



KINGSTON ECONOMIC  
Development Corporation

# 2017 ANNUAL REPORT



# MESSAGE FROM THE CHAIR



Judith Pineault, Chair

The past years have been ones of exciting transformation and growth for the Corporation. The work of the Board of Directors deserves recognition. Representing both public and private sectors, we've focused on bringing in members with unique and diverse insights and experiences. The Board of Directors invested significant time reviewing and updating policies, procedures, and performance indicators to ensure the best practices as an economic development organization are in place. We have formalized a service level agreement with the City of Kingston and set the direction for working in tandem with the municipality.

The Board of Directors undertook a national search for senior leadership and set upon establishing a new, separately incorporated destination marketing organization. With support from the community and an engaged Board of Directors, Kingston Economic Development achieved many milestones.

This strong foundation has led to recent success in attracting new business to Kingston. This in turn has brought global attention by the Financial Times in London, UK recognizing Kingston as the best small city in the America's for Foreign Direct Investment Strategy.

We both look forward to continued success working with City Council and the business community to position Kingston as one of Canada's leading economies.

**Team Kingston** present in photo from left to right: Judith Pineault (Chair, Kingston Economic Development Corporation), Walter Fenlon (Imagine Kingston), Harry Kowal (Royal Military College of Canada), Garrett Elliott (Launch Lab), Mayor Bryan Paterson (City of Kingston), Donna Gillespie (Kingston Economic Development Corporation), Martin Sherris (Greater Kingston Chamber of Commerce), Maj Roger Pierce (CFB Kingston), Grant Goodwin (Innovate Kingston), Debora Rantz (Limestone District School Board), Drew Phillips (Launch Lab), Doug Ritchie (Downtown Kingston! BIA), LCol Ed Padvauskas (CFB Kingston), Janice Mady (Queen's University), Regrets: St. Lawrence College, Utilities Kingston, KEYS Employment Services, Correctional Services Canada.

Cover photo by: Suzy Lamont • Design by: matchmedia inc.

# MESSAGE FROM THE CEO



Donna Gillespie, CEO

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.

# 2018 BOARD

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

**Dave Carnegie**, Vice-Chair / Treasurer  
Senior Environmental Consultant, Malroz Engineering Inc.

**Trevor Wilson**, Secretary  
Senior Principal Consultant, Maven Wave Partners

**Bill Durnford**  
General Manager, Ambassador Hotel & Conference Centre

**Don Aldridge**  
Executive Director, Centre for Advanced Computing

**Gillian Watters**  
Program Director, KEYS Job Centre

**John Sheridan**  
Retired CEO Ballard Power Systems & Corporate Director

**Lyndsay Wise**  
Director, Information Builders

**Bryan Paterson**  
Mayor City of Kingston

**Laura Turner**  
Councillor, Lakeside District

**Gerard Hunt**, ex officio  
Chief Administrative Officer, City of Kingston

**Rob Hutchison**  
Councillor, King's Town District

**Gary Oosterhof**  
Councillor, Countryside District

**Rob Kawamoto**, ex officio  
Executive Director, Tourism Kingston

# STAFF

**Donna Gillespie**  
Chief Executive Officer

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

**Carey Bidtnes**  
Business Development Officer  
Attraction & Aftercare

**Ella Vanderburgt**  
Business Development Officer  
Retention & Expansion

**Katie Ross**  
Business Development Officer  
Startup & Youth Business

**Andrew Bacchus**  
Business Development Officer  
Emerging Sectors

**Yina Wang**  
Business Development Officer  
Chinese Markets

**Dajana Turkovic**  
Business Development Officer  
Workforce Development

**Lindsay Robinson**  
Business and Community Relations Officer

Thank you to our summer and seasonal students, Riley Hewitt (St. Lawrence College) and Sylvia McDermott (Queen's University)

# ECONOMIC DEVELOPMENT PRIORITIES

**35%** of budget received

From non-municipal sources

**\$466,750** in grants

Grants dispersed to local businesses

**712** inquires

Inquiries for support and service

**500** consultations

Consultations with local businesses and potential start-ups

## HIGHLIGHTS

**56** workshops delivered

Workshops and events delivered

**1,502** events participants

Workshop and event participants

### ATTRACTION & AFTERCARE

Marketing Kingston as a premier city for new investment and supporting the onboarding of new developments.

