



Date: January 6, 2016

Time: 4:00 PM

Location: 945 Princess Street at Innovation Park, Front Boardroom

Attended: Michael Harris Judith Hay Debi Wells
Bo Wandschneider Judith Pineault Donna Gillespie
Gerard Hunt Councillor M^cLaren Councillor Candon
Heather Ford Brock Dickinson Erle Lamothe, MDB Insight

Staff: Emily McCracken Brandon Pickard Carey Bidtnes
Chris Whyman Christa Wallbridge Connie Markle
Dajana Turkovic Ella Vanderburgt Mark Hanley
Melissa Shorrock Rebecca Darling Violette Hiebert

Public

Attendees: Bill Stewart, Greater Kingston Chamber of Commerce
Colin Howard, Greater Kingston Chamber of Commerce
Darryn Davis, CKWS
Heather Senoran, CKWS
Bernie Robinson

Formalities

1. Call to Order – 4:01 PM
 - Councillor McLaren, Co-Chair called the meeting to order – 4:01 PM.
2. Approval of Agenda
 - The Committee was in agreement. Agenda approved.
3. Disclosure of Conflict of Interest
 - None declared.
4. Approval of the Minutes
 - i. Review Committee Meeting – December 10, 2015
Motion to "approve the minutes of December 10, 2015 as presented;"
moved by Judith Pineault, seconded by Debi Wells. Carried.
5. Business Arising from the Minutes
 - It was noted that previous meeting minutes were very detailed. This was encouraged to continue going forward.



- Gerard Hunt noted an error in the December 10, 2015 minutes, stating that the City does not review its goals every five years as stated, but references population statistics to shape their strategic direction.

Information Session

6. Delegations

- None scheduled.

7. Staff Presentations: 2016 Sales & Operating

i. History & Current Operations: KEDCO Review

- Donna Gillespie welcomed KEDCO and Tourism Kingston staff to the Review Committee meeting, noting that the whole team was in attendance. She stated that the Managers would be presenting their portfolios as outlined in the 2016 Operating and Sales Plans.

1. Governance Structure – Mandate and History

- Bo Wandschneider, KEDCO Board member, spoke to the governance structure of the Corporation. He referenced the By-Laws article provided in the orientation binder.

KEDCO was created by City Council as a separate Corporation and it was the decision of Council at the time to have KEDCO responsible for Economic Development and Tourism Kingston; other portfolios have been added over the years, such as family physician recruitment.

He stated that the KEDCO Board is composed of eight public members and four members of Council, including the Mayor.

The Board has two working Committees including the HR Nominations Committee and the Finance Committee; other working Committees are established as needed.

- Michael Harris noted that the Corporation was ran as a not-for-profit and only Board Members were considered 'members of the Corporation.' Bo Wandschneider confirmed this information.
- Bo Wandschneider stated that there was a review process that took place in 2007, current board member Shai Dubey was involved in the process and could speak to this for the Committee. He noted that the results of the previous review saw the Board nominations process moved under the responsibilities of the City Nominations Committee.
- Michael Harris stated that in a not-for-profit organization the Board oversees the Corporation, not the municipality. He suggested that the relationship between KEDCO and the City be developed and explained further.



2. Current Scope
 - Donna Gillespie referenced the orientation binder, tab number five and six, which give an overview of the 2016 Sales and Operating Plans for Business and Tourism. She noted that staff will be presenting the scope of the portfolios in the following item on the agenda.
 3. Current Performance Metrics
 - Donna Gillespie noted that an overview of the metrics used by the Corporation can be viewed on page ten of the 2016 Sales and Operating Plan.
- ii. Business 2016 Sales & Operating Plan
- Christa Wallbridge, Business Development Manager, KEDCO presented an overview of the scope of Business Development including:
 - Business Development Team and Responsibilities
 - High Priority Growth Sectors
 - Agri-Business
 - Information Communications Technologies
 - Defence
 - Sustainable Emerging Technologies
 - Healthcare
 - Business Attraction
 - Retention and Expansion
 - Councillor Candon requested clarification on the scope of the Healthcare sector. Donna Gillespie stated that it is focused on the private sector with the potential to have new research and ideas commercialized and increased service for the average population. Carey Bidtnes noted there are other opportunities with medical devices and manufacturing, such as the Advance Mobility Solutions company located in the City. She referenced connections in both the public and commercial sectors which can be utilized.
 - Councillor Candon requested that Committee members be provided with employee job descriptions going forward to give a better understanding of the duties and responsibilities of all individuals. Donna Gillespie noted section eight of the orientation binder, the HR Policy Manual contains all job descriptions at the back of the document.
 - Carey Bidtnes, Business Development Officer, KEDCO presented an overview of the scope of Labour Market Activities including:
 - Kingston is Hiring
 - Job Fairs



