



# KINGSTON ECONOMIC RECOVERY TEAM

## Terms of Reference

### Background

The global, national, provincial and local economic impacts of COVID-19 have been tremendous. The City of Kingston has been in a State of Emergency since March 26, 2020. The community has responded quickly by transitioning to working remotely where possible, switching rapidly to online technology, respecting physical distancing and following health directives.

The provincial closure of nonessential businesses has had a dramatic and immediate impact on the tourism, accommodation and food services, retail, arts and entertainment, personal services, and construction industries. Unprecedented levels of unemployment are being experienced throughout the Kingston community.

In response to these challenges, the Mayor has convened an economic recovery team, made up of business people and community leaders from each of the hardest hit sectors in Kingston's economy to help lead the work of the City and local business support organizations in rebuilding Kingston's economy.

### Description

The Kingston Economic Recovery Team is a community led working group made up of individuals from a range of sectors in our local economy and stakeholder organizations that support Kingston's business community. Its overarching role is to proactively plan and coordinate community strategies to respond to the economic impacts of COVID-19 in Kingston. The group will work across sectors to drive policy and actions that support Kingston's economic recovery.

### Strategic Vision

The Kingston Economic Recovery Team is a nimble group that can respond quickly to changing conditions from both a public health and economic perspective. It is a collaborative effort that will bring together individuals representing different sectors of our local economy, and provide an interconnection between City leadership and local business support organizations. It will focus both on short-term rapid response initiatives and long-term planning to:

1. Help Kingston's existing businesses survive;
2. Support the local economy in the transition to a new normal;
3. Support the development of a new vision for economic development based on the new realities and opportunities that emerge.



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## Objectives

The objectives of the Kingston Economic Recovery Team are to:

1. **Support** -- the work being done by business support organizations – the Kingston Economic Development Corporation (Kingston EcDev), the Chamber of Commerce, the Downtown Kingston Business Improvement Area (BIA), and Tourism Kingston (TK) – to ensure alignment and avoid duplication of efforts;
2. **Research** - consolidate the best possible information and data to inform potential options and solutions to assist local economic relief and recovery;
3. **Innovate** - develop recommendations and solutions for implementation by local stakeholders including the City of Kingston, the Kingston Economic Development Corporation (Kingston EcDev), the Chamber of Commerce, the Downtown Kingston Business Improvement Area (BIA), and Tourism Kingston;
4. **Advocate**- identify and develop Kingston specific advocacy recommendations for the Mayor, Member of Parliament and Member of Provincial Parliament concerning policies, programs and financial support from the provincial and federal governments;
5. **Collaborate**- ensure Kingston’s economic relief and recovery strategy is in alignment with federal and provincial reopening efforts and is in alignment with Kingston, Frontenac, Lennox and Addington Public Health advice and recommendations.

The Kingston Economic Recovery Team will develop recommendations on an on-going basis rather than compiling them into a final report. This allows the group to be nimble and ensures strategies can be implemented as soon as possible. For each recommendation, a specific business support organization (listed previously), the City of Kingston or the Mayor will be tasked to lead the implementation, depending on resources and expertise.

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## Members of the Recovery Team

The membership of the Kingston Economic Recovery Team is composed of leaders from each of the sectors of our local economy that have been most impacted by the COVID-19 pandemic. The membership is as follows:

### City of Kingston / Public Sector

Bryan Paterson  
Lanie Hurdle

Mayor of Kingston, (Chair)  
Chief Administrative Officer, City of Kingston

### Special Advisor

Dr. Kieran Moore

Medical Officer of Health, KFL&A Public Health

### Restaurant Sector

Tim Pater

Owner/Operator, Black Dog Hospitality Group

### Personal Services Sector

Aba Mortley

Owner, Cher-Mère Day Spa

### Retail Sector

Susan St. Clair

General Manager, Cataraqui Centre

### Accommodation Sector

Sean Billing

Owner, Frontenac Club

### Non-Profit/Charitable Sector

Bhavana Varma

President and CEO, United Way KFL&A

### Construction Sector

Dan Corcoran

Owner/President, Corcoran Excavating Ltd.

### Cultural Sector

Tricia Baldwin

Director, Isabel Bader Centre

### Special Advisors

Given the evolving situation and taking into consideration local economic conditions, the Kingston Economic Recovery Team will draw from the local expertise of other key partners and sectors during its work. The Mayor, as Chair of the Recovery Team will invite special advisors from Finance, Education, Employment Services, Labour and other sectors to provide advice and guidance as required.



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## **Working Groups**

The team will also have the ability to branch off and create project or issue-specific working groups and appoint members to these groups as needed for a specified time and purpose. These working groups will be tasked with action items to be delivered and will report back to the team.

## **Meeting Schedule**

All meetings of the Kingston Economic Recovery Team will be at the call of the chair. The frequency of meetings will vary based on the need to address issues and respond to challenges as they arise. As a working group, the team will operate with less formality and greater flexibility than a City of Kingston sponsored committee or taskforce.

Meetings will be open, and conducted in accordance with advice from KFL&A Public Health. Based on current guidelines, it is expected meetings will begin in a virtual format, with the potential to transition to in-person meetings at the appropriate time.

## **Staff Level Support**

Staff level support for the team will be provided by both Kingston EcDev and the City's Chief Administrative Office. This will include preparing agendas, scheduling and organizing meetings (whether virtual or in person), recording minutes, compiling supporting data and information, preparing reports and communications with business support organizations.

A staff lead from each local business support organization will be invited to sit on team meetings, and to coordinate with Kingston EcDev and the City CAO's Office on the implementation of initiatives as they are developed.

## **Communications Support**

The City of Kingston, in conjunction with the Mayor's Office, will provide ongoing communications support to best communicate with residents work underway by the team and the policies and initiatives that are developed.

## **Public Reporting**

The team will report publicly to City Council on a regular basis with a summary of discussion items, recommendations and actions taken.

## **Tenure**

The Kingston Economic Recovery Team will be established for one year, with an option to renew for additional one year terms. A decision to renew will require the agreement of team members, participating business support organizations and the City.