



**City of Kingston  
Report to Council  
Report Number 25-260**

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**To:** Mayor and Members of Council  
**From:** Lanie Hurdle, Chief Administrative Officer  
**Resource Staff:** None  
**Date of Meeting:** November 18, 2025  
**Subject:** Quarterly Report: Kingston Economic Development Corporation  
– Q3 2025

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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 Q3 2025 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, Growth & Development Services	Not required
Jennifer Campbell, Commissioner, Community Services	Not required
Neil Carbone, Commissioner, Corporate & Emergency Services	Not required
David Fell, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	Not required
Jenna Morley, City Solicitor	Not required
Ian Semple, Commissioner, Transportation & Infrastructure Services	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 Q3 2025.

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 Q3 2025 Report

# KINGSTON

## — Economic Development —

October 29, 2025

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

RE: Q3, 2025 Service Level Agreement Performance Measures

Dear Ms. Lanie Hurdle:

Please accept this summary report for activities undertaken by the Kingston Economic Development Corporation for Q3 (July-September) 2025.

Kingston Economic Development Corporation's third quarter was marked by significant international engagement, extending efforts to strengthen trade relationships in new markets, and strong local collaboration. The Corporation is proud to recount that in September we welcomed Robert Bell, co-founder of the Intelligent Community Forum (ICF), and Kelly Rowe of the Canadian Urban Institute as part of the ICF Top7 Intelligent Community Tour. The visit evaluated Kingston's performance across six ICF pillars—broadband, workforce, innovation, engagement, digital inclusion, and sustainability—toward achieving the title of Most Intelligent Community 2025. Kingston received provisional certification as a Certified Intelligent Community in June 2024, with the visit also marking the final step toward Full Certification, a distinction currently held by five cities worldwide.

The Corporation advanced its international business engagement efforts through multiple delegations and trade events, including a visit from the Austrian Consulate General to explore Kingston's innovation in AI and climate resilience, and a U.S. Legislators' delegation emphasizing cross-border collaboration in clean technology and sustainable manufacturing. Kingston Economic Development staff also presented at the Ontario East Municipal Conference on establishing global connections, and met with the British High Commissioner to Canada's Business and Trade Reception, strengthening Kingston's role in global trade.

Kingston's priority sectors saw continued momentum through events hosted by the Corporation. These included the Life Sciences Industry Social and the Life Sciences Delegation Tour, which welcomed national partners such as Life Sciences Ontario, BioTalent Canada, and the Trade Commissioner Service. The quarter also saw the signing of a major supply agreement between Canadian Wollastonite and UNDO Carbon to distribute 450,000 tonnes of wollastonite over three years, the world's second-largest geoe-engineered CO<sub>2</sub> removal project, furthering Kingston's leadership in climate leadership.

Locally, Kingston Economic Development celebrated community achievement with the 3rd Annual 40 Under 40 Awards Gala, recognizing and celebrating outstanding young professionals who are making a positive impact on Kingston's community across diverse industries. The Corporation also hosted the annual Summer Company Showcase at Fractal Workspace, highlighting the achievements of 13 young entrepreneurs who participated in the 2025 Summer Company Program. Participants presented their ventures to community leaders and peers, marking the successful completion of the program and reflecting Kingston's continued support for youth entrepreneurship.

Support for Kingston's entrepreneurs continued to expand with the opening of a new Satellite Office at Fractal Workspace, placing business advisors alongside key innovation partners. The monthly Startup Ecosystem sessions and quarterly Open Mic Pitch Competition continued to provide vital platforms for founders to share ideas and refine business strategies. Marketing efforts also intensified with the launch of new Startup and Business Ecosystem brochures, increased website traffic with the improvement of the website's SEO and UX design, and targeted social media campaigns showcasing Kingston's strengths in innovation and entrepreneurship.

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

Sincerely,



Donna Gillespie  
Chief Executive Officer

cc. Ms. Cathy Campbell-Wilson, Chair, Kingston Economic Development Board of Directors

**KINGSTON**

— Economic Development —



# Quarterly Report

**2025-Q3**

**Kingston Economic  
Development Corporation**

# Corporate Updates



▲ ICF's representatives, Robert Bell and Kelly Rowe, with a group of innovation ecosystem partners and Kingston Economic Development staff, at Modern Niagara's 945 Princess.

## Intelligent Community Forum's delegates visit Kingston, Top7 Intelligent Community Tour

From September 10 to 11, Kingston welcomed Robert Bell, co-founder of the Intelligent Community Forum (ICF), and Kelly Rowe from the Canadian Urban Institute, following the city's recognition as a Top7 Intelligent Community in June 2024. The visit evaluated Kingston against ICF's six pillars: broadband connection, workforce development, innovation, community engagement, digital inclusion, and sustainability, as part of the city's candidacy for the title of Most Intelligent Community 2025.

