



Angelo Lyall

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November 30, 2021

Mayor Foster and Members of Council

40 Temperance St,

Bowmanville, ON

Re: In response to the request from Clarington Council to obtain two board seats on the Clarington Board of Trade (CBOT), please consider the following our response:

Mayor Foster

Thank you for communicating your desire to improve communication and governance of Clarington's economic development contract and initiatives. The Clarington Board of Trade shares your interest in pursuing efficient and impactful collaboration between our organizations and we recognize the Municipality's position of accountability for economic development to your stakeholders, many of which we share.

CBOT has worked with Clarington Council since the inception of our organization over 20-years ago and have provided the municipality a variety of economic development services through a series of multi-year contracts.

We would like to clarify that much of the CBOT Board of Directors' work is focused on the operations and organizational governance of the corporation. An additional advantage of industry insight to programming for both an Economic Development Attraction and Business Retention lens is realized with a broad range of skills and business experience. The duties of our directors must be carried out without conflict of interest so that we can maintain integrity and independence in our actions on behalf of Clarington's business community and our other stakeholder groups.

Any change to add directors to our Board would require an adjustment to our By-Laws. This would need to be presented to, and ratified by our membership, at an all members meeting following due process for review and notice to the membership.

We do share your goal of bringing the organizations together to achieve the best possible outcomes from our economic development initiatives. We want to be abundantly clear; we believe in capturing the input and voice of members of Council. We also know that a closer relationship can help to prevent duplication and other inefficiencies in the execution of work. Importantly, we absolutely do recognize and respect that the economic development contract is an agreement to perform important work as defined by the values and needs outlined by the Municipality. The Municipality is our collaborative partner and our customer, and we take that seriously. We believe in being accountable to the Municipality, and delivering the value as outlined in the economic development contract. It remains our goal to meet or exceed expectations and we are extremely well-positioned to do so.

We believe that the outcomes that lay at the root of the request for board representation can be achieved by implementing a joint Economic Development committee. This committee would be combined with those executing economic development within both organizations with each taking the lead on their respective hemispheres of work and supporting one another to ensure that businesses in Clarington get the most value. This will include a collaboratively developed annual BR+E business plan to be presented to Council for input and approval. There is also an increased cadence of reporting to council and KPIs that will be agreed to once the economic development strategy is finalized.

The architecture of this committee and its membership would include invitation to Council in a way that is fair and confers no advantages or perceived advantages to one over the other. We recognize the importance of this factor for you and are happy to discuss ways to ensure it is adequately considered.

The Clarington Board of Trade shares your urgency for improvement, accountability, and positive economic development outcomes. We know that with a joint economic development committee focused clarity of roles, efficiency in execution and strong communication, we can achieve the outcome you are looking for in your initial request for board seats.

Again, we absolutely share your goal of delivering the most value under the Economic Development contract. Please accept this letter as our offer to grow closer and strengthen our efforts to work together through the use of a joint committee dedicated to economic development. This path forward would help ensure the voice of Council is heard and that both organizations maintain their independence to govern without violating any policies or bylaws.

Thank you for expressing interest in collaborating more closely and striving for the best possible outcomes for the community. We look forward to continuing our longstanding and successful relationship.

Please feel welcome to reach out with any questions and to begin taking steps to implementing a committee as described above.

Sincerely



Angelo Lyall