



**City of Kingston  
Information Report to Council  
Report Number 24-094**

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**To:** Mayor and Members of Council  
**From:** Lanie Hurdle, Chief Administrative Officer  
**Resource Staff:** None  
**Date of Meeting:** February 20, 2024  
**Subject:** Quarterly Report: Kingston Economic Development Corporation  
– Q4 2023

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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 Q4 2023 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;*

February 20, 2024

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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.

February 20, 2024

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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, Growth & Development Services	Not required
Jennifer Campbell, Commissioner, Community Services	Not required
Neil Carbone, Commissioner, Corporate Services	Not required
David Fell, President & CEO, Utilities Kingston	Not required
Peter Huigenbos, Commissioner, Major Projects & Strategic Initiatives	Not required
Brad Joyce, Commissioner, Infrastructure, Transportation & Emergency Services	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	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 Q4 2023.

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

**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 Q4 2023 Report

# KINGSTON

— *Economic Development* —

January 30, 2024

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

Dear Ms. Lanie Hurdle:

RE: Q4 2023 Service Level Agreement Performance Measures

Please accept this summary report for activities undertaken by the Kingston Economic Development Corporation in Q4 October – December 2023.

Our activities in 2023 were designed and delivered to build on the momentum of the Integrated Economic Development Strategy realized since its adoption in 2021. The outcomes speak volumes about the positive trajectory we are on with exceeding our Key Performance Indications year over year.

In 2023 we surpassed our 2022 measurements:

- // 131 Leads generated (↑4%)
- // 784 Business inquiries (↑38%)
- // 884 Consultations (↑75%)
- // 196 Events Hosted (↑98%)
- // 2,094 Event participants (↑180%)

In the fourth quarter, we launched new partnerships with the Kingston Frontenac Public Library to expand our reach into the community by delivering workshops from their branches; as well as partnering with Ontario Centre of Innovation to deliver RISE (Regional Investor Summit Experience) alongside KNDL (formerly SOAN) and Fractal Workspace. The event brought together start-ups, investors, Small Medium Enterprises, government and academia.

The team hosted delegations from the French Embassy and the Czech Republic AI Mission to Canada to look at areas for industrial collaboration. We also welcomed Invest in Canada and Invest Ontario to Kingston, who were interested in learning about the current and future business opportunities in our priority sectors.

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

Sincerely,



Donna Gillespie  
Chief Executive Officer  
cc. Ms. Anne Vivian-Scott, Chair, Kingston Economic Development Board of Directors



# invest

## *Q4 2023 Report*

**KINGSTON**

— *Economic Development* —

# Quarterly Report – Q4 2023

## *Corporate Updates*

### *Community*

Kingston Economic Development has been recognized as **Rainbow Registered**, a national accreditation for 2SLGBTQI+ friendly businesses and organizations. A Rainbow Registered symbol indicates that Kingston Economic Development meets stringent standards to ensure 2SLGBTQI+ customers and staff feel safe, welcomed and accepted. The Rainbow Registered Accreditation Program was launched by Canada's 2SLGBTQI+ Chamber of Commerce (CGLCC) and Tourism HR Canada.

Nour Mazloum, Marketing & Communications Manager presented on the importance and benefits of having a united brand to the Burlington Economic Development and Tourism teams alongside Tourism Kingston. Burlington is currently undergoing a rebrand and were inspired by the **Team Kingston** approach during their visit to Kingston for the Economic Developers Association of Canada (EDAC) conference in 2022.

### *Staff Updates*

Kingston Economic Development welcomed **Micah Imomotebegha as Digital Programs Assistant** and **Abby Fitzhugh as Administrative Assistant** to the team in October.

Donna Gillespie, CEO was invited to participate in a panel on The Economic Development Opportunity in Sustainability at the **Intelligent Community Forum's Global Summit** in New York City in October. Donna was able to share Kingston's story of being the first Ontario city to declare climate change an emergency and vision of being Canada's most sustainable city. Donna was on a panel with economic development colleagues from Brazil and Vietnam. Kingston was named a top ICF Smart21 City in 2009 and 2014 and an ICF Top7 Intelligent Community in 2014.

