



CITY OF
Lethbridge

HEART OF OUR CITY COMMITTEE AGENDA

DATE: Wednesday, January 13th, 2021
LOCATION: **Zoom Conference Call**
<https://us02web.zoom.us/j/86211123078>
TIME: 3:30 p.m.

Meeting to be opened by City Administration, will be handed over once Chair is established.

1. Acknowledgement Statement:

The City of Lethbridge acknowledges that we are gathered on the lands of the Blackfoot people of the Canadian Plains and pays respect to the Blackfoot people, past, present and future while recognizing and respecting their cultural heritage, beliefs and relationship to the land. The City of Lethbridge is also home to the Metis Nation of Alberta, Region III.

2. Approval of Minutes:

- a) December 9, 2020 (Attachment 1)

3. Adoption of Agenda:

4. Business Arising from the Minutes:

5. In Camera:

- a) N/A

6. Agenda Items:

- a) Membership – Welcome/Introductions
- b) Committee Chair Election (Attachment 2)
- c) Completed HOCC Governance Review (Attachment 3)

7. Roundtable:

8. Next Meeting:

Wednesday, February 10th, 2021, Zoom Conference Call

9. Adjournment:



CITY OF
Lethbridge

HEART OF OUR CITY COMMITTEE AGENDA

DATE: Wednesday, February 10th, 2020
LOCATION: **Zoom Conference Call**
<https://us02web.zoom.us/j/81337064370>
TIME: 3:30 p.m.

1. Acknowledgement Statement:

The City of Lethbridge acknowledges that we are gathered on the lands of the Blackfoot people of the Canadian Plains and pays respect to the Blackfoot people, past, present and future while recognizing and respecting their cultural heritage, beliefs and relationship to the land. The City of Lethbridge is also home to the Metis Nation of Alberta, Region III.

2. Approval of Minutes:

- a) January 13, 2021 (Attachment 1)

3. Adoption of Agenda:

4. Business Arising from the Minutes:

5. In Camera:

- a) N/A

6. Agenda Items:

- a) Lethbridge Police Service Update
- b) Festival Square Stakeholder Engagement Event (Attachment 2)
- c) 2020 Annual Report (Attachment 3)
- d) Governance Review Presentation (Attachment 4a)
 - Implementation Plan (Attachment 4b)
 - HOCC Terms of Reference Amendments – Track Changes (Attachment 4c)
 - Amended HOCC Terms of Reference – (Attachment 4d)

7. Roundtable:

8. Next Meeting:

Wednesday, March 10, 2021, Zoom Conference Call

9. Adjournment:

ATTACHMENT 1

MINUTES of a meeting of the **HEART OF OUR CITY COMMITTEE**, held on Wednesday, January 13th, 2021, at 3:30 p.m., Zoom Conference Call with the following in attendance:

- MEMBERS:** Lorien Johansen, Lethbridge Historical Society (LHS) (Chair)
Jackie Stambene, Tourism Lethbridge (Vice Chair)
Erin Crane, Economic Development Lethbridge (EDL)
Tara Gillanders, Allied Arts Council
Jackie French, Southern AB Ethnic Association
Sheri Kain, Downtown BRZ
Melissa Wiebe, Citizen-at-large
Jordon Head, Citizen-at-large
Noorin Chatur-Muhammad, Lethbridge Chamber of Commerce
Ken Harvie, Development Industry
Kevin Brees, Citizen-at-large
Penny Warris, Citizen-at-large
- OTHERS:** Andrew Malcolm, Urban Revitalization Manager
Cidnee Lorenz, Recorder
Tulene Steiestol, Executive Director, DBRZ
- REGRETS:** Suketu Shah, Citizen-at-large
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-The meeting was opened by A. Malcolm-

CALL TO ORDER:

The meeting was called to order at 3:33 p.m.

1. ACKNOWLEDGE STATEMENT:

“The City of Lethbridge acknowledges that we are gathered on the lands of the Blackfoot people of the Canadian Plains and pays respect to the Blackfoot people, past, present and future while recognizing and respecting their cultural heritage, beliefs and relationship to the land. The City of Lethbridge is also home to the Metis Nation of Alberta, Region III.”

2. ADOPTION OF MINUTES:

J. Stambene moved that the minutes of the December 9th, 2020 Heart of Our City Committee meeting be approved as presented.

CARRIED

3. ADOPTION OF AGENDA:

J. French moved that the agenda be approved as presented.

CARRIED

4. BUSINESS ARISING FROM THE MINUTES – Nothing to note

5. IN CAMERA – Nothing to note

6. AGENDA ITEMS:

- a) Membership:
 - Introductions took place and the committee welcomed new members Penny Warris, Citizen-at-large, Kevin Brees, Citizen-at-large and Suketu Shah, Citizen-at-large.
- b) Committee Chair Election:
 - L. Johansen let her name stand for the 2021 Chair of the HOC and J. Stambene let her name stand as the 2021 Vice Chair of the HOC.
 - J. French moved that L. Johansen be elected as the Chair of the Heart of Our City Committee for 2021.

CARRIED

 - M. Wiebe moved that J. Stambene be elected as the Vice Chair of the Heart of Our City Committee for 2021.

CARRIED

-L. Johansen took over from A. Malcolm as Chair at 3:46 p.m.-

- c) Completed HOCC Governance Review:
 - Western Management Consulting was hired in August of 2020 to conduct a Governance Review on the Heart of Our City Committee, the Downtown BRZ and the Urban Revitalization Department. The final Governance Report was attached for committee information and points of interest were as follows:
 - Key themes and findings identified:
 - Current structure has been reasonably productive but could do better.
 - Attention and resources have been underutilized because of overlap in functions and lack of clarity in processes.
 - Business planning is weak.
 - There is no robust measurement of performance against goals.
 - The role of the Urban Revitalization Department is underreported since most of its activities appear within either HOC or BRZ.
 - Recommendations include:
 - Reemphasize the importance of the HOC Master Plan.
 - Establish clear roles and authorities for HOC, DBRZ and the Downtown Revitalization department.
 - Strategic focus for individual and coordinated activities.
 - Develop metrics and establish for reporting on them.
 - Leverage real-estate more actively in the downtown core.
 - A. Malcolm and T. Steiestol have worked together to develop a rough first draft of an action plan which will be presented to the subcommittee in the coming days. As well A. Malcolm will draft an amended Terms of Reference based off of the Governance Report.
 - The committee is asked to take time to compare the existing TOR with the Governance Report findings for differences and to send any comments or suggestions to A. Malcolm.
 - The draft action plan and proposed TOR will be brought to the February HOC meeting for review and discussion.
 - A. Malcolm will ask WMC what they are referencing when they refer to “HOC Dashboard” in their report.

