

# KINGSTON

— Economic Development —

## BOARD OF DIRECTORS MEETING MINUTES

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<b>Date:</b>	Monday, September 23, 2024	<b>Time:</b>	5:30 pm
<b>Location:</b>	Delta Hotel Kingston – 1 Johnson Street, Kingston ON, K7L 5H7 – Harbourview Room		
<b>Attended:</b>	Anne Vivian-Scott, Chair Sanjay Jain Shan Jhamandas Patrick Egbunonu	Yafan Huang Cathy Campbell-Wilson Councillor Cinanni	Peng Sang Cau Wanda Costen Councillor Oosterhof
<b>Staff:</b>	Donna Gillespie Abdul Razak Jendi	Abby Fitzhugh Shelley Hirstwood	Ben McIlquham
<b>Guest:</b>	Paige Agnew		
<b>Regrets:</b>	Mayor Paterson	Lanie Hurdle (ex-officio)	Megan Knott (ex-officio)

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### 1. Call to Order

The Board of Directors meeting was called to order by Chair, Anne Vivian-Scott at 5:35 pm.

### 2. Land Acknowledgment Statement

*Kingston Economic Development Corporation acknowledges that we are situated on the traditional homeland of the Anishinaabe, Haudenosaunee and the Huron-Wendat and thank these nations for their care and stewardship over this shared land. Kingston Economic Development Corporation is committed to improving and strengthening relationships with Indigenous peoples and all residents to pursue a united path of reconciliation and economic prosperity.*

### 3. Presentation

- I. Paige Agnew, Commissioner, Community Services
  - *Population, Housing & Growth Update*
- Commissioner of Community Services, Paige Agnew, presented an overview of “YG220K” - the City’s rewrite of the official plan. The “YG220K” plan is set to accommodate Kingston’s projected population growth of 220,000 by 2051 by implementing a fully integrated Official Plan (OP) and Integrated Mobility Plan (IMP). This project will prioritize expanding urban boundaries, 340 hectares for community area lands, and 405 hectares for employment land, and create inclusive, fully accessible “multi-modal” transportation for all ages and abilities.
- Councillor Oosterhof commended Paige on her presentation. He asked if there will be a 3D model of the plan available by January 2026 for review. Paige was pleased to share that Kingston has built a digital “twin city”, a 3D rendered map of the City of Kingston, which has been used in the past 7 years for development presentations.
- Anne expressed the importance of ensuring the correct types of employment lands to accommodate the various subsector needs that the City and Kingston Economic Development are attracting.

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Paige discussed the importance of developing and investing in city-owned employment lands, as most of the current vacant lands are privately owned. The City will play a key role in ensuring a strong investment in these lands, collaborating with private landowners to assess and understand the characteristics needed for sectors being attracted to Kingston.

- Anne was curious of which Ontario cities Kingston is forecasted to be competitive with while implementing the plan, and she noted Kingston's regional neighbours as smaller scale. Paige noted that they view cities such as Kitchener, Waterloo, Guelph, Barrie, and St. Catharines as comparable cities.
- Paige noted Kingston Economic Development's role will be crucial as conversations surrounding the plan and development become more focussed.
- The Board thanked Paige for the inspirational and aspirational presentation and noted their excitement for the City's vision.

#### 4. Chair's Message

- Anne welcomed Directors back after the August break in the meeting schedule. She noted the high level of activity undertaken by staff during the summer including the Project Arrow showcase and recent announcement of UNDO Carbon – Kingston's latest foreign-direct investment. Anne passed along congratulations to Yafan for the federal funding announcement for Performance Plants and to Shan for IPG's provincial funding commitment.
- She thanked the Board for taking the time to review the wealth of information provided related to tonight's presentation on the City's population, housing and growth updates as well as the priority sector documentation outlining sub-sets of interest where Kingston has competitive assets.
- Anne highlighted that Councillor Cinanni had requested consideration for a presentation in July on a creative sector opportunity. As part of the IEDSP refresh, we would be welcoming partner delegations to speak to the Creative Industries and Rural Economy portfolios at future meetings. Donna noted that this potential opportunity was currently being addressed at the staff level.

#### 5. Disclosure of Conflict of Interest.

- I. None.

#### 6. Approval of Agenda

**Motion to "Approve Agenda"; Moved by Councillor Cinanni. Seconded by Sanjay Jain. Carried.**

#### 7. Consent Agenda

*All items listed on the Consent Agenda shall be the subject of one motion. Any member may ask for an item(s) to be separated from that motion to be dealt with separately.*

- I. Approval of the July 22, 2024, Board of Directors Meeting Minutes
- II. Approval of the July 22, 2024, Finance & Audit Committee Minutes
- III. Tourism Kingston August & September Reports

**Motion to "Accept Consent Agenda"; Moved by Shan Jhamandas. Seconded by Sanjay Jain. Carried.**

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### 8. Business Arising in the Consent Agenda

- Donna noted that Tourism Kingston's CEO Megan Knott and Danika Lochhead, City of Kingston Director of Arts & Cultural Services were invited to present on the Creative Industries portfolio at the October 28 meeting. However, the meeting time conflicts with the Canadian Live Music Association's Next Stage event taking place at The Broom Factory. The KED Board of Directors has been invited to attend the event which will be an evening of discussion and showcase of local musicians. Donna inquired if the Board would like to reschedule its October meeting in order to be able to participate in this creative industries event. The Board agreed it would be in best interest to maintain current schedule and invite Megan and Danika to present at the November Board meeting.

### 9. CEO Report

- Donna highlighted the active schedule of tours, events and news announcements during the months of August and September such as the Performance Plants, IPG and Cancoil funding announcements, as well as the new UNDO Carbon and Canadian Wollastonite investment.
- Donna noted a new regional asset with the Doornekamp Group announcing a partnership with Parrish & Heimbecker on the construction of a new bulk agricultural marine facility at Picton Terminals. This facility will provide a more efficient delivery method for rural farmers in Southeastern Ontario.
- Donna shared that the Q3 Report will be prepared for the Board for the October 28 Board of Directors meeting.

### 10. Ongoing Business

- I. IEDSP Refresh – Health Innovation & Sustainable Manufacturing Subsector Review
  - Donna presented an overview of IEDSP milestones and proposed amendments to priority subsectors referenced at the July 22, 2024, Board of Directors meeting.
  - It was noted that since the focus on two priority sectors for cluster-based development was adopted, changes in the economic climate calls for a deeper dive into Kingston's competitive advantages and forecasted trends within the sectors. For example, EV battery production, recycling and components was a strong area of focus initially however timelines in this subsector have slowed. This was marked by the observed closure of Li-Cycle and, more recently, the pause in development of the Loyalist Umicore plant.
  - Councillor Oosterhof noted interest in future discussion on the Corporation's role in the rural economic strategy – specifically around attraction of much needed business such as abattoirs.
  - Wanda noted Queen's University's strategic plan refresh, which focuses on sectors and careers that appeal most to prospective students, influencing their recruitment efforts.
  - Donna invited Investment Managers Ben McIlquham and Abdul Jendi to provide overviews of their portfolios and emerging subsectors of interest.

