



# **BRAED**

Battle River Alliance  
for Economic Development

## **OPERATIONS PLAN (revised)**

**April 1, 2009 – March 31, 2010  
2009 / 2010 Fiscal Year**

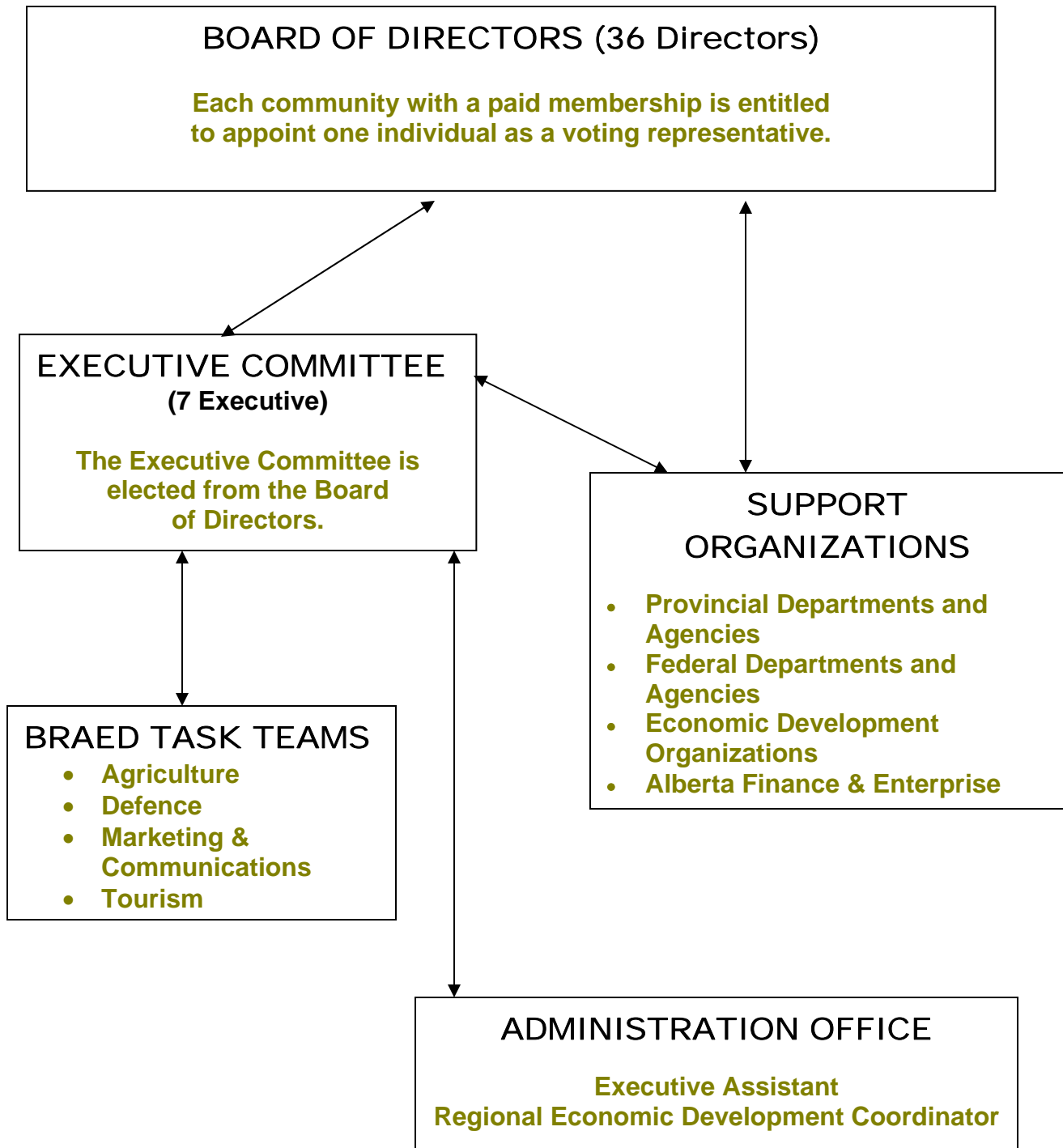
## 1.0 BACKGROUND

- Battle River Alliance for Economic Development (BRAED) is currently a regional economic development alliance of thirty-six (36) municipalities and one associate member: Villages of Alliance, Bawlf, Bittern Lake, Chauvin, Consort, Edberg, Edgerton, Ferintosh, Forestburg, Galahad, Halkirk, Heisler, Holden, Hughdenden, Irma, Lougheed, Rosalind, Ryley, and Strome; Towns of Bashaw, Castor, Coronation, Hardisty, Killam, Provost, Sedgewick, Tofield, Viking, and Wainwright; City of Camrose, Beaver County, County of Camrose, County of Paintearth, Flagstaff County, M.D. of Provost, and M.D. of Wainwright and Mirror & District Community Development Corporation.
- BRAED is registered as a non-profit Corporation under The Companies Act of Alberta in the name of Battle River Alliance for Economic Development Ltd. The Articles of Association of BRAED include the address of the registered office, membership requirements, and procedures for meetings, rules and regulations for the Board of Directors, Committees and Officers along with administrative details on banking, auditors, notices, etc.
- The corporate structure of BRAED consists of a Board of Directors comprised of one appointee from each member municipality. The Board of Directors elects an Executive Committee comprised of the President (Chair), Vice-President (Vice Chair), Secretary/Treasurer and four “Members at Large”. A manager, administrator, and various support organizations are part of the overall organization support structure.
- BRAED’s mission statement is ***“to enhance regional economic development opportunities in the Battle River region.”***

BRAED’s five core activities are:

1. **Information sharing** - To provide BRAED members with tools, education and other customized intelligence to support economic development.
2. **Promotion** - To build awareness of and promote BRAED’s value-added services to its members and other jurisdictions.
