

Board of Directors' Meeting, Thursday December 12, 2019

5-8pm: Princess Theatre Living Room, 5018 – 50th Street, Killam, Alberta

5pm DINNER

AGENDA

1. Call to Order - Brian Ducherer, Chair
 - a. Welcome and introductions
 - b. Greeting – Mayor Ben Kellert, Town of Killam
2. Approval of Agenda
3. Approval of Minutes from Board of Directors Meeting, September 12, 2019
4. Presentations
 - a. CN, *Business Development Opportunities (Handout)*
Greg Karpo, Manager, Business Development, Western Region and Lindsay Brumwell, Manager, Public Affairs
 - b. Town of Viking, *Our experience with community owned broadband*
Don MacLean, CAO
 - c. University of Alberta, *How to best build functional regional networks (Handout)*
Cathy Goulet for Dr. Lars Hallstrom
5. Election of Executive Members 2020
6. Project Updates – Cathy Goulet
 - a. Value-added Agriculture Program
 - i. Value-added Agriculture Cluster
 - ii. Value-added Agriculture Investment Attraction
 - iii. Seed Cleaning Plant Round Table
 - b. One Less Trip Retail Promotion
 - i. CARES Application for follow-up work
7. Management Report – Cathy Goulet
 - a. REDA Initiative Renewal
 - b. Communications Strategy
 - c. Proposal for policy changes in support of membership
8. Financial update – Cathy Goulet
9. Next Meeting – March 12, 2020 - Location discussion
10. Regional Round Table – Members
11. Adjournment



MINUTES

BRAED Board of Directors MEETING
Lions Rec Centre, 5018 Windsor Ave
Coronation, Alberta
September 12, 2019

Board of Directors of the Battle River Alliance for Economic Development (BRAED) was held in the Lions Rec Centre, 5018 Windsor, Ave., Coronation, Alberta

Communities:

Beaver County: Barry Bruce
Camrose: Patricia MacQuarrie
Coronation: Shelley Cook, Quinton Flint, Ron Checkel
County of Paintearth: Stan Schulmeister
Daysland: Ed Kusalik,
Edgerton: Wes Laporte
Forestburg: Bob Coutts
Holden: Mark Gieblehaus
Irma: Joan Green
Killam: Ben Kellert
Ryley: Brian Ducherer
Sedgewick: Perry Robinson
Tofield: Larry Tiedemann
Wainwright: Carley Herbert

Associate Member:

Arnold Hanson

Guests:

Outlook Market Research/Acorn Partners: Randy Baldwin
Economic Development Trade and Tourism: Dawna Allard
Gov't of Alberta, Workforce Consultant – Labour: Jean Vidal

Staff:

BRAED Executive Director: Cathy Goulet
Recording: Cindy Hurum

Supper: 5:00pm

1. Call to Order - Welcome & Introductions

Chair, Brian Ducherer called the Board of Director's Meeting to order at 5:40 p.m.

Greetings from Coronation Deputy Mayor Ron Checkel.

2. Approval of Agenda

Motion: That the agenda of September 12, 2019 be accepted as amended. Amendment is to move agenda item 5b. (Marketing update) to 4a. iv

Moved: P. Robinson

CARRIED

3. Approval of Minutes

Motion: That the minutes from April 11, 2019 Board of Directors Meeting be approved as presented.

Moved: A. Hanson

CARRIED

4. Project Updates All Presented as Information

a. VALUE-ADDED AGRICULTURE PROJECT

i. Value-added Agriculture Cluster Development Project – Randy Baldwin, Outlook Market Research / Acorn Partners

Funding has been approved for work into 2020 under the project title "Listening and Learning". The project will include in-depth research of the Pan-Prairie Protein Industries Supercluster. BRAED will gain a sophisticated understanding of the cluster to better position Camrose and the BRAED region to take advantage of future opportunities.

An update was presented, Randy lead a discussion on regional priorities in crop potential. See attached summary.

1. Contract and Invoicing: Final contract signed June 18, 2019 and first payment.

2. Logistics Phase:

- Randy Baldwin completing interviews beginning September 3 and ending September 13 covering Saskatoon, Regina, Calgary, Edmonton, and BRAED member interviews beginning of September.

