

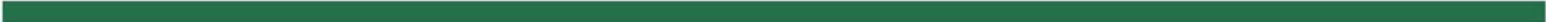


BRAED

Battle River Alliance
for Economic Development



Annual Report 2008 / 2009





The Battle River Alliance for Economic Development (BRAED) was established in 2001 and incorporated as a not-for-profit company in August 2002.

The BRAED region is located in east central Alberta and consists of communities on Highways 12, 13 and 14.

Thirty-six partnering municipalities and one associate member work cooperatively and voluntarily to address regional economic development issues from a regional perspective.

BRAED is funded through per capita contributions from member communities as well as through a Memorandum of Understanding with Alberta Finance and Enterprise.

BRAED's FIVE core activities are:

Information sharing - To provide BRAED members with tools, education and other customized intelligence to support economic development.

Promotion - To build awareness of and promote BRAED's value-added services to its members and other jurisdictions.

Service delivery - To provide BRAED members with vehicles for delivering information, expertise and support to their clients and customers.

Advocacy – To establish awareness of BRAED issues and initiatives among provincial and federal government officials.

Maintain excellence in governance - To continue to excel in operations and services

BRAED's MISSION

***“To enhance economic development opportunities
in the Battle River Region.”***



Message from the Chair

The Battle River Alliance for Economic Development (BRAED) continues to grow and succeed under the guidance of our 36 member municipalities.

At BRAED we recognize that economic development is just one of many challenges our members face and we continue to provide assistance to them in this area.

We are very excited that Alberta Finance and Enterprise has adopted the recommendations of the report "Establishing a Next Level Framework for REDA's in Alberta". We look forward to working with the Province of Alberta going forward.

We rely on our task teams to do much of the groundwork for BRAED; our Defense Industry Team and Marketing Team have been in place for awhile, and we have recently created an Agricultural Team and Tourism Team to explore opportunities in these sectors.

There are many who put in countless hours to help chart the course for us. To our task teams, our executive, our administration team, and our various partners and stakeholders – many thanks. BRAED succeeds because of people like you.

At BRAED we understand that the Province of Alberta has not been immune to current economic realities. However, we think our Province, especially BRAED, is poised to soar as we head into the future. Thank you.

Bud James, Chair

Message from the Director of the Battle River Region

"One piece of log creates a small fire, adequate to warm you up, add just a few more pieces to blast an immense bonfire, large enough to warm up your entire circle of friends; needless to say that individuality counts but teamwork dynamites". This quote from Jim Kwon reminds me to appreciate and recognize those who have already "placed their piece of log" to the progress of development of the region before us.

Thank you to the BRAED Board of Directors, the Executive Team, administration and especially to Allan Walkey who have all fueled this alliance of communities bringing us today to these doorsteps of opportunities.

Ahead of us are so many doors to open, even in this period of world uncertainty. I look forward to teaming with BRAED and others in the region to explore those opportunities over the next while.

"Let's work together to explode the strengths and opportunities of Eastern Alberta to the world".

