HEART OF THE CITY REVITALIZATION COMMITTEE AGENDA

DATE: January 11, 2012
LOCATION: Culver City Room
TIME: 4:00 p.m. – 6:00 p.m.

1. Welcome
2. Approval of Agenda
3. Adoption of Minutes (Attachment 1)
4. Business Arising
5. Delegation
   a. Lethbridge Downtown Marketing Strategy (report previously circulated) (1 hour in total)
      Purpose is to focus on the recommendations and required actions
      i. Introduction by Renae Barlow – Chair, Championing, Marketing and Promotion Sub-Committee
      ii. Glen Loo, St. Clements Group Inc. (15 minutes)
      iii. Executive Summary (Attachment 2)
6. Operational
   a. Sub-Committee Reports
   b. Request for Funding for Creative Economic Summit (Attachment 3)
   c. Heart of Our City Video Update
7. For Information
   a. Public Realm and Transportation Study Final Report (report previously circulated) (Attachment 4)
      i. Product will be implemented through Development Area Redevelopment Plan
      ii. Open House tentatively scheduled for the week of February 20 (date will be forwarded once known)
      iii. Recommend that Design, Planning and Regulatory Processes Sub-Committee Review it, providing a suggested course of action for the Committee as a Whole
   a. Building & Development Permit Activity (none for the month of December)
   b. Word on the Street Festival (Attachment 5)
   c. Historic Plaque Tour (Attachment 6)
   d. Parking Pass – members have been given a 2012 parking pass which is suitable for parking east of Stafford Drive
8. What’s Happening
   a. Around the Table
   b. Downtown Revitalization Manager
9. Adjournment
MINUTES of a Meeting of the HEART OF OUR CITY REVITALIZATION COMMITTEE, held on Wednesday, December 14, 2011, at 4:00 p.m. in the City Hall of the City of Lethbridge with the following in attendance:

MEMBERS:  Mark Bellamy, Citizen-at-large
           Jeff Carlson, Alderman
           Kate Connelly, Citizen-at-large
           Belinda Crowson, Lethbridge Historical Society
           Kate Dohms, Citizen-at-large
           Grace Duff, Chamber of Commerce
           Ken Harvie, Urban Development Institute
           Bev Lanz, Citizen-at-large
           Suzanne Lint, Allied Arts Council
           Ken Nakagama, Downtown BRZ

OTHERS:    Jeff Greene, Director, Planning & Development Services
           George Kuhl, Downtown Revitalization Manager
           David Sarsfield, City Clerk’s Office
           Tats Setta, City Planner

ABSENT:    Renae Barlow, Economic Development Lethbridge

CALL TO ORDER:

The Meeting was called to order at 4:00 p.m. by David Sarsfield, Clerk.

ELECTION OF CHAIRMAN:

Nominations were called for the position of Chairman of the Heart of Our City Revitalization Committee.

   MARK BELLAMY:

   THAT Bev Lanz be nominated as Chairman of the Heart of Our City Revitalization Committee.

   Bev Lanz accepted the nomination.

   BEV LANZ:

   THAT Ken Nakagama be nominated as Chairman of the Heart of Our City Revitalization Committee.

   Ken Nakagama declined the nomination.

   JEFF CARLSON:

   THAT nominations cease for the position of Chairman of the Heart of Our City Revitalization Committee.

   CARRIED
Bev Lanz was declared elected as Chairman of the Heart of Our City Revitalization Committee.

Bev Lanz took over the Chair.

Alderman Jeff Carlson is the Vice-Chairman as the Terms of Reference for the Committee require the Vice Chair to be a member of City Council.

WELCOME AND INTRODUCTIONS:

The new members of the Committee were welcomed. Each member provided information about themselves.

APPROVAL OF AGENDA:

The agenda for December 14, 2011 was circulated.

BELINDA CROWSON:

THAT the Agenda of December 14, 2011 be approved as amended.

CARRIED

APPROVAL OF MINUTES:

The Minutes of November 9, 2011 were circulated.

JEFF CARLSON:

THAT the Minutes of November 9, 2011 be approved as presented.

CARRIED

BUSINESS ARISING FROM THE MINUTES:

There was no business arising from the Minutes that was not already on the agenda.

DELEGATION:

Marketing Report

Alderman Coffman joined the meeting.

Glen Loo of the St. Clements Group Inc. joined the meeting.

The draft Lethbridge Downtown Market Strategy Report was reviewed. Glen Loo was linked to the meeting via Skype. The purpose of the report was to prepare a marketing strategy and implementation plan to increase the use of the downtown by residents and visitors to the City of Lethbridge.

The following was highlighted:

- The implementation of the marketing strategy is a long-term effort, rather than a one-time campaign
- Implementation is to be done by the Heart of Our City Revitalization Committee
• Marketing strategy goals consist of the following:
  o generate more “usage”
  o change the residents’ relationship with the downtown
  o create a distinct and meaningful identity of the downtown
  o ensure that all regional residents are aware of the image of the downtown
• Branding strategy consist of the following:
  o establish a unique role for the downtown
  o downtown is more than shopping
  o place for a family to feel comfortable to explore and wander about
• Marketing tactics would include the following:
  o change shopping behaviour
  o change shoppers’ experience
  o strengthen downtown identity
  o improve users’ knowledge of downtown
  o involve stakeholders in marketing

The report recommended that the Committee hire a Marketing Coordinator, estimated to cost $40,000 to $60,000. It also recommended that signature events be profiled, such as the development of a First Friday.