### BUSINESS RETENTION & EXPANSION

Supporting local businesses to become more competitive, grow new revenue and create new jobs

### START-UPS, YOUTH & ENTREPRENEURSHIP

Delivering programs and services to support new business growth and the next generation of business leaders.

### EMERGING SECTORS

Identifying sector strengths, trends and 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 workplace needs of the future

# ECONOMIC PERFORMANCE METRICS

## Investment Attraction and Investment Aftercare

Number of investment inquiries	215 Inquiries
Value of new investment and new jobs facilitated that can be attributed to direct EDO assistance with attraction	\$245 million in new investment announced 50 new jobs

## Business Retention and Expansion

Number of consultations with local businesses	231 Consultations
Number of inquiries for services	188 inquiries
Number of Value of new jobs and new investment facilitated that can be attributed to direct EDO assistance and retention	46 New Jobs 96 Expanded Jobs \$3.8 Million New Investment
Number of Business Planning Programs and Seminars Conducted and Number of Attendees	56 Public Events and Workshops 1,502 Participants

## Start-ups, Entrepreneurs and Youth Business

Number of Inquiries Received	309 Inquiries
Number of Consultations Provided	269 Consultations
Number of New Businesses Started Who are Working with the EDO	80 New Business
Number of New Jobs Created by Business Who are working with the EDO	117 New Jobs

\*Reviewed by Working Group: Desiree Kennedy, City Treasurer; Scott Carson, Professor, Smith School of Business; and Simon Froggatt, Managing Partner, KPMG. Reported and Received by City Council November 28, 2017.

# KINGSTON, ONTARIO AMERICAN CITIES OF THE FUTURE 2017/18



TOP 10 SMALL AMERICAN CITIES OF THE FUTURE 2017/18 FOREIGN DIRECT INVESTMENT STRATEGY			
RANK	CITY	STATE	COUNTRY
1	<b>KINGSTON</b>	<b>ONTARIO</b>	<b>CANADA</b>
2	Oshawa	Ontario	Canada
3	Mobile	Alabama	US
4	Santa Clarita	California	US
5	Lafayette	Louisiana	US
6	Spokane	Washington	US
7	Lexington	Kentucky	US
8	Frisco	Texas	US
9	Richardson	Texas	US
10	Richmond	British Columbia	Canada

TOP 10 SMALL AMERICAN CITIES OF THE FUTURE 2017/18 HUMAN CAPITAL AND LIFESTYLE			
RANK	CITY	STATE	COUNTRY
1	Tempe	Arizona	US
2	Denton	Texas	US
3	Athens	Georgia	US
4	Guelph	Ontario	Canada
5	Pasadena	California	US
6	<b>KINGSTON</b>	<b>ONTARIO</b>	<b>CANADA</b>
7	Arlington	Virginia	US
8	Irvine	California	US
9	Lincoln	Nebraska	US
10	Gainesville	Florida	US



# GOING GLOBAL

## Africa

Kingston Economic Development Corporation, in partnership with MAPP Africa, hosted a delegation of representatives from the Southern Africa Ambassador Corps in June, 2017. Heads of Embassy Mission to Canada for Angola, Lesotho, Democratic Republic of Congo, Madagascar, South Africa, Tanzania, Zambia and Zimbabwe spoke to local business owners about the economic opportunities in Africa, in particular the Southern African Development Community. The delegation toured local Kingston businesses and Queen's University research facilities.

## China

In 2017 Kingston representatives were invited to China to tour Feihe International's corporate headquarters and manufacturing/farming facilities. Meetings were held with trade commissioners and private businesses interested in international investment. Throughout 2017, Kingston welcomed 11 visiting delegations from the People's Republic of China to Kingston. Interested investors and researchers were hosted to introduce representatives to local businesses, research opportunities and municipal leaders.

## India

In celebration of India's 70 Years of Independence, Kingston EcDev, Queen's University and the India-Canada Association of Kingston welcomed the Indian High Commissioner in September, 2017. His Excellency Mr. Vikas Swarup delivered a lecture on The New India and discussed opportunities for India Canada partnerships and business development.

