



BOARD OF DIRECTORS MEETING MINUTES

Date: **Monday, January 18, 2021** Time: **5:00pm**

Location: <https://us02web.zoom.us/j/85863379066?pwd=NXdEV2VSOE5aYmFEblllVnMrUDdUQT09>

Invited: Gillian Watters, Chair Councillor Hill Councillor Holland
Councillor Oosterhof Anne Vivian-Scott Dave Carnegie
Don Aldridge John Sheridan Lyndsay Wise
Yafan Huang Megan Knott (ex officio) Lanie Hurdle (ex officio)

Staff: Donna Gillespie Kirk Smallridge Shelley Hirstwood
Ian Murdoch Norman Musengimana Nour Mazloum

Resources: Craig Desjardins, Director, Office of Strategy, Innovation & Partnerships

Regrets: Mayor Paterson Ryan DaSilva

1. Call to Order

- The meeting was called to order by Chair, Gillian Watters, at 5:01pm.

2. New Year Welcome and Introductions

- The Board of Directors provided introductions, respective backgrounds and work experience.

3. Approval of Agenda

Motion to approve the agenda.

Mover: John Sheridan

Seconder: Dave Carnegie

Carried.

4. Disclosure of Conflict of Interest

- None

5. Approval of the Minutes of the December 21, 2020 Board of Directors Meeting

Motion to approve the Minutes of the December 21, 2020 Board of Directors Meeting

Mover: Don Aldridge

Seconder: Councillor Hill

Carried.

6. Business Arising from the Minutes

- Donna noted the Kingston Economic Development Corporation's new Service Level Agreement (SLA) with the City of Kingston was accepted by City Council and referenced initiatives that were being developed in alignment with new SLA that were noted in CEO Report.



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7. Board Governance Presentation – John Sheridan

- John Sheridan presented governance models and responsibilities of Board members to the Corporation. The Board discussed:
 - Fiduciary responsibility of Board members
 - Duty of care of Board members
 - Requisites for excellent governance
 - Talent Management and succession
 - Promoting a culture that supports growth and development
 - Transitioning regular agenda items to consent format for future meetings

8. CEO Report

Introduction of Staff & Portfolio Overview

- Business Development Officers provided introductions and briefed the Board on 2021 portfolio goals.
 - Business Retention & Expansion – Majority of efforts focused on providing proactive business support related to Coronavirus-19 and customized business support based on specific needs of businesses.
 - Investment Attraction & Aftercare – Following up on inquiries from Q4 of 2020 and managing active opportunities. Developing virtual investment toolkits/tradeshows collateral focusing on IEDSP target sectors.
 - Start-up, Youth and Small Business – Continued roll out of start-up grant programs and developing systems to provide better business support programs. New for 2021 are additional programs for BIPOC entrepreneurs – a recent funding application was submitted to establish a South Eastern Ontario Black Entrepreneur Ecosystem.
- The Board discussed holding a session in the future to review obstacles and challenges relating to investment attraction based on recent case studies.

COVID-19 Response & Recovery Update & Q4 Business Performance Survey Results

- Ian Murdoch presented overview of survey results and highlighted:
 - Background and research methodology for survey
 - Businesses surveyed annual gross revenues ranged from <250k and >5 million per year
 - 33.6% of businesses surveyed operating in Kingston for longer than 25 year
 - 91.9% of businesses reported expansions during COVID-19 or ability to maintain current operations
 - 62% of respondents reported that government support programs have assisted in their business sustainability
 - In the Fall survey, businesses reported more modest decreases, with only 15.3% reporting more than a 40% reduction in staff
 - Larger proportion of businesses reported increases in their revenues relative to 2019, but many businesses experienced a reduction in revenue compared to 2019
 - Business reported cash flow became less of a substantially challenge for businesses

Integrated Economic Development Strategic Plan Update

- Donna informed the Board of the upcoming meeting between Queen's University, St. Lawrence College, City of Kingston CAO's Office and Kingston Economic Development



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Corporation to discuss continued engagement with the Kingston Integrated Economic Development Strategic Plan.

2020 Audit

- The Corporation's 2020 Audit is scheduled to begin the week of March 15, 2021. The Draft Audited Financial Statements will be reviewed with Finance Committee prior to acceptance at Board level and finally presented at the Annual General Meeting on April 19, 2021.

City Council Budget Presentation

- The Corporation will be presenting its municipal budget request to City Council on January 26, 2021. The Corporation is presenting a \$2,634,650 operating budget and is requesting \$1,461,500 of municipal funding, representing a 0% increase from 2020 municipal funding.

Motion to accept the CEO Report.

Mover: Anne Vivian-Scott

Seconder: Don Aldridge

Carried.

9. New Business

Equity, Inclusion & Diversity – Nour Mazloum

- Nour Mazloum presented a draft Equity, Inclusion & Diversity Statement. It was noted the policy was created in alignment with the City of Kingston Workforce In-migration Strategy and Inclusion Charter. The Board provided feedback on the draft policy and requested incorporating the Land Recognition Statement to the agenda of meetings. The Board requested the Human Resources & Nominations Committee further review the draft policy.

Corporate By-Law Review

- In December, the Board requested a review of Corporate By-laws and research on alternative Board recruitment processes and best structure for the Board of Directors. Recommendations are to be prepared in advance of the 2021 Annual General Meeting. Donna Gillespie noted past Director, Bill Durnford has volunteered to assist with the process. John Sheridan, Dave Carnegie, Don Aldridge and Councillor Hill volunteered to support the review of the Policy.

10. Partner Updates

City of Kingston – Craig Desjardins

- Craig Desjardins briefed the Board on City initiatives and development towards the Integrated Economic Development Strategic Plan. Craig noted:
 - Development of talent attraction campaign and a website specific to attraction of French speaking individuals
 - Engagement with St. Lawrence College to redesign how City Services are presented on the website to allow for greater accessibility and ease of use
 - Advancement of broadband file within City of Kingston
 - City is issuing an RFP for airport carriers

Tourism Kingston – Megan Knott

- Megan Knott highlighted efforts of Tourism Kingston on plans underway for patio expansions and 2021 LoveKingston Marketplace initiatives.
- A briefing on recommendations for reinvention of the Kingston Public Market will be presented to the Board in February.



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11. Other Business

- None

12. In Camera (if needed)

- None

13. Date of Next Meetings

- Thursday, February 11, 2021 – Finance & Audit Committee Meeting 4:30pm
- Monday, February 22, 2021 – Board of Directors Members Meeting 5:00pm

14. Adjournment

Motion to adjourn.

Mover: John Sheridan.

Seconder: Councillor Hill.

Carried. 7:05pm.