Updated Interview List:

- *Associations:* Pulse Canada & Cdn. Special Crops Association, Canola Council of Canada, Alberta Canola Producers Commission, Alberta Pulse Growers, Soy Canada, Prairie Oat Growers Association, Western Barley Growers, Barley Council of Canada, Alberta Barley Commission, Western Grain Research Foundation, Sask. Pulse, Genome Prairie, MB Wheat & Barley Growers, Canola Growers, AFPA, Protein Industries Canada
- *Research and development organizations:* Richardson Centre for Functional Foods and Nutraceuticals, KeyLeaf Life Sciences, Ag-West Bio, Food Development Centre, SK Food Centre, Alberta Agriculture Food Processing Development Centre, Agri-Business Processing Business Incubator, Prairie Biosciences Canada (PBC)
- *Government:* Food and Value-Added Policy Section, AB Ag & Forestry; Industry Development Officer, MISB; MB Agriculture;
- *Agriculture Companies:* Cargill, Merit Functional Food Corp, P&H, Paterson Global Foods

ii. VALUE-ADDED AGRICULTURE LEAD GENERATION PROJECT:

This project will include development of business visitation packages and fact sheets, and continuing to lead generation, investor meeting and follow up. Cathy reported that this project is on time and on budget.

iii. ONE LESS TRIP RETAIL PROMOTIOIN – Lynette Lefsrud, GRIDSTONE MARKETING

Lynette Lefsrud, Gridstone Marketing, reviewed the project. The second phase of the One Less Trip Initiative will:

- Plan and implement a series of regional OLT events.
- Support existing shop local promotions and events.
- Business development training for BRAED businesses.

Progress to Date:

- Contract was signed, and the launch meeting was held on July 17, 2019
- Gridstone has completed its initial planning phase and has made some suggestions to the weighting of deliverables which management is recommending

Follow-up discussion: Get BRAED Website updated to start connecting with people and see what they are interested in. We would like to see 30 – 50 people attending the free workshops but reasonable to expect 20. Start advertising in local publications to encourage locals to experience the atmosphere and unique elements for shopping at these OLT events.

Motion: To amend the scope of the One Less Trip Project as presented by Gridstone.

Moved: B. Kellert

CARRIED

vi. **MARKETING UPDATE – Bobbi Menard, Killick Leadership – presented as information**

BRAED KNOTice Highlights – Our newsletter list was built from active stakeholders and because of this the open rate of the newsletter is very strong. To continue to build stakeholder trust we need to keep providing a wide variety of content.

Website Google Analytics (Q1 & Q2 YTD) There has been a clear reversal in the trend line for the number of visitors to the site. The primary measurable cause is the loss of traffic from the Alberta Trade Corridor site.

The BRAED Website – 2018 YTD top page viewed: Site Selector @ 6%

- 2019 YTD top page viewed: BRAED community maps @ 13%

Opportunities:

- We need to ask our member communities to link the BRAED page to their websites.
- Better understand the quality and value of the referral traffic that came from Alberta Trade Corridor.
- Request a Search Engine Optimization update from the web development company to identify opportunities for organic traffic growth.

TWITTER:

- Tweet content that focussed on LOCAL economic development activity had the highest engagement and reach.
- Local stories that BRAED initiated consistently outperformed retweets.
- BRAED tweets regarding federal/provincial spending and program offerings for small business/producers/investors.
- Our top tweet in July – “Better roads and street furnishings, especially on a business Main Street, are classic economic development. Town of Sedgwick, AB is delivering for their businesses and community this summer”

5. MANAGEMENT REPORT – Cathy Goulet – Presented as Information

a. REDA INITIATIVE RENEWAL

- The REDA Chairs and Managers prepared a briefing for Minister Tanya Fir, Alberta Economic Development, Trade and Tourism. The briefing provides background and recommendation on next steps. The Minister was invited to a meeting with REDA Chairs for a summer date. Minister Fir’s office has advised that the Minister will reach out to REDA chairs in the fall.
- We consider this a “neutral” response

6. Financial Update – Cathy Goulet

Motion: To approve the financial update as presented.

Moved: P. MacQuarrie

CARRIED

7. **Next Board of Director's Meeting** - December 12, 2019 in Killam.