Kingston Economic Development coordinated tours of Utilities Kingston, Queen's University, IPG Photonics, Kingston Process Metallurgy, Octane, Lonza, Modern Niagara, and the Boys & Girls Club, along with meetings with Creative Industry leaders and City officials spearheading sustainable community initiatives. As part of the scheduled activities the Corporation held a 2025 ICF Top7 Reception at the Frontenac Club on September 10 to celebrate the City's recognition as a Top7 Intelligent Community alongside leaders in the Kingston community. Guests heard from Robert Bell who spoke to Kingston's achievements and success as an ICF Top7 Intelligent Community.

ICF's visit was a significant step in positioning Kingston for the title of Most Intelligent Community 2025, highlighting the city's leadership in building a globally competitive and connected community. Kingston received Provisional Notification as an Intelligent Community, the auditors visit is the last step towards full Certified Intelligent Community status, currently only five communities worldwide—Coral Gables, Florida, USA; Durham Region, Ontario, Canada; Hilliard, Ohio, USA; New Taipei City, Taiwan; Winnipeg, Manitoba, Canada— have achieved full certification.

## Furthering Federal Advocacy

The Kingston Accommodation Partners (KAP) have contracted Crestview to further three key federal advocacy files. Kingston Economic Development along with Tourism Kingston, the Greater Kingston Chamber of Commerce and Downtown Kingston BIA are working with KAP and Crestview on outreach to relevant federal Ministerial offices related to the LaSalle Causeway; VIA Rail Regional Hub; and Kingston Penitentiary files.

## United Way KFL&A 2025 Campaign Kickoff

On September 5, Operations Coordinator Abby Fitzhugh attended the United Way KFL&A 2025 Campaign Kickoff, which announced this year's fundraising goal of \$4,085,000. Kingston Economic Development's goal this year will follow our success obtaining the Platinum Award recognition in 2024 of 100% staff participation, with goals to surpass the Corporation's 2024 contribution of \$3,820.



▲ The proud 2025 Award recipients, along with City of Kingston Mayor and Kingston Economic Development CEO.

## Celebrating the accomplishments of the Kingston Young Professionals

On September 17, Kingston Economic Development hosted the 3rd Annual Kingston Young Professionals 40 Under 40 Awards Gala, with presenting awards sponsor Rockwell Commercial. Recipients were honoured among fellow young professionals, past 40 Under 40 recipients, and friends and family during the Awards Gala at the Frontenac Club. The 2025 awardees represent diverse fields and are making significant contributions to their careers and community. This year's call for nominations attracted over 100 nominees, underscoring the remarkable talent of Kingston's young professional community. Meet the recipients at [investkingston.ca/youngprofessionals](https://investkingston.ca/youngprofessionals).

# Attraction & Aftercare



▲ Austrian Consulate representatives and Kingston Economic Development staff in front of Mitchell Hall, Queen's University.

## Austrian Consulate General Kingston visit

On July 15, Kingston Economic Development welcomed the Austrian Consulate General for a visit to Coastal Engineering and Ingenuity Labs Research Institute at Queen's University. The Delegation explored how robotics and AI are being advanced through cross-disciplinary collaboration at Ingenuity Labs and toured the Coastal Engineering lab to learn about Kingston's expertise in climate resilience.

## Northeastern U.S. Legislators visit on cross-border partnerships

On September 16, Kingston Economic Development welcomed a delegation of six Northeastern U.S. Legislators, organized in partnership with the Ministry of Economic Development, Job Creation & Trade, Invest Ontario, and Invest in Canada. The visit underscored the importance of cross-border partnerships, as collaboration between the United States and Canada not only ensures a stable energy supply but also drives innovation across clean technology, manufacturing, and mining. The delegation was taken on a walking tour of Kingston's historic downtown and visited Kingston Process Metallurgy, Ucore, Queen's Reactor Materials Testing Laboratory, and Cyclic Materials, highlighting Kingston's leadership in these key sectors.

## Ontario East Municipal Conference 2025

Kingston Economic Development staff Abdul Razak Jendi and Shelley Hirstwood spoke on a panel at this year's Ontario East Municipal Conference (OEMC), moderated by Ben McIlquham. The session, "Building Global Connections: Tactical Approaches to Attracting Investment in Eastern Ontario," focused on international engagement and the importance of attracting investment in an unpredictable global environment. The team emphasized Canada's strong governance in bolstering investor confidence and highlighted how Canada's free trade agreements open doors to global markets, strengthening local, regional, and national economies.