7. ROUNDTABLE:

- Allied Arts Council T. Gillanders):
 - The AAC Works retail location remains open Monday to Friday.
 - Casa is closed and doing virtual education programming.
- Tourism Lethbridge (J. Stambene):

- Staff are working on programming for the summertime, cataloging videos and finishing up renovations.
- Southern AB Ethnic Association (J. French):
 - Upcoming programming will be virtual.
 - The COVID Assistance Program funding will be available until March.
- DBRZ (T. Steiestol):
 - The Box Program over Christmas was a success and the DBRZ plans to run the program quarterly in 2021 with the first being over Valentine's.
- Citizen-at-large (J. Head):
 - Jordan is working with the Lethbridge School District 51's Indigenous Consultant to use language as a reference point for culture and working with teachers and students via zoom.
- Economic Development Lethbridge (E. Crane):
 - In December, Lethbridge's unemployment rate was the highest in the province.
 - Development projects and their expected completion dates can be found on EDL's site.
 - EDL is partnering with the Lethbridge Chamber for the Brighter Together survey and everyone is encouraged to spread the word to ask businesses to complete the survey.
- Citizen-at-large (P. Warris):
 - Penny's independent bookstore, Analog Books recently opened in the downtown and it has been very successful.
- Citizen-at-large (K. Brees):
 - Park Place is doing everything they can to support the retailers. Sephora's grand opening will take place on January 22nd.
- Lethbridge Chamber of Commerce (N. Chatur-Muhammad):
 - The Mustard Seed engagement took place yesterday and was well attended. A second event will take place on January 19th.
 - The Mayor's Breakfast will take place via zoom at the end of the month.
- Urban Revitalization Manager (A. Malcolm):
 - The Code of Conduct Declaration needs to be signed and returned by each committee member by January 31st.
 - Metrics are being collected with regards to the Simply Delivery campaign that was launched before the holidays to determine how successful it was.
 - Development Incentives - As of January 1st, there have been nineteen (19) applications. There are two (2) Targeted Redevelopment Incentive Program (TRIP) applications that should go to council in March.
 - Festival Square Designs – The first meeting with Stantec took place last week and a public engagement to finalize the designs will take place the first week of February.
 - The Streets Alive expansion project has been appealed and will go before the Appeal Board tomorrow evening.
 - There is a proposal for a six (6) storey residential building at the former Immigrant Services Building adjacent to Casa which would partner with the YWCA.

ACTION:	<p>A. MALCOLM:</p> <ul style="list-style-type: none"> ● Bring the draft action plan and proposed TOR to the February meeting and ask WMC what they are referencing when they refer to "HOC Dashboard" in their report.
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	HOC COMMITTEE:
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- Take time to compare the existing TOR with the Governance Report findings for differences and to send any comments or suggestions to A. Malcolm.
- Return the Code of Conduct Declaration to City Clerk's by January 31st.

8. NEXT MEETING:

The next regular meeting will be held Wednesday, February 10th, 2021

9. ADJOURNMENT:

Meeting adjourned at 4:48 p.m.

DRAFT

Attachment 2



In Spring 2020, the City completed conceptual designs for the re-imagining of Festival Square as a permanent market plaza space. The designs incorporated previous plans and studies as well as discussions with the City, HOC, Downtown BRZ, and stakeholders through a virtual meeting and public survey.

The pandemic helped accelerate some of these ideas when an outdoor seating area was created last summer to help restaurants with their capacity limits.

Further, in the Fall, the City and Province both agreed that this project was a natural fit for economic stimulus funding and \$900,000 was allocated for design and construction.



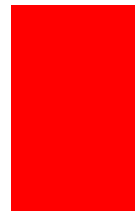
As a stakeholder, we would like to reconnect in an online engagement meeting on February 10 at 6:30 p.m. as we look at to share more about the Festival Square reconstruction project and receive feedback on detailed design and construction timing.

More information on the vision of the project and the process behind the development of the conceptual designs can be found at www.getinvolvedlethbridge.ca/ourdowntown

If you are interested in attending, please contact Andrew Malcolm, Urban Revitalization Manager (andrew.malcolm@lethbridge.ca) to receive a link for the online engagement.



CITY OF
Lethbridge



HEART OF OUR CITY

2020 Annual Report

HEART OF OUR CITY COMMITTEE

NOTE: Due to the unique nature of 2020 the 2019 annual report which would be prepared in January and presented in March was pushed until September, as such 2019/20 Annual Report captured 2019 and majority of 2020 (up to August 31).

The following 2020 Annual Report recaptures much of the previous report and the final quarter of the year.

Heart of Our City Committee

The Heart of Our City Committee was established in 2007 with the mandate to champion the revitalization of Downtown Lethbridge and to provide strategic leadership through the implementation of the Heart of Our City Master Plan.

Responsibilities include working with the Urban Revitalization Business Unit to:

- make recommendations to Council that affect the downtown;
- monitor planning and development activities downtown;
- provide input on strategic direction of initiatives to implement the Heart of Our City Master Plan;
- prepare and monitor the Heart of Our City Fund budget (Downtown Redevelopment Fund) on annual basis

Current Committee Members (2021)

Lorien Johansen, Lethbridge Historical Society (Chair)

Jackie Stambene, Tourism Lethbridge (Vice Chair)

Tara Gillanders, Allied Arts Council

Erin Crane, Economic Development Lethbridge

Noorin Chatur-Muhammad, Chamber of Commerce

Ken Harvie, Development Industry

Sheri Kain, Downtown Lethbridge BRZ

Jackie French, Southern Alberta Ethnic Association

Jordan Head, Indigenous Representative

Kevin Brees, Citizen at Large

Penny Warris, Citizen at Large

Melissa Wiebe, Citizen at Large

Shah Ketu, Citizen at Large

1. Introduction

Heart of Our City is responsible for facilitating continuous improvement of the Downtown as identified in the Integrated Community Sustainability Plan/Municipal Development Plan, the Heart of Our City Master Plan, the Downtown Area Redevelopment Plan and the recently approved Civic Common Master Plan.

This is accomplished by the proactive leadership of the Heart of Our City Committee and the Urban Revitalization Department who leads engagement and coordination of internal departments, stakeholder groups, and public in the design, planning, transformation and overall revitalization initiatives.

2. Overview

Due to the unique nature of 2020, the 2019 annual report which would have been prepared in January and presented in March was pushed until September, as such a 2019/20 Annual Report was prepared and presented to City Council capturing 2019 and majority of 2020 (up to August 31).

The following report recaptures some of the 2020 content from the previous report with the addition of the final 3 months...

2020 proved to be another challenging year in the ongoing revitalization efforts in the Downtown as previous challenges of social issues and deteriorating perception of safety, preference for online and big box commercial, and suburban development were all accelerated and made more challenging due to the COVID-19 pandemic. However, the HOC Committee is incredibly proud of the amount of work that it was accomplished over this time despite those challenges as progress was made on all of the key actions that were previously identified, including:

- Embracing Evolution of Downtown;
- Undertaking a Strategic Governance Review of the HOC and BRZ;
- Build and Implement a New Downtown Brand;
- Implement the Council Approved Adaptive Reuse Policy;
- Implement Projects Funded from Public Realm CIP; and
- Continue to Implement and Monitor the Downtown Clean and Safe Strategy.

