



**City of Kingston  
Report to Council  
Report Number 26-106**

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**To:** Mayor and Members of Council  
**From:** Lanie Hurdle, Chief Administrative Officer  
**Resource Staff:** None  
**Date of Meeting:** March 24, 2026  
**Subject:** Quarterly Report: Kingston Economic Development Corporation  
– Q4 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 25-225](#)), the attached report (Exhibit A) provides detailed reporting on Q4 2025 for the Economic Development Organization (KED). Section 2.0 “Transparency, Reporting and Accountability” of the Service Level Agreement indicates “The KED 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 KED on reporting is included in Section 2.2 which reads in part:

*“2.2 KED 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;*

March 24, 2026

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*c) Quarterly, by way of Activity Reports to demonstrate the progress of the KED in achieving the Strategy and the impact of the KED's actions and programs on the key performance measures of economic development as set out in the appendices 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.

March 24, 2026

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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 (KED) on results for Q4 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 the appendices of the Service Level Agreement, and as outlined in KED's quarterly reports, demonstrate the progress of the KED in achieving implementation of the Strategy.

**Existing Policy/By-Law**

Council [Report Number 25-225](#) dated November 18, 2025

**Notice Provisions**

None

**Financial Considerations**

Section 4 of the Service Level Agreement relates to financial operations and provides clear parameters on funding to KED 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 Economic Development Corporation Q4 2025 Report

# KINGSTON

## — Economic Development —

March 12, 2026

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

RE: Q4, 2025 Service Level Agreement Performance Measures

Dear Ms. Lanie Hurdle:

Please accept this summary report outlining activities undertaken by the Kingston Economic Development Corporation for Q4 (October–December) 2025.

In response to continued tariff trade challenges with the United States, Kingston Economic Development provided ongoing support to local businesses navigating impacts and identifying new market opportunities to strengthen resilience and growth. To further equip companies for expansion, the Corporation hosted the second annual Tap into Funding event to enhance access to funding resources. By convening federal and provincial representatives alongside industry leaders and entrepreneurs, the session supported business expansion planning by increasing awareness of available programs and improving businesses' ability to leverage funding opportunities. The Corporation is actively working with upper levels of government to access funding and resources to support trade impacted businesses.

In November, Kingston Economic Development hosted the 38th Annual Business Forecast Lunch in partnership with the Smith School of Business at Queen's University. The event brought together local stakeholders and business leaders to hear leading economists share insights into the local, national, and global economic outlook for the year ahead. Prior to the event, Associate Minister of Small Business Nina Tangri joined Kingston Economic Development at Tara Natural Foods—a successfully transitioned business supported through the Corporation's business transition services—to announce Succession Ontario, a \$1.9M provincial succession planning initiative to be delivered by Kingston Economic Development. To support program rollout and stakeholder engagement, the Corporation launched SuccessionOntario.ca, a website providing resources to businesses considering transition.

Q4 brought a significant milestone for Kingston with the city's formal recognition as a Fully Certified Intelligent Community by the Intelligent Community Forum (ICF). This highest level of distinction followed a rigorous on-site audit conducted in September and reflects the strength of Kingston's collaborative approach to innovation, digital infrastructure, workforce development, and inclusive economic growth. Kingston Economic Development also earned national and global distinctions from StartupBlink for its leadership in fostering a dynamic startup ecosystem. Kingston was named the "Best Small City in Canada" for startup growth and entrepreneurship, recognized as the Best Small City Worldwide for Energy & Environment ecosystems, and ranked among the global top 10 cleantech ecosystems, further reinforcing Kingston's leadership in sustainability and innovation.

The Helix Funding initiative successfully completed its first intake in Q4, advancing commercialization efforts for the selected life sciences companies and fostering new industry partnerships between recipients and Kingston's health innovation ecosystem. As part of the broader Helix Kingston strategy, the Dunin-Deshpande Queen's Innovation Centre (DDQIC) launched its inaugural Build2Scale Life Sciences cohort, further strengthening Kingston Economic Development's coordinated approach to scaling high-potential life sciences ventures. Additionally, we are pleased to see the continued development of the Providence Care wet lab space, which is projected to be completed by the end of March 2026.

# KINGSTON

— *Economic Development* —

Concluding the year, the Board of Directors confirmed the work of a Special Purpose Committee tasked to undertake an in-depth review of priority sectors and emerging subsectors. The work is in preparation for an update to the current Integrated Economic Development Strategy which will be undertaken in partnership with the City of Kingston in 2027 to ensure ongoing alignment with Council priorities and municipal vision. In December, the Kingston Economic Development Corporation renewed its Service Level Agreement with the City of Kingston for the next five years to provide ongoing service delivery for the portfolios of Startups and Entrepreneurs, Business Retention and Expansion and Attraction and Aftercare.

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-Q4**

**Kingston Economic  
Development Corporation**

# Corporate Updates

## Board of Directors

During the Corporation's All Members Meeting on December 15, two new City Councillors were welcomed to the Board of Directors: Councillor Paul Chaves and Councillor Conny Glenn. This marks Councillor Glenn's second term serving on the Kingston Economic Development Board of Directors and Councillor Chaves' first. The Corporation looks forward to their collaboration and leadership in the year ahead. Kingston Economic Development also extends its sincere thanks to Councillor Gregory Ridge, who served one year, and Councillor Vincent Cinanni, who served two years on the Board, for their time, commitment, and service to the Corporation.

## Fully Certified Intelligent Community

On November 18, Kingston was formally recognized as a Fully Certified Intelligent Community by the Intelligent Community Forum, placing Kingston as one of only six communities worldwide and the third community in Canada to receive Full Certification, the highest level of recognition within ICF's evaluation framework.