## Rare Earth Mines, Magnets & Motors 2025 Conference

Shelley Hirstwood and Abdul Razak Jendi met with strategic companies during the Rare Earth Mines, Magnets & Motors 2025 Conference in Toronto on September 23 and 24. The Conference facilitated a strategic opportunity to explore alternative and leading players in the Rare Earth Element supply chain amidst China's recent export controls placed on North America.



▲ Jonathon Kupi, Global Affairs Canada, and Olivia Gratz, Invest in Canada, with Kingston Economic Development, Shelley Hirstwood and Abdul Jendi.

## British High Commissioner to Canada's Business and Trade Reception

Shelley Hirstwood and Abdul Razak Jendi attended the British High Commissioner to Canada's Business and Trade Reception: Showcasing Shared Policy & Growth Opportunities, in Ottawa on September 25. The Reception offered opportunities for strategic dialogue and networking alongside senior leaders from industry and government focused on investment & trade. The event featured a spotlight on the UK's newly launched Industrial and Trade Strategies and explored shared opportunities in clean energy, defence, advanced manufacturing, and digital trade.

# Business Retention & Expansion



▲ A tractor spreads Canadian Wollastonite on a Kingston area farm, helping to increase yields, reduce fertilizer costs, and permanently capture carbon from the atmosphere.

## Canadian Wollastonite and UNDO Carbon to Distribute 450,000 Tonnes of Wollastonite

Canadian Wollastonite has signed a new agreement, over a span of three-years, to supply UNDO Carbon with 450,000 tonnes of wollastonite for the world's second-largest geo-engineered CO<sub>2</sub> removal project. Supported by UNDO Carbon's ongoing partnership with Microsoft Corporation, the agreement is expected to remove as much atmospheric CO<sub>2</sub> over the next five years as planting more than six million trees in the region, highlighting Kingston's role in advancing innovative climate solutions.

## Life Sciences Delegation Tour

On July 11, Shelley Hirstwood and Ben McIlquham welcomed a Life Sciences Delegation, which included Trade Commissioner Services, Life Sciences Ontario (LSO), and BioTalent Canada. The Delegation toured the facilities of local life sciences leaders such as Octane, Novari Health, Queen's Cardiopulmonary Unit, the Translational Institute of Medicine, and DDQIC, highlighting Kingston's strengths and opportunities in the sector.

## Life Sciences and Health Innovation Industry Social

On July 10, the Corporation hosted the Life Sciences and Health Innovation Industry Social at 945 Princess Street to celebrate and build interest on the new Helix Funding program. The event brought together local and regional life sciences organizations, professionals, researchers, and academic leaders to build connections and strengthen the region's life sciences community.



▲ Andy Donovan, Life Sciences Ontario, welcomes attendees at industry event.

## St. Vincent de Paul's New Location Construction Site Visit

The Kingston Economic Development team visited the construction site of St. Vincent de Paul's new location at Bagot and Charles Street on July 8. The new build, constructed by Lodestar Structures Inc., a division of Anchor Concrete, features a modular design that will allow the charity organization to expand its services, including a food pantry, meal program, and clothing distribution. The new facility will also include space for non-profit community groups and employment agencies, creating a central hub for residents to access essential services and resources.

▼ Kingston Economic Development staff at St. Vincent de Paul's construction site.



## Life Sciences Ontario Cross Province Road Trip

On September 30, Kingston was a featured stop on the Life Sciences Ontario Cross Province Road Trip. The showcase highlighted Kingston's growing life science and health innovation sector, major upgrades to Queen's University's core facilities, the new Life Sciences Build2Scale program and the Corporation's new Helix funding program. Ben McIlquham presented on the scope, partnerships and opportunities offered by the Helix Funding program.

## Williamsville Business Neighbourhood Roundtable

On September 23, Kingston Economic Development staff hosted the Williamsville Business Neighbourhood Roundtable at Daft Brewing for local businesses to have the opportunity to connect, share ideas, and raise local business concerns. It was the Corporation's second roundtable, the first taking place in the Inner Harbour neighbourhood in the summer.

## Award winning Helix Funding brand identity

Jon Allison, owner of Backcountry Design Co and graphic designer on record for the corporation, was recently recognized by LogoLounge for his design of the brand identity of the Kingston Economic Development's Helix Funding program. Selected among the top logos published in their biennial book, this honour highlights Jon's creative contributions to the Corporation's print and media.

▲ The Helix Funding logo synthesizes the triple helix DNA model, an important and recognizable symbol for the life sciences sector.



