



## BOARD OF DIRECTORS MEETING MINUTES

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Date: Monday, July 26, 2021 Time: 5:15pm

In Person Location: Four Points by Sheraton, Old Stones Room - 285 King St E, Kingston, ON K7L 3B1

Virtual Location: <https://us02web.zoom.us/j/89565908578>

Attended: Gillian Watters, Chair Mayor Paterson  
Councillor Holland Councillor Oosterhof Anne Vivian-Scott  
Dave Carnegie John Sheridan Yafan Huang  
Cathy Wilson Megan Knott (ex officio)

Staff: Donna Gillespie Kirk Smallridge Nour Mazloum  
Shelley Hirstwood Abdul Jendi Norman Musengimana

City Resource: Craig Desjardins, Director, Office of Strategy, Innovation & Partnerships

Presenters: Kathleen Vollebregt – Avenue Strategy, Founder  
Rob Howard – Untold Storytelling, Senior Brand Strategist

Regrets: Councillor Hill Lanie Hurdle (ex officio) Lyndsay Wise  
Ryan DaSilva

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### 1. Call to Order

- The meeting was called to order at 5:22pm by Chair, Gillian Watters.

### 2. Land Acknowledgment Statement

*Kingston Economic Development Corporation acknowledges that we are situated on the traditional homeland of the Anishinaabe, Haudenosaunee and the Huron-Wendat and thank these nations for their care and stewardship over this shared land. Kingston Economic Development Corporation is committed to improving and strengthening relationships with Indigenous peoples and all residents to pursue a united path of reconciliation and economic prosperity.*

### 3. Welcome & Introductions

- Donna provided an introduction of the Kingston Economic Development team in attendance. A corporate restructure took place earlier in the year with Shelley Hirstwood becoming Director of Business Development. A successful recruitment for sector specific senior business development officers has welcomed Investment Managers, Abdul Razak Jendi, Sustainable Manufacturing & Ben McIlquham, Health Innovation to the team. The restructure aligns with the new Integrated Economic Development Strategy.

### 4. Disclosure of Conflict of Interest

- None

### 5. Consent Agenda

*All items listed on the Consent Agenda shall be the subject of one motion. Any member may ask*

#### *Our Mission*

*Provide dynamic and collaborative leadership by leveraging Kingston's unique assets to create jobs and investment in order to sustain, grow and transform Kingston's economy to meet the needs of the 21st century. We aim to be one of Canada's leading economies.*



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*for an item(s) to be separated from that motion to be dealt with separately.*

- I. Approval of Agenda
- II. Approval of the May 31, 2021 Board of Directors Meeting Minutes
- III. Approval of the April 12, 2021 Finance & Audit Committee Meeting Minutes
- IV. City of Kingston Updates – June & July
- V. Tourism Kingston Updates – June & July

*Motion to accept reports and approve agenda and minutes.*

*Mover: John Sheridan*

*Second: Anne Vivian-Scott*

### 6. Business Arising from Items in the Consent Agenda

- The Board of Directors requested the CEO report be a stand alone for all future meetings.
- The Board of Directors discussed items from the City of Kingston update including workforce initiatives & revisioning of the Kingston Economic Recovery Team. A miss-match with skillsets for individuals displaced by COVID-19 was identified by Craig Desjardins as a concern for the region in addition to reduced immigration.
- The Board inquired about progress on the airport file. The City of Kingston applied for a grant to support the return of regional air services. It was noted that notice of status should be received within coming weeks.