Garry Krause
Director, East Central Region
Alberta Finance and Enterprise

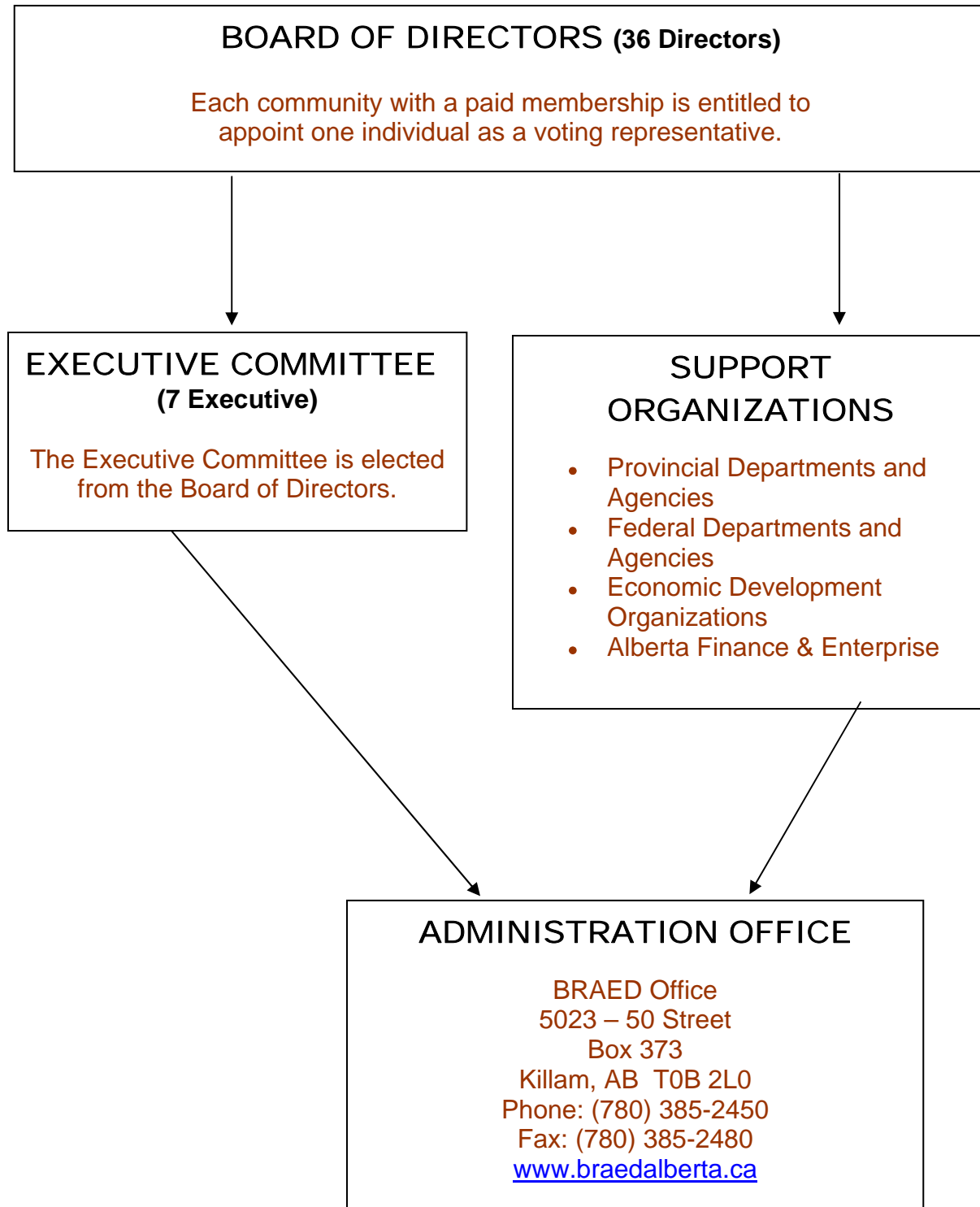


BRAED BOARD OF DIRECTORS (Source: Municipal Affairs April 1, 2008)

Community	Designated Representative	Population
City of Camrose	Dennis Twomey, EDO	15,850
Beaver County	Councillor Vern Hafso	5,676
County of Camrose	Councillor Harvey Benke	7,160
County of Paintearth	Councillor Wayne Richardson	2,126
Flagstaff County	Councillor Charlotte Curtis	3,506
M.D. of Provost	Councillor Jack Roworth	2,547
M.D. of Wainwright	Councillor Phil Valleau	4,113
Town of Bashaw	Mayor Bob Cammidge	868
Town of Castor	Larry Davidson, PEPS	931
Town of Coronation	Larry Davidson, PEPS	1,015
Town of Daysland	Mayor Lenard Calon	818
Town of Hardisty	Councillor Leo Lefebvre	761
Town of Killam	Mayor Bud James	1,019
Town of Provost	Councillor Peggy McFadyen	2,078
Town of Sedgewick	Councillor Barb McArthur	891
Town of Tofield	Councillor Harold Conquest	1,876
Town of Viking	Councillor Tim Doering	1,085
Town of Wainwright	Laurie Abthorpe, EDO	5,426
Village of Alliance	Mayor Muriel Fankhanel	197
Village of Bawlf	Councillor Jerry Iwanus	367
Village of Chauvin	Peggy Gray, EDC Rep	321
Village of Consort	Mayor Terry McMahon	739
Village of Edberg	Councillor Colleen Wack	155
Village of Edgerton	Mayor Barb Sjoquist	393
Village of Ferintosh	Mayor Ray Hook	153
Village of Forestburg	Mayor Bob Coutts	895
Village of Galahad	Councillor Pieter Masee	134
Village of Halkirk	Larry Davidson, PEPS	113
Village of Heisler	Charlotte Curtis, EDC Rep	183
Village of Holden	Councillor Joel Drouin	398
Village of Hughenden	Trudy Martineau, CAO	231
Village of Irma	Councillor Clair Prior	444
Village of Loughheed	Councillor Janice Bishop	217
Village of Rosalind	Councillor Michelle Hauser	190
Village of Ryley	Councillor Ivan Des-Jardine	458
Village of Strome	Councillor Brian McGaffigan	252
TOTAL		63,556

1 affiliate member – Mirror & District Community Development Corporation

BRAED ORGANIZATIONAL CHART



BRAED's business operations in 2008 - 2009 are a direct result of the priorities set by the Board of Directors for the year and the financial and human resources currently available or assumed to become available through coordination and collaboration.