# Start-Ups & Entrepreneurship

## Kingston Economic Development's New Satellite Office

To support Kingston's growing startup community, Kingston Economic Development has opened a Satellite Office at Fractal Workspace, 945 Princess Street. Business advisor, Norman Musengimana, facilitates consultations and meetings, offering support for startup programs, business expansion initiatives, funding opportunities, and strategic guidance. This strategic expansion places the Corporation alongside key ecosystem partners by establishing a presence in one of Kingston's key innovation spaces.

## Startup Ecosystem & Kingston Business Ecosystem

To support Kingston Economic Development's mission of advancing economic prosperity, the Corporation released two new brochures designed to guide and inspire small business owners and startups within Kingston's entrepreneurial ecosystem. The Startup Ecosystem brochure highlights Kingston's key advantages, including access to major Ontario markets, leading sectors in Sustainable Manufacturing and Health Innovation/Life Sciences, funding opportunities, a steady talent pipeline from post-secondary institutions, robust research and development, and state-of-the-art facilities, all which contribute to Kingston's ranking as the No. 1 small city for startups.

The Kingston Business Ecosystem brochure provides a comprehensive overview of local support services, business programs, and funding resources available to startups and entrepreneurs. Together, these resources serve as valuable tools to help entrepreneurs navigate Kingston's business ecosystem and achieve long-term success.



## Kingston Startup Ecosystem

On July 25, the monthly Kingston Startup Ecosystem event featured a panel with the topic *Scaling Smart – Balancing Automation & Human Judgment*, with Patrick Egbunonu of Informanos Analytics & Artificial Intelligence and Kerry Fraser of Troon Technologies Canada. The discussion explored how startups can leverage AI to scale responsibly, balancing growth with safety, quality, and accountability. Panelists highlighted the importance of human oversight in refining AI systems, offered guidance on choosing the right tools, and shared how AI can be applied across product development, internal operations, and client services to drive sustainable growth.

On August 22, the Kingston Startup Ecosystem event was a panel on “Customer-Led Building: Launch & Scale Fast,” with: Shari Hughson, Entrepreneur and Professor at Smith School of Business; Dr. Mohsen Omrani, OPTT Health; and Elia Anagnostopoulos, Business Developer & Vice Chairman, St.-Vincent-de-Paul Society Kingston. The discussion emphasized the importance of building around real customer needs and implementing methods that solve core customer related problems. A key takeaway from the session was to secure the first sale early, one customer, to understand what problem the product genuinely solves and why customers would invest in the solution.

On September 26, the Kingston Startup Ecosystem event featured its Quarterly Open Mic Pitch Competition. The evening brought together founders, entrepreneurs, and ecosystem partners for open networking, startup pitches, and insights from experienced startup founders. Five local startups — KynTrack, Virtued, Dokings Afro Fashion House, Access and Assist, and Deckstaining.com — presented their ventures to a panel of judges including Morgan Lehtinen of RXN Hub, Dave Robinson of Fractal Workspace, Doug Wilton of PDS Investments, and Peter Fenwick, ICD.D – Executive Director, Growth Catalyst & ScaleUp Ecosystem Builder, who offered their insights and guidance to help the presenters refine their pitching skills.

▼ Norman Musengimana, Business Development Manager, with panelists Shari Hughson, Elia Anagnostopoulos, and Dr. Mohsen Omrani.



## **Cross-Ministry Funders Forum highlights Provincial Funding Opportunities**

On July 17, Kingston Economic Development staff attended the Cross-Ministry Funders Forum at Portsmouth Olympic Harbour. Representatives from the Ministry of Rural Affairs; Ministry of Labour, Immigration, Training and Skills Development; Ministry of Economic Development, Job Creation and Trade; Ministry of Tourism, Culture and Gaming; and the Ontario Ministry of Agriculture, Food and Agribusiness were on hand to raise awareness and encourage participation in upcoming provincial funding opportunities. The session provided attendees with a direct line to the representatives and programs to learn of upcoming grant programs, understand eligibility requirements, and build relationships with funders and regional stakeholders.

## **RXN HUB Ecosystem Summit**

On August 11, RXN HUB hosted the Ecosystem Summit featuring keynote speaker Ken Gold, who shared insights on how Canada can expand trade and technology partnerships with Japan to strengthen its global position. The Summit explored key themes including new trade corridors, economic sovereignty and resilience, and the adoption of transformative technologies. At a time of global uncertainty, the event emphasized Canada's opportunity to lead by advancing its manufacturing sector and fostering collaboration to accelerate innovation and economic growth.

## **Government of Canada Expo: Next-Gen Tech Showcase**

On September 23, Donna Gillespie attended the GCXpo (Government of Canada Expo) in Ottawa. The event showcased the next generation of tech in Canada with a focus on defence research and innovation. The visit offered Kingston Economic Development an insider's look into upcoming innovations and explore future collaborations with Invest Ottawa.