### *Economic Developers Council of Ontario*

Ben McIlquham, Investment Manager – Health Innovation and Nour Mazloum, Marketing & Communications Manager attended the **Economic Developers Council of Ontario's (EDCO) annual Queen's Park event**, where they networked with economic development colleagues, Members of Provincial Parliaments, Provincial Ministers and parliamentary staff to share opportunities and challenges of the profession. Nour has been on the EDCO Board of Directors since 2022 and chair their Diversity, Equity and Inclusion Committee.

*\*cover photo Kingston Economic Development with visiting delegation from Invest in Canada and Invest Ontario.*



## *Attraction & Aftercare*

### *Sustainable Manufacturing*

Kingston Economic Development was pleased to attend **Umicore's groundbreaking** ceremony for the first of its kind facility in North America that will produce CAM and pCAM on a large industrial scale for EV and battery producers in Canada and the United States. Umicore's \$2.1 billion facility will produce enough battery materials to support the production of over 800,000 EVs per year and will create over 600 jobs in Eastern Ontario and strengthen Canada's end-to-end electric vehicle supply chain. The team is actively assisting Umicore by addressing crucial workforce and housing requirements, demonstrating our commitment to ensuring the seamless integration and success of their operations in our region.

Kingston Economic Development co-sponsored the **Toronto Global Forum** alongside St. Lawrence College and Queen's University, marking our commitment to fostering collaboration and knowledge exchange. Our presence at the event was further enriched by the participation of some local industry partners, Dupont and Cyclic Materials, reinforcing our dedication to shaping meaningful dialogues and driving impactful initiatives. Shelley Hirstwood, Director of Business Development, moderated a session on critical minerals and rare earth elements autonomy with speakers from across the supply chain. The panel discussed how we can sustain supply chains while sourcing responsibly.

### *Health Innovation*

In October, Ben McIlquham, Investment Manager – Health Innovation attended the **MedTech Conference** in Anaheim, California. The conference brought together the top executives and innovators from across the world together to explore critical topics, share visions for the future — and build them, together. For 2024, the Corporation is looking at collaborating with Invest Ontario for the MedTech Conference, which will be taking place in Toronto.

### *International Relations*

Kingston Economic Development welcomed the **French Embassy** to Kingston. This visit was a result from the European Mission Trip with Global Affairs Canada with an interest in meeting with sustainable manufacturing businesses in Kingston related to the EV value chain.

Kingston Economic Development hosted the **Czech Republic AI Mission to Canada**. The delegation included researchers from several institutes in the Czech Republic who focus on an array of AI-related subjects such as cybersecurity, smart mobility and neuroscience. The delegation met with researchers from Queen's University and St. Lawrence College who shared their expertise in AI subjects and discussed areas of academic and industrial collaboration.

Shelley Hirstwood, Director of Business Development and Abdul Razak Jendi, Investment Manager – Sustainable Manufacturing took part in a **US Mission Trip** with



the Consulate-General of Canada in Boston, aimed at engaging with companies exploring expansion opportunities in Kingston. This concerted effort emphasized the organization's commitment to fostering economic growth and establishing Kingston as a prime destination for investment.

### *Government Relations*

Kingston Economic Development welcomed **Nancy Gardiner, President of FedDev Ontario** to Kingston in late November. This was an opportunity for Kingston Economic Development to discuss the current program offerings and future opportunities to collaborate with FedDev Ontario on new programs to further support Kingston businesses and entrepreneurs.

In late November, a delegation from **Invest in Canada and Invest Ontario** visited Kingston to gain insights into the current business landscape and explore opportunities within the priority sectors. Site visits included: Octane, Lonza, Cyclic Materials, Queen's University, Kingston Process Metallurgy and GreenCentre Canada. Both organizations presented to the Kingston Economic Development Board of Directors on investment landscape and opportunities in Ontario and Canada.

# attract



## ***Business Retention & Expansion***

### ***Sustainable Manufacturing***

Kingston Economic Development is pleased to have signed a MOU with **Southern Ontario Network for Advanced Manufacturing Innovation (SONAMI)**, a network of 11 post-secondary institutions, who through their respective Research and Innovation Centres, collaborate with small- and medium-sized companies to tackle their manufacturing-related challenges.

