



deny the possibility for future employment, I wish to abstain from voting on issues related to operating models, reorganization or staffing structures.”

4. Delegations

- i. Hugh Mackenzie, General Manager, Kingston 1000 Islands Cruises, spoke to the relationship of Tourism Kingston and the Kingston Accommodation Partners (KAP) and the tourism industry’s effect on the Kingston economy.
 - Hugh Mackenzie noted that Kingston 1000 Islands Cruises and Trolley tours is the largest private sector operator in Kingston with three cruise ships and trolley tours, employing over 100 seasonal staff and working toward 20 full time staff.
 - He noted that Tourism Kingston is the recognized destination marketing organization for Kingston and provides a staff intensive, professional and responsible tourism outlet in the community and remains the point of contact for media and government agencies.
 - Hugh Mackenzie provided an overview of the tourism sector in Kingston including the Kingston Accommodation Partners, the RT09 and Tourism Kingston.
 - He stated that going forward for success in the tourism industry there needs to be hard protocols, transparent budgets, and annual and strategic plans, with industry insight, which are subject to change at the end of each year. It was suggested that these plans include metrics for staff activities, marketing, market shares and return on investment in the city.
 - Hugh Mackenzie noted that a revamped Tourism Kingston will include greater accountability and an annual general meeting without the ‘cocktails and fluff.’ He stated that the tourism industry is highly competitive and the city requires an agency that is up to the challenge.
 - Councillor Candon asked if City Councillors should invest more money in tourism?
 - Hugh Mackenzie stated that the current tourism contribution by the City is less than 0.41% of the overall operating budget of the City. He noted that tourism and economic development is one of the strongest sectors in Kingston.
 - Michael Harris asked if there were any governance recommendations for tourism going forward?
 - Hugh Mackenzie referenced Tourism Ottawa as an example. Strategic and marketing plans are crafted and presented to industry associations to be approved and reviewed. He noted that this represents a cooperative model that will ‘get the job done.’ It was stated that the current structure of the KEDCO Board does not allow for a separate tourism governing body.
 - Councillor Candon asked if there are any practices in the tourism industry to increase transparency?
 - Hugh Mackenzie stated that he was seeking the ‘nuts and bolts’ of the operation. He suggested numbers be made available on the number of guests that the Visitor Information Centre sees, number of sales calls made and the results seen and the measurements of tax being generated by tourism enterprises.



- Gerard Hunt noted that the work being done in the integrated tourism strategy has been successful. He requested clarification on the governance structure ie. Are there tourism subcommittees that support the Board of Directors?
 - Hugh Mackenzie stated that the best model is having Tourism Kingston as a part of the Kingston Economic Development Corporation. He noted that sub committees would be helpful.
- ii. Patrick Hulley, Local Businessman, spoke to industry best practices in economic development.
- Patrick Hulley, with the support of Peter Kingston and Hank Doornekamp presented a report of his findings in economic development best practices to the Committee including: an overview of regional economic development organizations and their budget and structure, summary recommendations and passive versus active roles.
 - Patrick Hulley stated that his report reviewed the issue of transparency and focus.
 - Gerard Hunt asked for clarification on why Kingston is expensive to develop.
 - Patrick Hulley noted that Kingston, has a lot to offer to businesses, residents and visitors. Economic development needs to recognize that as a city we do more to make things happen, because we are worth it.
 - Gerard Hunt asked for insight on the nature of the Board that would oversee economic development and what Board members would help achieve this.
 - Patrick Hulley stated that all Board's should be diversified in skills and input. He noted that younger people need to be involved in the process also.
- iii. Dr. Steven Liss, Vice Principle, Queen's University, spoke to the innovation relationships in Kingston between post-secondary institutions and economic development.
- Dr. Liss stated that there are two messages he would like to leave, it is in the interest of Kingston that the City promotes and leads a strong economic development agency; and Queen's University has been a catalyst for advancing economics and would like to be an active partner moving forward.
 - He noted that Queen's University is bring research revenue, funding (including the development of Innovation Park) and is a lead in bringing industry leaders and young entrepreneurs together.
 - It was stated that there has been a history of disjointed and non-synchronized economic development efforts in the past.
 - Councillor Candon asked how clusters can be used to retain graduates in Kingston and what niche areas can be accessed?
 - Dr. Liss stated that the University wants its students to develop a global perspective upon graduation. They will eventually return to Kingston, however the retention is not immediate, but five or ten years down the road. Regarding clusters it was noted that Kingston needs to identify and communicate its strengths, get them out of the 'witness protection program.'