- Education and Outreach
- Postsecondary Retention
- Partnerships
- Physician Recruitment
- Councillor Candon referenced the Kingston is Hiring portion of the presentation requesting more information on the skilled trades impact on economic development. Carey Bidtnes stated that the Labour Market sector supports all aspects from working groups to educational programs to manufacturing tours. She noted a skilled trades shortage of certified individuals in the market.
- Councillor Candon posed a question regarding Postsecondary Retention, wondering if the Kingston institutions were actively interested in contributing to economic development by forming working relationships with the Corporation. Carey Bidtnes stated that the Corporation has been working with Queen's University by creating a more formalized relationship on projects such as Innovation Kingston and Grindspace XL. Gerard Hunt noted that there has been immense improvement in the town and gown relations over the past few years.
- Debi Wells suggested that the Committee, throughout the review process, address the issue of certified skilled tradesman and work on a solution to the shortage.
- Michael Harris requested more information on the relationship between the Corporation and the new Government Planning Councils. Carey Bidtnes stated that the Business Development team is working with the 1000 Islands Workforce Development Board and assisting with the facilitation of connections for external agencies. She stated that the team utilizes their contacts and networks on a daily basis.
- Mark Hanley, Small Business Development Centre Manager, KEDCO presented an overview of the scope of the Small Business Development Centre (SBDC).

He noted that the SBDC is not involved in attraction or sales, but rather consulting throughout the community. The team is comprised of three people.

The SBDC was established by the Ministry of Ontario and there are similar centres located across the Province, the Kingston location being in operation for over 20 years.

Over the previous three years the SBDC team has seen an average of 600 individual consultations a year, half consisting of existing business and half of start-ups. He noted that individuals coming through the doors generally have a set product and are seeking marketing and financial assistance from the SBDC.



The SBDC is funded (50%) by the Ministry; the contract is set for renewal in 2017. Their geographic service area runs from Gananoque to Napanee and north to Sharbot Lake.

They oversee and execute two programs on a yearly basis, in addition to regular consultations:

- Summer Company Program: individuals eligible are ages 15 – 29 and enrolled in school
- Starter Company Program: individuals eligible are ages 18 – 29 and are not enrolled in school. He noted that in the previous year they were allocated 10 spaces and have now been allocated 55 spots for 2016.
- Gerard Hunt requested that Mark Hanley repeat statistics from earlier in the presentation relating to new businesses created. Mark Hanley stated that in 2015 there were 164 new businesses creating 264 new jobs in the city.
- Councillor Candon referenced the 2015 – 2020 KEDCO Strategic Plan and the mandate of creating 5000 jobs and 500 million investment in Kingston, he noted his confusion on how these jobs are being created. He stated that the clarification of statistics provided by the SBDC is helpful in understanding the Strategic Plan.

Donna Gillespie noted that the plan was created to be executed over a five year period and that ideally KEDCO would see more jobs created each year, with the number ramping over the five year period. She noted that this should be a bigger conversation for the Committee to have around metrics for measuring KEDCO's involvement in the process of facilitating jobs and investment.

Carey Bidtnes stated that the Labour Market information shows the number of jobs posted on a yearly basis in the city, giving an understanding of the availabilities.

Bo Wandschneider noted that earlier in the year the KEDCO Board of Directors was given access to the confidential numbers of jobs and investment coming through KEDCO, which must remain so due to company confidentiality agreements. He stated that the Strategic Plan created stretch goals to challenge the organization. The metrics presented to the Board prove that goals are being met and measured properly. He suggested that a detailed presentation on the metrics be made at the follow Committee meeting.

- iii. Tourism 2016 Sales & Operating Plan
 - Violette Hiebert, Director Tourism Marketing and Development, KEDCO presented an overview of the scope of Tourism Kingston including:
 - Tourism Roles
 - Tourism Kingston Team and Responsibilities



