



**City of Kingston  
Information Report to Council  
Report Number 21-220**

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**To:** Mayor and Members of Council  
**From:** Lanie Hurdle, Chief Administrative Officer  
**Resource Staff:** None  
**Date of Meeting:** August 10, 2021  
**Subject:** Quarterly Report: Kingston Economic Development Corporation  
– Q2 2021

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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 Number 21-014](#)), the attached report (Exhibit A) provides detailed reporting on Q2 2021 for the Economic Development Organization (EDO). Section 2.0 “Transparency, Reporting and Accountability” of the Service Level Agreement indicates “The 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.” Specific direction to EDO on reporting is included in Section 2.2 which reads in part:

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

- a) Annually, by way of the draft budget, annual work plan and the Integrated Economic Development Strategy 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;*

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*c) Quarterly, by way of Activity Reports to demonstrate the progress of the EDO in achieving the Integrated Economic Development Strategy and the impact of the EDO's actions and programs on the key performance measures of economic development as set out in Appendix B of this 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.

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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

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**Options/Discussion:**

Exhibit A to this report provides an activity report from Kingston Economic Development Corporation on results for Q2 2021.

The Integrated Economic Development Strategy was approved by Council on December 15, 2020 ([Report Number 21-012](#)). The key performance measures as set out in Appendix B of the Service Level Agreement, and as outlined in EDO's quarterly reports, demonstrate the progress of the EDO in achieving implementation of the Integrated Strategy.

**Existing Policy/By-Law:**

Council Report Number 21-014 dated December 15, 2020

**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 to undertake its core activities.

**Contacts:**

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

**Other City of Kingston Staff Consulted:**

None

**Exhibits Attached:**

Exhibit A – Kingston EcDev Q2 2021 Report



July 30, 2021

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

Dear Ms. Lanie Hurdle:

RE: Q2 2021 Performance Measures

Please accept this summary report for activities undertaken by the Kingston Economic Development Corporation in Q2 2021 as required by the Service Level Agreement with The City of Kingston.

In the second quarter of 2021, Kingston Economic Development continued our outreach and support for local businesses responding to the impacts of COVID-19 and the third province-wide lockdown. We launched the \$1.1M Kingston Pandemic Business Support program thanks to City Council and the Board's support and we were able to directly assist 111 local businesses. Kingston Economic Development supported an additional 350 local businesses and worked on 34 new active investment opportunities.

We also undertook a corporate restructure to better align with the new Integrated Economic Development Strategic Plan (IEDSP), and we welcome Investment Mangers Abdul Jendi and Ben McIlquham to the team who will be working under Shelley Hirstwood, Director of Business Development. We have also updated our Corporate Bylaws, adopted a Land Acknowledgement and Diversity, Equity and Inclusion statements.

In June, StartUpBlink announced their 2021 global ecosystem rankings of 100 countries and 1,000 cities. Kingston advanced to place #6 globally for cities with a population between 100,000 and 300,000, (#141 among all cities) and #9 in all of Canada. Thanks to the team for their research and data point input to assist in securing the ranking.

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

Sincerely,

Donna Gillespie  
Chief Executive Officer

cc. Ms. Gillian Watters, Chair, Kingston Economic Development Board of Directors

# QUARTERLY REPORT – Q2 2021

KINGSTON ECONOMIC DEVELOPMENT CORPORATION



KINGSTON ECONOMIC  
Development Corporation

# Quarterly Report – Q2, 2021

## Attraction & Aftercare

### *Health Innovation*

Discussions with EventWorx are underway for Kingston to host a virtual Innovate Care health innovation conference during the first week of October. Kingston Economic Development partnered with EventWorx to host the successful Smart Energy Kingston conference back in January. Innovate Care will provide a forum to showcase Kingston's success stories and position the city as a leader in the health innovation sector among national researchers, start-ups and investors.