▲ Owen Maclennan, Protoform Designs, delivers his business pitch at the Summer Company Showcase.

## Summer Company 2025 Showcase

Kingston Economic Development’s annual Summer Company Showcase at Fractal Workspace took place on August 13. The event highlighted the achievements of 13 young entrepreneurs who participated in the Summer Company Program as they presented their business ventures to community leaders, potential partners, peers, and family members. Each participant was recognized with a certificate, celebrating their completion of the program. Through Summer Company, participants participated in a business bootcamp, received mentorship from local business experts and \$3,000 in non-refundable grant funding to launch and grow their business, equipping Kingston’s next generation of entrepreneurs.

// **CricuitSpark Crates**, Laurence Miller

// **Sequin**, Rachel Neumann

// **KynTrack**, Jermyl Allen Acuzar

// **TrendAll**, Olivia Samis

// **Linko Art**, Jialin Luo

// **Protoform Designs**, Owen Maclennan

// **AeroMaps**, Kerelos Gayed

// **AstroBnB**, Shivansh Rathod

// **WelliTales**, Amir Bagherian

// **Novelty Book Covers**, Sofia Nicolescu

// **Amongoose BS**, Afham Awsaf

// **Backyard Swim Co.**, Braeden Medd

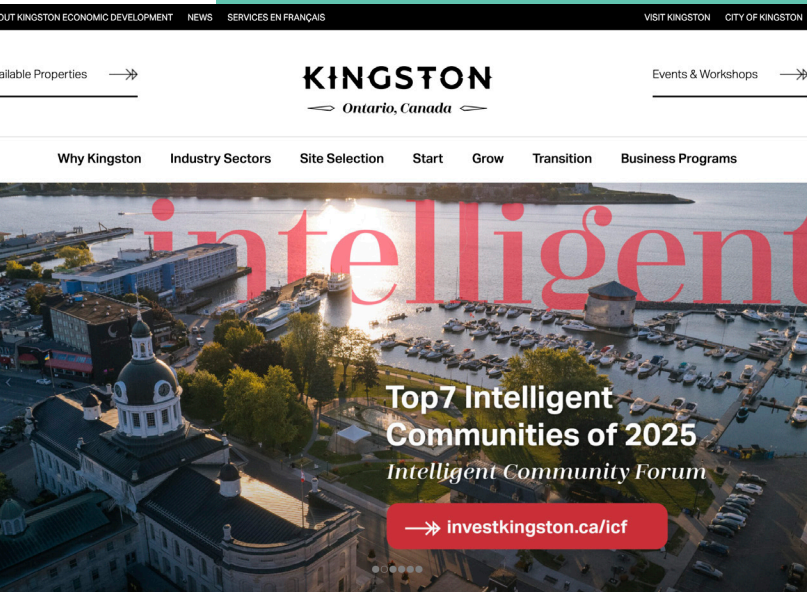
## Starter Company Plus Receiving Applications

The 2025 Fall Starter Company Plus intake began on September 17, offering local entrepreneurs the opportunity to grow their businesses with expert mentorship and training. Participants will develop business plans and, the businesses selected by a panel of adjudicators, may receive up to \$5,000 in non-repayable grant funding. The cohort will begin the program with a Business Bootcamp on October 6.

# Marketing & Communications

The Marketing & Communications department supports investment managers and business development managers by creating sector-specific messaging and business collateral tailored to their target audiences. The communication strategy emphasizes digital marketing to increase visibility, engage relevant sectors, and amplify Kingston’s economic initiatives.

The Marketing & Communications department shares information targeting the Kingston’s business community, showcasing events and new investments. They also boost lead generation through paid campaigns and Search Engine Optimization (SEO) techniques to strengthen Kingston’s position in economic development.



## Investkingston.ca website update

In Q3 we started an inhouse revamp of the investkingston.ca website, reviewing the content, customer journey, user experience and the user interface. The ongoing update encompasses the navigation menu, wireframes and structure of parent and children pages, call to actions, meta descriptions and keywords to ensure the site is as ready to leverage the new trends in AI-based search. As result of the update the /start page—where users find information on how to start a business— registered 603 visits, an 88.43% increase when compared to Q2-2025.



## Startup Ecosystem postcard & Kingston Business Ecosystem brochure

In parallel with the launch of the Kingston Economic Development Satellite Office we created two new pieces of business collateral that summarize the strengths of the Kingston Startup Ecosystem for startups and entrepreneurs, and a brochure to showcase in one piece all the local and regional, services, supports, partnerships, co-working spaces, and funding available to Kingston businesses.