3. **Service delivery** - To provide BRAED members with vehicles for delivering information, expertise and support to their clients and customers.
4. **Advocacy** - To establish awareness of BRAED issues and initiatives among provincial and federal government officials.
5. **Maintain excellence in governance and operations** - To continue to excel in operations and services.

# BRAED ORGANIZATIONAL CHART



<b>Initiative Budget Forecasts</b>						
<b>BRAED Core Business</b>		<b>BUDGET</b>	<b>AFE</b>	<b>BRAED</b>	<b>CDT</b>	<b>OTHER FUNDING</b>
<b>1. Information Sharing</b>						
	Communications	\$9,000	\$9,000			
	Regional Awareness	\$20,000	\$15,000	\$5,000		
	Website Maintenance & Development	\$7,500	\$2,500	\$5,000		
	CED/EDO/REDA Economic Development Collaboration	\$2,500	\$2,500			
	<b>Total Estimated Core 1</b>	<b>\$39,000</b>	<b>\$29,000</b>	<b>\$10,000</b>		
<b>2. Promotion</b>						
	Raising the Profile of the Region	\$10,324	\$7,824	\$2,500		
	Regional Economic Development Coordinator	\$75,000			\$75,000	
	Regional Tourism Development	\$80,000			\$80,000	
	<b>Total Estimated Core 2</b>	<b>\$165,324</b>	<b>\$7,824</b>	<b>\$2,500</b>	<b>\$155,000</b>	
<b>3. Service Delivery</b>						
	Work Force Development	\$8,500				\$8,500
	Defence Industry Development	\$7,500	\$7,500			
	Agri Food Industry Development	\$45,000			\$45,000	
	Trade Corridor Development	\$4,000	\$4,000			
	<b>Total Estimated Core 3</b>	<b>\$65,000</b>	<b>\$11,500</b>		<b>\$45,000</b>	<b>\$8,500</b>
<b>4. Advocacy</b>						
	MLA Roundtable Consultations	\$1,000		\$1,000		
	Land-use Framework Advisory Committee	\$1,500		\$1,500		
	<b>Total Estimated Core 4</b>	<b>\$2,500</b>		<b>\$2,500</b>		
<b>5. Excellence in Governance and Operations</b>						
	Maintain effective operations for BRAED	\$42,000	\$40,000	\$2,000		
	Board Governance & Orientation	\$7,500	\$5,000	\$2,500		
	Multi-Year Strategic Plan	\$5,000	\$5,000			
	<b>Total Estimated Core 5</b>	<b>\$54,500</b>	<b>\$50,000</b>	<b>\$4,500</b>		
	<b>TOTAL</b>	<b>\$326,324</b>	<b>\$98,324</b>	<b>\$19,500</b>	<b>\$200,000</b>	<b>\$8,500</b>