Questions raised by the Committee included the following:
• How do you develop relationships that will optimize the investment opportunities given the current Land Use Bylaw
• Salary for marketing coordinator based on national comparisons
• How a First Friday would fit in with the activities already occurring
• Relevance of the First Friday versus the Second Friday or the third Friday

The next steps were considered. It was noted that the budget is limited for the Heart of Our City Revitalization Committee as a whole. If the Committee wishes to hire a Marketing Coordinator, the budget would need to be revised.

Other suggestions proposed included considering using an Applied Studies student from the University as well as asking businesses to market themselves as such and such business, located within the Heart of Our City.

**ACTION:** To review the report at the January 11, 2012 Meeting

**STRATEGIC:**

a) Public Realm and Transportation Study

The final report of the Public Realm and Transportation Study (PRATS) will be circulated to the members for information purposes on December 15, 2011. The Report will be helpful for the Committee in considering further actions.

**ACTION:** David Sarsfield to send out the PRATS report electronically
OPERATIONAL:

a) Sub-Committee Reports

1) Downtown Life (Events) Report – Developed a grant opportunity available to organizations that wish to host an event in the downtown core. Grants were awarded for the Word Fest, Lethbridge Senior Citizens Organization Family Celebration, Bright Lights, Lethbridge Arts Days, and Jazz Festival.

2) Design, Planning & Regulatory Processes Report - Committee has been reviewing the City of Lethbridge Bylaws

3) Functional Works Maintenance and Upkeep Report – Committee has been focused on the maintenance of the infrastructure

b) Sub-Committee Appointments

The Committee discussed the various appointments to the Sub-Committees.

BELINDA CROWSON:

THAT the following members be appointed to the various Sub-Committees:

• Governance and Administration – Heart of Our City Revitalization Committee as a Whole
• Championing, Marketing and Promotion – Renae Barlow, Ken Harvie, Bev Lanz
• Design, Planning and Regulatory Processes – Belinda Crowson, Grace Duff, Ken Harvie
• Downtown Life (Events) – Suzanne Lint, Kate Connolly, Kim Dohms
• Functional Works Maintenance and Upkeep – Mark Bellamy, Ken Nakagama

CARRIED

c) Heart of Our City Video

The Video should be complete in January, 2012. It will be shown as part of the annual report presentation to City Council as well as made available on the website.

ACTION: George Kuhl to complete the video

FOR INFORMATION:

a. Building and Development Permit Activity – none for the month of November
b. Contact Information for Members
c. Terms of Reference for the Heart of Our City Revitalization Committee
d. Draft 2012-2014 Budget
e. Community Futures Agreement and Brochure
f. Report from Lethbridge Seniors Citizens Organization Grant of $5,025
g. Report from Allied Arts Council Grant of $8,000

It was noted that the budget had been reduced by $35,000 so as to continue the Main Street Program.

WHAT’S HAPPENING:

a. Around the Table
The following was reported or requested:

- Community Arts Centre status
- Sculpture at Fire Hall will be installed
- Atrium Building development permit expires January 12, 2012
- Chinese National Building demolished
- First Avenue property owned by the City is available for sale
- Form Based Code to be given to Belinda Crowson, and Grace Duff
- Craftateria at The Gate on December 17, 2011

| ACTION: | Tats Setta to give Belinda Crowson and Grace Duff information on form based code |

**BELINDA CROWSON:**

WHEREAS the City of Lethbridge has listed the First Avenue South Properties for sale

AND WHEREAS, the First Avenue South Properties form an integral component of Downtown Lethbridge

NOW THEREFORE BE IT RESOLVED THAT a letter be written to City Council to offer the Heart of the City Revitalization Committee’s support in any public process that may be initiated with respect to any sale/disposition of the First Avenue Properties, as per the November 19, 2001 City Council Resolution, if the sale price is less than the acquisition value

AND FURTHER BE IT RESOLVED THAT the Heart of Our City Revitalization Committee confirm its support for development(s) of the First Avenue South Properties that will meet the requirements of the Downtown Area Redevelopment Plan (DARP), the Heart of Our City Master Plan (HOCMP) and the Public Realm and Transportation Study (PRATS).

CARRIED

| ACTION: | That a letter be sent to City Council on the possible sale and development of the First Avenue South Properties |

NEXT MEETING:

The next regular meeting, will be held Wednesday, January 11, 2012 from 4:00 - 6:00 p.m.

ADJOURNMENT:

**JEFF CARLSON:**

That the meeting adjourn.

CARRIED

The meeting adjourned at 7:16 p.m.

_________________________
CHAIRMAN

_________________________
CLERK
Over the course of the summer and early fall of 2011, the St. Clements Group Inc. worked with the marketing committee of the Heart of Our City Revitalization Committee (HOCRC) to prepare a marketing strategy for downtown Lethbridge. The St. Clements Group was chosen after a public tender to assist the HOCRC to work through the many, and sometimes difficult, decisions to come up with a strategy to increase the use of the downtown by residents and visitors.

During the time of the strategy’s development, over 50 people participated in the deliberations through personal interviews, workshops, and focus groups. Together, the participants worked through the following issues:

- The image that the downtown must convey to potential users: an image that is meaningful, credible, and compelling
- The unique features of the downtown that no other business area in southern Alberta is able to duplicate, or easily duplicate
- The priority of target audiences to which the downtown must appeal
- The strengths of the downtown that it should capitalize on and the weaknesses it must mitigate

With this understanding, a marketing strategy for the downtown was developed.

