan will be presented to City Council in December.

## 2020 Measurements

<b>Attraction &amp; Aftercare</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>
Investment inquiries	23	12	12
Leads generated	25	0	18

<b>Business Retention &amp; Expansion</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>
Inquiries	124	54	40
Consultations with local businesses	152	114	77
COVID-19 Business Outreach	NA	208	204
Small businesses supported with grants	47	24	15
Value of grants to businesses	\$152,500	\$52,500	\$34,166

<b>Start-ups &amp; Entrepreneurs</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>
Inquiries for support	108	160	114
Consultations provided	49	59	73
Events and activities hosted	19	12	15
Persons attending programs and events	106	83	137
Partnered events and activities	5	83	51
Innovation ecosystem partnerships developed and maintained	14	14	14

# Communications

## Social Media

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

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

@KingstonEcDev	Facebook	Twitter	Instagram	Google My Business	Youtube	LinkedIn Company
Followers/ Likes (End of period)	2,918	4,208	1,761		196	3,384
Followers/ Likes (Start of period)	2,839	4,163	1,657		182	3,226
% Change over previous period	2.7%	1.1%	6%		7.4%	4.7%
Organic Impressions	46,629	191,400				20,536
Paid Impressions	153,291	0				0
Actions (Visit website, request directions, call)				222		
Searches				3,354		
Video Views					139,781	
Demographics (Most popular)						
Age	25-44	n/a	25-34			
Gender	Women	Women	Women			
Location	Kingston	Frontenac	Kingston			Toronto

@KingstonCanada promotes Love Kingston shop local consumer campaign and staycations.

@KingstonCanada	Facebook	Twitter	Instagram
Followers/ Likes (End of period)	11,454	13,798	14,681
Followers/ Likes (Start of period)	11,127	13,773	13,764
% Change over previous period	2.8%	0.2%	6.3%
Organic Impressions	111,848	137,000	
Paid Impressions	2,771,506	0	
Actions (Visit website, request directions, call)			
Searches			
Video Views			
Demographics (Most popular)			
Age	45-54	n/a	25-34
Gender	Women	Women	Women
Location	Kingston	Frontenac	Kingston

**Newsletter**

Kingston Economic Development distributes an electronic newsletter providing updates on activities and business topics.

Newsletter	Q1	Q2	Q3
Issues distributed	4	8	9
Subscribers	638	627	595
Open rate	44.27%	45.66%	40.78%

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





**Kingston Economic**  
**For the Nine Months Ending**  
**September 30, 2020** 75 % through year

	<b>Actuals</b>	<b>Budget</b>	<b>% To Date</b>
<b>Revenues:</b>			
City Funding	\$1,096,125	\$1,461,500	75.00%
Provincial Funding	93,044	247,650	37.57%
Federal Funding		138,000	0.00%
Investment & Bank Interest	8,161	15,000	54.41%
Other	60,613	640,000	9.47%
<b>Total Revenue</b>	<b>1,257,943</b>	<b>2,502,150</b>	<b>50.27%</b>
<b>Expenditures:</b>			
Salaries & Wages	514,734	845,000	60.92%
Overhead			
Administration	116,632	171,300	68.09%
Boards & Committees	979	5,000	19.58%
Human Resources	20,219	25,000	80.88%
Marketing Communications	31,756	50,000	63.51%
*Strategic Planning	115,795		
Projects			
Attraction & Aftercare	96,585	185,000	52.21%
Business Retention & Expansion	157,236	183,000	85.92%
Start Ups & Youth Business	149,350	222,850	67.02%
Workforce Development	0	75,000	0.00%
Starter Company Plus	117,080	70,000	167.26%
Summer Company	13,500	30,000	45.00%
Funding Programs	8,000	640,000	1.25%
<b>Total Expenditures</b>	<b>1,341,866</b>	<b>2,502,150</b>	<b>53.63%</b>
<b>Annual Surplus/(Deficit)</b>	<b>-83,923</b>		<b>0.00%</b>

## Love Kingston Campaign

### Paid Campaign Analytics (Facebook/IG)

#### Video Campaign Analytics - Goal is to build audience (not clicks)

Reporting Period: Campaign launch to current - May 8 to September 27

Metric	Results	Bench mark
Reach	115,528	
Frequency	13.37 per person	
Video Plays (10 sec or more)	510,934	
Clicks to website lovekingston.ca	8,979	
Shares	701	
Spend	\$14,280.04	
Cost per view	\$.028	\$.04

#### Specific video views

Rocking Horse: 13,150

Roundstone: 13,453

Northside:15,971

Days on Front: 14,267

Bella Bistro: 13,486

Wonderland: 13,513

Tara's: 12,310

Riverhead: 20,336

StaveOff: 14,150

Mike Mundell's: 14,359

Mesa Fresca: 14,176

The Carson House: 20,074

Butternut Creek: 12,524

North Roast:13,240

Art Noise: 19,767

Brian's Record Option: 14,838

Chris James: 17,331

General Brocks: 14,854

Glocca Morra Farms: 21,679

Green Door vitamins:21,074

Grocery Basket: 14,053  
Martello Alley: 21,237  
Sally's Roti Shop: 21,144  
Skeleton Park Brewery: 15,817  
Cher-Mere: 17,245  
Fiancee Jewellers: 25,455  
Happy Thoughts: 19,208  
Elm Cafe: 15,890  
Memorial Centre Farmer's Market: 12,690  
Sigrid's Natural Food: 23,472  
Whipped Fitness: 10,172

**Re-Targeting - Carousel Ads (goal is clicks to the business listings)**

Spent: \$7,410.15  
Clicks: 16,958  
CPC: \$0.44

Number of businesses now in Directory: 365  
Number of businesses who have been in a carousel to date: 340  
Impressions on carousel ads: 1,958,498  
Impressions on video: 1,544,845

Total Campaign Impressions 3,503,343