



## Board of Directors Meeting Minutes

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Date: **Monday, June 22, 2020** Time: 5:15pm

Location: <https://us02web.zoom.us/j/84370725139?pwd=NDBlNzcrRmRmZEpuOWYwTTZNVXpCQT09>

Invited: Dave Carnegie, Chair Mayor Paterson (7:00pm exit) Councillor Oosterhof  
Councillor Hill Judith Pineault Bill Durnford  
Lyndsay Wise John Sheridan Gillian Watters  
Don Aldridge Yafan Huang Lanie Hurdle (ex officio)  
Megan Knott (ex officio) (5:30pm exit)

Staff: Donna Gillespie Kirk Smallridge Craig Desjardins (7:06pm exit)  
Shelley Hirstwood Andrew Bacchus

Resource: Laura O'Blenis & Jenna Evans, Stiletto Consulting

Regrets: Councillor Boehme Ian Murdoch

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**1. Call to Order**

- The meeting was called to order by Chair, Dave Carnegie at 5:16 pm.

**2. Approval of Agenda**

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

**3. Disclosure of Conflict of Interest**

- None

**4. Approval of the Minutes**

- **Motion to** "Approve the minutes of the May 25, 2020 Board of Directors meeting;" Moved by Bill Durnford. Seconded by John Sheridan. Carried.
- It was noted that Finance Committee approval was needed prior to Board approval due to the April 23, 2020 Finance & Audit Committee meeting not having quorum.
- **Motion to** "Approve the minutes of the April 23, 2020 Finance & Audit Committee meetings meeting;" Moved by Gillian Watters. Seconded by Judith Pineault. Finance & Audit Committee carried. Moved by Councillor Hill. Seconded by Don Aldridge. Board of Directors Carried.

**5. Business Arising from the Minutes**

- None

**6. Strategic Plan Discussion**

- The Board focussed discussion around three thematic questions circulated in advance via email. Feedback notes and discussion collected by Stiletto Consulting for development of Kingston's integrated Economic Development Strategy.



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### **1. What has been missing in Kingston or what are the disconnects that have hindered economic growth?**

- Lack of urgency to reinvent community or general resistance in community towards change
- The City, community and educational institution resources not being fully leveraged
- Lack of commercialization of research out of educational institutions
- Lack of private sector funding and venture capital to retain and grow start-ups
- Lack of culture/lifestyle in Kingston to attract a younger workforce
- Economic development being restricted to a four-year political cycle instead of long-term development of the community
- Lack of autonomy within the Corporation
- Lack of faith in the community towards economic development activities

Laura O’Blenis shared feedback regarding community challenges received through stakeholder engagement. Laura explained key components required to develop a community cluster such as:

- i. Multi-level government and University support
- ii. A champion
- iii. Defined market demand
- iv. Unique value proposition
- v. Strategic sector(s) focus
- vi. Management dedication to supporting talent growth

### **2. Rural Kingston has been identified as a valuable asset – how do we leverage and utilize for economic growth?**

- The Board identified Rural Kingston as a community asset and discussed the value of the surrounding rural lands for economic development. Craig Desjardins noted that rural land use was identified as a priority by City Council and staff are exploring opportunities to support rural economic development. City staff are undertaking this work concurrently with the development of the integrated Economic Development Strategy. A progress update will be available in the fall.
- Broadband access in rural areas was identified as a key issue. It was noted that due to COVID-19 and the transition to remote work, rural connectivity issues were coming to the forefront. The Board discussed areas the Corporation could best support investment to infrastructure in Rural Kingston such as an advocacy role. Craig Desjardins recommended an in-camera session with Utilities Kingston to discuss project updates related to rural connectivity developments and potential alignments.
- Megan Knott noted opportunities for rural tourism, specifically in the areas of film, culinary and wellness.
- The Business Development Team (BDT) highlighted previous initiatives for tours rural communities and discussed future tour and development opportunities.



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### 3. Healthcare has been identified in EcDev's 2015-2020 strategic plan and as a current Council priority – where do you see growth opportunities and challenges?

- The BDT noted that healthcare opportunities have often been lost due to sector regulations in Canada being too onerous and difficult to navigate. The BDT highlighted a gap existed with business leaders in the Healthcare industry who have a connection to Kingston (ie. Queen's) but do not think about Kingston as a location for the business.
- Craig Desjardins briefed the Board on a FedDev application submitted by the City to develop a health innovation hub in Kingston. An ecosystem mapping project conducted identified that Kingston had many healthcare assets and significant opportunities existed. The Board discussed the importance of infrastructure such as wet lab space to support the development of a healthcare hub.
- The Board identified the importance of having champions within the healthcare sector to help navigate the politics and complexities of the sector.
- The Board discussed the opportunity of Kingston commercializing healthcare data because of the existing assets in the community. Laura O'Blenis highlighted other healthcare opportunities in healthcare for aging, cancer, mobility, veteran's health and health data. It was added that indigenous health issues and needs should be considered as a potential opportunity.

### 7. In Camera (if Required)

- None

### 8. Other Business

- The Board discussed setting recurring strategic planning discussions throughout the summer to continue to develop the strategic plan. The original plan was to have multi-day, in depth sessions which are no longer viable due to COVID-19. Staff to circulate a Doodle Poll to set the meeting time.

### 9. Date of Next Meetings

- Summer Strategic Planning Discussions – To Be Determined
- Monday, July 20, 2020 – Board of Directors Meeting @5:15pm
- Thursday, July 16, 2020 – Finance & Audit Committee Meeting @10:00am

### 10. Adjournment

- **Motion to "Adjourn the meeting;"** Moved by John Sheridan. Seconded by Bill Durnford. Carried. 7:08pm.

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Dave Carnegie, Chair

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Director

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Date