3. Committee Initiatives, Programs, and Highlights

This section of the report will identify the key areas that the HOC Committee has been working to implement and/or influence based around the priority areas of Governance and Strategy, Clean and Safe, Exciting and Vibrant, and Complete Neighbourhoods. Subcommittees were established around these priority areas in an effort to advance the work.

3.1 Governance and Strategy

Tasked with ensuring overall implementation of the Heart of Our City Master Plan including committee governance, budgets, key stakeholder relationships, strategic planning, and advocacy.

- **COVID-19/Economic Recovery Task Force** – In mid-March at the onset of the COVID-19 pandemic and economic shutdown the Governance and Strategy Subcommittee invited 3 members of the Downtown BRZ to join in an ad-hoc task force that would meet weekly for one hour to keep a finger on the pulse of what was happening and discuss and promote ideas to support Downtown. Many of the ideas discussed in these meetings were then tasked to other subcommittees and/or City administration. This included but was not limited to:
 - Virtual Activity Grant
 - Expanded Main Street Funding for Parklets and Patios
 - BRZ Levy Support Funding
 - Parking Enforcement Advocacy
 - Farmers Market Support
 - Simply Delivery ‘Brighter Together’ Promocode
- **HOC and BRZ Governance and Operational Review** – As part of the letter of support to Council in relation to the Downtown BRZ’s request for funding to cover their 2020 levy due to pressures of COVID-19, the HOC pivoted funding for the HOC Master Plan 2.0 project to fund BRZ’s request and to refocus on completing a HOC and BRZ Governance and Operational Review. A Steering Committee comprised of 3 HOCC members, 3 BRZ members, BRZ Executive Director(s) and City Admin worked with Western Management Consultants (WMC) to complete the review. The review provided 6 recommendations focusing on improved clarity on roles and responsibilities, strategic planning, and accountability through metric tracking and reporting. Since the completion of the review, an implementation plan has been developed and includes a number of actions that will be implemented throughout 2021 and 2022.

3.2 Clean and Safe

Tasked with championing the pillar of clean and safe in the downtown through the implementation of the Downtown Clean and Safe Strategy and other relevant plans and initiatives.

- **Presentation to SCS Review Panel** – In September 2019, members of the HOC were invited to present to the Provinces SCS Review Panel. The general points that were shared included:

- Rely on unbiased analysis that combines data and experience to make decisions;
 - Seek local solutions that address nuances of local demographics, history, and culture as opposed to Province-wide solutions;
 - Concern regarding large consumption sides with intensification of issues in one geographic area;
 - Concerns regarding current building design, site management, and operations including the amount of users who are forced into the surrounding public realm because of the buildings set up and number of users in one location;
 - Lack of critical infrastructure and services that address root cases such as supportive housing, intox, detox, etc
 - More support for reactive programs and initiatives until root causes are addressed as the municipal tax payer is currently on the hook for all of the DCSS initiatives.
- **Urban Social Issues Study** – In late 2017, the HOC undertook hiring the University of Lethbridge researcher Dr. Em Pijl to complete an Urban Social Issues Study to better understand the impacts of the Supervised Consumption Site on the community with unbiased and trustworthy data. The findings of this report were shared with the SCS Review Panel and presented to Council in February 2020.
 - **Downtown Clean and Safe Strategy Implementation and Monitoring** – Meeting every two weeks the subcommittee is joined by members of Lethbridge Police Service, Watch, and BRZ to provide community stakeholder perspectives on the implementation of the DCSS initiatives and to keep a finger on the pulse of issues. Recent discussions include the large increase in issues due to COVID-19, changes with SCS, and warm weather, specifically around Galt Gardens.

3.3 Exciting and Vibrant

Tasked with ensuring downtown is an exciting and vibrant hub of activity that is a source and expression of community identity and pride.

- **Brand Development and Implementation** - The City of Lethbridge, the Downtown BRZ and the HOC collaborated to gather feedback from businesses and use research for Economic Development Lethbridge's community brand project to develop the new direction for downtown. This new brand was developed with the support of a \$50,000 grant from the Alberta Government's Community and Regional Economic Support (CARES) program. The brand was launched in June 2020 with ongoing implementation taking place.]
- **Activity Grant**
 - **2020** - HOC provided funding of \$126,000 to 21 events that would take place over 117 days in the downtown with projections of attracting 60,000+ attendees. Unfortunately, with COVID-19 and its related social distancing requirements only 3 events were able to take place as originally planned. The HOC pivoted to support a

modified application and funding process for online events that would support and promote the downtown. Further, the opportunity was presented to successful applicants to roll their approved funding forward to 2021 as opposed to having to reapply.

- **2021** – In November 2020, HOC directed to delay the application period for the 2021 activity grant until July 1, 2021 at the earliest due to continuous changes with restrictions.

- **Parklet Pilot and New Parklet, Patio, and Street Vending Program** – In the summer of 2019, the HOC supported a parklet pilot program which would see temporary seating that replaces one or two parking spaces by extending from the sidewalk in front of the business into the street. A survey was open throughout the pilot and results of the pilot were evaluated by HOC and directly informed the development of a new program with support funding and the provision of infrastructure that can be borrowed by businesses for spring 2020. This initiative has proven successful and has acted as a form of economic recovery support for food based establishments.

- **D24 Public Realm Enhancements** – D-24 in the Capital Improvement Program 2018-2027 was approved for \$1,050,000.00 and the HOC has worked closely with City administration on the implementation of a variety of public realm enhancements as part of this program which includes a combination of several smaller “projects” including installation of new street furniture, replacement of obsolete or worn out street furniture, replacement of trees and tree grates, expanded use of public spaces through the creation of parklets and sidewalk “bump-outs” near existing eateries, creation of public art sites and installation of public art works and other complementary features. Some specific highlights that have been completed so far in 2019 and 2020 include:
 - Oki Project
 - Planter Boxes
 - Utility Box Wrapping
 - Street Light Banners
 - Parklets and Seating
 - Garbage’s
 - Street Lighting and Furniture at Transit Park n Ride
 - Festival Square Concept Designs
 - Mural Program Expression of Interest

3.4 Complete Neighbourhoods

Tasked with defining what a complete downtown includes and key audience/profiles. Further, identify the needs of those audiences/profiles and outline business case to attract the necessary investments that meet their needs.

- **Personas Development and Survey** – In an effort to better understand what the public feel are all the essential businesses, amenities, and features that Downtown requires in order to have something for everyone and be considered a complete neighbourhood the HOC

engaged a consultant to undertake a Persona’s development project which would create a set of 8-10 unique personas which would aid in understanding what we need to focus on supporting and/or attracting. This project is set to wrap up by October 1, 2020.

- **Development Grants and Incentives** – A big component of the HOC’s focus and funding is on providing development based grants and incentives. In November 2020, the City completed a review and amendments to many of the grant programs including those previously described as HOC grants and incentives. Through the recommendations of the Governance review more work is to be done here.

