

## BOARD OF DIRECTORS MEETING MINUTES

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

Physical Location: Harbourview Room, Delta Kingston – 1 Johnson St, Kingston, ON K7L 5H7

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

Meeting ID: 895 6590 8578

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| Invited: | Gillian Watters, Chair<br>Councillor McLaren<br>Patrick Egbunonu<br>Wanda Costen | Mayor Paterson - 6:15 exit<br>Anne Vivian-Scott<br>Peng Seng Cau<br>Yafan Huang | Councillor Hill<br>Cathy Wilson<br>Shan Jhamandas<br>Megan Knott (ex officio) |
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| Staff: | Donna Gillespie<br>Abdul Razak Jendi<br>Norman Musengimana | Kirk Smallridge<br>Ben McIlquham<br>Rob Tamblyn | Shelley Hirstwood<br>Nour Mazloun |
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| Guests: | Craig Desjardins<br>Katie Mahon | Cathy Kirkpatrick | Marley Kirkpatrick |
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| Regrets: | Lanie Hurdle (ex officio) | Councillor Oosterhof |
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*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.*

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### 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. 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 February 28, 2022 Board of Directors Meeting Minutes
  - III. Approval of the February 24, 2022 Finance & Audit Committee Minutes
  - IV. Tourism Kingston March Report
- Gillian recommended the addition of the presentation of the Draft Audited Financial Statement from KPMG as agenda item six.

### 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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*Motion to accept the Consent Agenda.*

*Mover: Mayor Paterson*

*Seconder: Councillor McLaren*

*Carried.*

### **5. Business Arising from Items in the Consent Agenda**

- None

### **6. Draft 2021 Audited Financial Statements**

#### **Presentation – Katie Mahon, KPMG**

- Katie Mahon provided a presentation of the draft Audited Financial Statements for 2021. Katie noted that the audit was complete, and the auditors received full cooperation from staff and management during. Katie noted the audit was consistent with previous year's activities and that accounts receivable and deferred revenues had increased from 2020.
- Katie noted that partnership funding was substantially higher in 2021 due to the contribution from the City of Kingston for \$600,000 relating to the Pandemic Recovery Fund. It was noted that the Statement of Operations would show a deficit because the remaining \$500,000 towards the \$1.1M Pandemic Recovery Fund was a Board restricted commitment from reserves and not a revenue. Donna noted the actual surplus of revenue over expenses was \$66,024. Donna noted this surplus was related to pandemic related delays in initiatives such as the corporate rebranding and to timing related to the new staff recruitment as part of the 2021 Corporate restructure to better align with the Integrated Economic Development Strategic Plan.
- Katie reviewed the Statement of Changes in Funds Balances and reviewed the Board restricted funds. It was noted that \$34,267 of funds to be disbursed for the Pandemic Recovery Fund were deferred to 2022. The Board of Directors discussed the Board restricted funds, timelines for maturity of the Corporation's investments and the Corporate investment policy.
- Donna noted thanks to Kirk Smallridge and the City of Kingston Financial Department for their support of the 2021 audit corporate audit.

### **7. Brand Alignment & Corporate Rebranding**

#### **Presentation – Cathy Kirkpatrick & Marley Kirkpatrick, Alphabet Creative**

- Cathy and Marley Kirkpatrick presented an overview of the refreshed Kingston Destination Brand and how it has evolved since 2016 when Tourism Kingston and Kingston Accommodation Partners launched a united "one-voice" campaign. Cathy noted the importance of brand alignment when promoting destinations and noted the rebrand focused on providing a consistent message for promoting Kingston for visitation and business investment. The brand pillars for the new Kingston Brand consisted of:
  - Authentically Hip
  - Culturally Vibrant
  - Constantly Evolving
- As part of the brand alignment, the Kingston Economic Development Corporation will have a new corporate visual identity with a new call to action "investkingston.ca".
- The Board of Directors discussed variations on messaging to better sell Kingston's unique value proposition for different audiences, that is aligned with the new brand

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pillars. The Board of Directors emphasized the importance of incorporating diversity and including in all messaging to ensure Kingston is a welcoming place for everyone. It was also noted that as a community, Kingston needs to address any disconnects that would cause individuals/investors to have experiences that are contrary to the message that is being sent out.

