



BOARD OF DIRECTORS MEETING MINUTES

Date: **Monday, September 17, 2018** Time: 4:00-8:00pm

Location: 945 Princess Street, Innovation Park, Front Board Room

Invited: Judith Pineault, Chair Councillor Hutchinson Don Aldridge
Councillor Turner Lyndsay Wise John Sheridan
David Carnegie Bill Durnford Gillian Watters
Gerard Hunt, CAO (ex officio)

Staff: Donna Gillespie Kirk Smallridge

Guest: Rob Wood, 8020 Info Inc.

Regrets: Trevor Wilson Councillor Oosterhof Mayor Paterson
Rob Kawamoto (ex officio)

1. Call to Order

- The Board of Directors meeting was called to order at 4:11pm by Chair, Judith Pineault.

2. Approval of Agenda

- **Motion to** “Approve the agenda;” Moved by Don Aldridge. Seconded by Councillor Turner. Carried.

3. Disclosure of Conflict of Interest

- None

4. Approval of the Minutes

- **Motion to** “Approve the minutes of the Board of Directors July 09, 2018 meeting;” Moved by John Sheridan. Seconded by Councillor Turner. Carried.
- **Motion to** “Approve the minutes of the HR Committee July 05, 2018 meeting;” Moved by Don Aldridge. Seconded by John Sheridan. Carried.
- **Motion to** “Approve the minutes of the Strategic Planning Committee July 24, 2018 meeting;” Moved by Dave Carnegie. Seconded by Lyndsay Wise. Carried.

5. Business Arising from the Minutes

CEO Performance Plan

- The Board of Directors reviewed the CEO (Chief Executive Officer) Performance Plan that was created by the HR (Human Resources) Committee and circulated within Board package. John Sheridan provided the background and approach method for the evaluation plan and explained the four-step process for the CEO appraisal. It was mentioned the focus of the evaluation plan should be on three main areas:
 1. Short term annual operation goals
 2. Performance relative to the medium term Strategic Plan Goals



BOARD OF DIRECTORS MEETING MINUTES

3. Performance in Talent Management & Development
 - The Board of Directors approved the CEO appraisal and thanked the HR Committee for the creating the CEO performance appraisal.
 - **Motion to** “Approve the CEO performance evaluation as presented;” Moved by Don Aldridge. Seconded by Councillor Turner. Carried.

CEO Succession Plan

- Donna Gillespie noted the Risk Committee had identified that not having a succession plan for the CEO was an issue. A copy of the Succession Plan memo was circulated to the Board. Donna provided the background for creating the succession plan and recommendations based on different scenarios for when succession may be needed. Donna noted the succession plan would provide direction for the Chair and expedite the recruitment process. There was discussion regarding the process for the succession plan and if the Chair and Board possessed the knowledge and capabilities of the existing staff members in order to appoint a successor.
- The Board suggested the CEO provide a recommendation for a successor to the HR Committee, to ensure there is an understanding of the knowledge and skills the staff possess. The Board also discussed the recommendation to seek a temporary secondment from the City of Kingston through the CAO’s office if a successor could not be identified, and what community perceptions may come with the secondment. The Board suggested implementing a process to recommend individuals for succession and to be discussed during the HR Committee meetings.

2019 Board Position

- Judith Pineault informed the Board of Directors that Trevor Wilson submitted his letter resignation as a Director, but would still like to stay connected and volunteer for committees when needed. It was noted that Kingston EcDev will now have one Board vacancy for the 2019 term and need to discuss Board Officer positions.

6. CEO Monthly Report

- Written reports circulated during meeting. Donna provided a high level summary for the report. It was mentioned the Q2 report to council was well received. Outreach meetings were conducted with MPPs (Member of Provincial Parliament) Hillier & Arthur and feedback from the meetings was positive. The Board discussed government funded programs that may be affected by funding cuts and suggested attempting to further develop relations with local MPPs and Queen’s Park.
- Judith Pineault and Donna attended a conference focused on Investment and Trade Uncertainty that explored key issues with North American Free Trade Agreement and opportunities with the Canadian European Trade Agreement and Trans Pacific Partnership.
- The Board of Directors recognized Carey Bidtnes for her work for the Corporation and thanked her for all her contributions.
- **Motion to** “accept the CEO report;” Moved by John Sheridan. Seconded by Lyndsay Wise. Carried.



BOARD OF DIRECTORS MEETING MINUTES

7. 2018 Year in Review & Short-term Priorities

- Donna presented the year to date activities for the Corporate portfolios and mentioned a formal report would be submitted to the Board at a later date. Donna identified and discussed the following Short-term priorities for the Corporation:
 1. Recruit for vacant Business Development Officer position and define the needs of the Business Retention & Expansion portfolio
 2. Identified the needs of Feihe supply chain and identify local companies that can support the needs of the company
 3. Website redevelopment into two primary sites for internal vs. external users as well as develop a Chinese specific website
 4. Office relocation
 5. Budget development for 2019