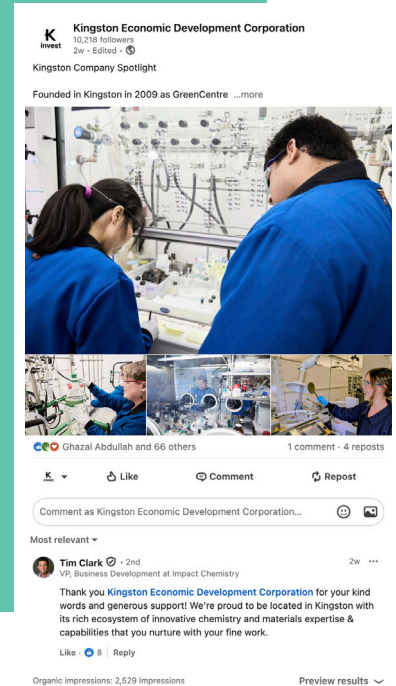
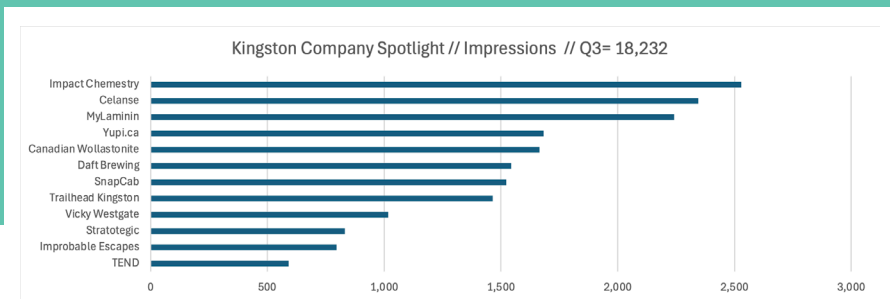
## Kingston Startup Ecosystem Marketing Strategy

With the monthly events consolidating as one of the top business events for the local startup ecosystem, we reviewed the graphic identity and the promotion strategy of the events, leveraging the Kingston's brand secondary more vibrant colours, and replicating the digital channels promotion strategy of the business workshops.



## Kingston Company Spotlight

The weekly social media campaign targets Kingston residents and business leaders, with the objective to raise awareness of local companies across our different portfolios: sustainable manufacturing, life sciences and health innovation, startups and entrepreneurs, and small business. On LinkedIn during Q3, the campaign added 18,232 impressions for a total of 55,652 YTD, with an average 9.43% engagement rate and an average 6.39% click-through rate.



## Industry Newsletters

These quarterly distributions promote our priority sectors –sustainable manufacturing, life sciences & health innovation, and starting in Q3 a new Startups & Entrepreneurs newsletter– by highlighting recent news of Kingston companies, industry specific programs and funding opportunities as well as the participation of our investment managers on industry relevant trade shows. The Q3 newsletters delivered a total of 699 e-mails, with an average 50.77% open rate and a 15.47% click-through rate. Users can sign up for the different newsletters through a link on the investkingston.ca website or directly at the URL [investkingston.ca/newsletter](https://investkingston.ca/newsletter).

## Business Workshops Marketing Strategy

During Q3 business workshops are reduced to the most essential during July and August with only organic promotion. In September, the 2024-2025 workshop programming started along with a strategy that combined organic and paid content on Meta's Instagram. The paid campaign achieved a total of 42,170 impressions, the events web page registered 1,361 views and the workshops realized 139 registrations, a 31.13% increase when compared to Q3 2024.

# investkingston.ca

## Top Visiting Countries



### Website Analytics

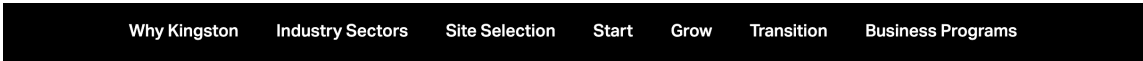
Users	11,579	▲ 11.63% (Y/Y)
Sessions	17,844	▼ 3.02% (Y/Y)
Pageviews	29,560	▲ 0.54% (Y/Y)

### Top Pages

Home	4,744
Young Professionals	2,812
Events	1,361
40 Under 40 Announcement	996
Starter Company Plus	863

The Kingston Economic Development website, investkingston.ca, realized a 11.63 % increase in page views when compared to Q3 2024. There is growth in visitation despite that there weren't out of the ordinary announcements, last year UNDO Carbon started operations in Kingston, and the Project Arrow showcase took place during Q3.

In this quarter, the website realized strong visitation to the webpages related to the third annual Kingston Young Professionals 40 Under 40 Awards, with a combined 3,808 page visits, as the event cements itself as one of the most important celebrations of Kingston's young talent.