- The Board of Directors inquired about the timing of the rollout for the new identity. Donna noted that the Corporation will transition to the new brand guidelines for mid April 2022 and is expecting to soft launch the new investkingston.ca website after the Easter Long Weekend.

### 8. Rural Kingston Economic Strategy

#### Presentation – Craig Desjardins, City of Kingston

- Craig briefed the Board of Directors on the Rural Kingston Economic Strategy. Craig explained the Rural Strategy was a component of the IEDSP and was a City Council Strategic Priority. The Rural Kingston Economic Strategy focused on two components that focused on development opportunities and securing “enablers”. Development opportunities identified were:
  - i. Agriculture opportunities
  - ii. Hamlet-led Development
  - iii. Animating Tourism
  - iv. Rural Cluster Development
  - v. Identifying Enablers
- The Board inquired about the measures of success for the implementation of the Rural Strategy and Rural Economic Development Manager. It was noted that agriculture opportunities and tourism would likely be the short-term focus, but the review of the long-term focus would occur after the municipal election.
- The Board inquired about the Rural Strategy being a separate component of the IEDSP and asked how the City and Economic Development Corporation are supporting the development of the file. Donna informed the Board that Rural Economic Development and Creative Industries are identified as assets within the overarching IEDSP. Plans were in place with City departments to develop rural/creative strategies and the opportunity arose in 2020 to ensure all studies were aligned. Within the IEDSP, each strategy notes who is the lead partner and the role of support partners to ensure that there is not duplication of services.

### 9. CEO Report

- Donna reviewed the Corporation’s February activities and referenced additional funding programs that required an amendment to the 2022 operating budget. The amended budget reflects an additional \$1,027,923 towards operations for the Canada Digital Adoption Program and My Main Street program. The Corporation also received notice of successful application for a \$345,000 Skills Development Fund in partnership with St. Lawrence College.
- Donna explained the Corporation was strengthening regional partnerships and referenced the Kingston-Syracuse Pathway partnership and support toward the creation of the Ontario Small business Centres Network.
- Donna reviewed the preliminary Q1 2022 results with the Board of Directors. As per the Corporation’s Service Level Agreement with the City of Kingston, a formal Q1 report will be filed with the CAOs office.

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### 10. New Business

- The Board inquired about the Site Selection Conference the Corporation attended in March 2022. Shelley Hirstwood briefed the Board and noted that during the conference, connections were made with 17 Site Selectors. Shelley noted site selectors typically represent several clients when attending events, and the Corporation is following up with leads generated.

### 11. Ongoing Business

#### 2022 Board Objectives

- The Board of Directors discussed having a focused session to review their 2022 objectives. It was recommended that after the April AGM, the Board meet for a focused in-person session that would allow for time to discuss expectations as a governance board and priorities.

#### Risk & Opportunities with Implementation of Integrated Economic Development Strategic Plan

- The Board noted the importance of regular review of the IEDSP to ensure the Corporation and Board understand the strengths & weaknesses, as well as identify new opportunities as they arise. Donna noted that in pre-COVID years, an annual Board retreat to review the strategic plan and set a framework for development of operating/sales plans and budget was undertaken, typically in the summer.

### 12. In Camera (if needed)

- None

### 13. Date of Next Meetings

- I. Monday, April 25, 2022 – Board of Directors Annual General Meeting – Time TBD
- II. Monday, May 30, 2022 – Board of Directors Board Meeting – 5:30-7:30pm

### 14. Adjournment

*Motion to adjourn.*

*Mover: Cathy Wilson*

*Secunder: Peng Seng Cau*

*Carried. 7:37pm*

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