**The downtown’s strengths, weaknesses, and unique meaningful qualities**

Numerous strengths and weaknesses were identified by project participants. The most significant downtown’s strengths include:

- Cultural attractions
- Entertainment venues including some foodservice types
- Government services
- Preponderance of owner-operated businesses
- Destination shopping¹
- The Galt Gardens
- Park Place
- New community arts centre

¹ Definitions: A “destination” good or service is one in which a buyer is willing to make a special trip to obtain. It may be because the product can only be gotten from a particular store or the service or knowledge of the staff is unique or special. An example is the bridal shops in downtown Lethbridge. Contrast this with a “convenience” good or service where the buyer is more concerned with how easy it is to make the purchase. An example is a corner store selling milk.
Contrast these with the downtown’s perceived weaknesses, which include:

- Perceived lack of safety/comfort
- Lack of awareness of downtown businesses and services
- No ongoing event/activity/destination with sufficient weight to act as a brand for downtown (excepting Park Place, the future arts centre, and perhaps Galt Gardens)
- Galt Gardens’ location at the edge of the shopping area which does not require visitors to traverse the shopping area in order to attend events
- The dominance of Park Place vs. the rest of downtown as a shopping area
- The disproportionate number of seniors (who live on the periphery of the downtown)
- The lack of a “built-in” residential population base

From this enumeration, the project team noted a number of aspects in which competing business precincts could out-compete the downtown. On the other hand, the downtown had a number of strong attributes that other precincts did not. For the former, the downtown needs to find mitigations or, in many cases, avoid competing at all. For the latter, the downtown needs to capitalize on the positive qualities that distinguish it from its competition, and to use these special qualities to form the basis of its “sales pitch” – and to do so in a way that is meaningful to its target audiences.

The marketing strategy

From the investigation of the downtown’s strengths, weaknesses, and key positive qualities, the project team and marketing committee prepared a marketing strategy that identified a unique role for the downtown, a branding strategy, and target audience priorities. The team also prepared an implementation plan that the HOCRC will, on the whole, be responsible for overseeing. This plan includes themes and messages; roles and responsibilities; building traffic; marketing tools and channels; and the sequence of events.

Role for the downtown

The key roles of the downtown are:

- Cultural precinct/cultural hub of the region
- Entertainment centre, including fine dining
- Preponderance of owner-operated businesses that are trendy, unique non-corporate and non-branded offering destination goods and services
- Government presence

Branding strategy and messages

No one image will define the downtown in the minds of users. Rather, if we think in terms of promises we make and the feeling we want users to hold, the brand should include:

- Core beliefs
  - “The downtown is the real heart of the city.”
  - “The downtown is the starting place to understanding and appreciating Lethbridge.”
  - “The downtown is a unique shopping environment/experience.”

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2 The branding strategy is a discussion of the underlying ideas that define an image of a product or place (i.e. “strategy”), not a discussion of logos and slogans (i.e. tactics).
• Promises
  • “It is comfortable to visit downtown.”
  • “You can find a mix of products, services, and attractions downtown that are difficult or impossible to find elsewhere in any other Southern Alberta community.”
• Personality
  • “The downtown is alive (with special events, entertainment, and nightlife).”
  • “The buildings and street is at a human scale; you aren’t dwarfed by skyscrapers and faceless structures.”
  • “The downtown is cool and non-corporate.”

The physical environment
The City should continue to encourage the notion of the downtown as the traditional core of the region and to capitalize on the existing character of the downtown area. The physical amenities of the downtown and the stories they embody are unique and cannot be duplicated elsewhere. In addition, the generally more “human” scale of the buildings, the openness of the public places and streets, and the traffic patterns support a positive relationship between visitors and the downtown. Again, this is something that is hard to duplicate in other shopping nodes.

Target audience priorities
Depending on the particular product, service, event, or attraction in question, target audiences will differ. This will affect the media employed, timing of the contact, breadth of the distribution (such as postal walks purchased), the facilitating partners involved, and the resources employed. The audiences with the highest priority are:
  • For “destination” goods and services sales
    • Residents of the area to the south and east
    • Residents of the area to the train tracks to the north
    • Residents of the rest of the city
  • Users of the downtown
    • Office workers
    • Attendees of cultural attractions and events
    • Foodservice and entertainment users
    • Users of Park Place, Galt Garden events, and community arts centre
  • Facilitators and partners
    • Parties that advise users or influence them (such as the media and social conveners)
    • Collaborating organizations such as cultural attractions and organizations
    • Marketing partners and sponsors

The implementation of the marketing strategy
The marketing actions aim to do the following:
  • Shoppers’ experience
    • Increase the number, range, and frequency of non-sales events.
    • Increase the level of animation of the street to give it a sense of excitement to give the area a “life” so that shoppers and users go there for more than just shopping
    • Improve perceptions about downtown safety and shoppers’ comfort.
  • Purpose of marketing tactics
    • Increase the non-shopping use of downtown.
    • Extend the length of stay of users.
    • Divert purchases from other shopping precincts to the downtown.
- Extend the stay of office workers and visiting Park Place shoppers.
- Make the downtown the preferred location for destination goods and services for the extended trading area.
- Identity
  - Create a distinct and meaningful identity for the downtown as the cultural heart of the region.
  - Create/strengthen the downtown identity/brand to distinguish it from other business nodes
- Knowledge
  - Ensure that all regional residents are aware of the image of the downtown as the cultural heart of the region.
- Create a higher top-of-mind of downtown for retail, entertainment, culture, and celebrations.
- Relationships
  - Encourage stakeholder organizations to actively participate in the animation of the downtown.
  - Encourage stakeholder organizations to effectively promote the downtown through their marketing vehicles and communications channels.