## WHAT'S YOUR STARTING POINT?

### Small business

A **small business** is a locally owned company that usually starts with a few employees and a simple structure. It provides goods or services to a specific community and grows at a steady pace. These businesses often need less money to start and are easier to manage. Owners have control over daily decisions and can build strong relationships with their customers. Small businesses are important to the local economy and offer long-term stability.

### High-growth startups

A **high-growth startup** is a business built to grow quickly and reach large markets. It often uses new technology or ideas to offer something unique. Scale-ups aim to expand fast, sometimes across Canada or internationally, and often need investment to support that growth. These businesses focus on building large teams, entering new markets, and growing revenue quickly. They carry more risk but also have the potential for big rewards and market leadership.

### Buying a business

**Buying a business** means taking over a company that is already up and running. It comes with existing customers, staff, and systems, which helps you get started faster. This option removes some of the guesswork involved in launching a new business. However, it's important to review the company's finances and operations before making a decision. In buying a business, you can help it grow differently than it had been before, bringing new ideas to life.

## EVERYTHING STARTS WITH A FREE, CONFIDENTIAL CONSULTATION















## Social media

Kingston Economic Development manages a mix of organic and paid social media campaigns on the digital platforms X, Facebook, Instagram, LinkedIn, and YouTube with the social media handle @investkingston. Each platform engages different stakeholder segments.

After the adoption of the Kingston brand and a redefinition of the target audience, Meta social media channels, Facebook and Instagram, have seen a replacement of users that quarter to quarter resulted in a net smaller audience. At the closing of Q3 we saw a rebound with net users turning positive, continuing a trend that started in Q2.

@InvestKingston		Change (Q/Q)
Combined Users/Followers	51,414	▲ 0.04%
Total Impressions	181,438	▼ 7.94%

@InvestKingston						
Followers/Likes [End of Q3]	11,433	13,662	15,781	-	364	10,174
Followers/Likes [Start of Q3]	11,419	13,710	15,787	-	365	9,914
% Change Over Previous Quarter	▲ 0.12%	▼ 0.3%	▼ 0.03%	-	▼ 0.2%	▲ 2.6%
Organic Impressions	-	6,640	-	-	-	62,415
Organic Reach	57,990	-	50,959	-	-	-
Paid Impression	42,170	-	-	-	-	-
Actions (visit web, request directions, call)	-	-	-	329	-	-
Searches	-	-	-	2,516	-	-
Video Views	-	-	-	-	589	-

Demographics (most popular)						
Age	55-64	-	35-44	-	-	-
Gender	Women	-	Women	-	-	-
Location	Kingston	-	Kingston	-	-	Kingston

# Media Coverage

[Local entrepreneurs to receive grants, training through provincial program](#)

// Kingston This Week (Print), July 3

[Kingston initiative offers study on mid-size cities' benefits to Ontario's media production industry](#)

// Kingstonist, July 15

[The future of film in "Big Little Cities": Kingston Economic Development releases 'Hyperlocal Ontario Action Plan'](#)

// YGK News, July 25

[Canadian Wollastonite is building a net-zero blueprint](#)

// Rock to Road, Aug. 8

[KEDC sets up shop at Kingston's innovation hub](#)

// Kingston Daily, Sep. 3

[Best young Kingston area professionals named on KEDC list](#)

// Kingston Daily, Sep. 4

[Recognizing Young Talent](#)

// Queen's University, Sep. 4

[2025 Kingston Young Professionals 40 Under 40 Award recipients announced](#)

// Kingstonist, Sep. 8

[Local radio host 'surprised' to be included in in list of Kingston's top young professionals](#)

// Kingston Daily, Sep. 8

[Kingston's Canadian Wollastonite to supply rock for climate project](#)

// The Kingston Whig Standard, Sep. 9

[Kingston wollastonite manufacturer makes deal to help climate project](#)

// Kingston Daily, Sep. 12

[Kingston-area mine helps launch one of the world's largest atmospheric carbon removal projects](#)

// Frequency News, Sep. 18

[Why mid-sized cities could be the future of Canadian film production](#)

// Canada Media Fund, Sep. 18

# Media Releases

[New Report Details How Mid-Sized Cities like Kingston are Key to Future-Proofing Ontario's Film and Television Industry](#)

// July 14

[Kingston Economic Development Opens New Satellite Office at Fractal Workspace](#)

// Sep. 2

[Announcing the 2025 Kingston Young Professionals 40 Under 40 Award Recipients](#)

// Sep. 3

[Canadian Wollastonite and UNDO Launch One of the World's Largest Atmospheric Carbon Removal Initiatives](#)