## 2009 - 2010 – BRAED OPERATIONS PLAN

<b>CORE ACTIVITY</b>	<b>Information Sharing</b>
<b>INITIATIVE</b>	<b><i>Communications</i></b>
<b>ACTION REQUIRED</b>	<ol style="list-style-type: none"> <li>1. Develop BRAED’s annual report for 2008 2009 fiscal year <ul style="list-style-type: none"> <li>▪ Collect information on activities, accomplishments, and financial statements to be included in report.</li> <li>▪ Prepare annual report in house for BRAED AGM</li> </ul> </li> <li>2. Develop BRAED’s operation plan for 2009 - 2010 <ul style="list-style-type: none"> <li>▪ Gather input from BRAED members on activities for upcoming year</li> <li>▪ Prepare operations plan in house for distribution to members, funding partners, and supporting organizations</li> <li>▪ Monitor performance quarterly with BRAED Executive Committee and semi-annually with Board of Directors</li> </ul> </li> <li>3. Prepare Quarterly Newsletter <ul style="list-style-type: none"> <li>▪ Gather information on regional economic development events; showcase one community per quarter and identify any community training opportunities for the “<i>BRAED Knotice</i>” newsletter</li> <li>▪ Prepare in house and distribute to BRAED members, partners and support organizations</li> </ul> </li> <li>4. Implementing the 12 recommendations of the REDA “The Next Level” report <ul style="list-style-type: none"> <li>• Include performance measures within BRAEDs’ Operations plan (2 major economic development projects per year, 2 economic development services per year, one REDA governance improvement per year and at least 2 networking and collaboration activities per year).</li> </ul> </li> <li>5. Purchase promotional items for the region.</li> </ol>
<b>EXPECTED RESULT (S)</b>	<p>The annual report and operations plan focus members on accountability and performance of the BRAED organization. Reviewed and ratified at AGM</p> <p>The <i>BRAED Knotice</i> builds confidence in BRAED by profiling our members, advising members of events and encourages participation.</p> <p>Publicize and promote regional events.</p>
<b>PERSONNEL INVOLVED</b>	<p>BRAED Board of Directors  BRAED Executive Team  Administration</p>
<b>SCHEDULE</b>	<p>Annual Report May 2009.  BRAED Ops Plan May 2009.  BRAED newsletter quarterly.</p>
<b>BUDGET</b>	<p>\$9,000 (AFE - \$9,000)</p>
<b>PROGRESS TO DATE</b>	