- High Priority Growth Sectors
 - Niche Leisure Travel
 - Sport Tourism
 - Conventions, Conferences and Meetings
 - Travel Trade
- Business Support: Partnership Services, Visitor Information Centre
- 2016 Integrated Tourism Strategy
 - Gerard Hunt noted that the City of Kingston was currently overseeing Cultural Tourism. The City is responsible for ensuring that there is ample facility space to welcome events, sport and cultural opportunities to the city.
He referenced a statistic from the Tourism Kingston presentation, stating that \$840 million dollars of economic impact is coming into Kingston through Tourism is outstanding and has an immense impact on the city.
 - Heather Ford suggested that the lifestyle aspects of the city bring both tourists to town and encourage residents to live in the city. This is transferrable between visitation and attraction.
 - Councillor Candon questioned as to whether there was an overlap between the services that Tourism Kingston and the Kingston Accommodation Partners (KAP) are offering, asking what unique services KAP was providing.
Violette Hiebert stated that KAP utilizes the available resources with hoteliers to enhance the existing services.
Donna Gillespie noted that the KAP advertising budget far exceeds Tourism Kingston's positioning them to be the main destination marketer for the city.
Heather Ford stated that the Leisure Market is the main focus for KAP.
 - Bo Wandschneider noted that the return on investment for Tourism Kingston is significant and the impact can be seen in the community.
- iv. Corporate Communications
 - Melissa Shorrock, Marketing and Communications Officer, KEDCO presented an overview of the scope of Corporate Marketing and Communications including:
 - Strategies
 - Target Audience
 - Communications Channels
 - Websites
 - Social Media
 - Signage
 - Events
 - Newsletters



- Media Releases
- Public Relations

- Gerard Hunt suggested that a Committee presentation be organized on the process for planning and industrial land sale to better explain the working relationship between KEDCO and the City of Kingston in this area.

8. Public Outreach

i. Mayor's Public Consultation (Mayor Paterson)

- Mayor Paterson thanked all Committee members for their work on the review process and the service they are providing by turning a problem into an opportunity.
- Mayor Paterson noted that he was attending the meeting to present a snapshot of the feedback he received from various community groups during the public consultations that he held leading up to the Review Committee being formed. He met with numerous community groups including:

- Downtown Kingston BIA! Board
- Imagine Kingston
- Kingston Accommodation Partners Board
- Kingston Arts Council
- Kingston Chamber of Commerce Board
- Kingston Real-estate Association
- Portsmouth District Association

Following the consultations the feedback gathered was grouped into common themes and he would highlight these briefly to the Committee. Common themes presented and discussed:

- Communication
- Engagement and Outreach
- Building Partnerships
- Location
- Board Structure
- Strategic Plan
- Tourism

Suggested priorities, as per the feedback collected included:

- Small Business Support
- Entrepreneurship Support
- Waterfront Development

- Mark Hanley noted that many of the comments on the SBDC are related to monies and grants. Mayor Paterson stated that many companies noted their interest in growing their businesses, but had a lack of knowledge on how to do so.



- Bo Wandschneider noted how valuable this information was to the Committee.

9. Working Dinner Break

Public Outreach Cont'd

- i. Survey Results (Brock Dickinson & Eric Lamothe)
 - Brock Dickinson and Erle Lamothe presented the public survey results, which were initiated through the Mayor's office. He noted that the survey was run through Survey Monkey and segmented into three aspects including:
 - Background
 - Perceptions
 - PerformanceA further breakdown of the survey can be found in the report provided in the Committee package.
 - Bo Wandschneider noted that the report showed alignment with the community economic development ideals and the review mandate. He referenced the Table: Degree of Involvement, community feedback results show that there is a desire for KEDCO to support all aspects. Councillor Candon suggested that some of the sectors could be outsourced by KEDCO in order to continue to facilitate the same goal. Michael Harris suggested the Committee look at other leaders in the community who can take on these roles, with the Corporations support.
 - Donna Gillespie noted that the survey results appear to be inconsistent. Economic prosperity has many different meanings to different people.
 - Councillor Candon stated that the budget presentation which took place two years ago at Council was a hard hit to KEDCO. He noted that there have been changes since, but stated that the results of that presentation took 'wind out of the sails' of the new Council at the time.
 - Michael Harris cautioned the Committee to not get involved in the day to day portfolios of KEDCO staff. He noted that the current challenge presented to Committee members was related to structural and communications issues.
 - Bo Wandschneider requested clarification on the application of the survey results. Brock Dickinson stated that the project was initiated by the Mayor to provide more information for the Committee and an opportunity to engage the community. One member noted that the report was not statistically sound and if released could bring misinformation to the community. Councillor Candon suggested that the Committee only address the glaring issues in the report.



- One member requested Committee feedback as to whether the report should become a public document.
Debi Wells stated that it should be communicated and not hidden from the community.
Judy Hay suggested a summary report be created from this document to be circulated to the community in replacement of the full document.
Bo Wandschneider cautioned that upon the report's release the Committee had to remain available to support the Corporation and Board in the community and encourage constructive feedback from outlets.
Gerard Hunt noted that the Co-Chairs should be available to speak to the report, noting that it was produced as a steering document for the Committee in their review process. The KEDCO Board of Directors needs to be made aware that the Committee has a mechanism to respond to inquiries from the community.
- Councillor McLaren asked for Committee consensus on making all documents presented to the members available to the public.
Brock Dickinson suggested that the members be aware of the outcomes of sharing such documents.
Donna Gillespie suggested that the minutes, which are set to be posted following Committee approval, be posted with the full member package online.
The Committee was in agreement.

