



Date:	December 10, 2015		
Time:	3:00 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 ^c Laren	Councillor Candon
Regrets:	Heather Ford		
Staff:	Brock Dickinson	Emily McCracken	

1. Welcome – Introduction of Committee Members: 3:05 PM
 - Brock Dickinson welcomed everyone to the KEDCO Review Committee. He noted that he would be a resource for the group going forward through the process. Due to the absence of a Chair for the first portion of the meeting he would navigate through the agenda items.
2. Introduction of Committee Members
 - Brock Dickinson asked members to introduce themselves and to take the opportunity to share with the group what they see for their role on the KEDCO Review Committee.
3. Terms of Reference
 - Brock Dickinson brought forward the Terms of Reference, circulated to all Committee members prior to the meeting and requested member feedback.
 - It was requested members provide their suggestions on formal motions or holding discussion based meetings going forward. Councillor M^cLaren suggested that the Committee go forward on a consensus basis for all topics and/or items so as to facilitate open and frank discussion. The Committee was in agreement.
 - Michael Harris requested that formal minutes from each meeting would be made available. It was confirmed and noted that Emily McCracken would be responsible for compiling this information.
 - Bo Wandschneider brought forward the point of confidentiality in the Terms of Reference. He noted that there are items that will be shared at Committee meetings in relation to businesses in the city that must remain



confidential as per the client relations. In regards to the Committee's transparency, some of these details cannot be made public. He asked members to discuss the appropriate way to address this.

Councillor Candon stated that there are certain topics that the Committee can and should be transparent about, however with respect to the business community confidential information should remain so.

Bo Wandschneider noted that the KEDCO Board had requested detailed information from the Corporation and although it remained confidential it was very helpful in the Directors understanding of the inner workings of the Corporation and economic development.

Brock Dickinson stated that the Committee would identify confidential items as they arise. The Committee was in agreement.

- It was confirmed by the members that agendas and minutes are to be posted online and having all meetings open to the public.
- Brock Dickinson stated that the Committee members were in agreement with the Terms of Reference as presented. The Committee was in agreement.

4. Election of Committee Chair

- Brock Dickinson opened the floor for nominations for the Committee Chair position from its members.
 - Councillor M^cLaren put forward his name.
 - Councillor Candon put forward Judith Pineault.
 - Judith Pineault put forward Heather Ford.
- Councillor M^cLaren stated that he had the time available in his schedule to take on the duties of a Chair position, as he had stepped down from the KEDCO Board of Directors and noted the benefits of having a Council member lead the Committee.

Judith Pineault felt that the Chairs role would be to keep a level playing field for all members, remain impartial and unbiased and to ensure that business is conducted properly by giving everyone an opportunity to speak. She noted that she has previous Board and Chair experience.

- Brock Dickinson opened up the floor for discussion on having a member of the KEDCO Board as a Chair versus a business owner versus a City Council member.

Bo Wandschneider stated that the KEDCO Board of Directors had spent time discussing the review process and ways to properly engage the Kingston community. He suggested that it was important to have a member of the business community as a Chair on the Committee to show leadership in that sector.

Councillor Candon noted that the Review Committee needed a 'grass roots' business leader's perspective leading as it was the nature in the



mandate of the Committee.

Debi Wells stated that the Kingston community has distrust towards the Corporation, some in relation to spending of monies. In terms of impartiality she cautioned that a City Council member may be a better representation of the community as a whole as they are elected into office. Brock Dickinson brought forward the concept of Co-Chairs, stating that this has the potential to balance both a private and municipal perspective on the Committee and this may be the appropriate way to move forward.

- Motion to “elect Co-Chairs of the KEDCO Review Committee, Judith Pineault and Councillor M^cLaren;” moved by Debi Wells, seconded by Michael Harris. Carried.

5. Development of Committee Meeting Schedule and Activities

- Judith Pineault stated that there was a tremendous amount of work to be completed before the Committee report deadline in the spring of 2016. She suggested that the Committee meet on a tri-weekly basis (six meetings in total) in order to create the draft report. She stated that additional meetings and work can be completed electronically (via email) as needed.
- It was noted that the goal was to have the bulk of the work and report completed mid-April 2016.
- Donna Gillespie requested the Committee’s input on days/times of the week that worked best for all members. It was decided that Wednesday’s at 4:00 PM would be the meeting dates going forward:
 - January 6, 2016
 - January 27, 2016
 - February 17, 2016
 - March 9, 2016
 - March 30, 2016
 - April 20, 2016

The Committee was in agreement with these dates.

- Judith Pineault suggested that the first meeting on January 6, 2016 be heavily weighted on orientation materials and reviewing the current structures and practices at the Corporation. She asked for Committee input for assigning topics of interest going forward. Councillor McLaren suggested that a list of the topics be provided to the Committee at the January 6 meeting so members can address them as soon as possible. Items brought forward to be addressed:
 - Performance Metrics: how the Corporation is measuring its performance.
 - Scope of KEDCO.
 - Governance Structure of KEDCO: identifying the mandate and history of the Corporation.