## 2009 - 2010 – BRAED OPERATIONS PLAN

<b>CORE ACTIVITY</b>	<b>Information Sharing</b>
<b>INITIATIVE</b>	<b><i>Regional Awareness</i></b>
<b>ACTION REQUIRED</b>	<p>Engage BRAED members to participate in BRAED recognized events</p> <ul style="list-style-type: none"> <li>• Board of Director meetings (quarterly)</li> <li>• Executive Team meetings</li> <li>• Task Team meetings</li> </ul> <p>Identify events that BRAED will attend, sponsor, and promote. Community visitations and event attendance where BRAED Board of Director members can display and distribute BRAED materials to residents in their communities.</p>
<b>EXPECTED RESULT (S)</b>	<p>Create more awareness and knowledge about BRAED activities and work. Create a stronger and more vibrant organization through membership buy in. Build better networks</p>
<b>PERSONNEL INVOLVED</b>	<p>Executive Committee Administration Board of Directors Task Teams</p>
<b>SCHEDULE</b>	Ongoing
<b>BUDGET</b>	\$20,000 (AFE - \$15,000) (BRAED - \$5,000)
<b>PROGRESS TO DATE</b>	

## 2009 - 2010 – BRAED OPERATIONS PLAN

CORE ACTIVITY	<b>Information Sharing</b>
INITIATIVE	<b><i>Website Maintenance &amp; Development</i></b>
ACTION REQUIRED	<p>Update photo gallery on the website          Improve web content for business and investment attraction          Develop links as appropriate to the region to the BRAED website          Provide updated data, narrative and graphics to web master          Search for new web based tools to assist BRAED in its online communications and incorporate them in website          Promote website to BRAED members, stakeholders, other REDAs and the general public.</p>
EXPECTED RESULT (S)	<p>A website that is both current and accurate and functional to meet the needs of potential investors and BRAED members          Enhance awareness of BRAED outside of the region</p>
PERSONNEL INVOLVED	<p>Marketing &amp; Communications Task Team          Administration</p>
SCHEDULE	Completion March 31, 2010
BUDGET	\$7,500.00 (AFE - \$2,500) (BRAED - \$5,000.00)
PROGRESS TO DATE	➤

## 2009 - 2010 – BRAED OPERATIONS PLAN

CORE ACTIVITY	<b>Information Sharing</b>
INITIATIVE	<b><i>CED/EDO/REDA Economic Development Collaboration</i></b>
ACTION REQUIRED	<p>Economic Development Practitioners Meetings, including practitioners across the BRAED region to share objectives, information and knowledge.</p> <p>Tri- REDA (with PEP and HUB) meetings in the Eastern Corridor to network, share information and training opportunities.</p>
EXPECTED RESULT (S)	<p>Sharing of regional practices and ideas and provision of training in key areas. Cooperation on mutually beneficial initiatives.</p> <p>It is anticipated that identified networking groups such as economic development practitioners meetings and others meet up to four times per year and strive to involve/communicate with 70% of the economic development officers and other stakeholders.</p>
PERSONNEL INVOLVED	<p>Community EDOs, CAOs and other stakeholders            Tri-REDA Board members (and other interested REDA groups)            Administration</p>
SCHEDULE	March 31, 2010
BUDGET	\$ 2,500 (AFE - \$2,500)
PROGRESS TO DATE	➤

## 2009 - 2010 – BRAED OPERATIONS PLAN

<b>CORE ACTIVITY</b>	<b>Promotion</b>
<b>INITIATIVE</b>	<b><i>Raising the Profile of the Region</i></b>
<b>ACTION REQUIRED</b>	<p>Develop information package which includes regional information.            Gather and promote success stories of the BRAED region.            Redesign BRAED brochure.            Advertise in local papers to create awareness of the BRAED Alliance.            Sponsor business recognition awards for Small Business Week working with local Chambers of Commerce and Business Development Boards by October 2009</p> <p>Determine and arrange venue, date and theme for the Annual Meet N Greet to be held in November, 2009.            Invite participants and arrange agenda and speaking notes for Chair.            Invite representatives from Municipal leadership, Chambers of Commerce and Economic Development Agencies.</p>
<b>EXPECTED RESULT (S)</b>	<p>Increased awareness about BRAED to communities and local business            Stronger working relationships with communities and other agencies.            More and targeted promotion of the region to site selectors, investors and visitors.</p>
<b>BUDGET</b>	\$10,324 (AFE - \$7,824) (BRAED -\$2,500)
<b>PERSONNEL INVOLVED</b>	<p>Marketing Task Team            Administration            C of C, Local Business Boards, municipalities</p>
<b>SCHEDULE</b>	March 31, 2010
<b>PROGRESS TO DATE</b>	➤