**Themes and messages**

The general themes underlying all marketing and communications activities regardless of the audience are as follows:

<table>
<thead>
<tr>
<th>Theme</th>
<th>Benefit to the audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>It is comfortable to visit downtown (i.e. the downtown is safe)</td>
<td>You have a place to shop, visit, and entertain yourself, family, friends and visitors.</td>
</tr>
<tr>
<td>The downtown is the location for the city’s celebrations and commemorations</td>
<td>You have a place to root your family and make meaningful connections with your community.</td>
</tr>
<tr>
<td>The businesses and services are one-of-a-kind destination businesses and services, non-corporate feeling, and owned and operated by Lethbridgeans.</td>
<td>You have a place to get special gifts, support your neighbours, and be part of a community</td>
</tr>
<tr>
<td>Downtown is the location of leisure activities, comfortable places to relax (both outdoors and indoors), places to learn, and places to connect.</td>
<td>Downtown is like your home’s family room. It is where you relax, reunite and reconnect, contemplate life and times, entertain, learn, take your family and friends, pass time, and explore.</td>
</tr>
<tr>
<td>There is always something interesting and exciting going on downtown.</td>
<td>Downtown is more than just shopping. It is the place where you celebrate, commemorate, and find your roots.</td>
</tr>
</tbody>
</table>

Please note that messages that support the themes such as situational slogans, speeches and presentations, displays, the selection of photos and graphics, sound signatures, and other campaign pieces will change depending on the circumstances. The core ideas stay the same.

**Roles and responsibilities**

The HOCRC has the following marketing-related responsibilities:

- Coordinate the efforts of the organizational partners, along with HOCRC’s own marketing efforts, to
promote the downtown and its events and activities.

- Instigate the downtown’s signature events (see below under “building traffic for more details) that bring together all the stakeholders.

- Have a broad vision of the downtown — The HOCRC is the only body that represents all Lethbridgians’ interest in the downtown.

- Advise the City and region on planned changes to the downtown and its marketing.

A marketing coordinator/manager is needed to implement the marketing strategy and to coordinate the HOCRC’s marketing efforts and its relationship with other downtown stakeholders. That person would be responsible for the following:

- Liaising regularly with the key downtown stakeholder organizations: acting as the lead day-to-day contact with partnering organizations, sponsors and marketing partners such as the BRZ, downtown institutions, other stakeholders, media, and the public

- Identifying, retaining, and managing the third-party providers of goods and services required to implement the marketing strategy

- Managing the budget allocated to the strategy’s implementation

- With the HOCRC, EDL and the downtown stakeholders, developing performance evaluation criteria and targets, as well as a plan to collect such data as is required by this measurement process

- Reporting progress regularly to HOCRC, EDL and the downtown stakeholders

- Managing the market research process: data collection and interpretation to identify needs of target markets on an on-going basis

The marketer will report to the HOCRC and has an all-in budget of $60–70,000 per year plus the out-of-pocket costs of promotions and campaigns to be determined.

**Building traffic**

To increase the use of the downtown, we have identified the following activities:

- **Signature events** — These define the downtown, they are media-friendly and are perceived to be important, and entices stakeholder participation. Given the marketing needs of the downtown for an event that both draws an audience as well as focuses the efforts of stakeholders, we recommend the launching of a regular **First Friday** event. "First Fridays" are a recurring event in which a community’s many cultural, sales, and social events are held together on the first Friday of every month. Numerous supporting activities can take advantage of the cultural events. This includes block parties and social gathering, awards shows, retail and service sales, foodservice specials…the number and types of participants is endless.

- **Secondary events and activities** — These events are aimed at a narrower trading area and audience (such as office workers) and are part of the regular downtown programming. A secondary event (or commemoration such as Remembrance Day) could in time become a signature event.

- **Reminder-based marketing activities** — These regular ongoing marketing activities create the steady “hum” so that audiences are both aware of the downtown’s assets as well as its services
and products. The purpose is to avoid “out-of-sight, out-of-mind” thinking by potential users.

**Marketing tools and channels**

The types of marketing-related activities that need to be undertaken are:

- Preparation of marketing infrastructure — These are processes and tools needed to operate the marketing campaigns. Examples of these are contact lists and marketing research.
- Pre-launch and launch activities — Using the initial First Friday as the launch event, these are the activities that must be completed to launch that event.
  - Ongoing marketing activities — These are the bread and butter of the strategy made up of the day-to-day communications with the audiences.
  - Internal communications — This is very specifically directed at the HOCRC board members, partnering organizations, and other stakeholders with a role in the welfare and marketing of the downtown.

**Sequence of events**

The main next steps are shown in exhibit ES1 below.