## Kingston-Syracuse Pathway

Kingston Economic Development Corporation, Office of Partnerships and Innovation at Queen's University, and Ontario East Economic Development Commission forged a new initiative in 2017 with the Center State Corporation for Economic Opportunity, SUNY Upstate Medical University, and the Central New York Biotech Accelerator to foster a Kingston-Syracuse Pathway to support mutual business and research collaborations. Launched in early 2018, the Kingston-Syracuse Pathway results from a year of collaboration between business, government and academic leaders from both sides of the border. A Memorandum of Understanding confirms mutual interest in supporting business growth by working collaboratively to facilitate research and development, to optimize 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.

“

I was initially drawn to the summer company program for its grant, but I quickly realized the program offered far more beneficial things. The networking within Kingston was really valuable as well as the mentorship... I think those are the two most valuable things.

”

Cole MacDonald - Mero Technologies,  
Summer Company Class of 2017



Janice Mady, Queen's University, Office of Partnerships and Innovation with Kingston Economic Development Corporation's Katie Ross, Business Development Officer Startup & Youth Business



## SUMMER COMPANY, STARTER COMPANY & STARTER COMPANY PLUS



Thirty students launched new businesses as part of the 2017 Summer Company program funded by the Ontario Ministry of Economic Development & Growth. The Summer Company program is designed to provide students the opportunity to start a business and develop entrepreneurial skills. Kingston EcDev offers hands on training and coaching combined with mentoring provided by community business leaders. \$90,000 in grants were distributed to local youth.



From 2014-2017, 74 new businesses were supported by the provincial Starter Company program for youth under 29 years of age. Kingston Economic Development distributed total grants of \$368,750 to participating businesses. The provincial Ministry of Economic Development and Growth evolved the program into Starter Company Plus open to all businesses for 2017-2019. In 2017 with a partnership with Frontenac Community Futures Development Corporation a total of \$400,000 in grants were distributed to 37 companies in the region.

# TOURISM

Tourism is a leading sector of the Kingston economy – representing 7,500 jobs and close to \$1billion in annual economic impact. The tourism sector not only brings outside dollars into our community but is also a first point of introduction to the city for potential residents and business owners. Tourism assets are people assets, making Kingston not only a destination but a great place to live and work.

Tourism Kingston became a separately incorporated not for profit organization in January, 2017. With the appointment of an inaugural Board of Directors, the new corporation recruited its first executive director, Rob Kawamoto in July. Throughout 2017, Kingston Economic Development supported Tourism Kingston as it set up its operations and transitioned from a division of Kingston EcDev.

## 2017/2018 Tourism Board of Directors

**Murray Matheson**, Retired former Executive Director, Kingston Accommodation Partners (Chair)

**Hugh Mackenzie**, General Manager, Kingston Destination Group (Vice-Chair)

**Aba Mortley**, Owner, Cher-Mère (Secretary/Treasurer)

**Lindsey Fair**, Director, Arts & Science Marketing & Communications, Queen's University

**Mayor Bryan Paterson**, City of Kingston

**Councillor Adam Candon**, Trillium District

**Councillor Liz Schell**, Portsmouth District

**Brett Christopher**, General Manager, Thousand Islands Playhouse

**Bill Durnford**, General Manager, Ambassador Hotel & Conference Centre

**Heather Ford**, Owner, Green Acres Inn/Kingston Food Tours

**Paul Fortier**, Owner, Jessup Food & Heritage

**Tim Pater**, Owner, Black Dog Hospitality Group

**Megan Knott**, Executive Director, Kingston Accommodation Partners (ex-officio)

**Lanie Hurdle**, Deputy CAO, City of Kingston (ex-officio)

**Donna Gillespie**, CEO, Kingston Economic Development (ex-officio)



# LARGEST INVESTMENTS IN KINGSTON HISTORY

Canada Royal Milk, a division of Feihe International selected Kingston for their manufacturing location and research and development facility.

The 320,000 square foot plant is now under construction in the Cataraqui Estates Business Park and is anticipated to be in operation by 2020.

\$225 million investment that is anticipated to create 277 new jobs and many more indirect jobs.