4. Look Ahead

There are a number of key projects slated for 2021 and the focus will be on continuing to “embrace the evolution of Downtown”, specifically as we focus on creating safe, vibrant, and resilient spaces where our local economy can thrive in the face of new and ongoing challenges.

Important Projects for 2020 include:

- Continued implementation and monitoring of the Clean and Safe Strategy initiatives
- Implementation of the recommendations from the HOC/BRZ Governance and Operational Review
- Planning and advocating for continued financial support in the Downtown from the Operating and Capital Budget processes.
- Continued evaluation on the impacts of COVID-19 and being responsive to new ideas to ensure revitalization efforts continue to move forward.

Attachment 4a

HEART OF OUR CITY GOVERNANCE REPORT, IMPLEMENTATION PLAN, AND TOR AMENDMENTS

Presentation to Heart of Our City Committee – February 10, 2021

Agenda

- Background
- Governance Review
- Implementation Plan
- HOCC Terms of Reference Amendments
- Key Dates

Background

- In 2007, City Council established the revitalization of Downtown as a strategic priority and initiated the development of the Heart of Our City Master Plan (HOCMP).
- Provide the overarching long term (50+ year) vision and framework to guide revitalization efforts including future private development and public improvements for the urban core of Lethbridge, with specific attention to the Downtown Core.

Background

- For 12 years' revitalization efforts in the Downtown Lethbridge have been led and coordinated by a strong partnership between three main bodies/organizations:
 - Heart of Our City Committee (City Council Committee);
 - City of Lethbridge's Urban Revitalization Office (City Department); and
 - Downtown Business Revitalization Zone (BIA under the MGA).
 - Est. in 1987.

Background

- Over this time the downtown has experienced some dramatic changes which those who are downtown regulars will often attest too.
- However, there are still mixed opinions on the level of success from the general community and to a certain extent City Council and senior levels of administration.
- Major hurdles lie ahead:
 - Cost and ease of development in comparison to greenfield;
 - Big box stores and online shopping's threat to main street business;
 - Issues around homelessness and addictions including public perceptions of cleanliness and safety; and
 - COVID-19 pandemic.

Background

- **Downtown revitalization efforts are at a critical point and it is prudent to reassess, evaluate, and look to challenge the status quo; so we are best positioned to take on these hurdles as efficiently and effectively as possible.**
- A re-write of the decade old HOCMP was on the City's radar - \$250k budgeted.
- To understand the scope of the re-write an evaluation of the HOCMP and what has been accomplished since its adoption was undertaken by the HOCC in Q1 2019.
- Evaluation indicated that an entirely new plan was not warranted, and rather attention should be focused on confirming roles & responsibilities and developing a new set of actions in a shorter term action plan.

Governance Review

- As part of this commitment, the 3 organizations collaborated on seeking a highly skilled consulting team to conduct a wide-ranging evaluation on governance and operating structure(s), budgets and performance.
- In July 2020 the RFP was posted and in September it was awarded to Western Management Consultants (WMC).
- Project would be lead by a steering committee made up of 3 HOCC members, 3 BRZ members, BRZ Executive Director, and City Admin.

Governance Review

Executive Summary

- Following an extensive interview, research and analysis program, WMC believes the HOCMP to be a sound base document and recommends its retention as the framework for downtown development.
- WMC noted the need for clarity in roles and responsibilities, stronger business planning and performance measurement criteria to ensure that goals are identified and achieved.
- Much has been accomplished in Lethbridge's downtown renewal efforts. Adjustments to the structure and processes will ensure that this progress continues into the future.

Governance Review

Themes and Key Findings

- The current structure has been reasonably productive but could do better;
- Attention and resources have been underutilized because of overlap in functions and lack of clarity in processes;
- Business planning is weak;
- There is no robust measurement of performance against goals; and
- The role of URD is under reported since most of its activities appear under HOCC sponsorship.

Governance Review

Recommendations

- 1) The Heart of Our City Master Plan should be re-affirmed as the framework document for the revitalization of downtown Lethbridge.
- 2) Housing and real estate development should be a primary focus in the next 3–5 years and beyond.
- 3) The roles of the HOCC, the DBRZ, and the URD should be realigned to reflect their primary focus areas as displayed below and outlined in the Matrix.
- 4) Focused strategic and tactical plans should be developed to align the activities of all groups to achieving the outcomes of the HOCMP.
- 5) To support HOCMP priorities, clear targets, benchmarks and metrics should be identified to track success in achieving outcomes.
- 6) Use the capacity within Real Estate and Land Development (RELD) to leverage the real estate potential of downtown Lethbridge to increase both usage and residential capacity.

Governance Review

Roles and Responsibilities

- The strongest finding in the project efforts was confusion over the intersecting roles of the City of Lethbridge through its Urban Revitalization Department (URD), the Heart of Our City Committee (HOCC), and the Downtown Business Revitalization Zone (DBRZ).
- Belief that each group has worked hard within the confines of their mandates but that overlap, and duplication was unintendedly created in the original structure.
- A more streamlined and intuitive structure to enhance the future success of downtown revitalization efforts has been proposed.

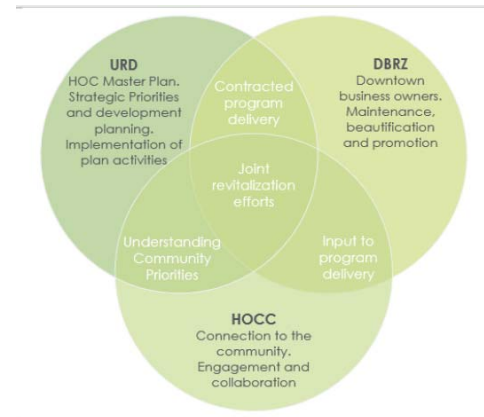


Image: Page 7 of the HOC Governance Report

Governance Review

Additional information

- The report also provides:
 - Service Review findings and assessments on the HOCC, BRZ and URD;
 - Comparison of Programs of Other Downtown Revitalization Organizations; and
 - Financial Analysis
- This information will support the directions taken in response to the recommendations.

Implementation Plan

- An implementation plan to turn the report recommendations into actions was put together by the Steering Committee and has been supported by the HOC Committee, BRZ Board, and City Senior Management.
- The implementation plan is intended to be a living document and is subject to changing timeframes and revised actions.

Implementation Plan

1) Importance of Heart of Our City Master Plan – The HOCMP should be re-affirmed as the framework document for the revitalization of downtown Lethbridge.

- **Action 1.1: Amend HOCC Terms of Reference including mandate**
 - Drafting of amendments – January
 - HOCC, BRZ Board, and SPCs – February
 - City Council Approval – March 23

Implementation Plan

2) Clear Roles and Authorities – The roles of the HOCC, DBRZ, and the URD should be realigned to reflect their primary focus areas.

