



**City of Kingston
Report to Council
Report Number 18-161**

To: Mayor & Council
From: Gerard Hunt, Chief Administrative Officer
Resource Staff: Craig Desjardins, Director, Office of Strategy, Innovation & Partnerships
Date of Meeting: June 26, 2018
Subject: Mid-Year Update: St. Lawrence College (SLC)/City Partnership and Request for Funding

Executive Summary:

In September 2017, Council approved the Memorandum of Understanding (MOU) between the City of Kingston and St. Lawrence College (SLC) ([Report to Council 17-247](#)) to strengthen the relationship and advance collaboration efforts to realize shared objectives that support the growth and prosperity of the Kingston community.

St. Lawrence College (SLC) plays a critical role in providing the required infrastructure for innovation in the knowledge-based economy. This contribution includes access to human capital (both in terms of workforce talent and research output) and physical assets (laboratories and the new Innovation Hub) that enrich our community's economic, cultural and social development.

The MOU is built on a history of past collaboration between the City and SLC which has provided a new framework for action on future strategic opportunities and partnerships including the attraction and retention of SLC graduates for local employment, development of Kingston as an economic leader in Eastern Ontario and the contribution of infrastructure and support systems to enhance business incubation and acceleration. Significant progress has been made over the past nine months integrating the activities and strategy of the City and SLC, details of which are provided within this report.

Discussions have now also advanced on one of Council's strategic priorities: the creation of a downtown post-secondary education campus. SLC President Glenn Vollebregt has provided a letter to Mayor and City Council (Exhibit A) seeking initial support to set up a joint opportunities office to work toward establishing a downtown campus of the College, with a prime focus being Tourism, Hospitality and the Culinary Arts.

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To advance the planning and development phase of this Council priority, it is proposed that a joint opportunities office be established at this time to develop the path forward to realize the vision; the office would be located at City Hall (CAO's office). The work of this new opportunities office will include identifying and integrating relevant research, programs development, innovation outreach, identifying specific student enterprise activities of SLC, managing project activities and working collaboratively on funding proposals toward the longer-term collaboration model. Regular reporting on progress would form part of the mandate.

The timing of the introduction of this strategic priority is very good given that the City, Tourism Kingston and Kingston Accommodation Partners are working to finalize the city's Integrated Tourism Strategy, which is also a priority in this Council term. The development of that plan is well underway with expected finalization in late summer 2018. An important component of the Integrated Tourism Strategy will be foundational support to ensure core skill development for the purposes of Tourism, Hospitality and Culinary Arts. To have a post-secondary institution in the community concurrently developing and growing its offerings in those areas of study provides a tremendous boost for success for tourism, economic development, the education sector and the community as a whole.

This report is provided to update Council on the progress of the St. Lawrence College and City of Kingston work as part of the MOU, and to gain Council's support and seed funding to advance the Council priority for a post-secondary downtown campus.

Recommendation:

That Council receive the mid-year update on the St. Lawrence College-City Memorandum of Understanding (MOU) partnership activities, and;

That Council authorize a budget amendment of \$250,000 from the Working Fund Reserve for initial work with St. Lawrence College (SLC) to advance the post-secondary downtown campus strategic priority.

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Authorizing Signatures:

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER

Gerard Hunt, Chief Administrative Officer

Consultation with the following Members of the Corporate Management Team:

Lanie Hurdle, Commissioner, Community Services	Not required
Jim Keech, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	√
Denis Leger, Commissioner, Corporate & Emergency Services	Not required

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Options/Discussion:

In order to advance Kingston as an innovative, smart 21st century community, a robust and successful City-St. Lawrence College (SLC) partnership must address a number of priorities. Work over the past nine months has included the following priorities as outlined in the Memorandum of Understanding (MOU):

1. Attraction and retention of SLC graduates for local employment.**Workforce Development & In-migration Strategy**

The Workforce Development & In-migration initiative has had extremely strong support from SLC with a number of SLC staff and students participating on four of the seven project working groups. Of particular note, the Data Analytics working group is chaired by SLC Professor Patrick Egbunonu and has three SLC students providing analytics support. These students have developed a new search tool that visualizes monthly employment opportunities in the Kingston community.