## 2009 - 2010 – BRAED OPERATIONS PLAN

<b>CORE ACTIVITY</b>	<b>Promotion</b>
<b>INITIATIVE</b>	<b><i>Regional Economic Development Coordinator</i></b>
<b>ACTION REQUIRED</b>	<p>Develop Terms of Reference for Regional Economic development Coordinator position            Recruit Coordinator for term position May 7, 2008 – March 31, 2009            Presentation of BRAED’s promotional communication tool – “Basically BRAED” PowerPoint to Municipal Councils.            Meet with municipal administrators to create awareness of BRAED            Present Defence DVD “Thinking Outside the Tank” to six local chambers/business groups            Search MERX database and make businesses within the BRAED region aware of the opportunities</p>
<b>EXPECTED RESULT (S)</b>	<p>Regional Economic Development Coordinator hired to:</p> <ul style="list-style-type: none"> <li>• Encourage community participation in regional economic development</li> <li>• Stimulate regional industry awareness of opportunities for small and medium sized businesses, including military procurement</li> <li>• Serve as a liaison/ombudsman to the BRAED member communities providing assistance to facilitate efficient partnerships and relationships</li> </ul> <p>BRAED powerpoint presentation to be used in conjunction with Board meetings, Chambers of Commerce meetings, Municipal Council meetings and others who request.            Brand recognition for the organization            Increased cooperation within the region            Completion of core initiatives within BRAEDs Operations Plan</p>
<b>PERSONNEL INVOLVED</b>	<p>BRAED Executive Team            Task Teams            Administration            Regional Economic Development Coordinator</p>
<b>SCHEDULE</b>	March 31, 2010
<b>BUDGET</b>	\$ 75,000 (CDT- \$75,000)
<b>PROGRESS TO DATE</b>	➤

## 2009 - 2010 – BRAED OPERATIONS PLAN

<b>CORE ACTIVITY</b>	<b>Promotion</b>
<b>INITIATIVE</b>	<b><i>Regional Tourism Development</i></b>
<b>ACTION REQUIRED</b>	<p>Work with Travel Alberta to develop an strategic plan          Develop a tourism product inventory          Create a tourism development strategy in line with the BRAED Strategic Plan to encourage awareness of tourism development within the region.          Contract for the implementation of the strategy development.          Partner with stakeholders within the region and with neighbouring stakeholders to support and encourage awareness of tourism products within the BRAED region.          Continue to build closer involvement with regional tourism groups</p>
<b>EXPECTED RESULT (S)</b>	<p>Development of a Tourism Regional Development Strategy.          Production of a Tourism Product Inventory          Increased knowledge of tourism opportunities within the BRAED region          Stronger relationship with provincial and regional tourism stakeholders.</p>
<b>PERSONNEL INVOLVED</b>	<p>BRAED Tourism Task Team          Consultant          Administration          Travel Alberta          Regional Tourism Stakeholders</p>
<b>SCHEDULE</b>	March 31, 2010
<b>BUDGET</b>	\$ 80,000 (CDT - \$80,000)
<b>PROGRESS TO DATE</b>	

## 2009 - 2010 – BRAED OPERATIONS PLAN

CORE ACTIVITY	<b>Service Delivery</b>
INITIATIVE	<b><i>Work Force Development</i></b>
ACTION REQUIRED	Development of four bi-monthly “Employee Attraction and Retention” newsletters in conjunction with AEI. Newsletters will be sent to employers and will contain labour market information articles, partner services/activities, etc.(April, June, August and September)
EXPECTED RESULT (S)	Increased labour market intelligence and its dissemination. Stronger partnerships between resources and employers to labour market planning and human resource development.
PERSONNEL INVOLVED	Administration Alberta AEI staff
SCHEDULE	October, 2009
BUDGET PROGRESS TO DATE	\$8,500.00 (Other funding - \$8,500)  ➤