### ***Health Innovation***

In partnership with Queen's Partnerships and Innovation and Ontario Bioscience Innovation Organization (OBIO), Kingston Economic Development co-hosted a panel discussion on **Understanding the Kingston Health Innovation Ecosystem and its Impact on the Canadian Economy** in late October. The panel discussion was moderated by Director of Business Development, Shelley Hirstwood and featured Anne Vivian-Scott, President & CEO, Kinarm, Allison Turner, Co-Founder and Director of Product Development, PnuVax Incorporated, and Dr. Irsa Wiginton, Co-Founder and Business Development Officer, mDETECT Inc.

### ***Eastern Ontario's Fastest-Growing Companies 2023***

The Eastern Ontario Business Journal names five Kingston-based companies among the **fastest growing businesses in eastern Ontario**. These companies include City Flats Asset Management Inc., Theia Markerless Inc., Imperium Social Ltd., Plan A Kingston & Quinte and SnapCab Canada.

### ***Creative Industries***

Kingston Economic Development hosted a panel discussion on the **Future of AI in the Creative Industry**. The panelists discussed the upcoming trends and developments in Artificial Intelligence and their implications for creative businesses and industries. The panelists were Aaron Holmberg, Technical Director at the Isabel Bader Centre; Kevin Deluzio, Dean of Smith Engineering & Applied Science at Queen's University; Sarah Marie Doherty, Owner of Shop Dressr; and Leah Riddell, Owner of SignAble Vi5ion Inc.

### ***Canada Digital Adoption Program***

As part of the **Canada Digital Adoption Program**, Kingston Economic Development welcomed 6 new E-Commerce Advisors in Q3 to support businesses that require guidance in applying for the \$2,400 Digital Adoption Program. The E-Commerce Advisors have canvassed streets throughout Kingston and in Gananoque, where they spent a day visiting Gananoque businesses in partnership with the town's Economic Development Office, to inform them about the grant opportunity. In September, they spent time in Harrowsmith at the Frontenac Business Services office to support businesses sign up for the program.

### ***Workforce***

In early November, Kingston Economic Development in partnership with Queen's University hosted the launch of the sixth cohort of the **Queen's Career**



**Apprenticeship: Kingston (QCAK) program.** QCAK connects new graduates from the arts, humanities and social science disciplines within the Faculty of Arts and Science at Queen's University with a Kingston employer. Employers who commit to a 12-month contract are reimbursed for 4 months of the gross salary to a maximum of \$2,500 per month (\$10,000 total). In 2024 – 2025, the program will support provide funding for 15 positions.

Kingston Economic Development attended the **Frontenac Business Awards** to celebrate businesses that have participated in small business programming. Christine Kennedy of Memory Lane Flowers & Gifts in won Business of the Year Award at the County of Frontenac Business awards. Roland and Liz Jensch from Grains & Goods Bakery won New Business Award. Tarra Williamson from Bloom Farm won the Sustainability Award.

In collaboration with KEYS Employment & Newcomer Services and Kingston Immigration Partnership, Kingston Economic Development has relaunched the **Employer Award that was presented at the Diversity Works Symposium** in November. The Employer Award recognized Andrea Payne from J.E. Agnew Foods as an employer who understands the value that newcomers bring to workplaces.

Kingston Economic Development, in collaboration with KEYS, hosts **Welcome Nights** on the last Thursday of each month to facilitate networking and help young professionals and newcomers to better acquaint themselves with the city. Welcome Nights have been gaining momentum and changing the theme-based event instead of just networking to engage more people and reach a wider audience who might be intimidated by the idea of networking.

To wrap the year, **Kingston Young Professionals** hosted an event at F45 Training Bayridge in partnership with Otter Creek Farms and Daft Brewing to **raise funds for the United Way**. It was an opportunity to connect and play some game to fundraise to support the work that the United Way does for our community. Kingston Young Professionals raised over \$200 at the event.



## *Start-ups and Entrepreneurship*

### *StartupBlink*

StartupBlink, a global leader in assessing and ranking start-up ecosystems, has awarded Kingston with the prestigious title of the **Best Ecosystem in Energy and Environment** among North American Cities with a population range of 100,000 to 500,000. The recognition comes as a testament to Kingston's outstanding commitment to fostering innovation and sustainable practices in the region.

### *Regional Investor Summit Experience*

Kingston Economic Development cohosted **RISE (Regional Investor Summit Experience)** alongside Ontario Centre of Innovation, KNDL (formerly SOAN) and Fractal Workspace. The event that brought together start-ups, investors, SMEs, government and academia. The event was an opportunity for collaboration to drive innovation and progress across the Eastern Ontario investment landscape featuring a pitch competition. The winner of the pitch competition was WaiveTheWait, a software company that engages AI technology to improve healthcare efficiency and clinic experience.