<table>
<thead>
<tr>
<th>Exhibit ES1</th>
<th>Sequence of events</th>
</tr>
</thead>
<tbody>
<tr>
<td>(MC=HOCRC marketing committee, HOCRC=whole committee, MM=marketing manager)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Step</th>
<th>Leader</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approvals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Present marketing strategy to HOCRC</td>
<td>MC</td>
<td>January 2012</td>
</tr>
<tr>
<td>“Governance”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify marketing committee(s) including a special events committee</td>
<td>HOCRC</td>
<td>February</td>
</tr>
<tr>
<td>Set up First Friday organizing committee</td>
<td>HOCRC</td>
<td>February</td>
</tr>
<tr>
<td>Internal communications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HOCRC briefs mayor, council, senior management</td>
<td>HOCRC</td>
<td>March</td>
</tr>
<tr>
<td>HOCRC talking tour of stakeholder organizations (especially those that we want involved in the First Friday)</td>
<td>HOCRC</td>
<td>April</td>
</tr>
<tr>
<td>HOCRC briefs BRZ, cultural attractions boards, cultural events</td>
<td>HOCRC</td>
<td>March</td>
</tr>
<tr>
<td>Information package about First Friday</td>
<td>MM</td>
<td>May</td>
</tr>
<tr>
<td>Internal web</td>
<td>MM</td>
<td>June</td>
</tr>
<tr>
<td>Internal schedule of events</td>
<td>MM</td>
<td>June</td>
</tr>
<tr>
<td>Marketing infrastructure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hire marketer</td>
<td>HOCRC</td>
<td>February</td>
</tr>
<tr>
<td>Begin building infrastructure</td>
<td>MM</td>
<td>March</td>
</tr>
<tr>
<td>First Friday (assuming June 2012)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sell concept of First Friday to stakeholder organizations</td>
<td>HOCRC</td>
<td>March</td>
</tr>
<tr>
<td>Identify theme of event</td>
<td>HOCRC</td>
<td>March</td>
</tr>
<tr>
<td>Notify media (interviews and backgrounders)</td>
<td>MM</td>
<td>May</td>
</tr>
<tr>
<td>Promotional programme</td>
<td>MM</td>
<td>May</td>
</tr>
<tr>
<td>Find sponsors and marketing partners</td>
<td>MM</td>
<td>March</td>
</tr>
<tr>
<td>Year 2/3 — Continue year 1 activities plus:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual progress report</td>
<td>HOCRC</td>
<td>TBD</td>
</tr>
</tbody>
</table>
Request to Heart of Our City Committee – January 11, 2011
for Funding for Creative Economic Summit

Conference: Cultivating & Sustaining Your Creative Economy Summit
Dates: February 28th and 29th, 2012
Website: www.creativecitiescanada.com
Total Cost: $3245.00
- Registration $995.00
- Flight: $1250.00
- Accommodations & Meals: $1000.00 = 3 nights ($197/night + taxes) + meals $100/day

Funding Request: 50% costs of conference expense– approx $1600.00

Conference Description:
- Cultivating and Sustaining Your Creative Economy Summit is a forum that provides best practices and insights for governments, business associations and other stakeholders to nurture and expand their creative economy. This senior level conference was developed with the thoughtful input of industry leaders. In an exclusive setting, senior stakeholders connect with their peers to exchange best practices, build referrals, and enhance decision-making.

- Sessions will address strategies to diversify our economy and reinvent our communities: This summit brings together experts from a variety of disciplines to explore the successes and challenges behind fostering creative economies. Their insights will help in understanding how to utilize our community’s cultural, geographic and economic assets to foster industries in the 21st Century.

Sessions specific to Heart of Our City include:

1) Take Advantage of Your City’s History, Culture and Geography to Develop Successful Clusters. Presented by Liz Hanson – Economic Vitality Coordinator – City of Boulder
   a. Case Study – The City of Boulder has cultivated unique industry clusters and became one of the most entrepreneurial municipalities in North America.
      i. Learn to take your city’s history and culture into account when building clusters.

2) Using the Arts and Culture Industries as Catalysts to Grow Your Economy – Panel presentation
   a. Fashion, media and other cultural industries all have unique characteristics that contribute significantly to your region’s economic success. Take away key strategies to embrace growth in your community.
      i. Understand how creative industries spark economic development
      ii. Investigate mechanisms that foster success in such industries
      iii. Identify the industry that your city can capitalize on
      iv. Recognize how smaller communities can tap into such opportunities

3) Unique Strategies to Develop Creative Clusters in Rural Economies - Presented by Dan Taylor of Greater Peterborough Area Economic Development Corporation
   a. Smaller municipalities often find themselves struggling to compete with bigger cities. However, rural towns can use their unique assets to draw in talent and businesses. Understand how the success of Prince Edward County can be applied in your community.
      i. Conduct market intelligence to identify existing talent
      ii. Appeal to the Creative Class using unique rural amenities
      iii. Build a dynamic rural community consisting of artists, businesses and investors
4) **Peer-to-Peer Brainstorming Session: Identifying the Challenges Facing the New Creative Economy.**
   a. The perspectives and experiences of individual delegates will be brought together for this exclusive exchange on strategies that have worked and some that haven’t. Conference delegates will choose a specific area of need of change and focus on the problem. (I would like to talk to the committee about what issue to take forward to this forum!)

5) **Understanding the Latest Trends on Engaging the Creative Class – Demographics, Motivations, Behaviours and Lifestyles.** Presented by Kevin Stolarick, Martin Prosperity Institute
   a. Understand the demographic profile of the Creative Class
   b. Align city development with their needs, wants and expectations.

6) **How to Establish Innovative Financing and Partnership Models to Support the Growth of Creative Industries** Presented by Pru Robey, Artscape
   a. For over 25 years, Artscape has developed a reputation as Canada’s leading practitioner in multi-tenant space development for the cultural and creative sector. Hear about their new generation of projects.
      i. Design the infrastructure needed to sustain and grow your cultural industries
      ii. Engage in inventive partnerships with public and private sectors
      iii. Adopt innovative financing models to fund new projects.

