

BUILDING A **BRIGHT** COMMUNITY.

2016 Year in Review

Economic Development

LETHBRIDGE

BUILDING A BRIGHT COMMUNITY.

YEAR IN REVIEW

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“Lethbridge continues to demonstrate its strength in diversity as well as an innovative approach to building business and community. This foundation will allow us to continue to work together to build a **bright** future.

TREVOR LEWINGTON

Chief Executive Officer
Economic Development Lethbridge

MOVING FORWARD

At Economic Development Lethbridge, we are in the business of building community.

We are a support system, a community collaborator and a proactive advocate for the future evolution, growth and prosperity of Lethbridge. We connect, support and promote this city as a place for enterprise, but also as a place where businesses and citizens can thrive within a welcoming community.

As a rallying voice for Lethbridge, we are here to help others succeed!

We are proactive and focused, ready to embrace the opportunities that will make a difference within our core pillars of work:

- Business Development
- Entrepreneurship
- Meeting & Event Development
- Marketing & Advocacy



























Together we can build bright opportunities!

EDL BOARD

EDL is an arm's length organization, supported by the City of Lethbridge, governed by a 25-member volunteer Board of Directors and managed by a team of professionals dedicated to promoting economic prosperity in Lethbridge. Board Members are drawn from a diverse cross-section of the community with the intention of best accomplishing the mission and objectives of the organization.

2016 BOARD MEMBERS

Note: Orange indicates City of Lethbridge appointed positions.

-  **Aboriginal:** Rob Crow
-  **Agriculture:** Glenn Coulter
-  **Arts & Culture:** Danielle Tait
-  **Chamber of Commerce:** Keith Greeno
-  **City Mayor:** Chris Spearman
-  **City Councillor:** Liz Iwaskiw
-  **City Manager:** Garth Sherwin
-  **Commercial:** Lorna Peacock
-  **Construction:** Richard Thiessen
-  **County/Airport:** Steve Campbell
-  **Environment:** Bill Spenceley
-  **Finance:** Jason Sentes
-  **Industrial:** Terry Friesen
-  **Lethbridge College:** Paula Burns (EDL Board Chair)
-  **Multicultural:** Newton Lupwayi
-  **Not-for-Profit:** Jennifer Schmidt-Rempel
-  **Past-President:** Kurt Schlachter
-  **Regional:** Mark Brown
-  **Retail:** Julia Mitchell
-  **Seniors:** Bill Hanson
-  **Service:** Sarah Amies
-  **Sports & Recreation:** Kim Gallucci
-  **Technical/Research:** Fergus Raphael
-  **Tourism:** Marie Milsom Galeana
-  **Transportation:** Dallas Sherwood
-  **University of Lethbridge:** Erasmus Okine

FAST FACTS:

4,171 Hours

TIME CONTRIBUTED TO
EDL BY OUR VOLUNTEERS

NUMBER OF PEOPLE
THAT HAVE SERVED
ON THE EDL BOARD **124**

13 NUMBER OF YEARS EDL HAS
BEEN SERVING THE COMMUNITY

43 cents

TOTAL FUNDS LEVERAGED
AGAINST EVERY CITY DOLLAR



From @PierreCleroux:

Thank you for having me today, @chooseleth. It was a pleasure to meet you all and share BDC's Economic Outlook with you in Lethbridge.

THANK YOU TO OUR PARTNERS

Economic Development Lethbridge has always been an organization that recognizes and embraces the value of partnerships and collaboration. From our Board of Directors and community leaders to student volunteers, we would like to say a sincere **thank-you** for the difference you make to our organization and the community!

2016 INITIATIVE PARTNERS

INTELLIGENT COMMUNITY STEERING COMMITTEE

Andrea Hlady	Mark Humphries
Bruce Galts	Paula Burns
Chris Smeaton	Rob Miyashiro
Dennis Chinner	Roy Pogorzelski
Derek St. Jean	Sandra Mintz
Doug Hawkins	Ted Stilson
Dwayne Huber	Terra Plato
Fergus Raphael	Tony Vanden Heuvel
Jaylene Ulmer	Trevor Butler
Karla Pyrch	Vicky Bennett

TEAM LETHBRIDGE

Alberta Health Services - South Zone	Lethbridge Construction Association
Allied Arts Council	Lethbridge and District Association of REALTORS®
Canadian Home Builders Association, Lethbridge	Lethbridge and District Exhibition
Chinook Country Tourist Association	Lethbridge Family Services
City of Lethbridge	Lethbridge Lodging Association
Economic Development Lethbridge	Lethbridge Regional Police Service
Holy Spirit Roman Catholic Separate Regional Division No. 4	Lethbridge School District #51
Lethbridge Chamber of Commerce	Lethbridge Senior Citizens Organization
Lethbridge College	Lethbridge Sport Council
	University of Lethbridge

