

KINGSTON

— Economic Development —

BOARD OF DIRECTORS MEETING MINUTES

Date:	Monday, October 27, 2025		Time: 5:30 pm
Location:	Riverview Room - Delta Hotels by Marriott Kingston Waterfront, 1 Johnson Street		
Attended:	Cathy Campbell-Wilson Jeffrey Downey Eric Davies Councillor Ridge	Sanjay Jain Patrick Egbunonu Peng-Sang Cau Lanie Hurdle	Anne Vivian-Scott Councillor Cinanni Shan Jhamandas
Staff:	Donna Gillespie	Abby Fitzhugh	
Guests:	Paige Agnew		
Regrets:	Councillor Oosterhof	Mayor Paterson	Megan Knott

1. Call to Order

The Board of Directors meeting was called to order by Chair Cathy Campbell-Wilson at 5:42pm.

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. Chair's Message

4. Disclosure of Conflict of Interest.

- None.

5. Approval of Agenda

Motion to "Approve Agenda"; Moved by Anne Vivian-Scott. Seconded by Councillor Ridge. Carried.

- Donna requested to move in camera to share a local business announcement.

6. Presentation

- Paige Agnew, Commissioner, Community Services
 - *Kingston's New Official Plan*
- Paige presented the City's first draft of the Official Plan to the Board of Directors, outlining a policy shift to strategically prepare for Kingston's

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projected population growth to 220K by 2051, aiming for flexibility and adaptability to meet growth needs with limited barriers.

- The City will present the second draft of the Official Plan to Council in March 2026.
- A Special Meeting of Council will take place on March 31 to discuss urban growth and natural heritage policies.
- The final draft of the Official Plan will be submitted to the Ministry of Affairs and Housing for approval in June 2026.
- The Plan introduces Strategic Growth Areas, including the new hospital location on Cloggs Road, with identified growth areas from the Cataraqui Centre to the Kingston Centre to Downtown.
- The City is introducing dual use designations, allowing residential and commercial permissions on the same property to reduce the need for policy amendments.
- Employment Land, the most protected land use category, will be preserved for industrial development. The City has identified a shortage of land within the urban boundary and will seek community input in the second draft on how to bring new lands into the urban area.
- The Integrated Transportation Plan will guide infrastructure planning, aligning transportation and infrastructure investments with areas of new housing to unlock growth potential and ensure higher order transportation in highly populated areas.
- The Plan includes supporting agriculture and agri-business, with recommendations in the City's Integrated Economic Development Strategy to unlock rural industries, create flexibility for small-scale industries, and explore ways to support local food production.
- Eric asked for examples of municipalities with successful policy restructuring. Paige noted they looked to western provinces with more flexible planning systems and Ontario cities with post-secondary institutions, such as Waterloo.
- Anne expressed concern about the lack of a student housing plan, noting neighbourhoods have shifted to student populations and increased family housing costs. Paige highlighted that partnerships with post-secondary institutions could support the development of student housing.
- Cathy recommended Paige provide three to four economic development focused questions for the Board to guide feedback on the second draft. Paige agreed to provide the questions and the First Draft Official Plan for comments. Public comments on the First draft Official Plan are open until November 28.

7. 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.

- Approval of the September 29, 2025 Board of Directors Meeting Minutes*
- Approval of the September 25, 2025 Finance & Audit Committee Meeting Minutes*

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III. Tourism Kingston October Report

Motion to “Accept Consent Agenda”; Moved by Councillor Cinanni. Seconded by Jeffrey Downey. Carried.

8. Business Arising in the Consent Agenda

- Donna reported that the Finance and Audit Committee confirmed the Corporation continue utilizing the City of Kingston’s Finance Services Department for accounts receivable and accounts payable. Donna to enter into a five-year Service Level Agreement with the City for Financial Services.
- Donna shared that Alejandra Ortega had been hired as the Business Programs and Community Outreach Coordinator and that Josh Bowry would be joining the team as a summer intern to support delivery of the Summer Company program.