### *Airport Advisory Committee*

Kingston Economic Development has been working with the City, Tourism Kingston, and the Airport Advisory Committee to address the need for regional air service as a priority pending marketing reopening. An initial meeting with MP Gerretsen was held on May 25<sup>th</sup> to highlight concerns surrounding the departure of Air Canada from Kingston. Kingston Economic Development is also reaching out to the corporate business community to collect data regarding flight requirements at present, pre- and post-pandemic.

### *Kingston Syracuse Pathway*

Regular meetings with Kingston Syracuse Pathway partners (Center State CEO, Central New York Biotech Accelerator, Queen's Office of Partnerships & Innovation) continue. The 2018 Memorandum of Understanding will be reviewed with plans to reaffirm commitment to the initiative in August. The Kingston Syracuse Pathway is one of four established economic corridors in Canada. A pre-landing program is being developed to determine business eligibility for the soft-landing program – a program carefully curated to assist cross-border business expansion.

### *LatAm Start-ups*

Kingston Economic Development staff participated in the LatAm Start-ups Conference the week of May 24<sup>th</sup> and virtually hosted early-stage ventures in the health innovation and sustainable manufacturing space interested in establishing presence in Canada. A week-long Kingston-focused boot-camp for prequalified ventures is being planned to run virtually in the fall.

## Business Retention & Expansion

### *COVID-19 Response & Recovery*

The Economic Development Office continues to support the local business community amidst the various steps of the provincial Roadmap to Reopen Ontario. Regular communications, sharing of resources and outreach takes place daily.

The Kingston Pandemic Business Support Program received 264 applications requesting \$2.4 million in funding. Grant applications from businesses were reviewed by an independent adjudication committee of volunteers put in place by the City to blindly (business names and identifying details removed) assess all applications. Funding agreements with the 111 small businesses supported through the Kingston Pandemic Business Recovery Fund have been issued. Final reports with invoices are beginning to be received. Businesses have until November 7<sup>th</sup> to submit receipts for funding contributions.

Kingston Economic Development received additional funding from the Province of Ontario to assist small business owners that have been negatively impacted by COVID-19. The funding is being used to provide a recovery program offering business planning and coaching, as well as, one on one time with an expert to assist small businesses in refocusing and planning for the future. The Ask the Expert program includes one on one time with an expert who will provide advice on specific questions related to accounting, legal, social media, human resources, business planning, sales and marketing.

The Commercial Real Estate Advisory Group met in June to discuss current market trends, available office space and infill opportunities. Kingston Economic Development provided a briefing on the Integrated Economic Development Strategic Plan. A marketing initiative to highlight available professional office space in Kingston is being planned for later this summer as a joint initiative.

Kingston Economic Development's team regularly participates in bi-weekly meetings with City Communications, KFL&A Public Health and business agencies regarding pandemic related community messaging such as shutdowns, reopening plans and community services. The team also participates in monthly Community Check-in Calls with the Mayor and community agencies to share insights from clients, service updates and general information on pandemic response and recovery. Administrative support for the Kingston Economic Recovery Team and sub-committees continues.

A roundtable of successful participants in the FedDev Tourism Business Support program took place in May to receive feedback on the funding program and provide insights to FedDev on future needs for the sector and government support. An important take away was the overall sentiment from attendees that delivering support programs through local organizations such as Kingston Economic Development Corporation is invaluable to provide a direct connection to businesses.

### *Sustainable Manufacturing*

Local manufacturers are reporting an increased difficulty in recruiting and retaining production line staff. The team is working on recruitment videos for marketing purposes and supporting manufacturers in making connections with underutilized programs such as Corrections Canada and Kingston Military Family Resource Centre. At the May Manufacturing Advisory Committee, a representative from Immigration, Refugees and Citizenship Canada attended to speak to international recruitment and programs available through Global Talent.



The Manufacturing Advisory Group met on June 15<sup>th</sup> to discuss current recruitment and retention issues – a marketing campaign featuring local manufacturers and career opportunities is underway. The meeting also provided an opportunity to introduce Abdul Razak Jendi, new Sustainable Manufacturing Investment Manager who began his role on June 14 with Kingston Economic Development.