- Gerard Hunt asked if Dr. Liss had seen a different dynamic and energy from the investment community in recent years?
- Dr. Liss noted that Kingston needs to be ready for new opportunities at all times and better communicate strengths.
- Councillor Candon asked where Queen's University will fit into an economic development organization?
- Dr. Liss stated that the University attracts talent and brings learning experiences, professional development and a focus on entrepreneurship.
- Kim Donovan, public member, asked for a case study on the success and/or return of investment at the Innovation Park facility.

5. Approval of the Minutes

- i. **Review Committee Meeting – March 30, 2016**
- Moved by Michael Harris, seconded by Judith Hay.

That the Committee approves the minutes from the March 30, 2016 Review Committee meeting as presented.

**Vote carried unanimously.
(See Recorded Votes)**

YEAS: Michael Harris, Judith Hay, Judith Pineault, Donna Gillespie, Gerard Hunt, Councillor McLaren, Councillor Candon (7)
NAYS: (0)
ABSENT: Heather Ford (1)

6. Business Arising from the Minutes

- None

7. Peter Kirkham: Labour Force Statistics

- Peter Kirkham, former Chief Statistician at Statistics Canada and Chief Economist with the Bank of Montreal presented a briefing to the Review Committee on labour force statistics and how they are measured.
- Councillor Candon asked if real-estate development should be included in economic development measurements and activities.
- Peter Kirkham stated that initial activity in the money flow is very positive. When real-estate is sold externally it is fine, however when sold internally it is a transfer of wealth within the community.
- Peter Kirkham provided an overview on monetary 'leakages' that are happening from importing and exporting.
- Gerard Hunt asked for clarification on the jobs that have been created and lost in Kingston.
- Peter Kirkham stated that the data would suggest that there was a net gain of jobs in Kingston. He noted that he cannot prove that the numbers Friends of Kingston are



presenting are wrong, however it contradicts what can be expected in the productivity based on current statistics.

- Gerard Hunt asked for clarification as to whether the Statistics Canada data included the CMA?
- Peter Kirkham noted that the figure in his presentation showed a focus on the City of Kingston, however there is an implicit assumption in the presentation that the change of jobs in Kingston was similar to that which was seen in the CMA.
- Peter Kirkham provided the Committee with an overview and description of productivity and GDP and how it effects economic development and can be used to measure success.
- Peter Kirkham stated that the primary focus needs to be on what Kingston is going to do moving forward.

- Councillor McLaren called a recess. 6:27PM
- Councillor McLaren called resumed the meeting: 6:51PM

8. Economic Development: Conclusions – Brock Dickinson

- Brock Dickinson spoke to the Committee on the conclusions for the report which have been reached to date.
- Gerard Hunt requested that all delegations be incorporated into the report.

9. Economic Development: Recommendations – Brock Dickinson

- Brock Dickinson presented the recommendations that have been established for the report. He requested Committee feedback.
- Councillor Candon requested that more details be added on the relationship between the economic development office (EDO) and key stakeholders. The EDO should act with these stakeholders as the key consideration.
- Donna Gillespie asked that a portion on alignment with the City Council priorities be added to the document.
- Gerard Hunt stated that one item for clarification was Board oversight on the organizations, and a diverse sector representation.
- Councillor Candon suggested that a better distinction between Tourism Kingston and the EDO in place be added.
- Judith Pineault suggested that all Committee members take the draft report home for review to reconvene the following week on updates and revisions.
- Gerard Hunt stated that the report needs to define the reality of today and have a recognition of what is currently happening in the market.

10. Working Groups Update

- Donna Gillespie noted that notes will be consolidated from all working group meetings and provided to Brock Dickinson.
- Donna Gillespie stated that a letter from the Friends of Kingston was included in the package; she suggested these questions be referred to the KEDCO Board. The

Committee was in agreement.

11. Other Business

- None

12. Adjournment

- Moved by Michael Harris, seconded by Judy Hay

That the Committee close the April 20, 2016 meeting at 7:30 PM.

**Vote carried unanimously.
(See Recorded Votes)**

YEAS: Michael Harris, Judith Hay, Judith Pineault, Donna Gillespie, Gerard Hunt,
Councillor McLaren, Councillor Candon (7)
NAYS: (0)
ABSENT: Heather Ford (1)

Thursday, June 9, 2016 – 11:51 AM

- Moved by Gerard Hunt, seconded by Michael Harris

That the Committee approve this minutes from April 20, 2016 Review Committee meeting as amended.

**Vote carried unanimously.
(See Recorded Votes)**

YEAS: Michael Harris, Judith Hay, Judith Pineault, Donna Gillespie, Gerard Hunt,
Councillor McLaren, Councillor Candon, Heather Ford (8)
NAYS: (0)
ABSENT: