



## BOARD OF DIRECTORS MEETING MINUTES

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Date: **Monday, March 30, 2020** Time: **5:15pm**

Location: Zoom - <https://zoom.us/j/485533512>

Attended: Dave Carnegie, Chair Mayor Paterson (5:30pm) Councillor Hill (7:24pm)  
Judith Pineault Bill Durnford Lyndsay Wise  
John Sheridan Gillian Watters Don Aldridge  
Yafan Huang Megan Knott (ex officio) Lanie Hurdle (ex officio)

Staff: Donna Gillespie Kirk Smallridge  
Shelley Hirstwood Ian Murdoch Andrew Bacchus

Strategic Planning Consultants: Laura O'Blenis Ariella Lukach, Jenna Evans Stiletto Consulting Ltd.

Regrets: Councillor Boehme Councillor Oosterhof

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### 1. Call to Order

- The Board of Directors meeting was called to order at 5:18pm, by Chair Dave Carnegie.
- Staff provided a brief overview of Zoom engagement etiquette.
- The Board took a moment to recognize the service of Gerard Hunt to the Corporation and City of Kingston and thank him for his services.

### 2. Approval of Agenda

- **Motion to** "Approve the agenda;" Moved by John Sheridan. Seconded by Mayor Paterson. Carried.

### 3. Disclosure of Conflict of Interest

- None

### 4. Approval of the Minutes

- **Motion to** "Approve the minutes of the February 24, 2020 Board of Directors meeting;" Moved by Judith Pineault. Seconded by Bill Durnford. Carried.

### 5. Business Arising from the Minutes

- None

### 6. COVID-19 Situational Analysis

#### Mayor Bryan Paterson Update

- Mayor Paterson updated the Board of the City's efforts to combat Covid-19 and informed the Board of the State of Emergency protocols in place.
- The Mayor explained recovery strategies discussed to date, and invited thoughts and feedback from the Board about measures that can be planned to assist the community when the State of Emergency is lifted.
- The Board asked if there was any indication as to how long the state of emergency may be in place. The Mayor mentioned that it would be hard to determine, because it depended on how well the community responds to measures put in place.



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- The Board discussed how best the Corporation can support the City through the Covid-19 crisis. The Mayor stated that Kingston Economic Development can support by assisting businesses through the crises, support information sharing, and help identify and assist businesses with accessing available funds, with a focus on small and medium size businesses. The Mayor invited other ideas and referenced a possible economic recovery task force that would lead the rollout of support services and updates.
- The Mayor exited the meeting after the update.

### **CEO Donna Gillespie Current Situation & Preparing for What Comes Next**

- The presentation was circulated to the Board via email. Donna outlined the Corporation's current efforts to support the business community through the Covid-19 crisis. Kingston Economic Development continues to monitor support incentives being put in place to assist businesses. Donna highlighted the following:
  - The Corporation is communicating regularly with government, community and business partners directly to re-establish connections and provide information and support as needed;
  - Kingston Economic Development is encouraging open communication to identify area of support. There is additional focus on how best to support small and medium businesses;
  - Development of recovery plans for upcoming months. Emphasis on impacts on businesses and workforce, impacts on supply changes, and protecting Kingston's assets.
- Ian Murdoch noted that virtual meetings have been taking place with local businesses to better understand pain-points and what type of assistance is needed most. Programs are being developed to assist businesses with digital integration, recovery strategies and leveraging local manufacturers to assist with PPE requirements. Kingston Economic Development is developing a survey to issue after week 6 to benchmark impacts and again after four months.
- The Board noted feedback from businesses focused on crisis control. The Board suggested that the Corporation recognize that discussing the long term Economic Development Strategic plan is not a priority for business, and may not resonate well scheduling stakeholder interviews. Donna noted that consultations going forward would be used for immediate and recovery planning. The Board recommended producing a recovery plan for Council during the May 5 Council meeting in place of the Strategic Plan update, and request an extension to the end of 2020 to deliver the final Strategic Plan.
- Lanie Hurdle added that from a City Staff perspective, Covid-19 has caused a shift to meet immediate community needs. Lanie suggested that direction come from Council to provide an extension in deadline to the end of 2020 due to extenuating circumstances, and offered to work with Council to have that brought forward. Council Board representation recommended that the production of a short term response plan would help present a case for a deadline extension. The Board added that with an extension in deadline, the Corporation might better understand the impact of Covid-19 on the Kingston economy.