7) **Understand the Business Decision: Why do Businesses choose one region over another and What Can you Do?** Presented by municipal and industry leaders
   a. Regions around the world are pursuing leading innovators to set up businesses in their location. But what do companies actually want? Hear directly from industry participants and understand what you can do to draw them into your region
      i. Identify government policies that are “hot” with business
      ii. Understand what companies look for when choosing locations
      iii. Learn how government can help companies innovate

8) **Effective Strategies to Increase New Investments into your Community**
   a. After years of high economic activity, many cities find themselves at a crossroads. Declining innovation can quickly cause a city’s development to lose steam. Learn how you can constantly inject new blood into your economy by:
      i. Enhancing your value proposition to attract businesses
      ii. Identifying challenges and opportunities that will affect the future of the region
      iii. Adopting best practices to ensure long term growth of your economy

9) **How to Improve the Quality of Life in Your City to Attract Creative Talent**
   a. Creative individuals need to be engaged in the places they live in. They generally choose where to live based in part, on the lifestyle amenities and character of their communities. As a result, much value is placed on these factors in addition to economic incentives.
      i. Identify quality of life factors that impact Creative Class location decisions.

10) **How to Build Upon and Sustain the Momentum of Your Creative Clusters** – Presented by Rod Regier, ED of Economic Development, City of Kitchener.
    a. The Kitchener Waterloo area has one of the most dynamic and exciting high tech clusters in Canada. The region is continuously improving its cluster and keeping it vibrant by securing world class companies such as Google. Emulate their success by:
       i. Understanding what it takes to sustain creative economies
       ii. Exploring key challenges to long term sustainability and identifying solutions
       iii. Continuously finding new ways to build and expand

A complete report of each session attended with key learnings specific to Heart of Our City will be provided at a future HOC meeting.
Public Realm and Transportation Study (PRATS) - Update

1. **Briefing**
The Public Realm and Transportation Study (PRATS) officially commenced in November 2010. MMM Group Limited Calgary was selected as the prime consultant to undertake the study. In addition to technical surveys and analysis, a design charrette was held in June 2011. This intensive design workshop was intended to visualize streetscape concepts on the selected streets in the downtown. City Councilors, administrative staff, members of both the HOCRC and the BRZ were invited to this workshop and successfully developed streetscape designs.
Due to unexpected heavy snowstorm in the early stage and a lack of information from the concurrent Transportation Master Plan project, the completion date was put off for approximately two months. However, the study will be completed within agreed budget in February 2012.
The final draft report was submitted by MMM Group in December 2011 and is currently being reviewed by administrative staff and members of the HOCRC.

2. **What is next?**
The PRATS is defined as main background study to develop a new downtown area redevelopment plan (ARP). The majority of the study outcomes and recommendations will be incorporated into the new ARP. Below indicates the broad timeframe for the coming months.

<table>
<thead>
<tr>
<th>PRATS</th>
<th>Downtown ARP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feb. Public Open House at City Hall</td>
<td>Feb. Final report submission by MMM</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Apr.</td>
<td>Apr. Implementation Strategies</td>
</tr>
<tr>
<td>May</td>
<td>May</td>
</tr>
<tr>
<td>Jul.</td>
<td>Jul. Submission to the Council</td>
</tr>
</tbody>
</table>

3. **For further information contact**
Tatsuyuki Setta
PRATS Project Manager - Development Services
Phone: (403) 320-4745
Fax: (403) 327-6571
Email: tatsuyuki.setta@lethbridge.ca
### Applicant Information

<table>
<thead>
<tr>
<th>Legal Name of Organization:</th>
<th>The Lethbridge Public Library Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incorporation Number (if applicable):</td>
<td>Special Act Corporation – Libraries Act</td>
</tr>
<tr>
<td>Incorporation Date:</td>
<td>Dec. 11, 1911</td>
</tr>
<tr>
<td>Address of Organization:</td>
<td>801 – 5th Avenue South, Lethbridge Alberta, T1J 4C4</td>
</tr>
</tbody>
</table>

### Project Contact: (project information)

<table>
<thead>
<tr>
<th>Mr.</th>
<th>Mrs.</th>
<th>Ms.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name:</td>
<td>Christina Wilson</td>
<td>Title: Associate Director</td>
</tr>
<tr>
<td>Daytime Phone:</td>
<td>403-320-4187</td>
<td>Email: <a href="mailto:Christina.Wilson@lethlib.ca">Christina.Wilson@lethlib.ca</a></td>
</tr>
</tbody>
</table>

### Signing Authority Contact:

<table>
<thead>
<tr>
<th>Mr.</th>
<th>Mrs.</th>
<th>Ms.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name:</td>
<td>Donna Hunt</td>
<td>Title: Board Chair</td>
</tr>
<tr>
<td>Daytime Phone:</td>
<td>403-331-7788</td>
<td>Email: <a href="mailto:dehunt@telus.net">dehunt@telus.net</a></td>
</tr>
</tbody>
</table>

### Name of Supporting Organization if not Incorporated:

<table>
<thead>
<tr>
<th>Mr.</th>
<th>Mrs.</th>
<th>Ms.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name:</td>
<td>Title:</td>
<td></td>
</tr>
<tr>
<td>Daytime Phone:</td>
<td>Email:</td>
<td></td>
</tr>
</tbody>
</table>

### Signature of Applicant: 

<table>
<thead>
<tr>
<th>Print:</th>
<th>Sign:</th>
</tr>
</thead>
</table>

Please attach names, phone numbers and email addresses for the Organization’s Board of Directors or the Project Organizing Committee Members.
# Project Information