// Sep. 9

# 2025 Measurements

<b>Attraction &amp; Aftercare</b>		<b>2025 Q1</b>	<b>2025 Q2</b>	<b>2025 Q3</b>	<b>2025 YTD</b>	<b>2024 Q3</b>	<b>2024 Totals</b>
<b>Investment Inquiries</b>	_____	9	8	5	22	5	40
// Health Innovation	_____	0	4	0	4	0	2
// Sustainable Manufacturing	_____	7	1	3	11	5	28
<b>Leads Generated</b>	_____	75	104	146	325	21	214
// Health Innovation	_____	45	49	108	202	8	145
// Sustainable Manufacturing	_____	26	55	36	117	11	56
<b>Investment Site Tours</b>	_____	2	2	0	4	14	28
<b>Familiarization Tours</b>	_____	3	2	5	10	7	12
<b>Business Attraction Active Opportunities</b>	_____	79	86	14	-	75	-
// Health Innovation	_____	25	24	1	-	29	-
// Sustainable Manufacturing	_____	51	61	12	-	45	-

<b>Business Retention &amp; Expansion</b>		<b>2025 Q1</b>	<b>2025 Q2</b>	<b>2025 Q3</b>	<b>2025 YTD</b>	<b>2024 Q3</b>	<b>2024 Totals</b>
<b>Inquiries</b>	_____	34	25	64	133	157	472
<b>Consultations Provided</b>	_____	46	54	77	177	110	362
// Health Innovation	_____	6	13	17	36	2	23
// Sustainable Manufacturing	_____	22	14	26	62	12	39
<b>Small Businesses Supported with Grants</b>	_____	82	22	11	115	36	182
<b>Value of Grants to Businesses</b>	_____	\$166,149	\$48,000	\$16,500	\$230,649	\$75,579	\$398,095
<b>Company Site Visits</b>	_____	24	12	8	44	18	53
<b>Active Opportunities</b>	_____	10	10	12	-	15	-
// Health Innovation	_____	5	4	3	-	6	-
// Sustainable Manufacturing	_____	5	6	9	-	9	-

## Exhibit A to Report Number 25-260

Quarterly Report: 2025 Q3 // Kingston Economic Development

<b>Start-Ups &amp; Entrepreneurs</b>	<b>2025 Q1</b>	<b>2025 Q2</b>	<b>2025 Q3</b>	<b>2025 YTD</b>	<b>2024 Q3</b>	<b>2024 Totals</b>
<b>Inquiries for Support</b>	121	65	72	258	66	288
<b>Consultations Provided</b>	150	112	126	388	174	539
// Health Innovation	19	10	14	43	12	64
// Sustainable Manufacturing	15	14	10	39	6	12
<b>Events &amp; Activities Hosted</b>	35	29	23	87	19	112
<b>Persons Attending Programs &amp; Events</b>	519	429	462	1,410	628	2,384



# 2025 Budget

## September 2025 YTD Financial Summary

For the ninth month ending  
Tuesday, September 30, 2025

Revenues	Actuals	Approved Budget	% to Date Q1-Q3
City Funding	\$ 1,193,306	\$ 1,591,075	75 %
Provincial Funding	\$ 297,650	\$ 297,650	100 %
Federal Funding	\$ 354,396	\$ 1,146,000	31 %
Private / Earned	\$ 60,438	\$ 117,500	51 %
Corporate Reserves	\$ 3,002	\$ 200,000	2 %
<b>Total Revenue</b>	<b>\$ 1,908,791</b>	<b>\$ 3,352,225</b>	<b>57 %</b>

## Expenditures

Salaries & Wages	\$ 891,229	\$ 1,271,225	70 %
Overhead			
Administration	\$ 175,705	\$ 208,000	84 %
Boards & Committees	\$ 3,820	\$ 5,000	76 %
Human Resources	\$ 5,153	\$ 10,000	52 %
Marketing Communications	\$ 45,415	\$ 75,000	61 %
Strategic Planning	\$ 39,007	\$ 100,000	39 %
Projects			
Attraction & Aftercare	\$ 86,742	\$ 150,000	58 %
Business Retention & Expansion	\$ 112,776	\$ 225,000	50 %
Start Ups & Youth Business	\$ 64,847	\$ 140,000	46 %
Life Sciences Initiative	\$ 64,535	\$ 950,000	7 %
Grants for Businesses	\$ 267,848	\$ 218,000	123 %
Amortization	\$ 9,000		
<b>Total Expenditures</b>	<b>\$ 1,766,077</b>	<b>\$ 3,352,225</b>	<b>53 %</b>
<b>Annual Surplus / (Deficit)</b>	<b>\$ 142,715</b>		

# KINGSTON

— *Economic Development* —

## **Kingston Economic Development Corporation**

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