- **Action 2.1: Amend HOCC Terms of Reference including roles and responsibilities**
 - Drafting of amendments – January
 - HOCC, BRZ Board, and SPCs – February
 - City Council Approval – March 23
- **Action 2.2: Complete a new BRZ/BIA Bylaw to replace Bylaw 4770**
 - Presentation to BRZ AGM – March 4-30 (tentative)
 - Establish working group with City, HOCC, and BRZ – Q1
 - Develop a new Bylaw based on member engagement, potentially tied to engagement on future of levy rates – Q2-Q4
 - BRZ Approval – November 2021
 - Council Approval – December 2021
- **Action 2.3: Integrate URD with Real Estate and Land.**
 - See recommendation 5 and action 5.1

Implementation Plan

3) Strategic Focus for Individual and Coordinated Activities – Focused strategic and tactical plans should be developed to align the activities of all groups to achieving the outcomes of the HOCMP.

- **Action 3.1: Develop a collaborative interim two-year strategic plan (2021-2022)**
 - Develop strategic plan utilizing framework of HOCMP and building off of recent projects Downtown Brand and Downtown Personas.
- **Action 3.2: Develop individual work plans for HOCC, BRZ, and URD (2021-2022).**
 - Develop action plans with specific tasks appropriate for each organization based on roles and responsibilities to ensure realization of the strategic plan.
 - Q2 2021
- **Action 3.3: Develop four year collaborative strategic plan (2023-2027)**
 - Develop the first four year strategic plan in alignment with the 2023-2027 City Operational Budget and BRZ annual budgets.
 - Q1-Q3 2022

Implementation Plan

4) Solid Measurement Program – To support HOCMP priorities, clear targets, benchmarks and metrics should be identified to track success in achieving outcomes.

- **Action 4.1: State of the Downtown Report Framework based on the established metrics to be tracked in alignment with 2021-2022 Strategic Plan.**
 - Develop Framework – Q1 & Q2 2021
 - Complete Report with Data – Q1 2022
 - Present Report to SPC, Council, and BRZ AGM – Q2 2022

Implementation Plan

5) Real Estate Role – Use the capacity within Real Estate and Land Development (RELD) to leverage the real estate potential of downtown Lethbridge.

- **Action 5.1: Work within City Organizational Review and KPMG Report to better integrate with Real Estate and Land activities**
 - Details TBD – Q1-Q3 2021

	2021 Q1						2021 Q2			2021 Q3			2021 Q4			2022 Q1			2022 Q2			2022 Q3			2022 Q4		
	Jan 1-14	15-31	Feb 1-14	15-28	Mar 1-14	15-31	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	1.1: Amend HOCC ToR Mandate																										
2.1: Amend HOCC ToR Roles and Responsibilities																											
2.2: Complete new BRZ/BIZ Bylaw																											
2.3: Integrate URD with Real Estate and Land																											
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3.2: Develop individual work plans for HOCC, BRZ, and URD																											
3.3: Develop four year strategic plan (2023-2027)																											
4.1: Develop State of Downtown Report Framework																											
5.1: Integrate URD with Real Estate and Land																											

HEART OF OUR CITY
COMMITTEE
TERMS OF REFERENCE AMENDMENTS

Terms of Reference Amendments

- The proposed amendments are a result of the Governance review report, specifically recommendations 1a and 2.
- **1a:** The Heart of Our City Master Plan should be re-affirmed as the framework document for the revitalization of downtown Lethbridge.
 - Landmark document that deserves to be references as actions are taken to move the core forward; more importantly, what has NOT been done needs to be recognized and understood. Priorities may then be revisited.
- **2:** The role of the **HOCC** should be realigned to reflect the primary focus areas:
 - Locus for community input, feedback and collaboration for downtown revitalization activities, working closely with URD to provide input on priorities.
 - Lead community engagement activities to assess the success of the HOCMP implementation, provide feedback, and support community groups in collaborative efforts in support of downtown activities.
 - Report to Council through the appropriate Standing Policy Committee (SPC).

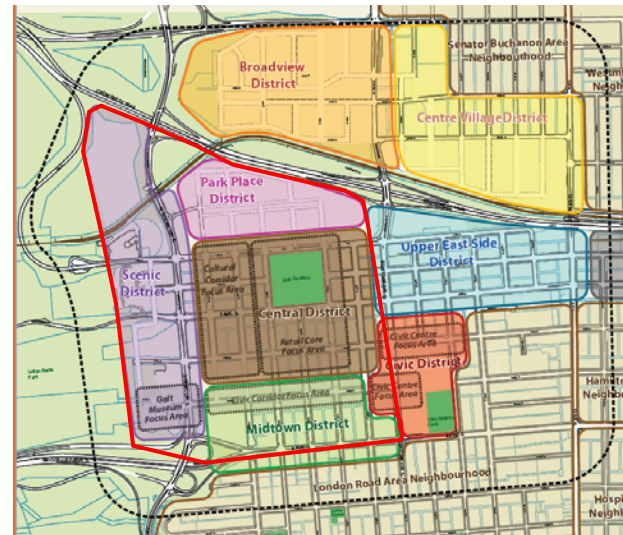


2. Statement of Purpose

- Remove ICSP/MDP and Downtown ARP and focus on HOCMP
 - Inherent integration based on hierarchy of plans
 - Detracts from the main purpose
- As the framework document for revitalization of Lethbridge's urban core
 - Addresses Governance Review Recommendation #1 – reconfirm role of HOCMP
- Replacement of "downtown" with "urban core"
 - Expands geographic area of focus to the larger area reflected in the HOCMP
 - Downtown was initial priority, now prudent time to expand
- Provide strategic leadership and community engagement
 - Addresses key role identified in Governance Review to be the community voice; to be achieved through community engagement.

Boundaries

- HOCMP included 7 distinct districts but focused in the immediate (10 years) on Downtown.
- **Since 2007**, focus has been on Downtown.
 - Scenic, Park Place, Central, and Midtown Districts
- **2018** – Civic District was focused on through the Civic Common Master Plan
- **2019 – 2022** – Increasing pressure and desire to focus to on additional areas that make up the 'urban core'
 - Centre Village and Upper East Side (Warehouse) Districts
 - Administrative shift from Downtown Revitalization to Urban Revitalization
 - Council recently approved grants and incentives that have much of these expanded areas



— Downtown ARP Boundary AND Downtown BRZ Boundary

3. Composition of the Committee

- Comprised of representatives based on guiding principles of the HOCMP not pillars of ICSP/MDP
- No change on composition – for now
- **Desire to look at altering the composition by end of 2021 to a smaller committee with skills specifically targeted to guiding principles of HOCMP.**
 - E.g. Shift from 13 members incl. 9 specific organizations to 7 citizen-at-large members based on a skills-matrix.
 - Willingness to engage with the Governance SPC on this further if desired.