Feihe's infant formula plant plans to manufacture up to 60,000 tons of dry infant formula annually, using milk from Canadian farms.

Feihe International will be Canada's first and only infant formula production facility.

We were extremely impressed by the leadership the Kingston EcDev team demonstrated on behalf of the people of Kingston. We are even more confident that our groundbreaking project will be a success.

— Judy Tu, Vice President, Feihe International



Frulact Group selected Kingston, Ontario as the home for their first North American plant and research facility. The company acquired 15 acres of prime development land in the Cataraqui Estates Business Park with an option for an additional 15 acres and plans to hire approximately 50 employees.

In May 2017, this 55,000 square foot facility opened and began manufacturing.

In early 2018, Frulact announced a 30,000 square foot expansion to their Kingston facility - creating 75 jobs by 2019!

“ I have the pleasure to congratulate Kingston EcDev for the enormous job that you are doing for the success and visibility of “my new city” of Kingston. You are really a passionate team that loves what you are doing and have the right capability to make the things happen... and it makes the differences. ”

— João Miranda, CEO, Frulact



# KINGSTON AT A GLANCE

**161,000**



**RESIDENTS**  
In Kingston CMA



**KINGSTON'S**

Globally Recognized Academic Institutions

*Queen's University*

*St. Lawrence College*

*Royal Military College*



**5,000+**

International students  
calling Kingston home  
in 2017

**100+**

**Restaurants  
& Cafés**

In one of our country's most vibrant downtowns

**200+**

**Specialty  
Stores**

**DESIGNATED  
YOUTH**

Friendly City

**#2 BEST CITY  
IN CANADA**

for women to live



**6,000+**  
**Small & Medium  
BUSINESSES**

**BEST**  
*Freshwater*  
*Sailing Harbour*  
in North America



**1,630**



**NEWCOMERS  
WELCOMED**  
since 2011

**FINANCIAL  
TIMES UK**

names Kingston

**#1 SMALL CITY**  
for foreign direct  
investment strategy

**#6 CITY**  
for human capital  
& lifestyle

**60  
acres**

Employment Lands  
Sold in 2017

Up from 17 acres in 2016

**FRULACT CANADA**

opens first North American  
manufacturing facility in Kingston

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

**CANADA  
ROYAL MILK**

A division of Feihe International Inc.

Breaks ground on one of the  
largest agribusiness foreign  
direct investments in Canada.

**\$250**  
Million  
Investment

**320,000** <sup>sq</sup> <sub>ft</sub>  
Manufacturing  
Facility

**1,500**  
Indirect Jobs

**250**  
New Full-time Jobs

**#8 BEST CITY  
IN CANADA**  
for millennials to live

AVERAGE PRICE  
**\$299,900**  
Standard Bungalow



## KINGSTON CMA - JOB GROWTH BY INDUSTRY

NAICS	Description	2016 Jobs	2017 Jobs	2016 - 2017 Change	2016 - 2017 % Change
11	Agriculture, forestry, fishing and hunting	100	96	(4)	(4%)
21	Mining, quarrying, and oil and gas extraction	180	188	8	4%
22	Utilities	390	392	2	1%
23	Construction	4,889	4,998	109	2%
31-33	Manufacturing	4,011	4,010	(1)	(0%)
41	Wholesale trade	2,263	2,297	34	2%
44-45	Retail trade	9,482	9,547	65	1%
48-49	Transportation and warehousing	1,914	1,971	57	3%
51	Information and cultural industries	1,401	1,428	27	2%
52	Finance and insurance	2,601	2,645	44	2%
53	Real estate and rental and leasing	1,567	1,626	59	4%
54	Professional, scientific and technical services	3,076	3,146	70	2%
55	Management of companies and enterprises	622	631	9	1%
56	Administrative and support, waste management and remediation services	3,991	4,046	55	1%
61	Educational services	12,880	13,184	304	2%
62	Health care and social assistance	11,331	11,750	419	4%
71	Arts, entertainment and recreation	830	862	32	4%
72	Accommodation and food services	7,899	8,121	222	3%
81	Other services (except public administration)	2,452	2,458	6	0%
91	Public administration	10,136	10,253	117	1%
X0	Unclassified	1,567	1,598	31	2%
<b>TOTAL</b>		<b>83,582</b>	<b>85,247</b>	<b>1,665</b>	<b>2%</b>

