

BRAED Operational Plan 2020-21

FOCUS AREAS

- Economic Diversification – Investment attraction focused on value-added agriculture, energy and tourism
- Economic recovery – Support member municipalities in their efforts to re-ignite local and regional economies
- Sustainability– Build and test a model for long-term sustainability of BRAED

FOCUS – ECONOMIC DIVERSIFICATION

Goal: Investment attraction focused on value-added agriculture, energy and tourism

Priorities:

- Phase 4 of Value-added Agriculture Project
- Develop and develop strategies and tactics to support energy and tourism industries

TACTIC		Target	Inputs	Time	Lead	Desired Results/Indicators
PRIORITY ONE	ACTIVITIES					
<p><i>Value-added agriculture</i> Following from progress in 2019-20, continue to deliver strategy to increase investment in industry in the region.</p>	<p><i>Plant Protein Work</i></p> <ul style="list-style-type: none"> • Partner with Plant Protein Alliance of Alberta (PPAA) to share information on growth and investment potential • Continue to investigate fractionation potential and facilitate expansion of regional multi-stakeholder partnerships <p><i>Investment attraction – phase four</i></p> <ul style="list-style-type: none"> • Identify top investment leads and begin long-game attraction plan • Develop specific value proposition and sophisticated positioning of region for investment attraction 	<p>BRAED member communities</p> <p>BRAED agricultural producers</p> <p>Seed Cleaning Plant Boards and Managers</p> <p>Prospective international investors</p>	<p>Management time and project management</p> <p>CECI \$ 35,000 BRAED and partners \$35,000</p>	<p>Q1-Q3</p>	<p>Contractor (s)</p> <p>ED</p> <p>Chair</p> <p>Executive</p>	<ul style="list-style-type: none"> • Value-added agriculture investment attraction in region becomes more broadly understood and supported • <i>Measures:</i> investment from industry partners in dollars and time in BRAED facilitated initiatives and actions

<p><i>Energy sector</i> Assess impact and develop action plan. The energy sector continues to lag in recovery, creating negative impacts in the region. A regional approach to recovery will be useful.</p>	<ul style="list-style-type: none"> • Host regional energy industry round table using online platform and develop regional action plan • Support efforts of Hardisty area working group and advocate to the Province of Alberta for supportive infrastructure • Use online platforms as much as possible and effectively 	<p>BRAED Member Communities Alberta Energy</p> <p>Alberta Economic Development Trade and Tourism</p> <p>Alberta Labour and Immigration</p> <p>Western Economic Diversification</p>	<p>Staff time and project management</p> <p>Travel budget and meeting expenses</p>	<p>Q2</p>	<p>ED and Energy Sector Working Group</p>	<ul style="list-style-type: none"> • BRAED and its members understand the current state of the sector in the region and develop recommendations for next steps. • <i>Measures:</i> active participation in collaborative network in the region and government agencies
<p><i>Tourism sector</i> Working through and with GoEast, support recovery efforts</p>	<ul style="list-style-type: none"> • Convene an informal steering committee <ul style="list-style-type: none"> • Convene a tourism development round table using online platform • Provide facilitation support to GoEast with online and social media presence. • Support training and marketing efforts. • Leverage One Less Trip material already created. 	<p>BRAED Executive</p> <p>GoEast Regional Tourism Organization</p> <p>Alberta Economic Development Trade and Tourism</p> <p>Travel Alberta</p> <p>Alberta Agriculture – Farmgate programs</p> <p>Community based organizations such as Camrose Tourism</p>	<p>Management time</p> <p>Killick Resources</p>	<p>Q1-Q3</p>	<p>ED</p>	<ul style="list-style-type: none"> • Regional tourism operators have increased access to recovery resources • <i>Measures:</i> number of links to BRAED tourism specific social media. KNOTice and web assets

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PRIORITY – RECOVERY

Goals:

- BRAED member communities’ economy will recover from COVID-19 induced contraction
- BRAED regional economy will experience optimal economic recovery

Strategic Plan Priorities:

- Direct members to relevant and triaged recovery information
- Build regional team to share information and optimize regional collaboration among members and partners

TACTIC		Target	Inputs	Time	Lead	Desired Results/Indicators
PRIORITY	ACTIVITIES					
Economic recovery information shared and BRAED established as trusted source of economic recovery information	<ul style="list-style-type: none"> • Creation and facilitation of regional economic recovery taskforce <ul style="list-style-type: none"> • Build inventory of business closures and re-openings using existing resources • Creation of Regional Economic Recovery page on www.braedalberta.ca <ul style="list-style-type: none"> • While health and wellness is not focus, provide curated links to best resources • Social media strategy – driving to www.braedalberta.ca • Bi-monthly KNOTice eNewsletter with focus on regional economic development activities and resources. • Weekly @BRAEDalberta posts targeted at economic recovery resources • Report analytics from KNOTice, @BRAEDAlberta and www.braedalberta.ca to Executive and Members 	BRAED members Economic development officers and CAOs Chambers of Commerce BREOC GoEast Regional Tourism Organization Provincial and federal partners	Killick Leadership resources Admin time Operational funding	Ongoing	Executive Director	<ul style="list-style-type: none"> • A better understanding of regional and local impacts • Regional economic development resources collaborate to maximize recovery efforts • Overload of recovery information is minimized, and value of information is maximized • <i>Measures:</i> number of participants in the regional collaboration; traffic on recovery specific channels

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PRIORITY – SUSTAINABILITY

Goal: To provide BRAED members with solid information to determine future viability of BRAED

Strategic Plan Priorities:

- Strategic discussions on regional economic development needs
- Understand and recommend future direction for BRAED
- Continue BRAED operations as sustainability discussions evolve

TACTIC		Target	Inputs	Time	Lead	Desired Results/Indicators
PRIORITY	ACTIVITIES					
Build a vision for economic future of the region	<ul style="list-style-type: none"> • Strategic planning process focused on regional economic development vision • Identify key stakeholders and partners 	BRAED members Economic development officers and CAOs Industry partners Provincial and federal partners	Killick team Admin time BRAED Executive time Meeting costs	Q1-2	ED Executive	<ul style="list-style-type: none"> • A regionally supported economic vision • <i>Measures:</i> written support from BRAED members and other process participants
Build a model for BRAED moving forward from April 1, 2021 (Form follows function)	<ul style="list-style-type: none"> • Research potential models based on best practice • Provide recommendation to BRAED members 	Participants in strategic thinking process BRAED members	Killick team Admin time BRAED Executive time	Q 3	ED Executive	<ul style="list-style-type: none"> • A regional economic development model that is supported broadly in the region • <i>Measures:</i> written support from BRAED members and other process participants; financial commitment based on outcomes

<p>Within changed economic and health ecosystem, have BRAED operate as an important partner in regional economic development and leadership</p>	<ul style="list-style-type: none"> • Quarterly BRAED member meetings virtual meetings in April and September and in person meetings (if possible) in June (AGM) and December (Executive elections) • Ten meetings of Executive annually with 6 virtually and 4 in person if possible (June, September, December, March) 	<p>BRAED members BRAED economic development partners including provincial and federal</p>	<p>Killick team Admin time</p>	<p>Ongoing</p>	<p>ED Executive</p>	<ul style="list-style-type: none"> • Regular meetings to facilitate BRAED ongoing business and effective operations • <i>Measures:</i> participation of members and partners.
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