4. Term of Appointment

- Clarity on what members appointed by City Council as all members are technically appointed or ratified even those recommended by an organization.
- Consistency on term regardless of organizational rep or citizen at large

5. Chair and Vice-Chair

- Removal of City Council member
- Elected at the first meeting of the year

6. Subcommittees

- Replaced "take action" with make recommendations on action
 - In relation to Governance Review
- Clarity by including 'sub' before committee in this section

7. Duties and Responsibilities

- Complete revamp focusing on clarity on roles and responsibilities:
 - Reconfirm the HOCMP as the framework for revitalization
 - Refocus main purpose as representing community priorities by being the locus for community input
 - Develop focused strategies and tactics
 - Refocusing representation on planning and development matters from individual applications to plans and policies
 - Separating the committees responsibility from preparing and monitoring the annual budget to accountability in terms of monitoring and evaluating efficacy of programs. Further to provide advice on budgets.

9. Voting

- Removal of word 'simple'

10. Quorum

- Revision from five (5) to seven (7) voting members to represent majority.

Key Dates

- Plan for the HOC Governance Review, Recommendations, and Implementation Plan is:
 - HOCC on Feb 10 – Adoption of Implementation Plan and ToR Amendments
 - Governance SPC on Feb 25 – Governance Review, Implementation Plan, and ToR Amendments
 - Civic Works SPC on March 4 – Annual Report, Governance Review, and Implementation Plan
 - BRZ AGM on March 4-30 – Governance Review, Implementation Plan, and Intro to BRZ Bylaw.
 - City Council on March 23 – ToR Amendments for Approval

QUESTIONS...

Attachment 4b



HOC GOVERNANCE REPORT IMPLEMENTATION PLAN

Following a comprehensive review of the governance structure of the three 'bodies' involved in revitalization efforts in downtown Lethbridge a set of recommended adjustments to the structure and processes were provided. To ensure progress continues into the future. This document provides the framework for the implementation of these recommendations.

1/18/2021

Introduction

A comprehensive review of the governance structure of the three bodies involved in revitalization efforts for downtown Lethbridge was completed in December 2020. These organizations are the City of Lethbridge through its Urban Revitalization Department (URD), the Heart of Our City Committee (HOCC), and the Downtown Business Revitalization Zone (DBRZ).

Following an extensive interview, research and analysis program, Western Management Consultants (WMC) recommends a structure to bring greater clarity to the roles of the three organizations. This structure includes moving responsibility for implementation of the HOCMP to the City of Lethbridge through URD, a refocusing of the HOCC to community linkages and engagements and reaffirming the role of the DBRZ in connecting to the business community and providing programs, as required.

Much has been accomplished in Lethbridge's downtown renewal efforts. Adjustments to the structure and processes will ensure that this progress continues into the future. This document represents a framework agreed upon by all three bodies to assist in directing the implementation of the recommendations of the report.

This is a living document and is subject to changing timeframes and revised actions. The document was last updated 1/18/2021.

Recommendations

The WMC report provided 5 recommendations:

- 1) **Importance of Heart of Our City Master Plan** – The HOCMP should be re-affirmed as the framework document for the revitalization of downtown Lethbridge.

Action 1.1: Amend HOCC Terms of Reference including mandate

- Drafting of amendments – January
- HOCC – February 10
- Civic Works SPC – February 15
- City Council Approval – March 23

- 2) **Clear Roles and Authorities** – The roles of the HOCC, DBRZ, and the URD should be realigned to reflect their primary focus areas.

Action 2.1: Amend HOCC Terms of Reference including roles and responsibilities

- Drafting of Amendments - January
- HOCC Approval – February 10
- Civic Works SPC Approval – February 15
- Council Approval - March 23

Action 2.2: Complete a new BRZ/BIA Bylaw to replace Bylaw 4770

- Establish working group with City, HOCC, and BRZ – Q1
- Presentation to BRZ AGM – March 4-30 (tentative)
- Develop a new Bylaw based on member engagement, potentially tied to engagement on future of levy rates – Q2-Q4
- BRZ Approval – November 2021
- Council Approval – December 2021

Acton 2.3: Integrate URD with Real Estate and Land.

- See recommendation 5 and action 5.1

- 3) **Strategic Focus for Individual and Coordinated Activities** – Focused strategic and tactical plans should be developed to align the activities of all groups to achieving the outcomes of the HOCMP.

Action 3.1: Develop a collaborative interim two-year strategic plan (2021-2022)

- Q1/Q2 2021

Action 3.2: Develop individual work plans for HOCC, BRZ, and URD which specifically outline the specific tasks for each to contribute to the realization of the strategic plan.

- Q3 2021

Action 3.3: Develop four year strategic plan (2023-2027); utilized to inform 2023-2027 City Operational Budget and BRZ annual budgets.

- Q1-Q3 2022

4) Solid Measurement Program – To support HOCMP priorities, clear targets, benchmarks and metrics should be identified to track success in achieving outcomes.

Action 4.1: State of the Downtown Report Framework based on the established metrics to be tracked in alignment with 2021-2022 Strategic Plan.

- Develop Framework - Q2 2021
- Complete Report with Data – Q1 2022
- Present Report to SPC, Council, and BRZ AGM – Q2 2022

5) Real Estate Role – Use the capacity within Real Estate and Land Development (RELD) to leverage the real estate potential of downtown Lethbridge.

Action 5.1: Work within City Organizational Review and KPMG Report to integrate ‘merger’ with Real Estate and Land

- Details TBD – Q1-Q3 2021

Attachment 4c

CITY OF LETHBRIDGE HEART OF OUR CITY COMMITTEE TERMS OF REFERENCE

1. Name and Type of Committee

- a. Heart of Our City Committee
- b. Standing Committee of City Council

2. Statement of Purpose

The purpose of the Heart of Our City Committee is to champion ~~Downtown Lethbridge through implementation of the Integrated Community Sustainability Plan/Municipal Development Plan,~~ the Heart of Our City Master Plan as the framework document for revitalization of Lethbridge's urban core. ~~the Downtown Area Redevelopment Plan, and to provide~~ Further, to be the catalyst to Council by providing strategic leadership in accordance with ~~City Council's Strategic Plan. In the event that the Committee is required to report to City Council, it will report to the Civic Works Standing Policy Committee.~~

3. Composition of the Committee

The Committee shall be comprised of representatives based on the guiding principles of the Heart of Our City Master Plan: pillars listed in the Municipal Development Plan (governance, economic, social, cultural, and environmental) ~~according to the following:~~

- a. Citizens at Large – four (4) representatives from the social, cultural, educational, or environmental communities. Consideration will also be given to those who reside in the Downtown Area
- b. Organizations
 - i. Allied Arts Council – one (1) representative
 - ii. Development Industry - one (1) representative
 - iii. Downtown Lethbridge Business Revitalization Zone - one (1) representative
 - iv. Economic Development Lethbridge - one (1) representative
 - v. Indigenous Community – one (1) representative
 - vi. Lethbridge Chamber of Commerce - one (1) representative
 - vii. Lethbridge Destination Management Organization/Tourism Lethbridge - one (1) representative
 - viii. Lethbridge Historical Society – one (1) representative
 - ix. Southern Alberta Ethnic Association - one (1) representative

4. Term of Appointment

Members of the Committee shall be appointed for two (2) year terms. Members ~~appointed by City Council~~ are eligible to be appointed for a maximum period of six (6) years. ~~Term length for members appointed by other groups is left at the discretion of the group.~~

5. Chair and Vice-Chair

a. The Chair shall be elected from amongst the membership.