<table>
<thead>
<tr>
<th><strong>Name of Event:</strong></th>
<th>Lethbridge Word on the Street Festival</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inaugural Event</strong></td>
<td>[ ] Check off</td>
</tr>
<tr>
<td><strong>One Time Event</strong></td>
<td>[ ] On Going Event</td>
</tr>
<tr>
<td><strong>Date(s) of Event:</strong></td>
<td>September 25, 2011</td>
</tr>
</tbody>
</table>

**Event Description:** (Please attach additional pages if required)

The Word On The Street is an inclusive outdoor Festival that features the full diversity of Canadian publishers, booksellers, authors, poets, writers, and writing associations; by presenting Canadian writers, poets, storytellers, artists, and spoken word performers; by offering workshops to build awareness and interest in the craft of writing, and by surrounding it all in a fun Festival atmosphere, with something for everyone to see, hear, try, and of course, eat! It is a free community event, open to all age groups.

**Event Location (Venue name and address):**

Streets adjacent to Lethbridge Public Library (8th St. and 5th Ave.)

**Event Benefits:** See Attached Addendum A

**Target Audience:** Families and Adults of Southern Alberta.

<table>
<thead>
<tr>
<th><strong># Participants:</strong></th>
<th><strong># Spectators: 1,200</strong></th>
<th><strong># Volunteers: 65 volunteers</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>60 authors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20 musicians and groups</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 ethnic dance performances</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 food vendors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 retail vendors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 community organization exhibitors</td>
<td></td>
<td></td>
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</tbody>
</table>
### Project Budget

<table>
<thead>
<tr>
<th>Description</th>
<th>Cash</th>
<th>In-kind</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Fees (Performer Expense)</td>
<td>11,300</td>
<td></td>
</tr>
<tr>
<td>Venue &amp; Infrastructure Rental</td>
<td>3,730</td>
<td>2,045</td>
</tr>
<tr>
<td>Insurance</td>
<td>0</td>
<td>*Covered by City Policy</td>
</tr>
<tr>
<td>Security &amp; First Aid</td>
<td>600</td>
<td></td>
</tr>
<tr>
<td>Marketing and Promotions</td>
<td>3,650</td>
<td>22,235</td>
</tr>
<tr>
<td>Volunteers</td>
<td>844</td>
<td></td>
</tr>
<tr>
<td>Licensing Fees</td>
<td>6,200</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous Expense Reserve</td>
<td>2876</td>
<td></td>
</tr>
<tr>
<td><strong>Expense Total</strong></td>
<td>29,200</td>
<td>24,280.80</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenues</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tickets/Registration Fees</td>
<td>3200</td>
<td></td>
</tr>
<tr>
<td>Provincial Grants</td>
<td>3,000</td>
<td></td>
</tr>
<tr>
<td>Federal Grants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sponsorship</td>
<td>10,000</td>
<td>24,280</td>
</tr>
<tr>
<td>Merchandise</td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td>City Event Grant</td>
<td>7,000</td>
<td></td>
</tr>
<tr>
<td><strong>Revenue Sub Total</strong></td>
<td></td>
<td>24,280</td>
</tr>
<tr>
<td>Heart of the City Activity Grant Requested</td>
<td>5,000</td>
<td></td>
</tr>
<tr>
<td><strong>Revenue Total (must equal expense total)</strong></td>
<td>29,200</td>
<td>24,280</td>
</tr>
</tbody>
</table>

The Project Budget must be balanced which means that the anticipated revenues plus the requested funding must equal planned expenditures.
Date: 12/02/11

Heart of the City Activity Grant Final Report Form

Name of Event: Word on the Street

Date(s) of Event: September 25th, 2011

Event Location (Venue name and address): Lethbridge Public Library 810 5th Ave. South.

<table>
<thead>
<tr>
<th># Participants: 1,555</th>
<th># Spectators: 1,500</th>
<th># Volunteers: 55</th>
</tr>
</thead>
</table>

Project Budget

<table>
<thead>
<tr>
<th>Description</th>
<th>Cash</th>
<th>In-kind</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Fees</td>
<td>11,300</td>
<td>5888.50</td>
</tr>
<tr>
<td>Venue &amp; Infrastructure Rental</td>
<td>3,730</td>
<td>6435.80</td>
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<tr>
<td>Insurance</td>
<td>0</td>
<td>100</td>
</tr>
<tr>
<td>Security &amp; First Aid</td>
<td>600</td>
<td>300</td>
</tr>
<tr>
<td>Marketing and Promotions</td>
<td>3650</td>
<td>475</td>
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<tr>
<td>Volunteers</td>
<td>844</td>
<td>0</td>
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<tr>
<td>National Festival Licensing fee</td>
<td>6200</td>
<td>5000</td>
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<tr>
<td>Project Coordination (Staff Time)</td>
<td>0</td>
<td>25000</td>
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<tr>
<td>Miscellaneous</td>
<td>2876</td>
<td>0</td>
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<tr>
<td></td>
<td><strong>Expense Total</strong></td>
<td>26,611</td>
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</table>

<table>
<thead>
<tr>
<th>Revenues</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tickets/Registration Fees</td>
<td>3200</td>
<td>2710</td>
</tr>
<tr>
<td>Provincial Grants</td>
<td>3000</td>
<td></td>
</tr>
<tr>
<td>Federal Grants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sponsorship</td>
<td>10,000</td>
<td>5000</td>
</tr>
<tr>
<td>Heart of the City Activity Grant</td>
<td>3,000</td>
<td>3000</td>
</tr>
<tr>
<td>Merchandise</td>
<td>1,000</td>
<td>0</td>
</tr>
<tr>
<td>City Events Grant</td>
<td>7,000</td>
<td>7000</td>
</tr>
<tr>
<td>Miscellaneous Small In Kind Donations</td>
<td></td>
<td>6900</td>
</tr>
<tr>
<td></td>
<td><strong>Revenue Total (must equal expense total)</strong></td>
<td>27,200</td>
</tr>
</tbody>
</table>