### *Partnerships*

In 2023, Kingston Economic Development partnered with **Ontario Centre of Innovation (OCI)** and offered office space for Cher Powers, Commercialization Manager for the Eastern Ontario region to work out of Kingston. In the first half 2023, OCI worked with 12 Kingston-based companies and supported with over \$5M in growth.

Kingston Economic Development has partnered with **Kingston Frontenac Public Library** to cross-promote services and provide resources to aspiring entrepreneurs in the community. One of the new initiatives is curating a reading list for individuals who are interested in starting a business or learning more about running a business. A regular schedule of drop-in hours at the library is being finalized to provide individuals with access to a Business Advisor to discuss ideas.

### ***Media Coverage & Success Stories***

- Kingstonist – [Umicore breaks ground on multibillion-dollar battery plant in Loyalist](#)
- Queen's University – [SUNY and CNYBAC visit Queen's campus to further Kingston-Syracuse Pathway collaboration](#)
- Kingstonist – [Kingston students reflect on recent exchange with Scottsdale Sister City](#)
- Queen's Journal – [Local businesses hire Queen's grads through apprenticeship program](#)
- Kingstonist – [2024 Queen's Career Apprenticeship aims to connect graduates with local employers](#)
- Move 98.3 – [Kingston Economic Development driving innovation in Eastern Ontario](#)
- Kingstonist – [Kingston physician, researcher makes strides to eradicate cervical cancer](#)
- Ottawa Business Journal – [Meet Eastern Ontario's fastest-growing companies for 2023](#)
- The Groundbreakers – [Strategic Leap: Kingston's Multi-Stakeholder Approach to Economic Development](#)
- The Groundbreakers – [The Blueprint of Innovation: How Kingston's Infrastructure Fuels Its Ecosystem](#)
- CanadianSME Small Business Magazine – [Economic Innovation in Kingston: Insights from Norman Musengimana](#)
- BNN Breaking – [Kingston Economic Development Fuels Local Entrepreneurship with Monthly Library Sessions](#)
- The Kingston Whig Standard – [Business seminars find home in local library](#)
- Kingstonist – [Business workshops at KFPL provide tools to help local businesses thrive](#)
- Moe 98.3 – [Business resources to library spaces through community partnership](#)
- CFRC – [Kingston Currents: Bringing business resources to the community](#)
- YGK News – [Kingston Economic Development partners with local libraries to provide business resources to community](#)
- Talk CNY Podcast – [Retaining CNY Educated Talent](#)

## 2023 Measurements

<b>Attraction &amp; Aftercare</b>	<b>Q1 2023</b>	<b>Q2 2023</b>	<b>Q3 2023</b>	<b>Q4 2023</b>	<b>2023 Totals</b>	<b>Q4 2022</b>	<b>2022 Totals</b>
Investment inquiries	28	19	15	17	79	13	88
Health Innovation Inquiries	6	1	2	4	13	0	12
Sustainable Manufacturing inquiries	3	7	9	8	27	3	16
Leads generated	32	78	41	17	168	34	126
Business Attraction Active Opportunities	62	66	81	84		47	47
Business Attraction Active Opportunities – Sustainable Manufacturing	40	44	53	56		28	28
Business Attraction Active Opportunities – Health Innovation	13	16	22	22		13	13

<b>Business Retention &amp; Expansion</b>	<b>Q1 2023</b>	<b>Q2 2023</b>	<b>Q3 2023</b>	<b>Q4 2023</b>	<b>2023 Totals</b>	<b>Q4 2022</b>	<b>2022 Totals</b>
Inquiries	120	95	54	53	322	61	262
Health Innovation Inquiries	3	0	0	0	3	0	5
Sustainable Manufacturing inquiries	0	3	0	7	10	2	12
Small Businesses Supported with Grants	9	59	28	17	113	6	166
Value of Grants to Businesses	\$22,100	\$141,759	\$58,600	\$41,775	\$264,234	\$30,238	\$550,000
Business Retention & Expansion Active Opportunities	33	28	28	28		33	33
Business Retention & Expansion Active Opportunities – Sustainable Manufacturing	13	15	15	15		16	16
Business Retention & Expansion Active Opportunities – Health Innovation	14	12	12	12		14	14