~~b. The Vice-Chair shall be a member of City Council~~

~~e-b.~~ The Chair and Vice-Chair are to be elected annually at the first meeting of the year.

6. Sub-Committees

The Committee may establish sub-committees to examine, consider, report, and ~~take~~ make recommendations on action, which is consistent with the sub-committee terms of reference.

a. The Chair of any such sub-committee shall be a Heart of Our City Committee board member.

b. Members from the community at large may be appointed to sub-committees.

c. ~~Sub-c~~Committee meetings may be called at the request of the Chair of the committee.

d. Minutes of all sub-committee meetings will be provided to all Committee members.

7. Duties and Responsibilities

a. Facilitate the Heart of Our City Master Plan as the framework document for revitalization of Lethbridge's urban core.

b. Represent community priorities for the urban core by being the locus for community input, feedback, and collaboration with stakeholders, residents, businesses, and visitors.

c. Develop focused strategic and tactical plans that align with the HOCMP's guiding principles and desired outcomes.

d. Engage as an active stakeholder in the review of statutory plans, master plans, and City projects with urban design elements that impact the urban core, and further may advocate, advise, or make representation on such through their comments to City administration, Standing Policy Committees and/or City Council.

e. Monitor and evaluate the efficacy of the Heart of Our City Master Plan and related programs and initiatives by establishing clear targets, benchmarks, and metrics to measure success.

f. Be available as a body to receive advice, recommendations, and reports

Amended: ~~December 14, 2020~~

from individuals or groups/organizations related to issues and opportunities affecting the urban core.

- g. In the event the Committee is required to report to Council, the Committee will report to the Civic Works Standing Policy Committee (SPC). Other SPC presentations may also be warranted pending the topic.
- h. Provide advice and feedback to City Council and City Administration on City Operating and Capital Budgets, ensuring they are contributing to the advancement of the HOCMP.
- i. Provide report's to Standing Policy Committee's as requested.
- j. Review Committee Terms of Reference every two years.
- ~~a. The Committee has standing to make recommendations to the Civic Works Standing Policy Committee on issues that affect the downtown;~~
- ~~b. The Committee shall monitor planning and development activities and may make representation on planning and development matters with respect to downtown;~~
- ~~c. The Committee shall undertake and be responsible for:
 - ~~i. recommendations to the Civic Works Standing Policy Committee on strategic direction and policy in relation to City Council's strategic plans to implement the Heart of Our City Master Plan Campaign;~~
 - ~~ii. identification of critical success measures that City Council and the community can use to monitor and to evaluate the efficacy of the Heart of Our City initiatives;~~~~
- ~~d. The Committee shall:
 - ~~i. prepare and monitor the Heart of Our City Fund budget on an annual basis; and~~
 - ~~ii. advise on the preparation of business planning related to Downtown initiatives in alignment with City of Lethbridge budget~~~~

cycles.

- ~~e. The Committee shall review the Terms of Reference as needed with any amendments being agreed upon by the Committee and adopted by City Council.~~
- ~~f. The Committee shall submit a monthly report to the Civic Works Standing Policy Committee.~~

8. Meetings

- a. The committee meetings shall be held monthly.
- b. A special committee meeting may be called at the request of the Chair or Vice-Chair with 48 hours notice.

9. Voting

All decisions of the Committee shall be by a ~~simple~~ majority of members present.

10. Quorum

A quorum of the Committee shall consist of ~~five (5)~~seven (7) of the voting members.

11. Support Services

The City of Lethbridge shall provide the Committee with administrative and clerical support.

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Amended: ~~December 14, 2020~~

Attachment 4d

CITY OF LETHBRIDGE HEART OF OUR CITY COMMITTEE TERMS OF REFERENCE

1. Name and Type of Committee

- a. Heart of Our City Committee
- b. Standing Committee of City Council

2. Statement of Purpose

The purpose of the Heart of Our City Committee is to champion the Heart of Our City Master Plan as the framework document for revitalization of Lethbridge's urban core. Further, to be the catalyst to Council by providing strategic leadership in accordance with City Council's Strategic Plan.

3. Composition of the Committee

The Committee shall be comprised of representatives based on the guiding principles of the Heart of Our City Master Plan: :

- a. Citizens at Large – four (4) representatives from the social, cultural, educational, or environmental communities. Consideration will also be given to those who reside in the Downtown Area
- b. Organizations
 - i. Allied Arts Council – one (1) representative
 - ii. Development Industry - one (1) representative
 - iii. Downtown Lethbridge Business Revitalization Zone - one (1) representative
 - iv. Economic Development Lethbridge - one (1) representative
 - v. Indigenous Community – one (1) representative
 - vi. Lethbridge Chamber of Commerce - one (1) representative
 - vii. Lethbridge Destination Management Organization/Tourism Lethbridge - one (1) representative
 - viii. Lethbridge Historical Society – one (1) representative
 - ix. Southern Alberta Ethnic Association - one (1) representative

4. Term of Appointment

Members of the Committee shall be appointed for two (2) year terms. Members are eligible to be appointed for a maximum period of six (6) years.

5. Chair and Vice-Chair

- a. The Chair shall be elected from amongst the membership.

Amended:

- b. The Chair and Vice-Chair are to be elected annually at the first meeting of the year.

6. Sub-Committees

The Committee may establish sub-committees to examine, consider, report, and make recommendations on action, which is consistent with the sub-committee terms of reference.

- a. The Chair of any such sub-committee shall be a Heart of Our City Committee board member.
- b. Members from the community at large may be appointed to sub-committees.
- c. Sub-committee meetings may be called at the request of the Chair of the committee.
- d. Minutes of all sub-committee meetings will be provided to all Committee members.

7. Duties and Responsibilities

- a. Facilitate the Heart of Our City Master Plan as the framework document for revitalization of Lethbridge's urban core.
- b. Represent community priorities for the urban core by being the locus for community input, feedback, and collaboration with stakeholders, residents, businesses, and visitors.
- c. Develop focused strategic and tactical plans that align with the HOCMP's guiding principles and desired outcomes.
- d. Engage as an active stakeholder in the review of statutory plans, master plans, and City projects with urban design elements that impact the urban core, and further may advocate, advise, or make representation on such through their comments to City administration, Standing Policy Committees and/or City Council.
- e. Monitor and evaluate the efficacy of the Heart of Our City Master Plan and related programs and initiatives by establishing clear targets, benchmarks, and metrics to measure success.
- f. Be available as a body to receive advice, recommendations, and reports from individuals or groups/organizations related to issues and opportunities affecting the urban core.
- g. In the event the Committee is required to report to Council, the Committee will report to the Civic Works Standing Policy Committee (SPC). Other SPC presentations may also be warranted pending the topic.
- h. Provide advice and feedback to City Council and City Administration on City Operating and Capital Budgets, ensuring they are contributing to the advancement of the HOCMP.
- i. Provide report's to Standing Policy Committee's as requested.
- j. Review Committee Terms of Reference every two years.