### 7. CEO Reports

#### I. *June & July Updates & Q2 Report/Mid-Year Results*

- Donna presented key highlights of the activities of Kingston Economic Development during the first and second quarter of 2021 and different programs being facilitated. Donna noted that activity within the Corporation has been increasing with the lightening of COVID-19 restrictions. The Board discussed activity related to the priority sectors in advanced manufacturing and health innovation. Donna highlighted mid year activity results:
  - 56 Investment Attraction Inquiries
  - 44 new Investment Leads
  - 18 Active Investment Opportunities
  - 116 Business inquires
  - 614 COVID-19 Outreaches
  - \$229,207 in Grants contributed to Businesses
  - 297 Start-up Inquiries
  - 268 Consultations with Small Businesses
  - 540 Individuals Participating in Workshops & Events
  - 11 entrepreneurial support programs facilitated
- The Board of Directors inquired about the other revenue occurring on the financial summary and if revenues were related to the Kingston Pandemic Recovery Fund. Donna explained the budget breakdown and that the Pandemic Fund was not originally budgeted at the start of the year. An updated budget with forecasts will be provided during the next meeting.

### 8. Branding Presentation & Discussion: Kathleen Vollebregt & Rob Howard

*Alignment with IEDSP: Enhance Marketing & Communications*

*Recommendation 8 - Align Kingston Branding among Key Partners & Stakeholders*

*Recommendation 9 - Consider Renaming Kingston Economic Development to invest Kingston*

- I. Profiles of Branding Resources

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- II. Place Branding – recap of research undertaken in 2018
- III. Tourism Kingston Destination Brand
- IV. Community Brand Framework
  - Donna introduced Kathleen Vollebregt and Rob Howard of Avenue Strategy and Untold Storytelling to provide a branding presentation prepared for Kingston Economic Development and to discuss work undertaken on the alignment of the Kingston brand over the past few years.
  - Copies of branding resources were circulated to the Board of Directors and would be added to the Digital Board Binder.
  - Donna noted the branding profile for Kingston has been in development since 2017 in collaboration with many partners and industry experts incorporating ideals learned from City Nation Place Branding Conference findings.
  - Kathleen presented market research undertaken by IPSOS Marketing relating to key factors for driving attraction from business and individuals. The research identified perceptions about different personas and was used to develop an attraction strategy for Kingston.
  - Kathleen explained the importance of destination marketing and noted the top 12 key factors within research for attracting tourists correlated with the key factors that attracted business investment, and those principles were incorporated into the Kingston Branding Strategy. Kathleen recommended the Corporation research to identify the perception, work on brand alignment and collaborative economic development tools, and common language for sectoral focus for Kingston as a prime location to live, work and invest.
  - Kathleen noted two key factors to building a brand will be mental and physical availability and explained that we will need to have Kingston's Community Brand be top of mind and consistent to have consumers recall Kingston when thinking of place to live or invest.
  - Rob Howard presented the stakeholder ecosystem for the Kingston Community Brand and noted the importance of stakeholder alignment and governance such as brand guidelines to ensure brand is always expressed consistently and collaboratively.
  - The Board of Directors discussed the proposal of a corporate name change for the Kingston Economic Development Corporation to "Invest Kingston". Donna recommended a hybrid model where Legal name stays as Kingston Economic Development Corporation but would support brand identity of Invest Kingston. The Board discussed:
    - Risks/costs and resource requirements associated with a legal name change and options for the change of name (I.e. Change the name over time, or do not change it at all)
    - Potential confusion regarding perception of ownership of Corporation relating to foreign investment with popularity of "Invest" naming convention
    - The need to identify and promote brand ambassadors and Community Brand Governance model for Kingston
    - The importance of working collaboratively amongst partners and sharing a common message for the promotion of the City
  - The Board confirmed the approach and direction to maintain the corporate name of Kingston Economic Development Corporation with animate Invest Kingston in marketing communications.

### 9. New Business

- None

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### 10. Continuing Business

- None

### 11. Other Business

- None

### 12. In Camera (if needed)

- None

### 13. Date of Next Meetings

- Monday, September 27, 2021 – Board of Directors Meeting – 5:15pm

### 14. Adjournment

Motion to adjourn the Board of Directors meeting.

*Mover: Dave Carnegie*

*Seconder: Anne Vivian-Scott*

*Carried. 7:05pm.*

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