

Economic Development

LETHBRIDGE

MINUTES of the meeting of the **AD HOC GOVERNANCE REVIEW COMMITTEE** held on Friday, January 11, 2019 at 11:30 a.m. in the Garden Court Terrace at Lethbridge College.

PRESENT: Committee Members

Kevin Brees (Chair), Mark Brown, Todd Caughlin, Sandra Dufresne, Kathleen Sheppard, Chris Stasiuk

Staff:

Trevor Lewington

RECORDER: Trevor Lewington

ABSENT: N/A

1) Approval of Agenda:

The agenda was approved by consensus.

2) Adoption of Minutes:

The minutes of the December 14, 2018 meeting were approved by consensus.

3) Current Business:

a) **Sector gaps –**

- a. There was continued discussion from the previous meeting about the potential merger of sport/recreation with health & wellness. It was noted that these are fairly distinct sectors and that there was not much overlap. It was recommended to retain sport/recreation as a sector and add an additional sector to address the current gap with need for recognition of a health and wellness category.
- b. There was continued discussion from the previous meeting about the value of ensuring the school districts were represented on the Board. It was noted that the school boards play a key role in long term workforce development as it links to site selectors and company's looking for skilled labour. School boards shape policy and are an important/major employer in the region. It was noted that for employees relocating to Lethbridge that schools are often a key consideration in terms of "quality of life" factors in relocation or moving decisions for families. It was discussed that a two year rotation similar to the seniors sector could be developed to alternate between School District 51 and the Holy Spirit Catholic board.
 - i. **Action:** Trevor to contact each superintendent and determine their level of interest in having participation and representation on the EDL Board.
- c. The concept of a "youth" sector to capture young professionals and emerging talent was discussed. It was noted that since EDL is meant to be forward looking and working towards the future prosperity and growth of the community, it would be a good fit to have representatives that will be most impacted by that future strategy. Several ideas were reviewed with consensus around the need for 2 sectors for those between the ages of 18 to 30 representing:

- i. Young Professionals – Includes those starting out in a professional career, with a key focus of representing the interests of the young talent the community is trying to retain.
- ii. Young Entrepreneurs – Includes young small business owners and start-up entrepreneurs.

d) **Sector definitions/parameters** – The Committee again discussed developing guidelines or loose definitions for each sector to better support recruiting efforts as well as provide better information about what each of the sectors represent. This will be the focus of the next meeting in March pending discussion with the full Board on the scope of sectors to be approved.

e) **Airport / County** – The Committee discussed the historical role of having Lethbridge County represented on the EDL Board. The Committee reviewed the importance of the airport as a driver of economic development. The Committee discussed the potential connections at political and staff levels between the City and County. There was concern raised about having a “competitor” at your table when developing strategy and providing insights that could be a competitive advantage. It was noted that EDL has a strong working relationship with the County’s economic development officer, however, there is not formal connection from the EDL Board back to the County. There was discussion about whether a seat on the EDL Board should be “guaranteed” for the County when this is not reciprocated for the County’s internal economic development committee. There was discussion about the need for increased regional collaboration and how this is already ongoing between EDL and the County. (I.e: Initiatives like Southern Alberta Investment and Trade Initiative, Southern Alberta Alternative Energy Partnership etc). It was noted that the City of Lethbridge now owns the airport and will eventually transition to an independent commission or other governance structure but this could be a few years away. There was a recommendation to split the Airport and County sectors on the board with the airport sector to be represented by an aviation related business in the short-term.

f) **Chamber of Commerce** – There was discussion about reciprocity between the EDL Board and Chamber of Commerce Board. It was noted that the Chamber restructured its board about 3 years ago to reduce its size and eliminated the designated spot for EDL. There was discussion about determining if EDL wanted to be connected “board to board” with the Chamber.

f) **Sector alignment with economic sectors and marketing messages** – The Committee reviewed proposals from the previous meeting how minor changes to current sector definitions could provide better alignment with EDL marketing messages and how sectors are viewed by the general public. Recommendations to the Board include:

Current EDL Sector:	Recommended Change:	Notes:
Aboriginal	Indigenous	Approved at December Board meeting. Better reflects current accepted language. Complete
Agriculture	Agriculture / Agrifood	Better reflects current EDL marketing materials and strategic plan focus.
Arts & Culture	Arts, Culture & Entertainment	Currently the entertainment sector which includes some hospitality, tourism and other services but is not well represented.
Chamber of Commerce	<i>No change</i>	*Determine need for reciprocity on Chamber of Commerce Board
City of Lethbridge	<i>No change</i>	** Includes Mayor, City Manager and a member of Council.

Commercial	Real Estate & Development	Inclusion of the development sector to broaden the appeal.
Construction	<i>No change.</i>	Includes both residential and commercial/industrial.
County/Airport	Lethbridge County	Airport becomes separate sector. *Determine need for reciprocity on County Economic Development Committee
Environment	<i>No change</i>	
Finance	Financial & Professional Services	Extending sector definition to include banking, accounting, finance, investment, and professional service firms.
Industrial	Industrial & Manufacturing	Better reflection of current EDL marketing approaches.
Lethbridge College	<i>No change</i>	
Multi-Cultural	<i>No change</i>	
Not-for-Profit	Nonprofit	Updating language to reflect what is used in the sector.
Past President (ex-officio)	<i>No change</i>	
Regional	Regional Economic Development Agencies	Suggestion to alternate representation between SouthGrow Regional Initiative and Alberta SouthWest every 2 years.
Retail	<i>No change</i>	
Seniors	<i>No change</i>	*Continue current informal arrangement of 2 year terms rotating between LSCO and Nord-Bridge
Service	Community and Social Services	Better reflection of the sector and what should be included.
Sports/Recreation	<i>No change</i>	
Technical/Research	Technology	Better reflects the future of the economy in an increasingly digital world.
Tourism	Hospitality & Tourism	Expanding the sector to include hotels, restaurants and other services providers focus on the business side vs tourism promotion handled by LDMO.
Transportation	Supply Chain & Logistics	Better reflection of language used by the sector and in EDL marketing materials.
University of Lethbridge	<i>No change</i>	
POTENTIAL New Sectors to be added		
Airport	This would be a representative from a future airport commission so implementation of this sector could be either delayed until that process is complete or filled in the interim by a representative of the businesses at the airport.	
Education	A representative from either school district. Proposed to alternate 2 year terms between School District 51 and Holy Spirit. (Similar to methodology with seniors sector.)	
Health & Wellness	This would include businesses like: medical clinics, physiotherapy, pharmacies, other private health care providers/practitioners but would not include AHS.	

Young Professional	Includes those 18-30 starting out in a professional career, with a key focus of representing the interests of the young talent the community is trying to retain.
Young Entrepreneur	Includes young, small business owners and start-up entrepreneurs aged 18-30.
Sector-at-Large	Adds an unaffiliated sector for special projects, highly qualified applicants who do not necessarily fit an existing sector. This could be a sector that is vacant if no qualified applicants are available or if there is no special project requiring specific representation.

Action:

Chair to provide overview at next Board meeting, including these minutes when final for the Board package as a pre-read.

Trevor to review bylaw / policy changes required and process necessary to implement these proposals if adopted by the Board.

4) Next Meeting Date: **Meeting Date: Friday, March 1, 2019 – 11:30 am to 1:30 pm**
Small Boardroom, Tecconnect, 3582 30 Street North