10. Economic Development 101 (Brock Dickinson)

- Brock Dickinson gave a high level presentation on economic development for the Committee. The presentation included:
 - History of Economic Development
 - Employment Development Index
 - Business Retention and Expansion
 - Corporate Calling Programs
 - Economic Gardening
 - The Creative Class
- Councillor Candon requested more information on identifying economic strengths within the city.
Brock Dickinson stated that industries are known as a "cluster theory" where specific sectors tend to develop together in the same geographical location. Kingston is still developing its strength for a potential cluster area.
Donna Gillespie noted that the 2015-2020 Strategic Plan identified the public sector as a strength in Kingston. The plan was developed to utilize the strengths in the public sector to promote growth within the city's private sector.



Judith Pineault stated the difficulty the Corporation currently has developing long term goals as strategic planning is tied to the City's four-year Council rotation, making a long-term vision difficult. It was suggested that the issues with a long term affect are identified and solved. Gerard Hunt stated that some of the Kingston community is still stuck believing economic development is about chasing smoke stacks. Kingston has the talent and skills available to be successful.

Discussion, Action Items & Roadmap Going Forward

11. Introduction (Councillor McLaren)

- Councillor McLaren stated that the Committee members need to be continually consulting the community throughout the review process. He noted that these consultations will allow the Committee to fulfill the needs of the greater portion of the community.
- Councillor McLaren had reviewed KEDCO media coverage over the years and noted some common issues with communications, transparency and accountability. He noted that a long term solution was needed for the restructuring, not a 'quick fix'.

12. Community Consultation and Involvement in Review Process

- Donna Gillespie gave a briefing on the upcoming Town Hall meeting on Wednesday, January 20, 2016 from 7:00 PM – 9:00 PM. Gerard Hunt requested information on the structure of the event be provided to Committee members. Donna Gillespie stated she saw the event holding a standard format including:

1. Introduction from Review Committee Co-Chairs
2. Overview of Committee Goals
3. Open Up for Questions

Judith Pineault, Councillor McLaren and Donna Gillespie are to create a working plan for the meeting format and circulate it to Committee members via email.

Councillor Candon noted that Committee members should be responsible for controlling the conversation at the Town Hall meeting. It will give the Committee the opportunity to speak honestly with the community.

Judith Hay stated that the Committee will not be able to answer all questions that are posed as they are still early in the review process.

- Donna Gillespie highlighted the communications that will be used to promote the Town Hall:
 - Media Release



- Newsletter Promotion
- Social Media
- Advertisement in the Kingston Whig Standard
- Judith Pineault suggested that members review items 13 and 14 be discussed in the following meeting.
Brock Dickinson noted his availability to provide any background information on any topics if required in the following meeting.
Gerard Hunt stated that Brock Dickinson has been identified as the economic development expert for the Committee and he should be utilized to champion these items.
Councillor Candon stated that in order to make educated decisions the Committee needed data to rely on; Brock Dickinson could provide this information.

13. Group Discussion – Major Review Topics of Interest

- i. What is the purpose of Economic Development? – Scope
 - ii. What is Economic Development? – Scope
 - iii. What is KEDCO's Capacity? – Mandate
 - iv. A scope-mandate matrix leads to realistic goals
 - v. What should KEDCO's Goals be?
 - vi. Perceived Issues with KEDCO
 - vii. Communication strategy
 - viii. Other topics of interest?
- Judtih Pineault suggested this item be deferred to the Wednesday, January 27, 2016 meeting.
The Committee was in agreement.

14. Group Discussion – Major Review of Operations

- i. Scope, Strategic Direction & Alignment with City Council Priorities
 - ii. Governance & Operations Model
 - iii. Performance & Metrics Matrix
 - iv. Communications Strategy
- Judtih Pineault suggested this item be deferred to the Wednesday, January 27, 2016 meeting.
The Committee was in agreement.

15. Establish Review Working Groups

- Gerard Hunt stated that Brock Dickinson has been identified as the economic development expert for the Committee and he should be utilized to provide more in depth feedback on these items.
Councillor Candon stated that the in order to make educated decisions the



Committee needed data to rely on; Brock Dickinson could provide this information.

16. Draft Report Outline

- Judith Pineault suggested this item be deferred to the Wednesday, January 27, 2016 meeting.
The Committee was in agreement.

17. Adjournment

- Judith Pineault, Co-Chair adjourned the meeting.
The Committee was in agreement. 8:48 PM.