STRATEGIC INITIATIVES

Alberta Culture & Tourism	Lethbridge & District Association of Realtors
Alberta Economic Development and Trade	Lethbridge Lodging Association
Alberta Southwest Regional Alliance	Teamworks Training Institute
Business Development Bank of Canada	Select People Solutions
Lethbridge Chamber of Commerce	SouthGrow Regional Initiative
Lethbridge County	Stringam

TECCONNECT

Alberta Innovates*	NAIT
Alberta Southwest Regional Alliance*	NRC-IRAP*
Business Link	Rocket Builders
CodeYQL	SouthGrow Regional Initiative*
Community Futures - Lethbridge Region*	Southern Alberta Women in Business
Innovate Calgary	TEC Edmonton
Ladies Learning Code	University of Lethbridge*
Lethbridge College*	Whipcord
Management Resource Services	

**Indicates partner in RINSA (Regional Innovation Network of Southern Alberta)*

MEETING & EVENT

A Decent Affair	Lethbridge Exhibition Park
A-Plus Taxi Ltd	Lethbridge Lodge Hotel & Conference Centre
Allied Arts Council	Lethbridge Lodging Association
Best Western Plus Service Inn & Suites	Lethbridge Sport Council
Bullys & Rocky Mountain Turf Club	Mocha Cabana
Carefree Express	Motel 6
Casa	Moxie's
Centre Village Mall	Mr. Mikes Steakhouse Casual
Chinook Country Tourist Association	National Car and Truck Rental
Coast Lethbridge Hotel & Conference Centre	Nikka Yuko Japanese Garden
Country Kitchen Catering	O-Sho Japanese Restaurant
Crazy Cakes Ltd.	Paradise Canyon Golf Resort
Days Inn	Park Place Mall
DeJourdan's Photographics	Pink Tie Events
Downtown Lethbridge BRZ	Premier Inn & Suites
Edible Arrangements	Prime Catering
Execuserv Plus Inc.	Pure Canadian Gaming - Casino Lethbridge
Executive 4 Star Limousine	Red Arrow
Fort Whoop-Up	Rogue Restuarant
Galt Museum & Archives	SAAG
Henderson Lake Golf Club	Sandman Hotel Lethbridge
Holiday Inn Express	Smitty's Restaurant
Holiday Inn Lethbridge	Sounds Unlimited Inc.
Howard Johnson Express	Streetside Eatery
LA Chefs	Superlodge Lethbridge
La Cite des Prairies	Travel Alberta
Lethbridge Airport	The Penny Coffee House (1999) Inc.
Lethbridge Audio Visual	Two Guys And A Pizza Place
Lethbridge College	University of Lethbridge
Lethbridge Concierge Service Ltd	Wine Cavern

Business Development

Helping businesses access the information and support needed to relocate, start or grow.

Economic Development Lethbridge had a record-number of investment inquiries (79) in 2016 and from these, we assisted 12 businesses in Choosing Lethbridge as their location. As well, there was more

than \$470 million in announced expansion projects in the city. Inquiries and landed investments were generated by a diverse range of industries including agriculture/agri-food, business services, renewable energy and technology.

The most significant investment was Cavendish Farms' announcement of a \$350 million expansion of its Lethbridge operations, including the construction of a new, state-of-the-art frozen potato processing facility. This is the largest private investment in the city's history!

Spending on major development projects either underway or planned in the area now stands at more than \$1.1 billion over the next five years.

From an investment attraction perspective, we attended and exhibited at multiple **industry and investment-focused tradeshows** in Alberta, Ontario and the United States to expose the Choose Lethbridge brand and message to close to 2,500 attendees, speakers, exhibitors and sponsors. We also worked to expand our local profile by exhibiting and supporting local business trade shows and related events which led to multiple investment leads and connections with many citizens who were unaware of the supports we offer small business start ups.



We continue to dedicate time and resources to the acquisition and analysis of **quality market data** to ensure we are equipped with the best information possible to help attract investment to Lethbridge.

We also track our city's performance in various national and international **reports and rankings**, including:

- KPMG Competitive Alternatives
- Conference Board of Canada Mid-Sized Cities
- Alberta Venture Best Communities for Business

With support from key sponsors and partners, we led a research study to understand the Lethbridge Trading area. These results show that non-Lethbridge residents engage in

commercial activity in the city at \$473 million annually.

We also worked with the City of Lethbridge on the 2015-2022 Lethbridge Community Outlook, a snapshot of the community's economic and social standing.

A new area of focus in 2016 was **foreign direct investment (FDI)**, with particular emphasis on China's growing appetite for renewable energy, food and tourism investment projects.

This included hosting two delegations from China as well as supporting the Renewable Energy Day of the Stampede Investment Forum.