Full Certification followed a rigorous two-day on-site audit conducted by ICF in September 2025. During the audit, representatives toured Kingston's innovation facilities, met with leaders across industry, academia, and local government, and observed the collaborative partnerships that define the city's approach to economic development. Kingston's certification builds on its longstanding participation in the ICF awards program, having been recognized as a Smart21 Community three times since first entering the program in 2009, and named a Top7 Intelligent Community in both 2013 and 2025.

From December 1 to 7, Donna Gillespie, CEO, joined the Canadian delegation in Ho Chi Minh City, Vietnam, for the Intelligent Community Forum (ICF) Global Summit, where the presentation of the Top7 Awards took place.

During the Summit, Donna had the opportunity to tour Vietnam's rapidly evolving agricultural and manufacturing economy. Participation in the Summit and delegation provided valuable opportunities to exchange international best practices in economic and community development and to engage with global leaders advancing innovation, digital infrastructure, and inclusive growth. The Corporation recognizes and commends Durham region on their designation as the 2025 Most intelligent Community of the Year, which further highlights the strength of Ontario's innovation ecosystem.





▲ Left to right: Dr. Elspeth Murray, Christopher Cotton, Blair Robertson, Donna Gillespie, Shai Dubey, and Lynnette Purda at the 38th Business Forecast Lunch.

## 38th Annual Business Forecast Lunch

Kingston Economic Development Corporation, in partnership with the Smith School of Business at Queen's University, hosted the 38th Annual Business Forecast Lunch on November 27. The event brought together members of the business community to hear leading experts from Queen's University share insights into local, national, and global economic conditions, providing an economic outlook for the year ahead.

The event featured expert presentations from Queen's University faculty members Blair Robertson, Christopher Cotton, and Shai Dubey, and was supported by organizing partners Dr. Elspeth Murray and Interim Dean Lynnette Purda.

The Corporation was honoured to welcome Ontario's Associate Minister of Small Business, Nina Tangri, who spoke to the soft launch of the new Succession Ontario initiative, delivered in partnership with Kingston Economic Development.

## City of Kingston's Draft Official Plan

In October, Laura Flaherty, Project Manager of Planning, and Sukriti Agarwal, Manager of Policy Planning at the City of Kingston, met with the Kingston Economic Development team to present the City's Draft Official Plan. The presentation focused on refining policies to support projected population growth to 220,000 by 2051, with proposed strategic changes aimed at enhancing residential and commercial development, reducing barriers for small businesses, strengthening rural support, advancing an integrated mobility plan, and designating employment lands for industrial and broader business use.

Paige Agnew, Commissioner of Growth & Development Services at the City of Kingston, also presented the Draft Official Plan to the Kingston Economic Development Board of Directors. The Board responded to economic development-specific questions to ensure that considerations related to economic growth and long-term prosperity would be considered.

The Board will review and provide further feedback on the second draft of the official plan when released in 2026.



▲ Ghazal Abdullah, Abby Fitzhugh, and Gillian Stewart volunteering with United Way.

## 100% Staff Participation United Way

The Corporation launched its United Way KFL&A workplace campaign at the end of October and successfully achieved 100% staff participation, raising \$1,503. In addition to the 2025 donations, staff members Abby Fitzhugh, Ghazal Abdullah, and Gillian Stewart volunteered with the United Way's Holiday Smile Cookie Campaign at Tim Hortons. Together, they decorated 405 Smile Cookies, with proceeds from each cookie supporting United Way programs and services throughout the region. Gillian Stewart also represented Kingston Economic Development in Toronto during the United Way's ClimbUP Challenge, completing the 144-flight ascent of the CN Tower alongside participants from across the province.

## St. Vincent de Paul Society's Wish List

In the spirit of giving back during the holiday season, Kingston Economic Development staff chose to forego a traditional gift exchange and instead made collective donations to the St. Vincent de Paul Society's Wish List. The donations were delivered to the Society's new facility on Bagot Street, which will accommodate their meal program, food pantry, WearHouse, and space for community charitable partners supporting individuals in need. Earlier in the summer, the team toured the facility during its early stages of construction and witnessed firsthand the impact and importance of the project, inspiring the team to support the organization's mission and contribute to the success of this vital community resource.

# Attraction & Aftercare



▲ The Kingston Economic Development team on tour with the diplomatic delegation at the Translational Institute of Medicine (TIME) at Queen's University.

## Fourth Annual Diplomatic Delegation

From October 2 to 3, Kingston Economic Development hosted its fourth Diplomatic Delegation, welcoming representatives from Austria, the Netherlands, the United Kingdom, Italy, and Belgium. The two-day tour featured site visits to Cygnet Aviation, Cyclic Materials, Queen's Cardiopulmonary Unit (QCPU), the Translational Institute of Medicine (TIME), and Octane. The Diplomatic Delegation visits highlight Kingston's key priority sectors, showcase the city's innovative businesses, and promote investment opportunities to international embassies.



▲ Adam Jacques, Counsellor Commercial and Senior Trade Commissioner - Embassy of Canada to Switzerland and Liechtenstein, Jean-Paul Lemieux, Ambassador of Canada to the Swiss Confederation and Principality of Liechtenstein, and Shelley Hirstwood, Director of Business Development, Kingston Economic Development.

## Global Affairs Canada Investment Roadshow

From November 24 to 28, Shelley Hirstwood, Director of Business Development, wrapped up the final trade show circuit for 2025 by attending the Global Affairs Canada Investment Roadshow, with sessions held in London and Zurich.

Throughout the roadshow, meetings with companies exploring expansion into North America provided Shelley opportunities to highlight Kingston's competitive advantage, including political stability, a highly educated workforce, and access to global markets through trade agreements. Discussions also emphasized Kingston's strategic location, access to skilled talent, world-class research assets, and strong academic partnerships with Queen's University and St. Lawrence College, positioning Kingston as a premier destination for investment in health innovation/life sciences, clean technology, and sustainable manufacturing.