## 2009 - 2010 – BRAED OPERATIONS PLAN

CORE ACTIVITY	<b>Service Delivery</b>
INITIATIVE	<b><i>Defence Industry Development</i></b>
ACTION REQUIRED	<p>Hold Defence Industry DVD premiere at BRAED AGM in June</p> <p>Develop an action plan with BRAED Defence Industry Task Team to identify goals and objectives in June 2009</p> <p>Develop a communication plan that provides ways to strengthen awareness of the military opportunities with small business and industry.</p> <p>Build new network between Base Wainwright Command and BRAED</p> <p>Continue to encourage awareness of the opportunities available at Base Wainwright and MERX by providing businesses with opportunities available at the Base</p> <p>Promotion and utilization of the DVD “Thinking Outside the Tank” across the region</p> <p>Implementation of the 2009 – 2014 Defence Industry Development Investment Attraction Strategy</p>
EXPECTED RESULT (S)	<p>Greater awareness of opportunities at Base Wainwright</p> <p>Continuing network between Base Wainwright and BRAED</p> <p>Opportunities created for businesses in the region</p>
PERSONNEL INVOLVED	<p>BRAED Defence Industry Task Team</p> <p>Administration</p> <p>Community Future’s</p> <p>Board of Directors</p>
SCHEDULE	March 2010
BUDGET PROGRESS TO DATE	<p>\$ 7,500 (AFE – \$7,500)</p> <p style="text-align: center;">➤</p>

## 2009 - 2010 – BRAED OPERATIONS PLAN

CORE ACTIVITY	<b>Service Delivery</b>
INITIATIVE	<b><i>Agri Food Industry Sector Profile</i></b>
ACTION REQUIRED	<p>Develop a Terms of Reference and RFP to contract the development of an agricultural inventory.                      Hire consultant to undertake the work in August, 2009                      Project complete by October 1, 2009                      From project, develop strategy for agri food sector in region</p>
EXPECTED RESULT (S)	<p>Inventory of Agricultural products, initiatives                      Generate leads for BRAED region                      Increased awareness about opportunities, gaps and partners within the region</p>
PERSONNEL INVOLVED	<p>BRAED Executive Committee                      BRAED Agriculture Task Team                      Administration                      Consultant</p>
SCHEDULE	March 31, 2010
BUDGET	\$45,000.00 (CDT - \$45,000.00)
PROGRESS TO DATE	

## 2009 - 2010 – BRAED OPERATIONS PLAN

CORE ACTIVITY	<b>Service Delivery</b>
INITIATIVE	<b><i>Trade Corridor Development</i></b>
ACTION REQUIRED	<p>Collaborate with the REDAs across Eastern Alberta in support of an economic development corridor stretching from the American border to Fort McMurray in Eastern Alberta.</p> <p>Develop Stakeholder/Community Action Plan based on the findings of the Trade Corridors of the BRAED Region position paper, March 19, 2009</p> <p>Create an awareness of the potential impacts trade corridor development may have</p> <p>Provide position paper to stakeholders within the region for feedback and comment.</p> <p>Support initiative with motion from the BRAED Board of Directors.</p>
EXPECTED RESULT (S)	The position paper will provide guidance to the Board of Directors and Executive Committee, and assist in setting priorities for BRAED
PERSONNEL INVOLVED	<p>Executive Committee</p> <p>Board of Directors</p> <p>Administration</p>
SCHEDULE	March 31, 2010
BUDGET	\$4,000.00 (AFE - \$4,000.00)
PROGRESS TO DATE	➤