FAST FACTS:

\$337 million

TOTAL BUILDING PERMIT VALUES - A RECORD YEAR FOR LETHBRIDGE

THE PERCENTAGE OF INVESTMENT INQUIRIES FROM ENTREPRENEURS

67%

62%

THE PERCENTAGE OF INVESTMENT INQUIRIES ORIGINATING IN ALBERTA

\$470 MILLION IN PLANNED EXPANSIONS ANNOUNCED

12

NUMBER OF COMPANIES WE HELPED CHOOSE YQL FOR THEIR BUSINESS



From @Chan_Delon:

Great discussions w/ @chooseth @FDICanadaForum on opportunities for TX companies to expand to #Lethbridge @invest_canada @CanCGDallas

Entrepreneurship

Growing the entrepreneurial ecosystem and adding to the diversity in the city.

The tecconnect centre for entrepreneurship and innovation celebrated its fifth anniversary in 2016! This milestone provided an opportunity to celebrate past success while setting a new direction for the future. The development of the 2016-2019 Business Plan highlights a shift in focus from an emphasis on geospatial technologies towards a broader mandate of supporting entrepreneurship and innovation.

We welcomed four **new businesses** into the tecconnect centre for a total of 11 clients resulting in a 90% occupancy rate by year end. These companies reported total revenue of \$3.16 million - a record total! As well, 20 of the 34 (60%) people working in the centre are students or graduates of local post-secondary institutions.

Entrepreneurial and innovation focused training continued with more than 40 **training and event sessions** serving more than 300 participants. The tecconnect signature series, 'Ask Me Anything', offered monthly sessions covering topics such as sales, marketing, e-commerce and human resources.

Additional training opportunities supported through the centre covered topics such as Angel Investment, Business Model Canvas and Value Proposition Design Training and Next Stage Financing. Tecconnect also supports technology based learning through Ladies/Girls Learning Code and monthly Code YQL meetups for local programmers.

With **strategic partnerships** in place, we are able to connect start-ups to resources and information within a robust network. Key 2016 opportunities included:

- Innovate Calgary/Rocket Builders
- Entrepreneurship Discovery Series
- RINSA-funded Business Advisor
- Business Link Advisors
- Student Pitch Project
- NAIT 3 Day Startup

In addition, the opportunity to access **meeting space** at tecconnect continues to be maximized. The 300 meetings held in 2016 equates to 1.2 meetings every work day!

FAST FACTS:

\$3.16 million

TOTAL REVENUE REPORTED BY TECCONNECT COMPANIES

THE OCCUPANCY RATE AT TECCONNECT BY THE END OF 2016 **90%**

40 NUMBER OF TRAINING SESSIONS AND EVENTS

FACILITY SIZE: **10,000 SQ. FT.**



From @goamphibious:



This is #innovation. Ongoing thanks to @chooseleth and @tecconnectAB for helping make our dreams come to life. #techincubator #yql

Meeting & Event Development

Pursuing opportunities to attract and host conferences, meetings and events in Lethbridge.

Meetings mean business in Lethbridge. The events that EDL supported or initiated in 2016 attracted more than 16,000 visitors to the city.

Through meeting and event attendance, these visitors generated \$6.6 million in **economic impact** for Lethbridge with spending most often occurring in the hotel, transportation, food and beverage, retail and entertainment industries.

As the Destination Marketing Organization for the city, we continuously work to engage **partners** to maximize opportunities that increase awareness about the area meeting and event industry.

In 2016, leveraged partnerships increased by 40% over the previous year. This resulted in the execution of enhanced marketing tactics and trade show attendance with qualified one-on-one meetings.

We attended six **industry tradeshows** providing us with an opportunity to promote the Lethbridge meeting and event industry to more than 6,000 attendees.

Lethbridge was profiled in **industry magazines** such as:

- Association Magazine
- Alberta Venture
- Ignite
- Meeting Places Alberta
- Meeting & Incentive Travel guide

A focus on **partnership-based meeting and event marketing** also resulted in an integrated strategy, highlighted by the development of a Meeting & Event Magazine targeting planners as well as business travelers. The Bright Choice magazine is a powerful initial sales piece for those who are unfamiliar with our city and also provides the perfect accompaniment to bid proposals.

Through continued support of the **Destination Management Plan** process we continued to emphasize the direct link between economic, business and business traveler development, while enhancing partnerships and industry connections.



FAST FACTS:

NUMBER OF HOTEL ROOMS: **1,600+**

\$6.6 million

ECONOMIC IMPACT OF EVENTS
EDL SUPPORTED OR INITIATED

250,000 SQUARE FEET OF MEETING SPACE

BUSINESS
TRAVELERS
VISITING YQL **16,000**

SIX TRADE SHOWS ATTENDED

40% INCREASE IN LEVERAGED
FUNDS ALLOWING FOR
EXPANDED MARKETING AND
LEAD GENERATING TACTICS



From @3canoes:

Excited to bring a #Conference to Lethbridge

@DowntownLeth @Leth_Herald. Never been but plan to!