### **Partner Updates: Tourism Kingston (Megan Knott)**

- Megan Knott provided an update to the Board for the recovery efforts of tourism. Tourism has taken a huge hit, especially retail. All sectors have created sector recovery plans that will be provided to Board. Staff continues to work on relations so we can move quickly when the pandemic is lifted. Staff continues to promote Kingston being opened for business to locals. Other initiatives discussed were the Tourism Covid-19 marketing plan, video production and



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local virtual community gathering platform. The Board held a brief discussion on the potential future of the tourism sector and how different sectors might be effected. It was referenced that hotels were no longer operating until at least June, so municipal accommodation tax revenues are no longer being generated.

### **City of Kingston (Lanie Hurdle)**

- Lanie informed the Board that City Staff have been working diligently to address the Covid-19 pandemic and have made a number of changes to services. A second assessment site in Kingston for additional support, and additional overflow space is being secured. Other updates included were:
  - The City secured a long-term lease agreement with the federal government for Kingston Pen, but was postponed due to Covid-19
  - With hotels currently being closed and Municipal Accommodation Tax revenues lost, the City is considering making reserve funds available to offset loss of revenues

### **Employment Ontario (Gillian Watters)**

- Written report to be provided because of internet issues.

## **7. Integrated Strategic Plan Working Session**

- Laura O'Blenis provided a perspective on economic trends being researched and suggested Kingston was in a positive position for investment when the economy makes a comeback. Laura suggested the downtown core has a tremendous opportunity to bounce back, and that because tourism industry is strong, the downtown asset should be considered in the long term recover plan.  
The Board noted they felt that information presented was an understatement about the severity of the impact of Covid-19 on the recovery of the economy in Kingston and as a whole.

### **Project Update: Research, Interviews, Timelines**

- Due to Covid-19, all meetings have been moved all meeting to virtual setting until further notice. Stiletto Consulting will be looking to incorporate a recovery strategy as a component of the planning process. Stiletto will conduct an industry sector review to understand what potential business clusters exist and research real estate trends in Kingston.
- Laura noted that during initial discussions with stakeholders many businesses still remained willing to meet and continue to look at growth, and provided a summary of the following interviews:
  - Queen's University departments
  - Tourism Kingston/Kingston Accommodation Partners
  - Local real estate brokers
  - Local manufacturers group
- Laura mentioned the next steps of the strategic plan and would continue to conduct meetings with partners over the upcoming weeks. The Board noted that timelines would have to be updated to reflect a deadline extension, should one be granted.

### **Asset Mapping**

- Laura provided an overview of the asset maps that were circulated with the Board package. Laura explained the asset maps are a visual representation of the data sets for asset clusters in the community relating to:



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- Post-Secondary Research Assets
- Industry Support Organizations
- Community Assets
- Community Infrastructure Assets

Laura informed the Board of the next steps of overlaying the data collected and identify were potential opportunities may lay other than the low hanging fruit, and asked for feedback. The Board held further discussion on translating leveraged research dollars into opportunities within the community.

### **Business Recovery Strategy Discussion**

- The Board did not discuss the Business Recovery Strategy, however invited feedback to be sent relating to the documents circulated in the Board package.
- Councillor Hill exited the meeting at 7:24pm and quorum was lost. Laura O’Blenis, Ariella Lukach, Jenna Evans and Sarah Sloan of Stiletto Consulting exited the meeting at 7:27pm.

### **8. Corporate Updates**

#### **Business Development Officer Briefings**

- The Business Development team provided updates for their respective portfolios with a focus on Covid-19 situation and assisting businesses.

#### **CEO Report**

- Donna provided a verbal update and highlighted:
  - Majority of work efforts have been focused on Covid-19 crisis
  - Work with community partners to identify recovery plans details
  - The Corporate audit is underway and feedback received to date

### **9. In Camera (if Required)**

- None

### **10. Other Business**

- None

### **11. Date of Next Meeting**

- Monday, April 20, 2020 – Annual General Meeting /Strategic Planning Discussion

### **12. Adjournment**

- **Motion to “Adjourn the Board of Directors meeting;”** Moved by John Sheridan. Seconded by Don Aldridge. No quorum. 7:51pm.