



BOARD OF DIRECTORS MEETING MINUTES

Date: Monday, February 28, 2022 Time: 5:30pm

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

Meeting ID: 895 6590 8578

Attended:	Gillian Watters, Chair Councillor McLaren Cathy Wilson Shan Jhamandas Lanie Hurdle (ex officio)	Mayor Paterson (6:00pm exit) Anne Vivian-Scott Patrick Egbunonu Wanda Costen Megan Knott (ex officio)	Councillor Hill Councillor Oosterhof (7:00pm exit) Peng Seng Cau Yafan Huang
Staff:	Donna Gillespie Abdul Razak Jendi Norman Musengimana	Kirk Smallridge Ben McIlquham Rob Tamblyn	Shelley Hirstwood Nour Mazloun
Guests:	Craig Desjardins (7:52 exit)	Peter Huigenbos (7:52 exit)	Brandon Forrest (7:52 exit)

Our Vision: An innovative city where private and public enterprises thrive, individuals and entrepreneurs grow, and a diversity of people want to visit, live, work and do business.

1. Call to Order

- The meeting was called to order by Chair, Gillian Watters at 5:31pm.

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. Disclosure of Conflict of Interest

- None

4. In Camera

- **Motion to “Enter in Camera;”** Moved by Anne Vivian-Scott. Seconded by Councillor Hill. Carried. 5:33pm

HR Committee Recommendation

- **Motion to “Exit in Camera;”** Moved by Wanda Costen. Seconded by Anne Vivian-Scott. Carried. 5:41pm

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5. Consent Agenda

All items listed on the Consent Agenda shall be the subject of one motion. Any member may ask for an item(s) to be separated from that motion to be dealt with separately.

- I. Approval of Agenda*
- II. Approval of the January 24, 2022 Board of Directors Meeting Minutes*
- III. Approval of the November 25, 2021 Finance & Audit Committee Minutes*
- IV. Tourism Kingston Report*

Motion to accept the consent agenda.

Mover: Anne Vivian-Scott

Seconder: Mayor Paterson

Carried.

6. Business Arising from Items in the Consent Agenda

- None

7. CEO Report

I. Kingston Economic Development Corporation February 2022 CEO Report

- Donna Gillespie provided an overview of the February 2022 CEO report. She noted that activities that are underway to support the Integrated Economic Development Strategic Plan. Donna reviewed programming under development or in the process of being launched for 2022.
- Donna referenced a study released by KPMG that indicated many business owners retiring in the upcoming years were not prepared for succession. Judith Pineault has been contracted to develop a Business Transition program to assist owners with succession and transition planning.
- The annual audit commenced on February 28. The management team and City finance department will work to complete the corporate audit in time for review at the March 24 Finance & Audit Committee meeting. Donna noted that the draft Audited Financial Statements would be reviewed with the Board of Directors on March 28, then presented at the Annual General Meeting for approval in April.
- As part of the renewed Kingston-Syracuse Pathway, Kingston will be hosting a cross-border conference on June 7 with a focus on healthcare research and collaboration opportunities between the two regions.
- The Board of Directors inquired about the Site Selectors Guild Conference and the calibre of leads that attended the conference. Shelley Hirstwood informed the Board about the conference findings and that the conference saw investors from Fortune 50 to Fortune 500 companies present. It was noted that this conference allowed the Corporation to speak to the site selectors representing companies interested in relocating their businesses.

II. Destination Brand Refresh & Corporate Rebrand

- Donna Gillespie provided an overview to the Board of Directors on the Kingston destination brand evolution. In 2016, Tourism Kingston (then a division of the Kingston Economic Development Corporation) and Kingston Accommodation Partners took the lead in creating a “One-Voice” unified destination brand and marketing campaign. Kingston Economic Development has been working with Tourism Kingston since 2018 on alignment of external messages for investment attraction. As part of the IEDSP, further work has been undertaken which will result in a refreshed destination brand and new

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corporate identity and brand guidelines for the Corporation – to be launched in April, 2022. The Board of Directors discussed the brand refresh and the desire to use Kingston specific images in place of using stock imagery on the website and collaterals.

III. Kingston Economic Development Corporation 2022 Amended Budget

- Donna Gillespie reviewed the amended budget with the Board of Directors. It was noted that the original budget of \$2,446,611 budget was being amended to reflect new funding programs the Corporation was successful in securing. The proposed budget of \$3,474,534 incorporated increased funding from Federal and Provincial partners related to the Canada Digital Adoption Program and My Main Street Program. It was noted that the amended budget was reviewed and accepted by the Finance & Audit Committee during the February 24, 2022 Finance & Audit Committee meeting.
- **Motion to** “Approve the proposed amended budget as presented;” Moved by Anne Vivian-Scott. Seconded by Patrick Egbunonu. Carried.