**Exhibit A**  
**Report Number 24-094**

<b>Start-ups &amp; Entrepreneurs</b>	<b>Q1 2023</b>	<b>Q2 2023</b>	<b>Q3 2023</b>	<b>Q4 2023</b>	<b>2023 Totals</b>	<b>Q4 2022</b>	<b>2022 Totals</b>
Inquiries for support	163	69	36	17	285	94	218
Consultations provided	228	204	181	125	738	156	505
Events and activities hosted	46	67	43	40	196	28	99
Persons attending programs and events	437	469	552	636	2,094	179	748
Partnered events and activities	45	42	36	27	150	21	110



## Marketing & Communications

### Social Media

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

@investkingston shares information to the Kingston and area business community, showcase events and activities as well as enhance lead generation efforts with paid social media campaigns while celebrating new investment and activities in the community. Impacts of transitioning social accounts to align with the destination brand and specific focus on business investment are still being seen with slight declines in audience on Facebook, X and Instagram. More significant growth on LinkedIn and YouTube are being realized with an increased strategic focus on priority external audiences.

@investkingston	Facebook	X (Twitter)	Instagram	Google My Business	YouTube	LinkedIn
Followers/ Likes (End of quarter)	11,626	14,392	16,084		352	7,228
Followers/ Likes (Start of quarter)	11,666	14,421	16,253		343	6,866
% Change over previous quarter	- 0.3%	- 0.2%	- 1%		2.6%	5%
Organic Impressions		44,541				77,710
Organic Reach	5,930		7,617			
Paid Impressions	-	-				-
Actions (Visit website, request directions, call)				441		
Searches				2,261		
Video Views					54,532	
Demographics (Most popular)						
Age	55-64		25-34			
Gender	Women		Women			
Location	Kingston		Kingston			Toronto

### [investkingston.ca](https://investkingston.ca)

The Kingston Economic Development website - [investkingston.ca](https://investkingston.ca) realized over 10,000 visits in Q4, 2023. Most visits were focused on programs such Starter Company Plus and Canada Digital Adoption Program. The second most visited pages include research on major employers in Kingston and key industries. To review detailed monthly website reports, please contact Nour Mazloum, Marketing & Communications Manager at [mazloum@investkingston.ca](mailto:mazloum@investkingston.ca).

### Email Communications

Every Monday morning, a weekly Small Business Digest is distributed to an audience of over 1,600 individuals, offering them the latest updates on events, valuable insights on

support programs and funding opportunities. Additionally, a quarterly newsletters dedicated to strategic sectors – health innovation and sustainable manufacturing. The Kingston Young Professionals newsletter is published bi-monthly with networking opportunities for young professionals in Kingston.

# KINGSTON

— Economic Development —

	Actuals to Dec 31	2023 Budget	Projected Final Actuals	Forecast % for Year
<b>Revenues:</b>				
City Funding	\$1,501,226	\$1,501,226	\$1,501,226	100%
Provincial Funding	376,914	415,425	376,914	91%
Federal Funding	488,782	1,464,614	488,782	33%
Investment & Bank Interest	58,729	12,000	58,729	489%
Other	233,319	220,000	248,319	113%
<b>Total Revenue</b>	<b>2,658,970</b>	<b>3,613,265</b>	<b>2,673,970</b>	74%
<b>Expenditures:</b>				
Salaries & Wages	1,175,736	1,253,065	1,193,336	95%
Overhead				
Administration	181,629	175,000	181,629	104%
Boards & Committees	4,951	5,000	4,951	99%
Human Resources	28,991	10,000	28,991	290%
Marketing				
Communications	62,040	50,000	62,040	124%
Projects				
Attraction & Aftercare	228,074	255,000	267,524	105%
Business Retention & Expansion	243,052	260,000	301,340	116%
Start Ups & Youth Business	181,268	220,000	217,925	99%
Funding Programs	266,243	1,385,200	240,243	17%
<b>Total Expenditures</b>	<b>2,371,984</b>	<b>3,613,265</b>	<b>2,497,979</b>	69%
<b>Annual Surplus/(Deficit)</b>	<b>286,986</b>	<b>0</b>	<b>175,991</b>	

\*Note: Forecasted surplus includes six-year WSIB refund of \$128,462 for overpayment