- Communication Strategies.
- Councillor Candon stated that the Corporation needed to regain community support and the Committee should identify the steps needed to start this process, noting a current communications challenge. He stated that the Committee needed to articulate the value of the Corporation.
- Judith Hay noted that from a community perspective, the desire is to have a prosperous city. The recent news about KEDCO in the paper in combination with a lack of understanding of the Corporations role is creating the distrust in the community.
Debi Wells suggested that the Committee start by looking at the scope, mandate and history of KEDCO in order to identify goals.
Michael Harris requested a comparison of other economic development governance models be made available to community members.
Councillor Candon posed the question: is it the job of an economic development office to facilitate a healthy business environment or just create job after job. Community members are expecting 1000 jobs, but should the focus be an environment for those jobs to be created.
Gerard Hunt stated that economic development is a broad definition, from single entrepreneurs to multinational companies. In some circumstances the dynamics are not translated for months or years down the road from the project start. He also brought forward the notion of Tourism Kingston being a part of KEDCO. He suggested that it be better integrated into the mandate so to be seen as an economic driver in the city or to move the services to other organizations that drive the sector.
- Brock Dickinson stated that the questions by all Committee members were a good starting point for the initial meeting, as economic development does have different meanings across the nation. He suggested that the identification of Kingston's goals going forward would provide a framework for the review process; these can be a list of combined goals/factors.
- Councillor Candon noted that both Tourism Kingston and economic development are very large, but very different factors. He suggested that KEDCO is perceived as having too many pillars.
- Michael Harris suggested that members review other companies in Kingston offering similar services to KEDCO to ensure there was not a duplication happening.
Debi Wells requested that a report be created showing any potential duplication across the community. Donna Gillespie, with the assistance of Michael Harris will prepare this document.
- Judith Pineault re-stated the ideas brought forward: current KEDCO governance structure, history, goals going forward, communication, Tourism Kingston involvement and performance metrics.
Debi Wells confirmed that the Committee was not making decisions for the



Corporation during this process, but would be making recommendations based on the findings.

Councillor McLaren asked members to forward any other suggestions via email prior to the January meeting.

- Brock Dickinson stated that he is available throughout the process to advise and assist in shaping the Committee goals.
- Councillor Candon requested an email communication protocol be discussed. Gerard Hunt suggested that any discussions be made available to the group.

Donna Gillespie suggested that the Committee engage delegations and community members to come to meetings, or write and send in their input (email or letter). Also, those formal group meetings should be established with specific stakeholders.

Councillor McLaren stated that the final report contains a list of community concerns and how they were addressed in the review process.

- Bo Wandschneider suggested that the Committee seek out community involvement as soon as possible to avoid the 'closed door' perception that KEDCO currently has in the community.

Councillor McLaren requested that the Committee select a date for a town hall meeting, potentially three different times of the day/week.

Councillor Candon suggested that these town halls be attended by only available members.

Debi Wells stated the importance of having full Committee attendance at the first town hall meeting. The Committee needs to show the community they are dedicated to the review process and engaging the community.

- It was suggested that the public town hall be held on January 20 at a central location venue with parking. The Committee was in agreement. Councillor Candon suggested that KEDCO announce the meeting as soon as possible through a media release.

Donna Gillespie noted that she would gather a list of potential venues for the town hall and circulate them to the group.

Councillor McLaren stated that he was willing to meeting with community groups outside of the town hall meetings as required.

Gerard Hunt suggested that the Committee have three delegations per meeting and make this a regulatory agenda item. The delegations would be required to have a formal presentation and leave behind material of interest for the Committee.

Michael Harris stated the importance of finding a balance between executing the consultations and continuing do to the assigned Committee work in creating the report.



- Donna Gillespie stated that a media release would be produced as soon as possible to announce the first meeting, the town hall on January 20. The Committee was in agreement.
- Judith Pineault asked the Committee to talk about venues to hold Review Committee meetings going forward. She noted that the Innovation Park location is central, has ample parking and teleconferencing abilities. The Committee was in agreement to continue meetings at Innovation Park.
- Judith Pineault offered an overview of the suggestions arising from the discussion:
 - Committee will host delegations at meetings.
 - Meetings are open to the public: in camera session would be structured into the formal agenda.
 - Agenda's and Minutes are to be posted online, housed on the KEDCO Business website.

6. Overview Resource Binder

- Donna Gillespie provided a brief overview of the resource binder provided to all Committee members at the beginning of the meeting. The binder contains:
 - Non-Disclosure Agreements
 - Terms of Reference
 - Organizational Structure
 - 2016 Budget
 - Strategic Plan 2015-2020
 - Operating and Sales Plan: Business
 - Operating and Sales Plan: Tourism
 - Annual Report 2014
 - Operations & human Resources Policy Manual
 - EDAC Performance Measures Report
- Gerard Hunt noted that municipalities perform an analysis of their goals every five years.
- Donna Gillespie noted that any members who are interested in receiving more materials and/or collateral can email her or Emily McCracken directly.

7. Adjournment: 4:59 PM



Review Committee
Meeting Minutes
December 10, 2015

Judith Pineault, Co-Chair

Councillor M^cLaren, Co-Chair

Date