\* EMSI Analyst Platform

## KINGSTON CMA - ECONOMIC INDICATORS

	2015	2016	2017	2018	2019	2020	2021	2022
<b>Real GDP at basic prices (2007 \$ millions)</b>	7,329	7,518	7,711	7,828	7,937	8,049	8,181	8,320
	2.3	2.6	2.6	1.5	1.4	1.4	1.6	1.7
<b>Total employment (000s)</b>	83	84	86	86	87	88	89	90
	1.9	0.8	3.3	-0.7	1.2	1.2	1.5	1.5
<b>Unemployment rate (per cent)</b>	6.8	5.7	5.7	5.8	5.7	5.5	5.6	5.7
<b>Household income per capita (\$)</b>	42,485	42,801	43,762	44,581	45,929	47,209	48,682	50,249
	1.2	0.7	2.2	1.9	3.0	2.8	3.1	3.2
<b>Population (000s)</b>	169	171	173	174	175	177	178	179
	0.7	1.2	1.0	0.7	0.7	0.7	0.7	0.6
<b>Total housing starts</b>	655	412	683	640	617	651	686	706
<b>Retail sales (\$ millions)</b>	2,194	2,298	2,421	2,479	2,532	2,574	2,626	2,679
	2.7	4.7	5.3	2.4	2.1	1.7	2.0	2.0
<b>CPI (2002 = 1.000)</b>	1.274	1.297	1.318	1.345	1.375	1.404	1.433	1.463
	1.2	1.8	1.6	2.1	2.2	2.1	2.1	2.1

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.



**Kingston Economic Development Corporation**  
**Statement of Financial Position as at December 31, 2017**

	2017	2016
<b>Assets</b>		
Current Assets		
Cash	\$ 748,385	\$ 519,227
Investments*	280,375	275,112
Accounts receivable*	235,495	65,412
Receivable from City of Kingston*	-	258,072
Inventory – tourism items for resale	16,014	18,045
Sales tax recoverable	47,492	28,669
Prepaid expenses and refundable deposits*	76,440	31,097
	<u>1,404,201</u>	<u>1,195,634</u>
Investment in PARTEQ Angel Network*	10,000	20,000
Capital Assets*	72,495	121,140
	<u>\$1,486,696</u>	<u>\$1,336,774</u>
<b>Liabilities</b>		
Current Liabilities		
Accounts payable and accrued liabilities	\$ 249,780	\$ 225,304
Payable to City of Kingston*	46,283	-
Deferred revenue*	50,039	162,374
	346,102	387,678
Deferred Contributions Related to Capital Assets*	27,749	44,948
Deferred Lease Inducements*	23,557	39,822
	<u>397,408</u>	<u>472,448</u>
<b>Fund Balances</b>		
Investment in Capital Assets*	44,746	76,192
Board Restricted*	10,000	20,000
Other Board Restricted*	90,000	20,000
Unrestricted	944,542	748,134
	<u>1,089,288</u>	<u>864,326</u>
	<u>\$1,486,696</u>	<u>\$1,336,774</u>
Commitments and Contingencies*		
Economic Dependence*		
Restructuring*		

\* To view notes and full audited financials statements - please visit [www.business.kingstoncanada.com/afs](http://www.business.kingstoncanada.com/afs)

**Kingston Economic Development Corporation**  
**Statement of Operations | Year Ended December 31, 2017**

	2017	2016
<b>Revenues</b>		
Contributions from the Corporation of the City of Kingston*	\$2,615,903	\$2,615,901
Provincial government contributions*	620,622	275,388
Federal government contributions	47,297	45,703
Resale materials	103,336	156,030
Events and seminars	10,820	32,797
Partnership revenue and corporate investors*	174,332	105,534
Amortization of deferred contributions*	17,199	17,199
Commissions & online reservations*	7,043	19,114
Interest	8,969	6,896
Total Revenues	<u>3,605,521</u>	<u>3,274,562</u>
<b>Expenses</b>		
Accounting and legal*	102,164	76,635
Advertising	258,239	384,010
Amortization	87,960	82,362
Bank charges	9,745	12,449
Equipment rental	127	3,922
Events and meetings	133,405	213,945
Grant disbursements	466,750	-
Information technology support*	46,488	56,329
Insurance	12,162	8,069
Memberships and licenses	53,363	59,603
Office and miscellaneous	43,689	54,721
Professional contractors	349,395	247,778
Professional development	21,037	36,163
Rent*	134,300	157,632
Resale materials	38,898	79,854
Salaries and benefits	1,267,484	1,350,658
Sponsorships and donations	259,740	210,525
Telephone	15,112	16,171
Travel	70,501	71,376
Total Expenses	<u>3,370,559</u>	<u>3,122,202</u>
Excess of revenues over expenses before the undernoted item	234,962	152,360
Impairment in investment in PARTEQ Angel Network*	10,000	-
<b>Excess of revenues over expenses</b>	<u>\$ 224,962</u>	<u>\$ 152,360</u>

\* To view notes and full audited financials statements - please visit [www.business.kingstoncanada.com/afs](http://www.business.kingstoncanada.com/afs)

**Kingston Economic Development Corporation**  
**Schedule of Operations by Department | Year Ended December 31, 2017**

	<b>EcDev Office</b>	<b>Tourism Kingston</b>	<b>Total 2017</b>	<b>Total 2016</b>
<b>Revenues</b>				
Contributions from the Corporation of the City of Kingston	\$1,418,542	\$1,197,361	\$2,615,903	\$2,615,901
Provincial government contributions	618,392	2,230	620,622	275,388
Federal government contributions	47,297	-	47,297	45,703
Resale materials	-	103,336	103,336	156,030
Events and seminars	5,388	5,432	10,820	32,797
Partnership revenue and corporate investors	73,254	101,078	174,332	105,534
Amortization of deferred contributions	17,199	-	17,199	17,199
Commissions & online reservations (net)*	-	7,043	7,043	19,114
Interest	7,886	1,083	8,969	6,896
<b>Total Revenues</b>	<b>2,187,958</b>	<b>1,417,563</b>	<b>3,605,521</b>	<b>3,274,562</b>
<b>Expenses</b>				
Accounting and legal	62,645	39,519	102,164	76,635
Advertising	87,720	170,519	258,239	384,010
Amortization	70,030	17,930	87,960	82,362
Bank charges	4,929	4,816	9,745	12,449
Equipment rental	127	-	127	3,922
Events and meetings	70,819	62,586	133,405	213,945
Grants disbursements	466,750	-	466,750	-
Information technology support	24,435	22,053	46,488	56,329
Insurance	8,350	3,812	12,162	8,069
Memberships and licenses	32,836	20,527	53,363	59,603
Office and miscellaneous	18,538	25,151	43,689	54,721
Professional contractors	244,710	104,685	349,395	247,778
Professional development	20,884	153	21,037	36,163
Rent	53,947	80,353	134,300	157,632
Resale materials	-	38,898	38,898	79,854
Salaries and benefits	717,107	550,377	1,267,484	1,350,658
Sponsorships and donations	76,092	183,648	259,740	210,525
Telephone	6,589	8,523	15,112	16,171
Travel	41,090	29,411	70,501	71,376
<b>Total Expenses</b>	<b>2,007,598</b>	<b>1,362,961</b>	<b>3,370,559</b>	<b>3,122,202</b>
Impairment in investment in PARTEQ Angel Network	10,000	-	10,000	-
<b>Excess of revenues over expenses</b>	<b>\$ 170,360</b>	<b>\$ 54,602</b>	<b>\$ 224,962</b>	<b>\$ 152,360</b>

\* To view notes and full audited financials statements - please visit [www.business.kingstoncanada.com/afs](http://www.business.kingstoncanada.com/afs)

# COMMUNITY LEADERSHIP

Thank you to the community leaders who served on the Kingston Economic Development Corporation's Board of Directors. Your leadership and dedication to growing the Kingston community and supporting our initiatives is invaluable.

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



# KINGSTON ECONOMIC Development Corporation

945 Princess Street at Innovation Park Kingston, Ontario K7L 0E9  
Tel: 613-544-2725 | [kingstoncanada.com](http://kingstoncanada.com)

   @KingstonEcDev