Amended:

8. Meetings

- a. The committee meetings shall be held monthly.
- b. A special committee meeting may be called at the request of the Chair or Vice-Chair with 48 hours' notice.

9. Voting

All decisions of the Committee shall be by a majority of members present.

10. Quorum

A quorum of the Committee shall consist of seven (7) of the voting members.

11. Support Services

The City of Lethbridge shall provide the Committee with administrative and clerical support.

Amended:



CITY OF
Lethbridge

HEART OF OUR CITY COMMITTEE AGENDA

DATE: Wednesday, March 10th, 2021
LOCATION: Zoom Conference Call
<https://us02web.zoom.us/j/81337064370>
TIME: 3:30 p.m.

1. Acknowledgement Statement:

The City of Lethbridge acknowledges that we are gathered on the lands of the Blackfoot people of the Canadian Plains and pays respect to the Blackfoot people, past, present and future while recognizing and respecting their cultural heritage, beliefs and relationship to the land. The City of Lethbridge is also home to the Metis Nation of Alberta, Region III.

2. Approval of Minutes:

- a) February 10th, 2021 (Attachment 1)

3. Adoption of Agenda:

4. Business Arising from the Minutes:

5. In Camera:

- a) N/A

6. Agenda Items:

- a) Lethbridge Police Service Update
- b) Simply Delivery Project Wrap-up
- c) Clean Sweep Program Proposed Changes
- d) Governance Review Implementation Update
 - Presentations
 - HOCC Terms of Reference Amendments
 - Next Steps
 - Strategic Plan/Work Plan
 - Direction Going Forward -- Committee, Subcommittees, and R&R
 - Committee Membership
- e) Activity Grant

7. Roundtable:

8. Next Meeting:

Wednesday, April 14, 2021, Zoom Conference Call

9. Adjournment:



CITY OF
Lethbridge

HEART OF OUR CITY COMMITTEE AGENDA

DATE: Wednesday, April 14th, 2021
LOCATION: Zoom Conference Call
<https://us02web.zoom.us/j/81337064370>
TIME: 3:30 p.m.

1. Acknowledgement Statement:

The City of Lethbridge acknowledges that we are gathered on the lands of the Blackfoot people of the Canadian Plains and pays respect to the Blackfoot people, past, present and future while recognizing and respecting their cultural heritage, beliefs and relationship to the land. The City of Lethbridge is also home to the Metis Nation of Alberta, Region III.

2. Approval of Minutes:

- a) March 10th, 2021 (Attachment 1)

3. Adoption of Agenda:

4. Business Arising from the Minutes:

- a) See action items.

5. In Camera:

- a) N/A

6. Agenda Items:

- a) Lethbridge Police Service Update (Attachment 2)
- b) Member Update
- c) Ambassador Program Proposed Changes (Attachment 3)
- d) Governance Review Implementation Update
 - HOCC Terms of Reference Amendments
 - Strategic Plan/Work Plan
 - Support for extended areas incl. Warehouse/13 St N
 - Committee Membership
- e) Celebrate Downtown (Attachment 3)
- f) Activity Grant
- g) HOC/BRZ Joint Meeting – Mid May

7. Roundtable:

8. Next Meeting:

Wednesday, May 12, 2021, Zoom Conference Call

9. Adjournment:



HEART OF OUR CITY COMMITTEE AGENDA

DATE: Wednesday, May 12th, 2021 **POSTPONED AND RESCHEDULED FOR WEDNESDAY MAY 19TH, 2021**

LOCATION: **Zoom Conference Call**

<https://us02web.zoom.us/j/81337064370> 3:30 p.m.

TIME:

1. Acknowledgement Statement:

The City of Lethbridge acknowledges that we are gathered on the lands of the Blackfoot people of the Canadian Plains and pays respect to the Blackfoot people, past, present and future while recognizing and respecting their cultural heritage, beliefs and relationship to the land. The City of Lethbridge is also home to the Metis Nation of Alberta, Region III.

2. Approval of Minutes:

- a) April 14th, 2021 (Attachment 1)

3. Adoption of Agenda:

4. Business Arising from the Minutes:

- a) See action items.

5. In Camera:

- a) N/A

6. Agenda Items:

- a) Lethbridge Police Service Update
- b) Downtown BRZ Executive Director Update
- c) Governance Review Implementation Update
 - Strategic Plan/Work Plan
 - Support for extended areas incl. Warehouse/13 St N
 - Committee Membership
- d) Activity Grant/Re-Imagine Activity Grant (Attachment 2)
- e) HOC/BRZ Joint Meeting – May 14

7. Roundtable:

8. Next Meeting:

Wednesday, June 9, 2021, Zoom Conference Call

9. Adjournment:

HEART OF OUR CITY COMMITTEE AGENDA

DATE: Wednesday, June 9th, 2021
LOCATION: Zoom Conference Call
<https://us02web.zoom.us/j/81337064370>
TIME: 3:30 p.m.

1. Acknowledgement Statement:

The City of Lethbridge acknowledges that we are gathered on the lands of the Blackfoot people of the Canadian Plains and pays respect to the Blackfoot people, past, present and future while recognizing and respecting their cultural heritage, beliefs and relationship to the land. The City of Lethbridge is also home to the Metis Nation of Alberta, Region III.

Dr. Leroy Little Bear Video and 215 Seconds of Silence in Respect of the 215 bodies discovered at the former Kamloops Indian Residential School on Tk'emlups te Secwèpemec First Nation.

2. Approval of Minutes:

- a) May 19th, 2021 (Attachment 1)

3. Adoption of Agenda:

4. Action Item Review:

- a) See attached minutes.

5. In Camera:

- a) N/A

6. Agenda Items:

- a) Boom Group Inc. Presentation – Guest Speaker: Laureen Regan
- b) Lethbridge Police Service Update
- c) Governance Review Implementation Update – Committee Composition Recommendation
- d) Downtown BRZ Celebrate Downtown Overview and Budget – **4:15pm**
- e) Lethbridge Historical Society Request for Letter of Support
- f) Urban Revitalization Manager Updates
 - CIP Projects Update - <https://www.lethbridge.ca/NewsCentre/Pages/City-Council-approves-2022-2031-CIP-recommendations.aspx>
 - E-Scooters - [https://www.lethbridge.ca/NewsCentre/Pages/City-Council-approves-pilot-program-for-micro-mobility-\(e-scooters\).aspx](https://www.lethbridge.ca/NewsCentre/Pages/City-Council-approves-pilot-program-for-micro-mobility-(e-scooters).aspx)
 - Re-Imagine Downtown Activation Grant Update - <https://www.lethbridge.ca/NewsCentre/Pages/New-Re-imagine-Downtown-Activation-grant-application-now-open.aspx>

7. Roundtable:

8. Next Meeting:

Wednesday, July 14, 2021, Zoom Conference Call

9. Adjournment: