

BOARD OF DIRECTORS MEETING MINUTES

Date:	Monday, January 23, 2023	Time: 5:30pm	
Location:	Delta Hotel Kingston – 1 Johnson Street, Kingston, ON, K7L 5H7 – Lakeview Room		
Invited:	Anne Vivian-Scott, Chair Patrick Egbunonu Councillor Hassan	Cathy Campbell-Wilson Sanjay Jain Gillian Watters (ex officio)	Yafan Huang Councillor Glenn
Staff:	Donna Gillespie Abdul Razak Jendi Norman Musengimana	Kirk Smallridge Ben McIlquham	Shelley Hirstwood Rob Tamblyn
Guests:	Shai Dubey, Assistant Professor, Smith School of Business Jennifer Baker, Digital Consultant, Jennifer Baker Consulting		
Regrets:	Councillor Oosterhof Shan Jhamandas Megan Knott (ex officio)	Mayor Paterson Peng-Sang Cau	Wanda Costen Lanie Hurdle (ex officio)

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 at 5:32pm by Chair, Anne Vivian-Scott.

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 for all.

3. Chair's Message

- Anne Vivian-Scott welcomed the 2023 Board of Directors and thanked everyone for their willingness to serve on the Board of Directors. Anne provided an overview for Director roles, meetings and responsibilities and held a brief roundtable.

4. Disclosure of Conflict of Interest

- None

5. Approval of Agenda

- Motion to "Approve the agenda as presented,"** Moved by Cathy Wilson. Seconded by Sanjay Jain. Carried.

Our Mission

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6. 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 the December 12, 2022 Board of Directors Meeting Minutes*
- II. *City of Kingston January 2023 Report*
- III. *Tourism Kingston January 2023 Report*

Motion to accept the consent agenda.

Mover: Councillor Glenn.

Seconder: Sanjay Jain.

Carried.

7. Business Arising from Items in the Consent Agenda

- None

8. CEO Report

I. January Update

- Donna reviewed the January CEO report with the Board of Directors and highlighted:
 - Attendance at the City Councillor Meet & Greet and other community initiatives to present on the Corporation strategy and various programs.
 - Applications for various provincial funding programs that would enhance support services to underrepresented groups.
 - The conclusion of funding programs such as My Main Street Ambassador and Women's Entrepreneurship Strategy program and events to celebrate the programs success.
 - Pascan Aviation services currently paused, but the City is working with the Airport Advisory Committee on advocacy for addition carries and for a full interline agreement.
 - The Corporation is finalists for the three awards of excellence from the Economic Developers Council of Ontario.

II. Q4, 2022 Report to Council & 2022 Integrated Economic Development Strategic Plan Milestones

- Donna reviewed the Q4, 2022 City Council Report with the Board of Directors and noted the report was submitted to the CAO's office.
- Donna noted the Corporation was entering the third year of the Integrated Economic Development Strategic Plan (IEDSP). Donna noted the benefits of the Corporate restructure and its focus enabled the success of the team. Donna reviewed the competitive advantages outlined in the strategic plan and how they support business attraction, expansion and start-up in the community.
- Donna explained that investment inquiries were trending lower overall in 2022, but more health innovation and sustainable manufacturing related opportunities were in the pipeline.

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9. Presentation: Perspective on Board Governance – Shai Dubey

- Shai Dubey provided an introduction and commented on the evolution of the organization over the years. Shai explained the roles of a generative Board of Directors is to act as stewards of the Corporation and is responsible for the governance and oversight of the organization.
- Shai noted the first responsibility when serving on any Board is to ensure decisions are always in the best interest of the Board and not other groups that individuals may serve on and noted the importance of having thorough discussion to ensure a united voice.
- Shai reviewed legal obligations for board members serving on Canadian not-for-profits. Shai noted these legal obligations were raised from statute and case law and required two duties, fiduciary duty and duty of care.
 - Fiduciary – Act honestly and in good faith, with the best interests of the organization in mind
 - Duty of Care – Care, diligence and skill a reasonably prudent person would exercise in comparable circumstance. Shai noted the importance of always declaring conflict of interests should the exist to avoid any potential issues.

10. New Business

2023 Sales & Operating Plan / Portfolio Overview

- Donna provided an overview of the 2023 budget and noted the increase of the Corporation's operating budget to \$3,613,265 while maintaining a municipal budget request within the City Treasurer's recommended increase.
- Shelley Hirstwood reviewed the Attraction & Aftercare portfolio and noted the focus was to facilitate new domestic and foreign direct investment and to do this, the Corporation is constantly developing relationships with partners at all levels of government. Shelley noted, that nurturing the local talent pool to ensure top-tier talent is available with a goal to develop a centre of excellence out of Kingston.
- Abdul Razak Jendi reviewed the Sustainable Manufacturing portfolio and explained the identified priority sectors and subsectors. Abdul highlighted the battery subsector being an integral part of investment outreach and noted an application recently submitted to have Kingston be a test site for batteries. Abdul also noted initiatives with the local college to support with the skills development needs of the growing sector in the region.
- Ben McIlquham reviewed the Health Innovation portfolio and noted focus on supporting health and life science investment aftercare. Ben explained the Health Innovation partnership with the City of Kingston and Federal government and that an application for a second round of funding was submitted recently that would further support the focus sectors of the IEDSP.
 - The Board of Directors inquired about initiatives relating to the strategic priority of health aging and veterans. Ben explained the Corporation is more focused on healthy aging, specifically with biopharmaceuticals and gene therapy. The Board noted that there is currently a large healthcare focus, but not on the service side and opportunities may exist.
- Rob Tamblyn reviewed the Business Expansion & Retention portfolio and highlighted initiatives to support businesses through the Small Business Enterprise Centre. Rob noted that workforce challenges continue to be a big concern among the small/medium enterprise clients and the Corporation is continuing to seek opportunities to better address their issues.

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- Norman Musengimana reviewed the Start-ups & Entrepreneurships portfolio and explained the focus areas of support for start-ups and attracting international start-ups. Norman noted that access to funding was a major concern for businesses and the Corporation was investigating ways to improve awareness of funding opportunities. Another focus was looking to create a platform to help celebrate the success of newcomer entrepreneurs.

11. Presentation: Kingston Economic Development Social Media – Amplifying Our Voice, Jennifer Baker Consulting

- Jennifer Baker provided an introduction and her experience working in economic development and as small business owner.
- Jennifer explained the different content shared and why certain items are promoted within different channels.
- Jennifer reviewed the Corporation’s online identity and social media accounts and explained how the Board of Directors could amplify the Corporation’s messaging, such as:
 - Follow the corporate tags
 - Engage the content (share, repost, comment)
 - Inform us of relevant content that is going on within the community
 - Inform or share the link to Nour and then she can vet
- The Board of Directors discussed the Kingston Economic Development LinkedIn and when to use hashtags instead of tagging.

12. Ongoing Business

- None

13. In Camera

- **Motion to “Enter in camera;”** Moved by Patrick Egbunonu. Seconded by Cathy Wilson. 7:41pm. Carried.

I. Investment Opportunity Update

II. CEO Performance Review

- **Motion to exit in camera.** Moved by Cathy Campbell-Wilson. Seconded by Patrick Egbunonu. Carried. 8:13pm.

14. Date of Next Meetings

- Monday, February 13, 2023 – Optional Site Visit – Kingston Process Metallurgy Inc – 4:00-5pm – Followed by Spearhead Brewing 5:00pm
- Thursday, February 23, 2023 – Finance & Audit Committee Meeting – 10:00am
- Monday, March 27, 2023 – Board of Directors Meeting – 5:30pm
- TBD – Human Resources & Nominations Committee Meeting – Timing TBD

15. Adjournment

Motion to adjourn

Mover: Sanjay Jain

Seconder: Cathy Campbell-Wilson.

Carried. 8:14pm.

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