Workforce Analytics Pilot Project

With external funding for the 2018/2019 fiscal year, the Workforce Data Analytics Pilot project is a collaboration between the City, Queen's, IBM and SLC to develop a platform to gain valuable new insights into Kingston's labour market. The Data Analytics Pilot is being developed to provide support to jobseekers, workers, and employers by promoting a thriving workforce in Kingston with the following deliverables: the collection of historical and current local supply and demand labour market data, to develop an intelligent job matching application using tools including artificial intelligence, running descriptive analytics on the data gathered to better understand the Kingston job market, available skills, and employment trends, and applying evidence-informed analytics on the data to predict future skills shortages and identify possible cost-effective methods of allocating resources to overcome the skills shortages. Artificial intelligence and cognitive computing will be used as part of this exciting initiative.

Community Based Learning Experiences (CBL)

In partnership with the City of Kingston and with support from external funding sources, short term, project-based community learning experiences will be created this fall and spring to provide both curricular and co-curricular opportunities for students to work on municipal and community projects.

This investment in the expansion of experiential learning activities and career readiness programs will see 20 student projects in a variety of municipal departments. The projects will have a curricular element for programs such as Police Foundations, Data Analytics, Instrumentation & Control Engineering, User Experience Design and Community Integration through Co-operative Education to increase the number of experiential learning opportunities. Additionally, the projects will be designed to be accessible to all students through a co-curricular delivery in the College's new Innovation Hub. SLC has a long history of executing community based learning through their award winning ENACTUS program.

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International Student Marketing & Attraction Project

Through external funding over the next three years, the international student marketing project will create a unified strategy, common messaging and marketing materials on the Kingston community for our education stakeholders, Queen's University, St Lawrence College, and the Limestone School Board, to use in attracting more students from international markets. The education/student specific marketing materials will be targeted at skilled foreign students and young professionals considering Kingston for its academic and economic opportunities. The goal is to support the attraction, integration and retention of valuable international talent into the labour market and foster greater diversity in our community.

In a recent survey of current international students at SLC and Queen's, sentiment and opinions of Kingston were extremely positive both as a place for study and potential home and workplace post-graduation.

Mayor's Innovation Challenge

The inaugural Mayor's Innovation Challenge held this past spring saw student teams from SLC, Queen's and Royal Military College (RMC) compete for summer internships by developing innovative proposals to address a number of challenges faced by the City of Kingston. Through the generous support of Bell Canada, the Queen's Centre for Advanced Computing, the Queen's Centre for Social Impact and the Dunin-Deshpande Queen's Innovation Centre (DDQIC), the City received 11 proposals with 6 teams pitching their ideas to a panel of judges. Two student teams won internships with the City including a team from SLC.

2. Development of the City of Kingston as the economic development leader in Eastern Ontario.

Greenhouse Gas (GHG) Reduction and Green-Low Carbon Construction Skills

As the City of Kingston and the Kingston community work to advance the Corporate and Kingston Climate Action Plans to reduce GHG emissions, there is a new opportunity to realize gains through collaboration with SLC in the launch of a new Low Carbon Building Skills Initiative. Working with industry and government, the project will produce, share and deliver curriculum modules that will help the construction sector and the economy make the transition to low carbon building in order to reduce greenhouse gas contributions from our buildings. This new initiative will help the construction industry train workers with the right skills and expertise for the new world of green, smart building. Of additional benefit to the community and as part of the project, SLC has partnered with Habitat for Humanity to modernize SLC's Energy House. In this experiential learning collaboration, one side of the house will be built to normal build code with the other side built to LEED standard. Impacts of new products, processes and technology will be compared and evaluated in order to apply in future projects.

This new initiative aligns extremely well with the City of Kingston's focus on GHG emission reduction in existing and newly constructed facilities including the new fleet garage and planned

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Kingston East Community Centre. There is the potential for exciting experiential learning opportunities and local employment with this growing demand for low carbon building skills.

Smart Kingston & Smart Cities Challenge

SLC has been an active contributor to the City's Smart Kingston and Smart Cities Challenge Fund application efforts with a number of faculty and students across several disciplines including healthcare, business, computer science and data analytics participating in design thinking exercises to identify opportunities in the community and develop solutions to make the lives of citizens better. While the City's application did not advance to the second round of Smart Cities Challenge funding, staff and community partners like SLC continue to explore opportunities for project development, collaboration and other funding sources.

3. Development of infrastructure and support systems, in partnership with SLC to support business incubation and acceleration.

Innovation Hub at SLC

Opened in the fall of 2017 and located on the Kingston campus of SLC, the new Innovation Hub is designed and operated to foster the growth and innovative capacities of our students and community. The Innovation Hub runs community-based and experiential learning events, workshops and activities that align with five values: creativity, critical thinking, reflection, collaboration and social impact. The space can be used to host large events in the main room and focus groups or meetings in the boardrooms. The Innovation Hub is also home to Spark (a student-lead marketing agency) and Enactus SLC. A lead event created and facilitated by the Innovation Hub was the "Cusp Innovation Workshop" that runs several times each year.

Also, the Innovation Hub staff collaborate with programs and departments across the college and has supported events such as the "Big Data Club's 'Innovation in Analytics'" conference, and a Hackathon for RISE entrepreneurs and accounting students. Graduating students in the Advertising and Marketing and Integrated Marketing Communications programs used the Innovation Hub space as their "agency", holding meetings and developing solutions for clients, such as the Kingston Penitentiary, Tourism Kingston, and the Wolfe Island Spring Craft Brewery. Support was also provided to students participating in the Queen's International Innovation Challenge and the Mayor's Innovation Challenge.

The Innovation Hub also hosts and supports activities and events organized by external entities. Recently, students from the Business Analytics program and Big Data Club ran focus groups using the Innovation Hub for their work with the City of Kingston's Workforce Development and In-migration Strategy project. Innovation staff at SLC works closely with the City of Kingston in a number of areas including Tourism Kingston, Kingston Economic Development, and Kingston Police.

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Collaboration with IBM Canada

As part of the ongoing collaborations between the City of Kingston and IBM Canada, SLC has been approached to join the partnership to host the IBM Skills Academy Program. The IBM Skills Academy program is a career-based education platform that offers industry resources and certifications.

This program will provide the community, through SLC, with access to 50 hours of industry-validated course content in each of 16 career-based education streams, and connect students to live job postings that demand the specific skills developed in each stream. Specific career streams include Big Data Developer, Business Intelligence Analyst, Digital Marketing Coordinator, Security Intelligence Analyst, Business Process Analyst, Mobile Application Developer, Cloud Application Developer, Cognitive Solution Developer, Data Warehouse Developer, Predictive Analytics Modeller, Omni-channel Supply Chain Administrator, Application Security Analyst, Business Process Developer, Mobile Application Administrator, Enterprise Cloud Developer, and Cloud Solution Administrator.

Building the local supply of technology professionals in these skills areas is critical to success in the knowledge and digital economy. It is anticipated that St. Lawrence College will partner with IBM to deliver these career streams through a combination of diploma programs and continuing education offerings. In addition, IBM Canada is proposing to partner with the City of Kingston to offer students in these programs opportunities to work on course projects connected to community social innovation projects, as well as to create compelling employment opportunities for graduates.

Council Strategic Priority: Post-Secondary Downtown Campus

SLC Downtown Campus

As part of the work of the City-SLC MOU Partnership Committee's work over the past several months, strategic discussions have occurred that identified strong alignment between work underway by the City, Tourism Kingston, Kingston Accommodation Partners (KAP) and other partners on an integrated tourism strategy and the review and planning of program offerings at SLC. As part of SLC's long-term planning and strategy development, they have been exploring the establishment of programming and services within Kingston's downtown core. What has been developed is a proof of concept model with a vision of creating a globally recognized centre of excellence in Tourism, Hospitality and the Culinary Arts (THC). The challenge with this is differentiating a SLC delivered program in a globally competitive education and training market. A strong community partnership is critical to building a competitive and world-class program.

In order to advance on this longer-term vision of a downtown campus, it is proposed that a City-SLC Opportunities Office be created to support partner collaboration, sourcing of potential funding, project management and liaison with stakeholders through the funding requested in this report. The initial work would build out the future vision for the downtown campus and coordinate with curriculum and certification planners at SLC to formalize the nature of the

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educational services delivered at the downtown campus. At this stage it is conceptual; however over the course of the next 6-12 months, details will be determined. The opportunities office will also identify potential student engagement and research projects including such concept projects as an International Student Social Media Ambassador Project, a Student Summer Concierge Service, a Tourism Analytics Project and a Partner Centre for Business Advancement and a Collaboration Centre for Tourism, Hospitality and the Culinary Arts. As these progress, specific funding sources will also form part of the deliverables.