#### *Trade Accelerator Program*

The Trade Accelerator Program (TAP) commenced May 26 with 16 companies signed up for the program to support growth in export sales. TAP is a new initiative, designed to accelerate the strategic development of businesses and to better prepare them for expansion into international markets. This TAP cohort is a multi-sector offering which allows for Kingston manufacturing, food & beverage producers/retailers, health sciences, and service-related businesses and more to take their export development plans to the next level.

#### *Women Entrepreneurship*

Six new Canadian women entrepreneurs participated in the Hire Yourself three-week bootcamp. Offered through WE-CAN, the program is designed to support women who are newcomers to Canada (in the last ten years) that are interested in starting a business in Kingston.

#### *Queen's Career Apprenticeship: Kingston*

The Queen's Career Apprenticeship program is in its fourth year of connecting new graduates from the arts, humanities and social science disciplines within the Faculty of Arts and Science at Queen's University with Kingston employers. Currently, Kingston Economic Development has matched ten graduates with employers. The program which was piloted in Kingston has also expanded nationally.

#### *City Pilot Project to Support Workforce and Business Support*

Kingston Economic Development supports the City's Workforce In-migration strategy with annual support of \$150,000 for a two-year pilot program commenced in 2020 to support workforce and business support efforts. Below is an update provided by City staff.

As part of UX (User Experience review of City Business Support web pages, the SLC UX program was engaged. They conducted interviews and surveys of local businesses on their use/concerns with the City web resources. A formal engagement campaign of the broader business community will to be completed in Q3 2021.

Ongoing a Review of policy/practices of City departments being undertaken when either identified by businesses or from past feedback. Policy review expected to be completed Q4 2021.

Ongoing sessions to be held Q3 and Q4 2021 to align with work being done as part of the Kingston Economic Recovery Team (KERT) and the three summer interns (Business Navigators).

They have created business support content/tools and data that will be available on the City business support pages.

Social media campaign in the GTA using videos on Twitter to target those who may now be able to work remotely.

Targeted campaigns in collaboration with KHSC to support the recruitment of surgical nurses and medical technicians.

Completion of a Family Physician Supply Plan Report. A video / ad campaign to attract family physicians will launch in August.

Possible Made Here Platform- French and English

- Development and launch of French Possible Made Here site: <https://www.toutestpossibleici.org/>
- Development and launch of the a Job Board (<https://www.possiblemadehere.org/jobs/>), Career Explorer (<https://www.possiblemadehere.org/career-explorer/>), and Census Tool (<https://www.possiblemadehere.org/census-tool/>) in collaboration with Workforce WindsorEssex
- Support French translation of Love Kingston Marketplace materials as part of pandemic recovery

Funding of \$760,000 received from Future Skills Canada to support expanded implementation of the Workplace Inclusion Charter. The implementation is now in Year two and 30 local businesses are working with the project team on various stages of assessment, implementation, and evaluation. The latest Charter partner is the Limestone & District School Board.

The City Project Team is currently working with the Discover Ability Network at the Ontario Chamber of Commerce to incorporate their resources into the Charter Toolkit.

All new workforce tools, marketing campaigns, and the French website feature the established Possible Made Here brand initially developed under the leadership of the Employment Brand Group.

Secured \$285,000 in funding for development of Workforce Skills AI tools to support rapid reemployment and reskilling of the regional workforce.

- Q4 new skill assessment and analytics tools are now in beta testing and final UX design (Skills Assessment, Skills Explorer, Occupation Explorer, Analytics Dashboard)

Secured \$46,000 for the development of consolidated job search tools for the Kingston community.

New community resilience data dashboard in development (secured \$20,000 in MITACS funding) through a partnership with Queen's.

The Dual Career Program operated exclusively online during the pandemic and provided support to both individuals moving to Kingston for work as well as their spouses. It has continued to connect clients to work opportunities and has hired a Program Assistant through the Queen's Career Apprenticeship Program.