8. Orientation/Board Retreat Part 2

In lieu of an in person Board Orientation/Retreat in January, information reports and briefings were broken into presentations over two months. This evening’s presentations from the City CAO and senior staff provide an overview of key municipal files that have an impact on implementation of the IEDSP.

Update on Municipal Files:

I. Workforce

- Craig Desjardins provided an introduction and overview for the Office of Strategy, Innovation and Partnerships and provided a summary of the projects and programs his office facilitates. Craig explained his work to support workforce initiatives in Kingston and noted that seven working groups were established.
- Craig noted that a significant portion of the 2022 workplan included the expansion of Equity, Diversity, Inclusion and Indigenization (EDII) programs and Early Childhood Education/Childcare programs. Additional programs being developed focused on skills and micro-credential development and supporting the “Possible Made Here” campaign that targets attracting Francophones to Kingston.
- Craig informed the Board of Directors that the Kingston Workplace Inclusion Charter saw over 40 businesses sign on and offer access to over 25 different tools to help businesses of all sizes with their EDII needs.

II. Access to Family Physicians

- Craig informed the Board of Directors of the recent Council motion to support the attraction of family physicians to Kingston. Council directed the City to enter into an agreement with KEYS Job Centre for the recruitment process. He noted that a significant number of physicians in Kingston were not practicing and/or would be planning on retiring in the next 6-10 years. Craig noted that:
 - Nearly 28,000 people in Kingston were without a doctor
 - 55% of Kingston family physicians are not practicing full time
 - Approximately 43% expect to retire by 2030
- Craig explained that a program was developed that provides financial incentive paid out over 5 years for a total of \$100,000 to attract a full-time family physician. Craig noted the very positive feedback and interest from physicians in the program.

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III. Connectivity – Broadband, Air

- Craig explained that Kingston was successful in securing an additional flight carrier, Pascan Aviation. Craig noted that service is set to begin in May of 2022 and will provide passage between Kingston and Montreal.
- Craig informed the Board of Directors about FlyGTA resuming air service. Craig noted that FlyGTA was set to resume flights as of February 2, 2022 and provide transportation between Kingston and Billy Bishop Airport.
- Craig explained the City was currently investigating the development of the airport lands to provide additional revenues and better infrastructure. The development of a new airport masterplan is underway.
- Craig explained that a broadband connectivity study was conducted with a local Kingston company that did a gap analysis for where connectivity gaps existed within Kingston and the area. An impact study was conducted that found the costs related to the infrastructure update would be substantial for each household.

IV. Housing Inventory

- Lanie Hurdle provided a briefing for the housing inventory in Kingston. Lanie reviewed the vacancy rate in Kingston and explained that 2021 had a higher vacancy rate because of the number of students that didn't move to Kingston because of COVID-19. She also noted that vacancy rates were projected to lower to 1.8% for 2022.
- Lanie noted that Kingston has a total of 11,658 planning applications being requested with 4,073 permits already committed and approved. It was noted that currently, a total of 7,185 units were pending approval.
- Lanie reviewed the housing continuum with the Board of Directors that outlined the different housing options available for people of all levels of income. It was noted that specific interventions were needed at each place along the continuum to address supply shortages and the growing affordability issues in all sectors. Lanie noted that Kingston experienced the highest increase in housing prices in Canada and that the demand still far exceeded the supply, even with the increased development. The Board of Directors discussed the importance of hearing community voices from across the housing continuum.
- The Board of Directors discussed efforts to attract and retain students to help alleviate the future workforce issues. It was noted that the student population was attractive to developers targeting students and renters, but often these investments discouraged developments for families. It was noted that to have a vibrant community, we would need to balance the development of student and family housing.

V. Serviced Employment Land Inventory

- Peter Huigenbos introduced the Business, Real Estate & Environment department and noted that Brandon Forrest is the lead for inquiries related to the City of Kingston's employment lands. Peter briefed the Board of Directors about the vacant industrial lands available in Kingston. It was noted that City owned industrial lands inventory has significantly reduced over the past seven years with the high level of sales.
- Peter explained that in 2020, a proposal to expand the St. Lawrence Business Park to gain access to the adjacent property in the Brown's Lands was not supported by City Council. City staff presented an updated inventory of the industrial lands available in

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November 2021 and Council directed City staff to fast-track an Employment Lands Strategy review and report back in 2022.

- The Board of Directors discussed ways to support in the development of employment lands that falls within the mandate of the Corporation.

9. New Business

- None

10. Ongoing Business

- I. 2022 Board Objectives
 - Due to timing, the Board deferred the 2022 Board Objectives discussion to the March Board meeting.
 - The Board of Directors discussed conducting a risk assessment of objectives and opportunities with implementation of Integrated Economic Development Strategic Plan.

11. Date of Next Meetings

- I. Monday, March 28, 2022 – Board of Directors Board Meeting – 5:30-7:30pm – in person

12. Adjournment

Motion to adjourn.

Mover: Councillor McLaren. Seconded by Peng Seng Cau. Carried. 7:56pm.

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