9. CEO Report

I. Q3 2025 Report

- Donna reported that the City received Full Certification as an Intelligent City by the Intelligent Community Forum. The designation as the Most Intelligent City to be announced at the ICF VIP Delegation in Vietnam in early December. Peng noted her interest in participating in the delegation.
- The Summer Company program supported 13 young entrepreneurs who launched their businesses and received certificates of completion at the Summer Company Showcase.
- The Corporation opened a Satellite Office at 945 Princess St. to strategically align Business Development Managers with scalable startups.
- Kingston Young Professionals held a successful 3rd 40 Under 40 Awards Ceremony in September, recognizing 40 young professionals making notable impact in the Kingston community.
- Donna noted that investment opportunities slowed during the third quarter due to trade/tariff issues with the US and limited employment land inventory.
- Business Retention and Expansion inquiries were lower than prior quarter. Currently no grant funding opportunities are available.
- Peng asked about the impact of tariffs on local companies. Donna shared that Kingston is performing better than many communities in the province and Canada and is showing employment growth forecasts. She noted that most Kingston manufacturers were CUMSA compliant and were less affected by tariffs compared to cities with large automotive manufacturers.

II. October CEO Report

- Kingston Economic Development supported the Royal United Kingston Services Institute in their Defence Summit and Centennial Event, with staff and Board in participation. Donna noted active engagement with Canadian Armed Forces and NATO procurement officers regarding opportunities for Kingston businesses. Peng suggested identifying major companies supplying the Department of

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National Defence to determine where Kingston manufacturers could integrate into larger scale procurement opportunities.

- Donna shared that the Transfer Payment Agreement with the Province to deliver the Succession Planning Hub had been signed and is expected to be announced at the Business Forecast Lunch in November.
- Donna announced that Kingston Economic Development was successful in applying for funding for the OVIN project to support a Regional Technology Development Sites. The program will mirror the Helix Funding program in structure by providing matching funds and building a network of local service partners for participating businesses.

10. Ongoing Business

I. Budget 2026

- Donna presented the proposed 2026 budget, noting additions including the three year \$1.8M provincially funded Succession Planning Hub and the four year \$2M provincially funded OVIN RTDS.
- The Corporation is reapplying for CanExport in 2026 with a lower ask, as it requires a 50/50 cost match. The program supports international travel for foreign direct investment efforts.
- Salaries, the largest portion of the budget, will increase with the addition of two new staff members for the Succession Planning Hub and OVIN RTDS project in 2026.
- Attraction and Aftercare portfolio is being reduced to shift focus to existing Kingston businesses, startups and increasing the inventory of serviced employment lands.
- At the direction of the Finance and Audit Committee, Donna will request 4% increase in municipal funding to balance the budget and maintain Startup program delivery. This increase reflects a difference of \$24,000 over the recommended 2.5% increase from the City of Kingston.
- Donna will submit the proposed budget to the City Treasurer.

II. Special Purpose Committee IEDSP 1.5

- The IEDSP 1.5 will maintain the four core pillars of the plan: Focus and Positioning, Collaboration and Communication, Assets and Infrastructure, and Execution and Implementation.
- Updates will be made to the priority sub sectors Sustainable Manufacturing and Health Innovation.
- Sustainable Manufacturing will focus on advanced recycling, specialty chemicals manufacturing, low impact food processing, energy transition and novelty battery materials, electronic materials and semiconductors.
- Health Innovation will focus on health informatics, regenerative medicine, genomics, medical devices and consumables, pharma research and commercialization, and biotech.
- The refreshed IEDSP 1.5 will increase its focus on Business Retention and Expansion to support existing businesses and scalable startups for the next year.

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- Kingston Economic Development will work with City staff on the development of the IEDSP 2.0, to be undertaken after the next Council establishes its priorities in 2027.

III. City of Kingston Service Level Agreement

- The Service Level Agreement with the City of Kingston will remain the same at its core, with updated Key Performance Indicators (KPIs) to better reflect the Corporation's portfolios.
- Appendix B identifies community KPIs to be collected and reported on by the City and the Corporation based on partnership reports.
- The Service Level Agreement will be presented to Council at their meeting on November 18, 2025.

11. In Camera (if needed)

Motion to “Move In Camera;” Moved by Anne Vivian-Scott. Seconded by Councillor Ridge. Carried. 7:21pm.

Motion to “Exit In Camera;” Moved by Councillor Ridge. Seconded by Anne Vivian-Scott. Carried. 7:31pm.

12. Issues of the Day (if needed)

- No new discussion topics raised.

13. Dates of Next Meeting

- I. Monday, November 24, 2025 – Board of Directors meeting – 5:30-8:00pm

14. Adjournment

Motion to “Adjourn;” Moved by Councillor Cinanni. Seconded. Carried. 7:32pm.

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