In the longer term, the vision is to create a globally recognized centre of excellence in tourism, hospitality and the culinary arts including program curriculum development, identification of infrastructure requirements, business and financial modelling and risk assessment, approvals and operations planning.

Existing Policy/By-Law:

There is no existing policy/by-law.

Notice Provisions:

There are no notice provisions with this report.

Accessibility Considerations:

As this initiative develops, accessibility considerations will be included.

Financial Considerations:

A budget amendment of \$250,000 from the Working Fund Reserve is being requested for initial work with St. Lawrence College (SLC) to advance the downtown campus described in this report. Future funding requirements will form part of upcoming budget submissions to Council, once known.

Contacts:

Craig Desjardins, Director, Office of Strategy, Innovation & Partnerships ext. 1218

Other City of Kingston Staff Consulted:

Lanie Hurdle, Commissioner, Community Services
Desiree Kennedy, Chief Financial Officer & City Treasurer

Exhibits Attached:

Exhibit A. Letter from SLC President Glenn Vollebregt

Mayor Bryan Paterson
Gerard Hunt, Chief Administrative Officer (CAO)
City of Kingston
216 Ontario Street
Kingston, ON. K7L 2Z3



Dear Mayor Paterson and CAO Hunt,

I am sending this letter today to seek your support and City Council's support to further advance our work on the development of a downtown campus.

St. Lawrence College has been actively engaged in planning and strategy development focused upon establishing programming and services within the downtown core of the City of Kingston.

Following months of research, discussion and consultation the College wishes to advance early stage proof of concept activity which is ultimately focused upon our vision of creating a globally recognized centre of excellence in Tourism, Hospitality and the Culinary Arts (THC).

Success in this venture rests upon differentiating ourselves in what is truly a globally competitive market. To do so, we believe it is our community that will enable this differentiation. Fully realized, this vision would see St. Lawrence College working in an integrated fashion with the tourism and hospitality sector of Kingston. Educating students and working professionals locally and from around the world while partnering on research and development opportunities that deliver direct value to the business sector of Kingston and attracting world-wide interest.

Our anchor programs of Hospitality, Tourism and Culinary Arts would serve as a foundation to a broader base of business-oriented research and training and development opportunities.

We are eager to forge the path forward on this multi-year venture and would like to begin early stage development immediately. Our initial priorities in this preliminary phase of work includes the development of a partner collaboration model, the identification of key differentiation projects such as a community customer service excellence strategy, select student outreach projects and the implementation of a variety of research and solutions development projects.

The vision of creating a globally recognized centre of excellence in Tourism, Hospitality and the Culinary Arts sees a constellation of activity and engagement not only in academic programming, but of research, business development

**Office of
the President
& Board of
Governors**

100 Portsmouth Avenue
Kingston, ON K7L 5A6
T 613-544-5400 F 613-545-3925

www.stlawrencecollege.ca

activity, fostering innovation, student enterprise and most importantly, developing a strategic collaborative partnership with the tourism and hospitality sector as well as the city at large.

A globally recognized destination, with innovative visitor engagement and second to none experience, is not only something we would like to help create but is also key to our objective of creating a globally recognized centre of excellence.

A joint City of Kingston-St. Lawrence College Opportunities Office will enable us to move forward with our vision. The Office will include a dedicated staff member to advance the integration of the hospitality, tourism and culinary arts within the Kingston community as part of the forthcoming Integrated Tourism Plan. City of Kingston seed funding will enable the identification of the required elements of this collaboration and will be augmented by an equivalent amount from SLC for administrative, planning, curriculum and special project needs.

I hope that both of you and Council will share our enthusiasm in moving this agenda forward. Your support in this initial investment will yield significant early stage returns for our community and will advance us to our mutual long-term vision of a SLC Downtown Campus.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Glenn Vollebregt', with a stylized flourish at the end.

Glenn Vollebregt
President & CEO