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- The Health Innovation sector overview included a look at trends in genomics, regenerative medicine, medical devices and consumables and bioprocessing and pharmaceutical.
- Anne emphasized that Health Innovation initiatives should not only be seen as hopeful commercialization efforts but as realistic, attainable goals. She suggested that personalized, targeted health care could be a practical industry focus. Ben noted that while bioprocessing and pharmaceuticals are gaining research attention, they are not projected to become major industries in Kingston.
- Shan inquired about the key criteria for driving economic development, particularly in small businesses, start-ups, and Foreign Direct Investment (FDI). Ben noted that FDI is evaluated based on its broader economic impact and the number of jobs created. He stressed the importance of supporting small businesses and start-ups to retain locally owned enterprises in Kingston.
- Patrick highlighted the use of AI in life science companies which has aided in setting up such companies very quickly. He discussed the benefit of utilizing AI analytics for small businesses in the life science sectors, as well as the application of AI to create business strategy.
- Wanda cautioned about the challenges posed by the Canadian government's recent decision to limit the number of temporary foreign workers accepted into the country. She emphasized that this could hinder Kingston's ability to attract new Foreign Direct Investment (FDI). Cathy added that human mobility has significant impact on our ability to execute the IEDSP.
- Abdul reviewed the Sustainable Manufacturing portfolio with a focussed look at the reality of what types of investments Kingston can support, what are available, and what the government will fund. The main subsectors of discussion were EV battery, semiconductors, autonomous and connected vehicles, recycling/circular economy, and low-impact food processing:
  - As previously noted, the EV battery industry has lost its traction as a priority sector. However, EV cars are an established commodity and will continue to require the support of a supply chain.
  - Abdul highlighted semiconductors as an emerging industry of interest given Syracuse and Quebec's recent \$100M investment into manufacturing capacity. It is worth noting that Kingston has a leg up in design and development with companies such as GreenCentre Canada developing chips and new materials.
  - Businesses such as Cyclic Materials, U-Core and Li-Cycle have well positioned Kingston as an innovator for recycling of materials, thus can continue to consider this a subsector of focus. It was noted that while Li-Cycle no longer has a physical presence, Kingston is still part of its origin story.
- Sanjay inquired about which subsector takes priority, and what would happen if an opportunity outside of Kingston Economic Development's list of priority

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sectors is presented. Abdul emphasized the importance of recognizing where the Corporation and the City have competitive value. Donna added that while Kingston Economic Development works with all potential investment opportunities, there does need to be consideration to the limited employment land available. Staff are working with City colleagues on developing an assessment matrix for investment opportunities as part of the IEDSP deliverables. Consideration to the number and nature of jobs created is also an important aspect.

- Councillor Oosterhof added that there is additional potential for sustainable development in rural areas outside of Kingston as well.

### 11. New Business

#### I. 2025 Budget Direction

- Donna described the draft working 2025 budget as incredibly lean and “bare bones” compared to previous years. Since 2018, the Corporation has benefited from significant upper levels of government funding for programs such as the Canada Digital Adoption Program, Digital Main Street, My Main Street, FedDev women and health innovation projects and COVID Business Recovery initiatives. Donna noted that by March 2025, all external program delivery contracts conclude and there are limited new programs being offered by the province or federal government. These contracts provided contributions towards wages, overhead and operating costs.
- The draft budget presented to the Board of Directors shows a 40% reduction in operating activity –related to the end of external program contracts. Overhead costs and wages are forecasted to reduce as program specific staff will no longer be required and the lease for additional office space has not been renewed.
- To balance the budget within a 3.4% municipal funding increase recommended by the Mayor, Donna has identified a \$10,000 shortfall. The Finance Committee has recommended that staff look for further cost efficiencies or private sponsorship to fill this gap. The possibility of using Reserve funds was also raised.
- Councillor Cinanni noted that it was going to be a very difficult year financially for the City and suggested that even the recommended 3.4% increase in municipal funding might not be approved.
- It was suggested that there could be cost savings in a remote work model. Donna explained that the Kingston Economic Development office is open to the public and staff are required to work primarily on-site. She noted the Corporation’s consistent in-house working model has been commended by business owners as the impacts of remote work scenarios in other public organizations has a negative economic impact on their business operations.
- Donna will work with staff to bring back an updated working plan for 2025 to the Finance Committee.

### 12. In Camera

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### I. Investment Pipeline Review

**Motion to “Enter In Camera;” Moved by Sanjay Jain. Seconded by Shan Jhamandas Carried. 8:01pm**

**Motion to “Exit In Camera;” Moved by Councillor Cinanni. Seconded by Shan Jhamandas Carried. 8:26pm**

### 13. Dates of Next Meeting

I. Monday, October 28, 2024 – Board of Directors Meeting – 5:30 - 8:00 pm

### 14. Adjournment

**Motion to “Adjourn;” Moved by Councillor Oosterhof. Seconded by Sanjay Jain Carried. 8:28 pm.**

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