8. Budget Direction 2019

- Donna reference the letter provided by the City of Kingston Treasurer regarding the 2019 budget information that was circulated in the Board package that provides the Corporation with guidelines for budget increase parameters. It was recommended that Kingston EcDev work within the inflation parameters determined City of Kingston's for a maximum increase 1.5% in operational costs. Donna mentioned certain City of Kingston departments were eligible for capital infrastructure increases, but Kingston EcDev was not eligible. The Board of Directors discussed the possibility of not requesting an increase in operating costs due to previous years ending with a surplus. Donna mentioned that Kingston EcDev did not request an increase in the operation budget in past years, but would have increased costs in services that would exceed the 1.5% increase and recommended the Board consider increased expenses when providing direction for the 2019 budget. The Board recommended waiting for the strategic planning process to begin before providing direction for budget as the desired direction may require more funding. The Board also suggested the possibility of Kingston EcDev increasing operational costs, but not requesting more money from the City of Kingston. It was agreed this option could be explored, but the new Strategic Plan would need to be completed in order for the Corporation to secure appropriate investment for projects.

Dinner Break

9. Strategic Planning Discussion

Context and Current Plan & Process, Timelines and Alignment with City Priorities

- Dave Carnegie provided an overview of the work completed to date at the Strategic Planning Committee meetings and introduced Rob Wood, 8020 Info Inc. A copy of the discussion guide was circulated with the Board package. Rob mentioned the Strategic Planning Committee was seeking feedback from the Board to ensure that work completed by the Strategic Planning Committee was aligned with Board direction. Rob began with the context of the for the discussion guide and asked for Board input regarding what economic goals for the community they valued. The Board discussed the working model presented and how economic development works within the City of Kingston. It was recommended that Kingston EcDev to reframe the current mission and vision statement to be more focused and strategic. It was mentioned that at the Strategic Planning Committee meeting it was agreed that Kingston EcDev would attempt to connect with the City of Kingston as a key



BOARD OF DIRECTORS MEETING MINUTES

partner on how it drives economic growth. It was agreed that the relationship between Kingston EcDev and the City of Kingston be clearly defined as a key partner and not just a trusted advisor. Specific roles and ideas originally proposed were:

1. How Kingston EcDev might serve as the lead economic development organization
2. Kingston EcDev should give priority to scalable, growth-oriented businesses
3. Should Kingston EcDev be a leader in economic data analysis
4. Should Kingston EcDev serve as a hub to connect entrepreneurs, employers and investors to community services
5. Should Kingston EcDev continue to play a key role in marketing the community for economic and workforce development purposes.
6. Can Kingston EcDev play the role as a champion for building a community that is prepared to support future development and smart growth

After discussion, the Strategic Planning Committee determined the three primary types of focus for the Economic Development Organizations was:

1. Provide scalable, growth-oriented businesses with advisory services & supports
2. Serve as the economic connector/hub for building businesses & supply chains and bridge the solitudes
3. Sell Kingston to the outside world

The Board agreed it was important to pursue scalable, growth-oriented businesses but identified that it is equally important to support local small business. The Board reviewed the business model for Kingston EcDev and discussed the importance of defining the Corporation's constituents and services provided. The meaning of being a "key partner" to the City of Kingston was discussed and how it differed from being a "strategic partner of the City of Kingston for economic development". The Board agreed that a focus on assisting scalable, growth-ready businesses was a model worth investigating, but appropriate front line training and marketing would be required to properly position for success. It was agreed that should the Corporation choose to focus on scalable, growth-ready businesses, then clear communication of services offered by Kingston EcDev would be needed to ensure that businesses are still receiving assistance with their inquiries.

Confirming our Vision

- Rob Wood noted that during the Strategic Planning Committee meetings, members felt the Corporation's current mission statement was not particularly focused. It was noted that the Committee was working on developing a statement that would be more focused and measurable. Rob informed the Board of potential vision & mission elements for Kingston EcDev that came forward and asked for input. Donna suggested that should the Corporation decide to be more focused, proper community analysis should be conducted to know where gaps in the community where may exist to prevent duplication of services. The Board also discussed conducting a content analysis and how to connect/leverage the assets of the Organization and the resources available to the Corporation. It was mentioned that a task of this magnitude may require hiring new staff to assist with research and other information that is required to strategically position Kingston EcDev.



BOARD OF DIRECTORS MEETING MINUTES

10. Leveraging Board Director's Experience & Engagement

- Judith requested the Board of Directors consider the following questions for discussion for the next meeting:
 1. What are individual Directors perceptions of their EDO experience and what contributions do you feel you can make?
 2. How are we meeting the expectations as a Board?
 3. How can we better leverage talent around the table and structure monthly meetings to be more meaningful and impactful?
 4. What topics or delegations would you like to see on the agenda for future meetings?

11. Other Business

- None

12. In Camera

- None

13. Date of next meeting

- Board of Directors Meeting – October 15, 2018, 5:00pm
- Finance Committee Meeting – September 27, 2018, 8:30-10:00am
- Strategic Planning Committee – October 24, 2018, 5:00-7:00pm

14. Adjournment

- **Motion to** “Adjourn the Board of Directors meeting;” Moved by Councillor Hutchison. Seconded by Gillian Watters. Carried.

Judith Pineault, Chair

Director

Date