Please attach copies of any promotional materials and press reviews. Applicant maybe required to provide copies of expense invoices.
GAMANADIAN
BOOKSELLERS
ASSOCIATION
1256 Bay Street, Suite 920
Toronto, ON M7A 2A6
T: 416.467.7093
F: 416.467.7088
www.caba.org

Casual bookseller vol. 3 - 1

- Writers Talk fiction shortlist announced
  - Writers Talk is a great way to hear the stories of
    some of the best writers in Canada and learn how
    they create their own stories. This month, we
    announce the shortlist for the Writers Talk fiction
    shortlist. The winners will be announced on November 3,
    2011.

- Word on the Street, Lethbridge - Philomel
  - The winners of the 2011 Philomel Awards were
    announced recently. The winners were selected
    from a pool of finalists, and the awards will be
    presented at the Word on the Street Festival in
    Lethbridge.

- Urban Booksellers Vol. 3 - 1
  - This issue of the Urban Booksellers newsletter
    features highlights from the recent Urban Booksellers
    conference, which took place in Toronto. The
    conference focused on the importance of
    supporting local authors and fostering a
    community of readers.
A FREE walking tour, compliments of the City of Lethbridge, the Heart of Our City Revitalization Committee and the Lethbridge Historical Society.
**Downtown Lethbridge is truly the Heart of Our City**

The City of Lethbridge (Heart of Our City Revitalization Committee) and Lethbridge Historical Society, working with organizations and building owners, have placed plaques on many of our downtown treasures.

### Historic Buildings Matter

Historic buildings provide a tangible link to our past, providing us with a sense of time and place. They evoke memories and are an irreplaceable part of our collective history and community identity. Historic buildings – reflective of the local materials, ideas and architecture of Lethbridge – create a community unique from any other. When you see these iconic, historic structures, you know you are home! Further, every building re-used is one less building crowding our landfills.

### History of Lethbridge’s Downtown

In 1885 Lethbridge moved from the river-bottom to the prairie and a number of commercial and residential buildings were constructed. This was the start of Lethbridge’s Downtown. Lethbridge grew quickly, becoming a town in 1891 and a city in 1906.

Between 1906-1913 many wooden buildings were replaced by two and three-storey brick and stone structures. Several buildings underwent expansions. Residences were built above stores and businesses. Downtown held sway as the business, commercial, artistic and political centre of Lethbridge.

This position slowly changed after the Second World War. Fewer people lived in the Downtown. Vacancy rates rose in the Downtown as many businesses moved.

The 1980s saw a dramatic change in the Downtown with the removal of the CP Rail marshalling yard. Today Downtown Lethbridge is a vibrant, unique place that needs to be protected for the people of today and the future.

<table>
<thead>
<tr>
<th>#</th>
<th>Name</th>
<th>Historic Status</th>
<th>Address</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Galt Hospital/Galt Museum &amp; Archives</td>
<td>Provincial Historic Resource, 1978.</td>
<td>502 1 Street S. Hospital/Museum</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Lethbridge City Police/Mongolie Grill</td>
<td>Police Station/Restaurant</td>
<td>502 5 Street S.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Buchanan Building</td>
<td>Newspaper office</td>
<td>504 7 Street S.</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Paramount</td>
<td>Theatre/Bank &amp; Offices</td>
<td>342 8 Street</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>St. Patrick’s Rectory</td>
<td>Residence/Commercial</td>
<td>105 8 Street S.</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Union Station/Health Unit</td>
<td>Provincial Historic Resource, 1987. Train Station</td>
<td>801 1 Avenue S.</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Public Library/SAAG</td>
<td>Library</td>
<td>601 3 Avenue S.</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Bank of Montreal/The Gate</td>
<td>Bank/Church</td>
<td>522 3 Avenue S.</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>CP Telegraph Office</td>
<td>Telegraph Office/Office</td>
<td>310 6 Street S.</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>McFarland Block</td>
<td>Office Building</td>
<td>517 4 Avenue S.</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Kresge Building/Draffins</td>
<td>Store</td>
<td>321 5 Street S.</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Henderson &amp; Downer Block/Club Cigar Store</td>
<td>Hotel/Store</td>
<td>301 5 Street S.</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Alec Arms</td>
<td>Hotel/Apartments</td>
<td>332 5 Street S.</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Union Bank/Express Coffee</td>
<td>Bank/Store</td>
<td>222 5 Street S.</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Hudson Bay Company/Trianon Building</td>
<td>Store/Restaurant</td>
<td>104 5 Street S.</td>
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</tr>
<tr>
<td>19</td>
<td>Chinatown</td>
<td>Area Description</td>
<td>3 &amp; 4 Street – 2 Avenue S.</td>
<td></td>
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<tr>
<td>20</td>
<td>Chinese Freemasons</td>
<td>Fraternal Organization</td>
<td>310 2 Avenue S.</td>
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<tr>
<td>21</td>
<td>Sang Mang Sang</td>
<td>Store/Restaurant</td>
<td>312 2 Avenue S.</td>
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</tr>
</tbody>
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