## Cell & Gene Meeting on the Mesa

From October 5 to 7, Ben McIlquham, Investment Manager, Health Innovation/ Life Sciences, attended the Cell & Gene Meeting on the Mesa in Phoenix, Arizona. The conference hosted top executives, industry stakeholders, and leading life science companies advancing cutting-edge research in the gene and cell sector. During the event, Ben met with 22 companies to promote Kingston's Life Sciences sector, highlighting opportunities for investment and potential partnerships with innovative organizations in the sector.



▲ Ghazal Abdullah and Ben McIlquham promoting the Helix Funding at the Next Great Big Ideas Summit.

## Next Great Big Ideas Summit

On October 21, Ben McIlquham and Ghazal Abdullah, Project Coordinator, Health Innovation/Life Sciences, hosted a Kingston booth at the Next Great Big Ideas Summit in Hamilton. The annual national networking event connects leaders across Canada's life sciences community. During the summit, Ben and Ghazal promoted Kingston's Helix Funding program, engaging with industry stakeholders and highlighting opportunities to support innovative life science ventures.

## 2025 BIO-Europe Conference

From November 9 to 11, Ben McIlquham attended the 2025 BIO-Europe Conference in Vienna, Austria, where he represented Kingston in meetings with global pharmaceutical and international life sciences companies, as well as venture capital firms interested in investing in Ontario and Kingston. While at the conference, Ben participated in an industry roundtable with the Canadian Ambassador, further raising Kingston's profile as a competitive location for health innovation and life sciences investment.

## **Advanced Design & Manufacturing (ADM) Expo**

On October 21, Abdul Razak Jendi, Investment Manager, Sustainable Manufacturing, attended the Advanced Design & Manufacturing (ADM) Expo in Toronto. The event brought together key sustainable manufacturing sectors including design, automation, packaging, plastics, processing, and EV technology. Abdul explored the latest trends in advanced manufacturing and design while connecting with industry leaders to promote Kingston as a prime destination for sustainable manufacturing investment.

## **HardTech Summit 2025**

On October 29, Abdul Razak Jendi attended the HardTech Summit 2025, hosted by ventureLAB, Canada's premier technology and innovation event focused on hardware, semiconductors, MedTech, AI, and automobility. The Summit featured global industry leaders, investors, and innovators to explore developments in hardware and chip design. Abdul's presence at the Summit reinforced Kingston's profile in chip development materials, underscoring the city's role in the sustainable manufacturing sector.

## **3rd Annual Northeast Semiconductor Manufacturing Corridor Workshop**

From December 8 to 10, Shelley Hirstwood and Abdul Razak Jendi attended the 3rd Annual Northeast Semiconductor Manufacturing Corridor Workshop, hosted by the Canadian Consulate in New York City. The event advanced cross-border collaboration and supported efforts to engage Kingston's ecosystem in the semiconductor supply chain. Shelley and Abdul connected with industry partners to explore innovation and future opportunities. During the visit, they also toured Impact Nano, the parent company of Impact Chemistry, to discuss their needs and growth plans in Kingston.

## **Auto Mayors Roundtable**

On November 7, Mayor Bryan Paterson and Abdul Razak Jendi attended the Auto Mayors Roundtable in Cambridge, Ontario, representing Kingston's active role in Ontario's Critical Minerals Working Group. Mayors from across the province and government officials discussed shared challenges and opportunities in the automotive and advanced manufacturing sectors. Kingston's participation highlighted its commitment to supporting the province's strategic mineral supply chain and innovation-driven economic development.



▲ Abdul Jendi, Investment Manager, Sustainable Manufacturing at the Ontario Province Booth at PLMA.

## PLMA Annual Private Label Trade Show

From November 16 to 18, Abdul Razak Jendi attended the Private Label Manufacturers Association’s (PLMA) Annual Private Label Trade Show. This B2B event showcased the global retail store brand industry and offer insight into investment opportunities and market trends. Kingston has seen significant growth in food processing, with Frulact and Canada Royal Milk investing a combined \$450M in the city. The sector continues to expand, and Kingston’s location and supportive ecosystem position the community as an attractive destination for food processing companies.

## Embassy of Canada

On December 11, Kingston Economic Development hosted a tour with Christiaan de Waal, Senior Foreign Direct Investment Officer with the Embassy of Canada in Washington, D.C. Christiaan met with SnapCab and Kingston Economic Development teams to discuss opportunities to support U.S. companies interested in investing in Kingston. The discussions focused on investment attraction, support for existing companies, and how Kingston Economic Development assists U.S. companies in establishing and expanding operations in Kingston. The visit also explored opportunities for ongoing collaboration to strengthen cross-border investment relationships.

# Business Retention & Expansion



▲ Shelley Hirstwood, Director of Business Development, with industry partners at the Healthcare Innovation panel discussion.

## Providence Care Research Day

On October 22, Shelley Hirstwood participated in a panel discussion on Healthcare Innovation at Providence Care's 4th Annual Research Day. The event showcased ongoing research, fostered collaboration among healthcare and industry professionals, and supported the integration of commercial development and new technologies within the life sciences sector. Kingston Economic Development and the Helix Kingston Life Sciences Initiative are proud sponsors of the Providence Care event.

## RXN Hub Grand Opening

On October 21, the RXN HUB ribbon-cutting ceremony marked the official opening of its 30,000 sq. ft. facility at 945 Princess Street within the Modern Niagara building. Developed in partnership with the City of Kingston, RXN Hub serves as Canada's newest centre for green chemistry innovation and commercialization. The facility will include wet labs, production and testing bays, and co-working spaces, supporting an "end-to-end" innovation pipeline that spans from lab to production and export. The City of Kingston's \$3M investment in RXN Hub aligns with its strategy to position Kingston as a national leader in cleantech business development.



▲ Helix Funding participants and Validation Network Partners will start their projects with the program's support.

## Helix Funding's first intake

In Q4, the Helix Funding program successfully completed its first intake, with all selected participants having finalized and signed their funding agreements and preparing to begin their projects. The second intake for the program opened on November 3 and closed on December 10. Applications from the second intake are currently under review and successful applicants will be selected by a slate of adjudicators.

Designed to support early-stage and scaling life sciences businesses, the Helix Funding program provides matching funding of up to \$100,000 for commercialization activities such as prototype development, regulatory consulting, and market strategy. As part of the broader Helix Kingston Life Sciences Initiative, the Dunin-Deshpande Queen's Innovation Centre (DDQIC) Build2Scale Life Sciences program accepted applications for its first cohort in Q4, expected to begin in January 2026.

Over the next three years, the Helix Funding program has the goal to support more than 100 companies and help create or maintain over 400 quality jobs, strengthening Kingston's life sciences ecosystem through partnerships with Queen's University, Kingston Health Sciences Centre, Launch Labs, and other regional partners.



▲ Shelley Hirstwood and Abdul Jendi, with the agency representatives at the 2nd annual Tap Into Funding event.

## Tap into Funding

On October 30, Kingston Economic Development hosted the second annual Tap into Funding event. The event is held for local industry leaders and entrepreneurs exploring programs that support business growth, innovation, and job creation. Attendees expressed strong interest in funding related to trade impacts. The session featured experts sharing insights on federal and provincial programs, as well as non-government funding sources. Speakers included representatives from BDC, FedDev Ontario, the Ministry of Economic Development, Job Creation and Trade, Queen's University, the National Research Council Canada, Mitacs, the Excellence in Manufacturing Consortium, the Ontario Centre of Innovation, and the Royal Military College of Canada.

## Entrepreneurship Through Acquisition

On October 24, Donna Gillespie and Rob Tamblyn attended Buy In Canada 2025, Canada's first Entrepreneurship Through Acquisition (ETA) summit hosted by Venture for Canada with Smith School of Business Toronto. The event united aspiring buyers, investors, and ecosystem builders to explore pathways to business ownership through acquisition. Attendees heard from expert panelists on funding strategies, succession planning, and real-world experiences from entrepreneurs and investors focused on buying and building businesses in Canada.



▲ Ontario Government's Minister of Small Business Nina Tangri and Donna Gillespie with Tara Natural Foods owners, Rudi Mogl and Anna Schlor-MacLean.

## Introducing Succession Ontario

On November 27, Ontario's Associate Minister of Small Business, Nina Tangri, introduced Succession Ontario in partnership with Kingston Economic Development. The announcement was made at Tara Natural Foods, a successfully transitioned small business that utilized Kingston Economic Development's business transition services, followed by remarks made by Minister Tangri at the Annual Business Forecast Lunch. The three-year, \$1.9M business transition initiative will provide training to the 54 Small Business Enterprise Centres network across the province to support small and micro businesses in developing succession plans, increasing local business retention, and preparing the next generation of entrepreneurs for ownership transition.

To support the development and execution of the Succession Ontario initiative, the Corporation welcomed Sarah Gobeil as Project Coordinator. In this role, she will work alongside the Business Development Manager for Small to Medium Sized Enterprises, Rob Tamblyn, to advance the implementation of Succession Ontario.

## Defence Procurement Readiness Program

Donna Gillespie participated in the Council of Canadian Innovators' newly launched Canada's Defence Procurement Readiness Program (CDPRP), a national initiative designed to equip Canadian companies with the knowledge, resources, and networks needed to succeed in the evolving federal defence and security procurement landscape. With Canada increasing defence spending and developing an industrial defence strategy, the program provides expert-led training on defence and cyber policy, doing business with the Government of Canada, industrial and technological benefits requirements, global market access, and the full defence procurement lifecycle.

## Kingston Defence & Security Forum

On October 17, the Royal Kingston United Services Institute (RKUSI) hosted the Kingston Defence and Security Forum, Our North, Strong and Ready: The Next Chapter in the Revitalization of Canadian Defence and Security. Abdul Razak Jendi and Shelley Hirstwood attended the forum, which addressed key priorities for the revitalization of the Canadian Armed Forces, including national and continental defence requirements, NATO and alliance commitments, and procurement opportunities within the defence sector. The event concluded with a formal dinner featuring keynote speaker Peter MacKay, former Minister of National Defence.

## Ucore Rare Elements Gets Federal Investment

Ucore Rare Metals Inc. received conditional approval for \$36.3M in federal support to scale up a first-of-its-kind rare earth processing facility in Kingston. The facility will be the first in North America to produce essential materials for advanced manufacturing, clean energy, and medical technologies. This milestone strengthens Kingston's position in critical minerals and rare earth processing and highlights the region's expertise in mining, chemistry, and metallurgy.

## Eastern Workforce Innovation Board

On October 27, the Kingston Economic Development team met with Frank O'Hearn and Colin Slack of the Eastern Workforce Innovation Board to discuss current labour market challenges experienced by both job seekers and employers. Key topics included improving business succession and workforce retention, the ongoing need for adequate and attainable housing, the challenges employers and job seekers face with the increasing use of AI in recruitment processes, and barriers encountered by newcomers entering the workforce. The discussion provided valuable insights to help inform local workforce development strategies.

## Diversity Works

On November 13, Norman Musengimana attended the Diversity Works Conference, which focused on the evolving role of artificial intelligence in the workplace. Speakers explored topics including AI bias stemming from training data, the use of AI in hiring and workplace processes, and approaches for responsible and ethical implementation. The conference also emphasized the importance of employers signing and adopting the Workplace Inclusion Charter and highlighted the ongoing work required to build fully inclusive workplaces and equitable hiring practices.

## Not-for-Profit Leaders Networking

The Not-for-Profit Academy, an initiative led by Kingston Economic Development in partnership with the Community Foundation for Kingston & Area, hosted a networking social for leaders in the not-for-profit and charitable sector to connect and strengthen the local NFP network. The event served as a precursor to a regular schedule of workshops planned for 2026, including sessions focused on board governance, risk mitigation, and legal responsibilities for board directors.

## Qnity Electronics Official Launch

On November 4, Qnity Electronics celebrated its official launch at the Kingston Technology Centre. Formerly the electronics business division of DuPont, Qnity will position itself as a global leader in advanced electronics materials serving the semiconductor value chain. This milestone marks a significant advancement for Kingston's growing presence in the global semiconductor and advanced electronics sector, reinforcing the city's reputation as a hub for high-value manufacturing.

▼ Qnity Electronics new brand identity, formerly the electronics business division of DuPont.



## Understanding the Agri-food Sector in Frontenac County

On November 24, Kingston Economic Development, in partnership with Frontenac Business Services CFDC and the County of Frontenac Economic Development Office, welcomed Steve Duff, Chief Economist with the Ontario Ministry of Agriculture, Food and Agri-Business, for a presentation to local partners and the Board of Directors on the structure and economic significance of the agri-food sector in Frontenac County. The presentation highlighted the critical role of small and medium-sized agri-businesses in driving growth within the sector, noting that while the number of farms is declining, remaining operations are becoming more productive and increasingly focused on direct-to-consumer sales, reflecting growing demand for local food. Steve also emphasized the role municipalities play in supporting agricultural development through infrastructure and policy, and underscored the importance of succession planning, as limited transition supports and access to professional business services can result in farm closures upon retirement, posing a risk to the long-term sustainability of the sector.

## Life Sciences Industry Networking Event

On December 3, the Corporation, in partnership with HAS-motion, hosted the Life Sciences Industry Networking Event. The event brought together researchers, innovators, and industry professionals to strengthen connections within the local life sciences community and highlighted the Helix Funding program, with program participants sharing their experiences, ongoing projects, and the impact of the support they have received.

▼ Scott Selbie, CEO of HAS-Motion and Ben McIlquham, Investment Manager, Health Innovation & Life Sciences welcome remarks at the Winter Life Sciences Networking event.



# Foodpreneur

Kingston Economic Development has partnered with the London Small Business Centre to bring their Foodpreneur Advantage (FA) initiative to Kingston businesses, a series of workshops and programming for food-related businesses. FA is designed to assist startup food entrepreneurs in launching their ventures and to help high-potential, early-growth food and beverage manufacturing businesses scale their operations. Kingston Economic Development will promote the program locally to encourage strong participation from food entrepreneurs across the region.



## Starting a food business & regulatory compliance

Learn how to get started on your path to success in the food and beverage industry.

Phil Singeris // Program Coordinator, Foodpreneur Advantage

January 15, 2026 // 10 – 11 AM // Virtual

Foodpreneur Advantage



## How to sell your food product

Learn how to sell your food product at markets, online, or to retailers.

Nicole Haney // Business Coach & Food Entrepreneur

January 22, 2026 // 10 – 11 AM // Virtual

Foodpreneur Advantage



## Costing & pricing to make profits

Learn how to cost and price your products and services for profitability.

Ramona Gallagher // Business Coach, Foodpreneur Advantage

January 29, 2026 // 10 – 11 AM // Virtual

Foodpreneur Advantage



## Marketing and branding your food product

Learn how to build a brand that attracts customers and communicates value.

Amanda DeVries // Creative Director, Eye Candy Design

February 5, 2026 // 10 – 11 AM // Virtual

→ Register now!

Foodpreneur Advantage



## Labelling and packaging your food product

Learn how to understand label requirements and create packaging that stands out.

Nicole Haney // Business Coach & Food Entrepreneur

February 12, 2026 // 10 – 11 AM // Virtual

→ Register now!

Foodpreneur Advantage



## Food safety fundamentals for start-ups

Learn key principles for producing safe, high-quality products, and avoid mistakes.

Lisa Cove // Food Safety Consultant, Shelf Ready

February 19, 2026 // 10 – 11 AM // Virtual

→ Register now!

Foodpreneur Advantage

# Start-Ups & Entrepreneurship

## Best Small City in Canada for Startups Award

On November 25, Kingston Economic Development Corporation received the “Best Small City in Canada” award by StartupBlink, for its leadership in the Kingston startup ecosystem. The Startup Ecosystem Awards, separate from StartupBlink’s annual Global Startup Ecosystem Index rankings, specifically honour organizations that have demonstrated exceptional achievement in fostering startup ecosystem development.



▲ Starter Company Plus participants completed the business bootcamp and will continue with the mentorship component of the program.

## Starter Company Plus provide \$30,000 to businesses

The Starter Company Plus Fall 2025 cohort participants showcase a diverse range of emerging ventures. The Corporation disbursed a total of \$30,000 in non-refundable grant funding to support new entrepreneurs, including MoriCat (Shirley Chen); LOLIFIT.CO (Lilian Estafanous); Manajoy (Célia Galas); VirtuEd (Rielly Keeler & Cesar Hernandez); The Dutch Spice Mill (Sjoukje van der Lann); Elevate Collective (Michelle Lawrence); Lake + Main (Alyson Charrette & Lisa Taylor); Macaila’s Mudhouse Spa (Macaila McLeod); B2B Carpentry (James Wydryk); and Girl Friday Kingston (Beth Wylie). Recipients were formally recognized during a Media Day at the beginning of December and have continued to receive individualized support from business advisors to strengthen operations and support long-term business success.

## RISE Pitch Competition with OCI

On December 3, Kingston Economic Development in partnership with the Ontario Centre of Innovation (OCI) hosted the RISE Pitch Competition, an exclusive event that brought together high-potential Ontario-based startups in the life sciences, clean technology, artificial intelligence, and defence sectors with a curated group of investors, funders, and ecosystem partners supporting pre-seed and seed-stage companies. Norman Musengimana evaluated startups during a pre-pitch screening event to identify top companies for the final pitch competition. Companies that pitched included Green Graphite Technologies, Escarpment Aeronautics, Aluminum 3104, MyLaminin, Marlow, and mDetect. Marlow was selected as the competition winner for its patented hygiene product design to address menstrual discomfort.

- ▼ Nicolas Dettinger, Co-operators and Robyn Saltnik, OCI, with Nadia Ladak, CEO of Marlow the pitch competition winner.



# 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.



## Multilingual Investment Attraction Booklet

During Q4, the Kingston Investment attraction booklet was translated into Japanese, and Korean, completing the suite of booklets also in English, French, German, Taiwanese Mandarin. The Director of Business Development and Investment managers identified the need for a portable, high-level, piece to take to trade shows and attraction meetings that would help communicate a comprehensive overview of Kingston's competitive advantages.

## Succession Ontario Brand Development

In preparation for the soft launch of the new Succession Ontario program on November 27, the marketing department oversaw the development of the program visual identity and brand, the first version of the program's website, and securing domains and social media handles. The result was a comprehensive brand that seeks to connect with the target audience of micro business owners to raise awareness of business transition options.

## Kingston Achieves Full Certification as an Intelligent Community

In preparation for the November 18, announcement of Kingston becoming a fully certified Intelligent Community by the Intelligent Community Forum, the marketing department coordinated a strategy in partnership with the City of Kingston Communications Department to promote the announcement that included a media release, graphics and text for different social media channels, as well as website updates to the investkingston.ca/icf webpage.



**KINGSTON**

— *Economic Development* —

## Tap into funding

*An exclusive event designed to empower your business growth.*

➔ **Register now!**

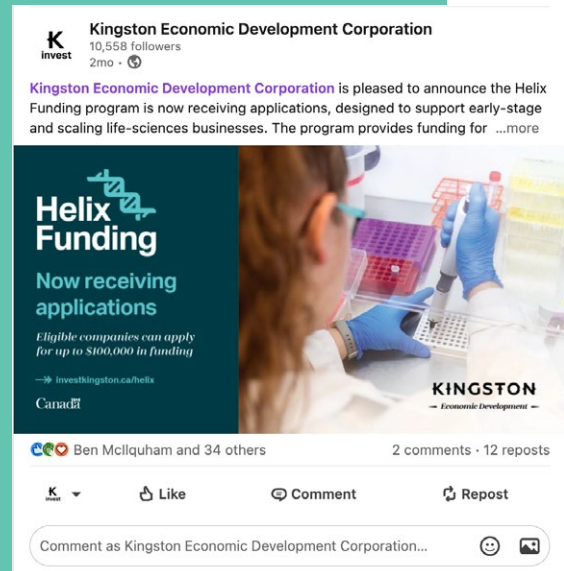


## Tap into Funding Promotion

The second Annual Tap into Funding event, was promoted organically on owned channels, graphics were created for LinkedIn, internal newsletters, events & workshops webpage and direct invitation. This is a popular event, and it sold out days ahead of the date.

## Helix Funding Second Cohort Promotion

After first intake of the Helix Funding that saw a strong response in inquiries and applications [over 60 inquiries, 30 consultations, and 8 applications submitted]. The marketing department promoted the second intake of the program with the objective of increasing the reach beyond the current audience, on top of organic promotion on owned channels, a LinkedIn paid campaign was run between November 6 to December 9 and yield a total of 21,806 impressions and 765 clicks, with 60% of impressions being from Ottawa, 22% from the GTA, and the remaining 18% from the Kingston Area. At the end of the application window, applications increased 87% in comparison to the first intake.



## Fuelling Life Sciences Innovation

The Kingston Economic Development Helix Funding program provides life sciences companies with funds from \$10,000 to \$100,000 and access to specialized facilities, equipment, services, and business support.

- // \$10k – \$100k in funding
- // 22+ industry partner Validation Network
- // BSL-2 wet lab Space
- // Build2Scale Life Science Program

→ [investkingston.ca/helix](https://investkingston.ca/helix)



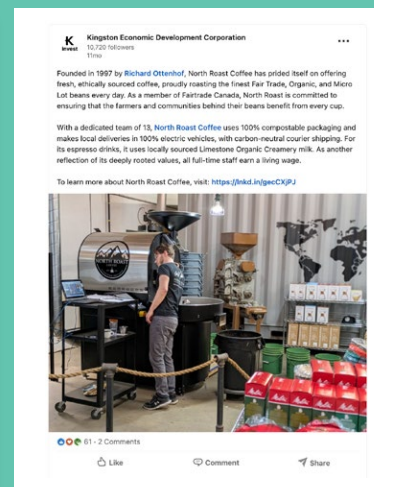
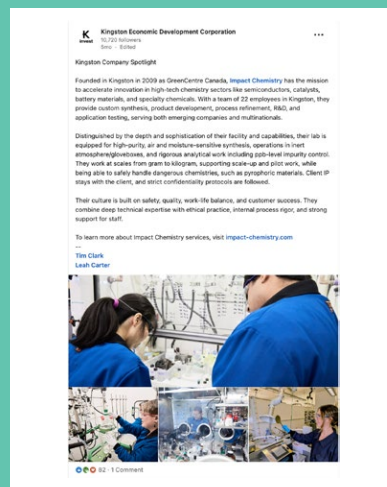
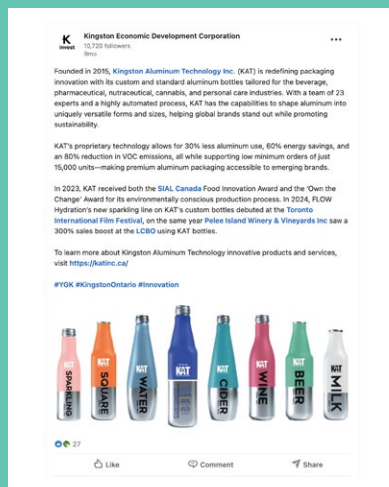
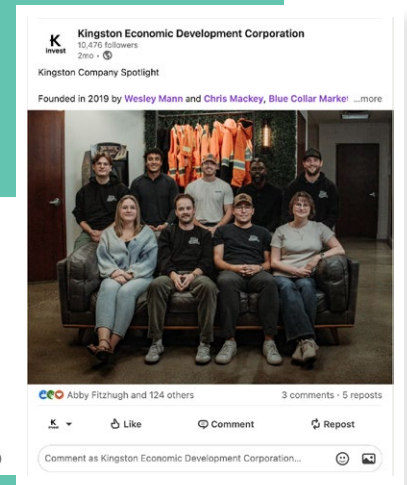
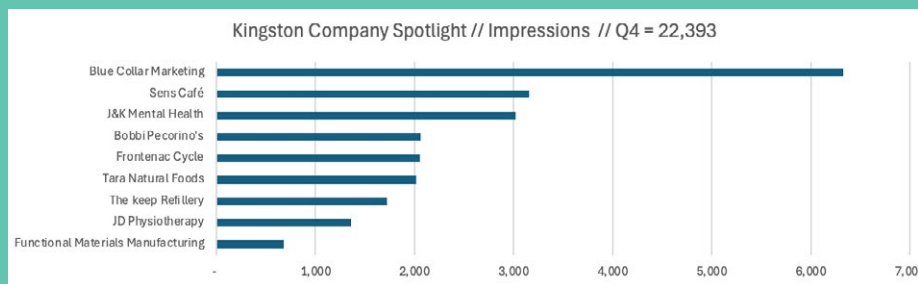
Funded by:  
Federal Economic Development  
Agency for Southern Ontario

Financé par :  
Agence fédérale de développement  
économique pour le Sud de l'Ontario



## 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 Q4, the campaign added 22,293 impressions for a total of 78,095 in 2025, increasing the average engagement rate to 10.15% and an average 7.03% click-through rate.



## Industry Newsletters

These quarterly distributions promote our portfolio—Sustainable Manufacturing, Life Sciences & Health Innovation, and Startups & Entrepreneurs—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 Q4 newsletters delivered a total of 679 e-mails, with a 67.74% open rate and a 32.54 % click-through rate combined. Users can sign up for the different newsletters through a link at the bottom of the investkingston.ca website or directly at the URL [investkingston.ca/newsletter](https://investkingston.ca/newsletter).

# investkingston.ca

## Top Visiting Countries



### Website Analytics

Users	11,699	▲ 20.41% (Y/Y)
Sessions	16,683	▲ 25.49% (Y/Y)
Pageviews	24,928	▲ 19.90% (Y/Y)

### Top Pages

Home	4,121
Helix	2,132
Events	1,272
Starter Company Plus	822
Major Employers	789

The Kingston Economic Development website, investkingston.ca, realized a 18.89 % increase in page views, 25.49% increase in sessions, and 20.41% increase in users when compared to Q4 2024. Help in part by an increase in posting and paid ads.

In Q4, the website realized strong visitation to the webpages related to active programs like Helix and the announcement of Starter Company Plus recipients.



## 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 Q4, the positive trend that occurred during Q3 was maintained.

@InvestKingston		Change (Q/Q)
Combined Users/Followers	51,605	▲ 0.37%
Total Impressions	226,190	▲ 24.67%

@InvestKingston	f	X	@	G	▶	in
Followers/Likes [End of Q4]	11,445	13,531	15,779	-	371	10,475
% Change Over Previous Quarter	▲ 0.10%	▼ 0.95%	▼ 0.01%	-	▲ 1.92%	▲ 2.95%
Organic Impressions	-	8,598	-	-	-	89,061
Organic Reach	64,687	-	60,324	-	-	-
Paid Impression	13,559	-	-	-	-	-
Actions (visit web, request directions, call)	-	-	-	252	-	-
Searches	-	-	-	2,605	-	-
Video Views	-	-	-	-	589	-

Demographics (most popular)	f	X	@	G	▶	in
Age	55–64	-	35–44	-	-	-
Gender	Women	-	Women	-	-	-
Location	Kingston	-	Kingston	-	-	Kingston

# Media Coverage

[European Diplomatic Delegation Visits Kingston](#)

// Queen's University, Oct 9

[Clean-Tech Innovation Lab Opens in Kingston with \\$3M Boost From City](#)

// Kingstonist, Oct 21

[City of Kingston Invests in New Chapter of 945 Princess St. with a Cleantech Future](#)

// The Whig Standard, Oct 21

[RXN Hub Officially Opens in Kingston](#)

// Kingston Daily, Oct 21

[Ucore Secures \\$36.3M Canadian Funding to Develop a Commercial Processing Facility in Kingston](#)

// The Globe and Mail, Nov 1

[Qnity Completes Spinoff From DuPont, Gets Positive Initial Response](#)

// Investors Business Daily, Nov 3

[Kingston Achieves Full Intelligent Community Certification](#)

// The Municipal Information Network, Nov 19

[Kingston Earns Distinguished 'Intelligent Community' Recognition](#)

// The Trentonian, Nov 19

[Kingston Economic Development Recognized for its Leadership: Best Small City In Canada Award Announced](#)

// The Municipal Information Network, Nov 26

[Kingston Recognized for Being a Startup Ecosystem Innovator](#)

// Kingston Daily, Nov 26

[Kingston Recognized for its Support for Startup Businesses](#)

// The Whig Standard, Nov 26

[KEDCO and Queen's School of Business Present an Economic Outlook](#)

// The Whig Standard, Nov 28

[10 Local Entrepreneurs Chosen for Starter Company Plus 2025 Fall Cohort](#)

// Kingstonist, Dec 12

# Media Releases

[Kingston Achieves Full Intelligent  
Community Certification](#)

// Nov 18

[Kingston Economic Development  
Recognized for Its Leadership:  
Best Small City In Canada Award Announced](#)

// Nov 25

[Kingston Entrepreneurs Secure \\$30,000  
to Grow Their Businesses](#)

// Dec 9

# 2025 Measurements

<b>Attraction &amp; Aftercare</b>	<b>2025 Q1</b>	<b>2025 Q2</b>	<b>2025 Q3</b>	<b>2025 Q4</b>	<b>2025 Totals</b>	<b>2024 Q4</b>	<b>2024 Totals</b>
<b>Investment Inquiries</b>	9	8	5	7	29	12	40
// Health Innovation	0	4	0	1	5	1	2
// Sustainable Manufacturing	7	1	3	5	16	7	28
<b>Leads Generated</b>	75	104	146	207	532	90	214
// Health Innovation	45	49	108	132	334	68	145
// Sustainable Manufacturing	26	55	36	73	190	19	56
<b>Investment Site Tours</b>	2	2	0	1	5	7	28
<b>Familiarization Tours</b>	3	2	5	5	15	2	12
<b>Business Attraction Active Opportunities</b>	79	86	14	16	-	77	-
// Health Innovation	25	24	1	1	-	29	-
// Sustainable Manufacturing	51	61	12	13	-	45	-

<b>Business Retention &amp; Expansion</b>	<b>2025 Q1</b>	<b>2025 Q2</b>	<b>2025 Q3</b>	<b>2025 Q4</b>	<b>2025 Totals</b>	<b>2024 Q4</b>	<b>2024 Totals</b>
<b>Inquiries</b>	34	25	64	23	146	30	472
<b>Consultations Provided</b>	46	54	77	46	223	-	362
// Health Innovation	6	13	17	8	44	-	23
// Sustainable Manufacturing	22	14	26	5	67	-	39
<b>Small Businesses Supported with Grants</b>	82	22	11	10	125	71	182
<b>Value of Grants to Businesses</b>	\$166,149	\$48,000	\$16,500	\$30,000	\$260,649	\$156,693	\$398,095
<b>Company Site Visits</b>	24	12	8	12	56	16	53
<b>Active Opportunities</b>	10	10	12	17	-	13	-
// Health Innovation	5	4	3	7	-	6	-
// Sustainable Manufacturing	5	6	9	10	-	7	-

Start-Ups & Entrepreneurs	2025 Q1	2025 Q2	2025 Q3	2025 Q4	2025 Totals	2024 Q4	2024 Totals
<b>Inquiries for Support</b>	121	65	72	40	298	66	288
<b>Consultations Provided</b>	150	112	126	86	474	174	539
// Health Innovation	19	10	14	13	56	12	64
// Sustainable Manufacturing	15	14	10	9	48	6	12
<b>Events &amp; Activities Hosted</b>	35	29	23	29	116	19	112
<b>Persons Attending Programs &amp; Events</b>	519	429	462	456	1,866	628	2,384



# 2025 Budget

\* Unaudited Draft

## December 2025 YTD Financial Summary

For the twelfth month ending  
Wednesday, December 31, 2025

Revenues	Actuals	Approved Budget	% to Date Q1-Q4
City Funding	\$ 1,526,074	\$ 1,591,075	96 %
Provincial Funding	\$ 418,812	\$ 297,650	141 %
Federal Funding	\$ 643,311	\$ 1,146,000	56 %
Private / Earned	\$ 100,895	\$ 117,500	86 %
Corporate Reserves	\$ -	\$ 200,000	0 %
<b>Total Revenue</b>	<b>\$ 2,689,092</b>	<b>\$ 3,352,225</b>	<b>80 %</b>

## Expenditures

Salaries & Wages	\$ 1,229,182	\$ 1,271,225	97 %
Overhead			
Administration	\$ 252,725	\$ 208,000	110 %
Boards & Committees	\$ 5,406	\$ 5,000	108 %
Human Resources	\$ 18,112	\$ 10,000	181 %
Marketing Communications	\$ 46,701	\$ 75,000	62 %
Strategic Planning	\$ 39,007	\$ 100,000	39 %
Projects			
Attraction & Aftercare	\$ 155,508	\$ 150,000	104 %
Business Retention & Expansion	\$ 171,384	\$ 225,000	76 %
Start Ups & Youth Business	\$ 96,726	\$ 140,000	69 %
Life Sciences Initiative	\$ 79,772	\$ 950,000	8 %
Succession Ontario *New*	\$ 105,239		
Grants for Businesses	\$ 501,912	\$ 218,000	230 %
Amortization	\$ 12,000		
<b>Total Expenditures</b>	<b>\$ 2,701,674</b>	<b>\$ 3,352,225</b>	<b>81 %</b>

<b>Annual Surplus / (Deficit)</b>	<b>\$ 12,582</b>
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# KINGSTON

— *Economic Development* —

## **Kingston Economic Development Corporation**

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