Each core activity consists of a number of initiatives. It should be noted that based on BRAED's three year business plan not all Core Activities are addressed every year.

Core Business	Goal	Initiative
1. Information Sharing	Maintain a competitive advantage by providing customized economic intelligence	<ul style="list-style-type: none"> ➤ Develop a business case for rural business operations
2. Promotion	Become the recognized voice for regional economic development	<ul style="list-style-type: none"> ➤ Produce organization's information publications ➤ Develop industry partnership program ➤ Create an arts and entertainment industry profile
	Achieve a highly satisfied and active membership within BRAED	<ul style="list-style-type: none"> ➤ Establish an awards program
3. Service Delivery	Proactively develop and distribute cutting edge tools and best practices to BRAED members	<ul style="list-style-type: none"> ➤ Participate in conferences, meetings and workshops ➤ Assess operational model
4. Advocacy	Become the recognized voice for regional economic development	<ul style="list-style-type: none"> ➤ Work with regional stakeholders in advocating for the economic development of the region
5. Governance Excellence	Become a self-sustaining organization that clients and stakeholders perceive as high performing and independent.	<ul style="list-style-type: none"> ➤ Review policies, procedures and governance model.

Core Business 1 – Information Sharing

Update BRAED's Regional Investment Profile

This project was delayed until the next fiscal year, as there was an increased focus on profiling sectors such as Machinery & Industrial Equipment and the Defence Sectors.

Produce organization's corporate information publications: 2007 Annual Report, BRAED Knotice, 2008-2009 Operations Plan

2007 Annual Report was delivered at the Annual General Meeting held in Hardisty in June, 2008.

Three issues of the BRAED "Knotice" newsletter were released highlighting the results of projects, details of upcoming events, and information happenings in the organization. Approximately 350 copies of each newsletter were mailed to BRAED Board of Directors, member municipalities, Community Futures organizations, Chambers of Commerce, Government Staff, and MLA's and MP's.

An Operational Plan for 2007-2008 was developed and accepted at the Annual Meeting in June, 2008.

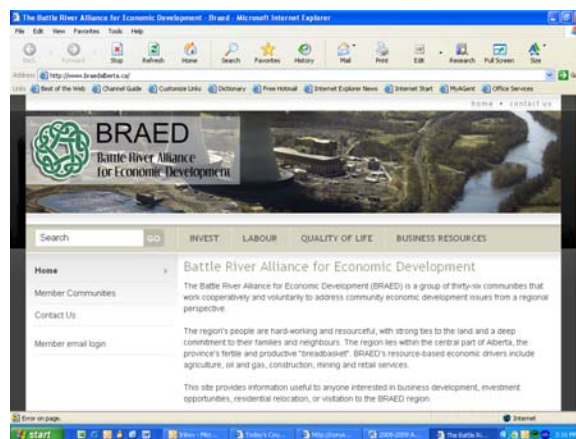
Support membership attendance at BRAED recognized events

Three Board of Directors' meetings were held (September 2008, Viking; December, 2008, Sedgewick; March 2009, Galahad) as well as the annual AGM held in June, 2008, in Hardisty. BRAED executive team meetings were held on a monthly basis.

A joint Alliance meeting between BRAED and HUB was held in Ryley in January, 2009, with the common focus of "REDA – The Next Level" and the Defence Industry Initiative.

Website Update

The BRAED website was rebuilt to create a new look and up-to-date information. Western Sky was contracted to compile regional and provincial information content for the site and Vital Effects completed the development and design. This will be updated and added to on an ongoing basis.



Core Business 2 – Promotion

Maintain and enhance BRAED's celebrations

The first annual Meet N Greet was held in Viking on November 4th. Invitations were sent to Mayors, Reeves, Chambers of Commerce, and Economic Development Agencies. Members from throughout the region met to network and be informed about the benefits of being a member of BRAED.