Marketing & Advocacy

Generating local, provincial and national awareness of the Lethbridge story.

Through 2016, marketing and communications efforts focused primarily on updating existing content and tools while developing a more **comprehensive and cohesive strategy** to carry forward into 2017. Recognizing the interconnected nature of the work we do, the new direction was highlighted by an initial launch of the **This is Lethbridge** concept as it relates to all areas of core business.

The key messaging and corresponding visual identity was applied to a range of projects including:

- targeted advertising
- business investment brochure
- meeting and event magazine
- website design and development

As well, a shift in the tecconnect business plan provided an opportunity to align entrepreneurship marketing in a more comprehensive way. This was articulated under the overarching concept of **This is Tecconnect – This Could be You** and included:

- tecconnect client profiles/stories
- client-based testimonial video

As part of the Intelligent Community initiative, Economic Development Lethbridge conducted the **“Our Lethbridge” place-brand survey** to gain insight into the perceived strengths, weaknesses and opportunities related to place characteristics, place attachment and the experience of living in this community.

This research was designed as a first step towards building a deep understanding of the characteristics that our community values most and, in turn, establish a baseline to develop key value statements that inform brand strategy development.

Other key initiatives included:

- Food For Thought Luncheon – Economic Trends and Industry Disruptions
- YQL Pitch Session
- Interactive map transition to a new and updated platform

FAST FACTS:

100,000+
TOTAL WEBSITE VIEWS
ON EDL MANAGED SITES

CONFIDENCE RATING IN
THE VALIDITY OF THE 'OUR
LETHBRIDGE' SURVEY DATA **95%**

240 ATTENDEES AT THE FOOD
FOR THOUGHT LUNCHEON

TWITTER IMPRESSIONS: **206,202**



From @VisitLethbridge:

Congratulations to @ChooseLeth @StringamLLP @bdc_ca on a very engaging event! Keynote speaker @mhyattbluecat was so inspiring!

The Organization

Demonstrating organizational stability through a dedicated board and team.

Throughout the year, we continued to evaluate and refine process and policy to ensure organizational stability now and in the future. With a collaborative approach from team members and the Board, we are committed to finding opportunities to increase both efficiency and effectiveness.

In order to work on economic development strategies that resonate with the community, EDL team members also actively serve on a number of **boards and committees** throughout the city including; Lethbridge Chamber of Commerce, Heart of our City, Environment Lethbridge, 5th on 5th Youth Services, Community Social Development, YWCA Lethbridge, Lethbridge Sport Council Bid Committee, Lethbridge College Alumni Advisory Council, YPAL (Young Professionals Association of Lethbridge), Code YQL and more!

While this work is aligned with the roles and responsibilities of our team, a larger portion of these efforts are undertaken by our **team members** in a **volunteer** capacity, which simply reflects the **community dedication** that is inherent in the mind set of EDL and in how we do business.

As Economic Development Lethbridge and ambassadors of the Choose Lethbridge brand, we will be:

- **Innovative:** We think ahead, think big and think intelligently - always with imagination, creativity, and a drive to be part of the next big thing.
- **Collaborative:** We are stronger together - let's unite under the same cause.
- **Engaged:** We are connected to the community and we're here to offer support.
- **Approachable:** We are here to listen, understand and offers advice for the next step forward.
- **Strong:** We are courageous in the pursuit of innovation, smart partnerships and excellence, but also show strength in the economic security we bring to the community, and the solidarity we have within our organization.
- **Leaders:** We are pioneers for the future prosperity and evolution of Lethbridge. We are united under this cause and we bring together all those that share our vision.

I'm an ambassador for the Choose Lethbridge brand because....

REPRESENTING A DYNAMIC CITY AND HELPING SHAPE ITS FUTURE REALLY ISN'T 'WORK.'

I am committed to providing companies and individuals with the information they need to do business in our city.

I'M PASSIONATE ABOUT LETHBRIDGE AND DEDICATED TO MAKING IT A WORLD-CLASS CITY!

I love living in Lethbridge, which makes it easy to promote the endless benefits our city has to offer.

The collaborative work we do brings our city together and highlights its capacity for future growth.

TOGETHER WITH THE TEAM, I CAN WORK ON INITIATIVES THAT POSITIVELY IMPACT THE GREATER GOOD.

I have the privilege of seeing, contributing, understanding and promoting the multi-dimensions of a great city.

I LOVE HOW LETHBRIDGE IS AN 'ANYTHING IS POSSIBLE' KIND OF PLACE.

~ The EDL Team



LETHBRIDGE

A BRIGHT CHOICE



@chooseleth



www.chooselethbridge.ca

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