## **Start-ups & Entrepreneurs**

### *StartUpBlink*

StartUpBlink released their 2021 global startup ecosystem rankings of 100 countries and 1,000 cities. Kingston advanced to place #6 globally for cities between 100,000 and 300,000 population (#141 among all cities) and #9 in Canada. Kingston Economic Development presented an overview of Kingston's start-up ecosystem at the London, UK virtual announcement on June 15. StartUpBlink noted that Kingston outperforms in the Health, Environment and FoodTech sectors. Kingston EcDev leads the submission and management of data provided annually to StartUpBlink researchers.

### *Starter Company Plus*

Starter Company Plus received over 80 applications this year. All successful applicants to the program received business training at no cost to them. Fourteen of the applicants received up to \$5,000 in microgrant based on the strength of their business plans and business pitches to a panel of community judges. Participants attended a week-long virtual business bootcamp covering a wide variety of topics including market research, digital marketing, small business financing, and hiring practices.

### *Summer Company*


Summer Company applications closed with 21 applications for this year's program. Ten students have been selected to participate in Summer Company 2021. Students receive \$3,000 funding along with professional development and mentorship to support the launch of their new business venture.

### *Digital Main Street*

Kingston Economic Development Corporation has applied for a grant to continue the Digital Service Squad to help downtown and main street small businesses in Kingston and the smaller communities across the region use digital technologies to adapt to the rapidly changing environment. Funding for the grant is provided by the federal FedDev Ontario program and Kingston Economic Development Corporation is working closely with Downtown Kingston! BIA and Frontenac County to support main street businesses.

### *Open for Business*

Every Thursday, Norman Musengimana, Business Development Manager, Small Business & Entrepreneurship hosts a learning session covering programs and services offered by Kingston Economic Development to help individuals start and grow their businesses. The session includes a questions period and information on: Government Programs, Financing and Grants,



Workshops & Events, Business Advisory Support, Resources for Starting & Growing your Business, Community Resources and Connections and Networking Opportunities.

## **Corporate Updates**

### *Staffing*

Abdul Razak Jendi joins the Kingston Economic Development team as senior Investment Manager leading the Sustainable Manufacturing portfolio. Abdul moved from Montreal with his family and has private sector experience, most recently working as a lead generator for economic development organizations.

Ben McIlquham will join Kingston Economic Development's team as a senior Investment Manager leading the Health Innovations portfolio in Q3. Ben has spent the last seven years working in the healthcare industry. He's a seasoned contract management specialist who has focused on strategic sourcing initiatives, most recently in healthcare innovation.

Kingston Economic Development was successful in receiving two funded summer student positions through the Canada Summer Jobs Program. Simon Denford (Business Development Intern) and Emma Hewitt (International Projects Assistant) are working with the team until the end of August.


Nour Mazloum, Communications & Events Officer has been selected as Co-Chair of the Economic Development Council of Ontario's (EDCO) Diversity, Equity and Inclusion Committee.

Norman Musengimana, Small Business & Start-up Manager has been appointed to the inaugural Ontario Small Business Centres Board of Directors.

## 2021 Measurements

<b>Attraction &amp; Aftercare</b>	<b>Q1</b>	<b>Q2</b>
Investment inquiries	31	25
Health Innovation Inquiries	2	2
Sustainable Manufacturing inquiries	5	2
Leads generated	21	23
Business Attraction Active Opportunities	18	
Business Attraction Active Opportunities – Sustainable Manufacturing	9	
Business Attraction Active Opportunities – Health Innovation	3	

<b>Business Retention &amp; Expansion</b>	<b>Q1</b>	<b>Q2</b>
Inquiries	46	70
Health Innovation Inquiries	1	2
Sustainable Manufacturing inquiries	3	2
COVID-19 Business Outreach	349	265
Small businesses supported with grants	6	86
Value of grants to businesses	\$25,307	\$203,900
Business Retention and Expansion Active Opportunities	16	
Business Retention and Expansion Active Opportunities – Sustainable Manufacturing	8	
Business Retention and Expansion Active Opportunities – Health Innovation	1	



<b>Start-ups &amp; Entrepreneurs</b>	<b>Q1</b>	<b>Q2</b>
Inquiries for support	162	135
Consultations provided	123	145
Events and activities hosted	29	31
Persons attending programs and events	353	187
Partnered events and activities	23	31

# 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 quarter)	3,063	4,409	2,056		226	3,777
Followers/ Likes (Start of quarter)	3,048	4,352	1,965		215	3,595
% Change over previous quarter	0.5%	1.3%	4.6%		5%	5%
Organic Impressions	33,999	205,400				9,236
Paid Impressions	125,531	N/A				0
Actions (Visit website, request directions, call)				442		
Searches				6,501		
Video Views					52,939	
Demographics (Most popular)						
Age	35-44	n/a	25-34			
Gender	Women	n/a	Women			
Location	Kingston	n/a	Kingston			Toronto

@KingstonCanada promotes Kingston’s lifestyle, businesses and career opportunities to an external audience as an attraction and investment tool.

@KingstonCanada	Facebook	Twitter	Instagram	YouTube
Followers/ Likes (End of quarter)	11,553	14,310	16,427	47
Followers/ Likes (Start of quarter)	11,552	14,102	15,868	49
% Change over previous quarter	0.01%	1.4%	3.5%	-4%
Organic Impressions	53,632	148,400		
Paid Impressions	0	0		
Actions (Visit website, request directions, call)				
Searches				
Video Views				45,802
Demographics (Most popular)				
Age	45-54	n/a	25-34	
Gender	Women	n/a	Women	
Location	Kingston	n/a	Kingston	

### [KingstonEcDev.com](http://KingstonEcDev.com)

Kingston Economic Development’s website realized a 37% increase in visits in Q2 2021 compared to Q2 2020. Most visits were focused on COVID-19 recovery resources, new funding programs, and business training programs such Summer Company and Starter Company Plus.

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

### *Media Coverage & Success Stories*

- Kingstonist - [Over 100 local businesses supported by Kingston Pandemic Recovery Program](#)
- Global News - [More than 100 Kingston businesses to receive \\$1.1 million for COVID-19 recovery](#)
- Queen’s Community Update - [Supporting women entrepreneurs in Kingston and beyond](#)
- [Digital Therapy Start-Up Orange Neurosciences Launches a New Platform for People with Autism](#)
- [Swidget Wins National Home Builders Global Innovation Award](#)





Kingston Economic  
Development Corporation  
Financial Summary

For the Six Months Ending  
June 30, 2021

50% Through Year

	<b>Actuals</b>	<b>Budget</b>	<b>% To Date</b>
<b>Revenues:</b>			
City Funding	\$730,750	\$1,461,500	50.00%
Provincial Funding	28,800	328,150	8.78%
Federal Funding	201,000	230,000	87.39%
Investment & Bank Interest	2,846	15,000	18.97%
Other	48,378	600,000	8.06%
<b>Total Revenue</b>	<b>1,011,774</b>	<b>2,634,650</b>	<b>38.40%</b>
<b>Expenditures:</b>			
Salaries & Wages	363,403	894,065	40.65%
Overhead			
Administration	94,313	165,000	57.16%
Boards & Committees	3,431	1,000	343.10%
Human Resources	32,063	10,000	320.63%
Marketing Communications	13,836	50,000	27.67%
Projects			
Attraction & Aftercare	60,961	250,000	24.38%
Business Retention & Expansion	94,033	260,500	36.10%
Start Ups & Youth Business	109,732	269,085	40.78%
Workforce Development		75,000	0.00%
Funding Programs	280,032	660,000	42.43%
<b>Total Expenditures</b>	<b>1,051,804</b>	<b>2,634,650</b>	<b>39.92%</b>
<b>Annual Surplus/(Deficit)</b>	<b>-40,030</b>		<b>0.00%</b>