## 2009 - 2010 – BRAED OPERATIONS PLAN

CORE ACTIVITY	<b>Advocacy</b>
INITIATIVE	<b><i>MLA Roundtable Consultations</i></b>
ACTION REQUIRED	Organize at least one MLA Roundtable/Consultation in the BRAED region.
EXPECTED RESULT (S)	Create more awareness of BRAED and economic development issues in the region.
PERSONNEL INVOLVED	Board of Directors Administration MLA's
SCHEDULE	February 28, 2010
BUDGET	\$1,000 (BRAED - \$1,000)
PROGRESS TO DATE	➤

## 2009 - 2010 – BRAED OPERATIONS PLAN

CORE ACTIVITY	<b>Advocacy</b>
INITIATIVE	<b><i>Land Use Framework Regional Advisory Committee</i></b>
ACTION REQUIRED	Advocate to have BRAED representative sit on the Land-use Framework Advisory Committee.
EXPECTED RESULT (S)	Appointment to Land Use Framework Committee
PERSONNEL INVOLVED	Executive Committee Board of Directors Administration
SCHEDULE	February 28, 2010
BUDGET	\$1,500 (BRAED - \$1,500)
PROGRESS TO DATE	➤

## 2009 - 2010 – BRAED OPERATIONS PLAN

CORE ACTIVITY	<b>Excellence in Governance and Operations</b>
INITIATIVE	<b><i>Maintain effective operations for BRAED</i></b>
ACTION REQUIRED	Records management Financial management Organize meetings for Board and Executive Ensure that the information is communicated to the proper parties Ensure all policy, procedure, bylaws and articles of association are current and accurate Maintain BRAED office
EXPECTED RESULT (S)	Effective administration to support BRAED Currency the fundamental components of operating a Board
PERSONNEL INVOLVED	Executive Committee Administration Executive Committee Assistant
SCHEDULE	ongoing
BUDGET	\$ 42,000 (AFE - \$40,000) (BRAED - \$2,000)
PROGRESS TO DATE	➤

## 2009 - 2010 – BRAED OPERATIONS PLAN

<b>CORE ACTIVITY</b>	<b>Information Sharing</b>
<b>INITIATIVE</b>	<b><i>Board Orientation &amp; Governance</i></b>
<b>ACTION REQUIRED</b>	<p>Develop Terms of Reference            Request for Proposals to retain consultant to develop a Board Orientation and Governance Package            Governance training/working session for the Steering Committee and the Board of Directors for BRAED (An initial ½ day session with the Steering Committee, a 1½ day session for all Board members, and a third session as a follow up in year 2).</p>
<b>EXPECTED RESULT(S)</b>	<p>Review of the MOU between BRAED &amp; AFE            Development of board orientation and governance documents (roles &amp; responsibilities)            Ability of Board of Directors, Executive Team and Project Task Teams to make effective decisions through guidance provided by governance documents            Increased capacity and sustainability of BRAED            Enhanced organizational accountability</p>
<b>PERSONNEL INVOLVED</b>	<p>BRAED Board of Directors            BRAED Executive Team            Administration            Consultant</p>
<b>SCHEDULE</b>	March 31, 2010
<b>BUDGET</b>	\$7,500 (AFE - \$5,000) (BRAED - \$2,500)
<b>PROGRESS TO DATE</b>	

## 2009 - 2010 – BRAED OPERATIONS PLAN

CORE ACTIVITY	<b>Information Sharing</b>
INITIATIVE	<b><i>Multi-Year Strategic Plan</i></b>
ACTION REQUIRED	Develop Terms of Reference Hire facilitator to do strategic planning Complete plan in-house Strategic Plan adopted by Board of Directors
EXPECTED RESULT(S)	Multi-Year Strategic Plan developed
PERSONNEL INVOLVED	BRAED Board of Directors BRAED Executive Team BRAED Project Task Teams Administration Consultant
SCHEDULE	December 2009
BUDGET	\$5,000 (AFE - \$5,000)
PROGRESS TO DATE	