Produce BRAED's promotional communication tools

A powerpoint presentation entitled "Basically BRAED" was prepared. Three separate presentations were done – one for towns, villages and counties/MD's/cities. Presentations included videos from various BRAED representatives. This will be presented to each member municipality in the BRAED region next year. A new BRAED brochure was produced and is available on the BRAED website and through the BRAED office.

"Challenging Future Realities in Rural Development"

This project was not completed due to priority changes.



Left to Right:
Tim Doering, Town of Viking; Charlotte Curtis, Flagstaff County; and Jerry Iwanus, Village of Bawlf were participants in the BRAED powerpoint presentation.

Participants at the Board of Directors meeting held in Viking.



Core Business 3 – Service Delivery

Support Industry Education

Meetings were attended by BRAED representatives in discussion with the creation of the Industry Education Council.

Develop Investment Attraction Strategy for Industrial Equipment and Machinery Manufacturing

Western Sky was contracted to produce an Industrial Equipment and Machinery Manufacturing Sector Profile as well as a 2009 Industrial Equipment and Machinery Manufacturing Investment Attraction Plan. These documents will be used to build investment and development in the BRAED region.

Support project in Foreign Worker Recruitment

Alberta Employment and Immigration delivered “Welcoming Communities” sessions within the BRAED region.

BRAED hosted a session with Twist Marketing in Killam in February 2009 producing them with immigration information from within the region.

Support Defence Industry Development in promoting opportunities in procurement and the development of an Investment Attraction Strategy

A BRAED defence logo was designed to be used on any advertising or promotional material.



A brochure designed for businesses entitled “Let’s Do Business” was prepared and distributed throughout the region. The brochure described how to bid on projects at Base Wainwright.

Western Sky prepared *Defence Industry Opportunity* and *Overview of Canadian Forces Base Wainwright* documents.

BRAED shared a booth with the Provincial and Federal Government at the Wainwright Trade Show to promote MERX (an online service responsible for Government procurements over \$25,000).

A joint meeting with the HUB Alliance was held to promote defence opportunities.

Identify 3 opportunities in Value-added agriculture

Project postponed until next year.



Develop a position paper on Trade Corridors within the BRAED region

“Trade Corridors of the BRAED Region” position paper was prepared for March, 2009. Len Mitzel, MLA for Cypress-Medicine Hat, presented a corridor update at the BRAED Board of Directors meeting in March. BRAED passed a motion to work together with 4 other Alliances to develop and support the trade corridors in east central Alberta.

Participate in Alberta Environment’s Cumulative Effects Project

Rhonda King presented “East Central Alberta Cumulative Effects Project (ECACEP) Draft Outcome on the Economic Sustainability of the Region” at the BRAED Board of Directors meeting in Galahad in March 2008.

BRAED’s representative attended a two-day Cumulative Effects meeting in February, 2009.

Core Business 4 – Advocacy

Postponed until next year.

Core Business 5 – Governance Excellence

Maintain effective operations for BRAED

An Executive Assistant was hired for the executive committee. A bookkeeper was hired to maintain the monthly numbers for BRAED.

Monthly Executive Committee meetings and quarterly board of directors meetings were held throughout the year.

Two new task teams were approved for 2009-2010 – Agriculture and Tourism. This brings the total to four task teams joining the Marketing & Communication task team and the Defence Industry task team.

BRAED EXECUTIVE COMMITTEE

Bud James, Chair	Town of Killam
Harold Conquest, Vice-Chair	Town of Tofield
Pieter Masee, Treasurer	Village of Galahad
Michelle Hauser, Secretary	Village of Rosalind
Harvey Benke, Member at Large	Camrose County
Bob Cammidge, Member at Large	Town of Bashaw
Leo Lefebvre, Member at Large	Town of Hardisty

BRAED DEFENCE INDUSTRY TASK TEAM

Mission: “To assist small and medium-sized business to gain information on business opportunities at Canadian Forces Base Wainwright.”

Ivan DesJardine, Chair	Village of Ryley
Peggy McFadyen	Town of Provost
Leo Lefebvre	Town of Hardisty
Laurie Abthorpe/Carley Herbert	Town of Wainwright
Gloria Plaxton	Alberta Employment and Immigration
Darlene Curtis	Community Futures East Central

MARKETING AND COMMUNICATIONS TASK TEAM

Peggy Gray, Chair	Village of Chauvin
Pieter Masee	Village of Galahad
Janice Bishop	Village of Loughheed
Eric Jerrard	Mirror & District Community Dev. Corp.
Bert Roach	Town of Provost
Gloria Plaxton	Alberta Employment and Immigration