8. **Regional Round Table – Members.**

Arnold Hanson – Member at large - Viking

- P & H is up and running. Bringing fertilizer cars in, turnaround with Atrium hauling fertilizer out
- Mechanics expanded out to Hwy 14
- Waiting on harvest

Patricia MacQuarrie – City of Camrose

- Major infrastructure wrap-ups all on time
- We've found some structural issues with the drill hall
- Challenges going forward

Ben Kellert – Town of Killam

- Infrastructure – fixed some roads and parking lots
- Grand Opening of new Health Centre, long term care Sept 19th, and moving residents Oct 1. They will have their own rooms and own bathrooms. Once all moved, we will gut and renovate the old area with a 2020 completion date. There will be a designated dementia area as well as couples' suites
- Adult housing meeting Monday Sept 16th.
- There's been interest shown in some lots in the new subdivision.
- Potential new business

Dawna Allard – Alberta Economic Development and Trade – Government of Alberta

- Programs all on pause until the Budget is presented in October
- Top 3 priorities – nothing has changed
 1. Targeted Investment Attraction
 2. Connect Innovators to bring new technologies to market
 3. Promote the Development of Alberta's Tourism Industry
- Tourism Entrepreneurship Start up Seminars – 6 full-day seminars

Carley Herbert – Town of Wainwright

- Levelling Hwy's 14 / 41 commercial property for future growth
- Infill happening in residential areas
- Farm Family Corn Maze located between Wainwright & Edgerton
- Scarecrow Festival September 28th
- CT Scanner Fundraiser project doing well, having an NHL fundraiser with Theo Flurey & Marty McSorley

Jean Vidal – Alberta Labour

- Everything on pause until the Budget comes down in October
- Labour Market Partnership Grants are available for accessing in your communities. Guidelines include a minimum of 3 partners with a project that addresses a workforce issue. Contact Jean for more information at jean.vidal@gov.ab.ca or by phone at 780-581-1123
- Canada Alberta Job Grants – Employer programs and services, train and get reimbursed 2/3 with quick turnarounds on approvals
- Analysis of provincial labour – Edmonton and Calgary need employers in trades and health. Calgary does have the most job postings
- Top occupations – Truck drivers in high demand
- Ministers heading to Edmonton, Red Deer, Calgary, Lethbridge and Medicine Hat to do consultations on immigration

Joan Green – Village of Irma

- School well underway for November opening
- The village is seeing some home sales and some new builds
- In the process of hiring a new CAO

Barry Bruce – Beaver County

- The county is experiencing some difficulty because Sequoia's closure has created a \$2 million dollar tax loss
- Looking at "Priority Based Budgeting". This new system might be what's needed.

Perry Robinson – Town of Sedgewick

- Sedgewick will be Gibson's secondary control centre
- Working on main street but with this second wettest summer since 1998 it has been slow going. The sandy soil has helped.
- Upcoming Rock Festival on October 19th, 2019.
- Sedgewick School caught fire, saved the building but had to move students into portables while work is being done, School opened September 11th
- There's some subdivision interest
- The old Bumper to Bumper is being renovated to a gas station and convenience store
- The Aug 24th Flagstaff Scottish Festival saw over 1000 people come to town
- Sedgewick almost lost MSI funding from 2011-2012 due to stale dating. The CAO was able to have the funds allocated to the current main street project because he challenged the process by which they were trying to claw the funds back and he was successful.

Bob Coutts – Village of Forestburg

- August long weekend Centennial event made over \$20,000 in profit
- Sports groups paved out at the airport and getting drag races going. Hoping for over 100 cars
- Building residential lots
- Approved land use for 5000 square foot micro cannabis facility

Ed Kusalik – Town of Daysland

- The town has had 7 new applications for businesses
- Home sales targeting 20 – 30-year old's and 30 – 35-year old's
- 52nd Avenue, dealing with heated sewer line
- The town purchased a Bob Cat Skid Steer with Sweeper
- Receiving quotes to resurface RR 145 to 155
- The town purchased 3 acres for waste bins
- Coming events - Halloween on main street, Christmas parade
- Daysland Business Association hosted weekly BBQ's, raised enough money for a new Gazebo

Shelley Cook – Town of Coronation

- Annual Fair went well
- Hosted 4 Provincial Ball Teams
- New showers and laundry at the campsite
- The murals in town are all re-done
- New playground at a cost of \$180,000. Received a grant for \$90,000. Raised \$30,000. and \$25,000 in kind.
- There have been two new business license applications

Larry Tiedemann – Town of Tofield

- Council working on MSL process
- Hosting Winterfest in December
- The town has had a request to look into revival of the Snow Goose Festival
- Held grand opening of the new Tim Horton's

Stan Schulmeister – Paintearth County

- IPL is in the 1st stage of 3 phase pipeline from County of Stettler to Throne
- BREOC has received \$2.7 million from Federal Government to keep centres going
- \$15M Ash Core – fly ash recovery from plant, 25 years, goes into concrete
- Create a man-made lake
- Selex rescheduled human waste from Edmonton
- Heartland Energy completing gas line for generation -
 - Unit 5 – 100% gas
 - Unit 4 – 50% gas
- Consultation process regarding powerline to Red Deer

Mark Giebelhaus – Village of Holden

- Farmer's Day was a success even with the weather
- The new Fertilizer Plant is doing a good business
- The Ice Plant will be in by October. Booked out 5 days a week for ice time by other communities
- Sewer lines in town need replacing

- The old bus barn has been purchased, Bottle Depot moving into town

Brian Ducherer – Village of Ryley

- Ryley's new CAO is a military retiree, very knowledgeable
- Want to complete some paving before year end
- The landfill will be a Municipal Controlled Corporation by year end
- The Ry – ToF Ball Tournament was another success with over 80 teams. The tournament has a long waiting list

12. Adjournment

Chair B. Ducherer adjourned the meeting at 8:00pm

Stan Schulmeister, Secretary

Brian Ducherer, Chair



Board of Directors', December 12, 2019
5.0 Election Executive Members

BACKGROUND

The Battle River Alliance for Economic Development elects, from among its members, an Executive Committee. This normally happens in December of every second year, unless a vacancy emerges in the interim. Based on a decision of the members on April 11, 2019:

The Executive Committee must be made up of:

At least one Village representative

At least one Town or City representative

At least one MD or County representative

Up to one Economic Development Officer from a member organization

And up to Four (4) Members at Large

For a total of seven (7) members of the Executive Committee

On December 12, 2019, the following positions became vacant:

At least one Village representative

At least one Town or City representative

At least one MD or County representative

And up to Two (2) Members-at-Large (which may include one Economic Development Officer)

Two Member-at-Large positions were filled mid term:

Shelley Cook (expiring April 5, 2020)

Mark Giebelhaus (expiring June 13, 2021)

Executive Committee Members do not have to be elected officials, but the non-elected-official members of the Executive Committee may not be appointed as Chair. The Executive Committee selects from amongst itself the Chair, Vice-Chair, Secretary and Treasurer.

The following nominations have been received in writing:

- Patricia MacQuarrie, City of Camrose (Town or city representative)
- Brian Ducherer, Village of Ryley
- Edward, Kusalik, Town of Daysland

FOR ACTION.



Board of Directors Meeting December 12, 2019

6.a. Value Added Agriculture Program

i. **Value-Added Agriculture Cluster Development**

As a follow-on to the work completed by BRAED in 2017 and 2018, funding has been approved for the work into 2020 under the project title "Listening and Learning". This project will include in-depth research of the Pan-Prairie Protein Industries Supercluster to understand what these national, provincial and industry-backed associations are looking for in terms of products, site-selection and markets. Before developing a value proposition, BRAED will gain a sophisticated understanding of the cluster to better position Camrose and the BRAED region to take advantage of future opportunities. CARES funding has been received for \$56,000 which will be matched by funding of \$56,000 from the City of Camrose and BRAED. Camrose has committed \$30, and BRAED has committed to fund this project up to \$30,000 from reserves and 2019-20 operating revenues.

The key deliverables of this project are:

- Listening & Learning – Primary Objectives:
- Taking the results of the past Regional Value-Added Agriculture Projects done by Camrose, BRAED and EATC including research, marketing and company visits to form a benchmark of where the City and Region must be properly positioned to develop a comprehensive Value- Added Agriculture SWOT.
- In-depth 'primary' research of the Value-Added Agriculture and Pan-Prairie Protein Industries Supercluster to understand what these national, provincial and industry-backed associations are looking for in terms of products, site-selection and markets. Before developing a value proposition, gain a sophisticated understanding of the cluster to better position Camrose and the BRAED region to take advantage of future opportunities.
- Developing a detailed reporting and communications strategy/tools to guide next steps and inform all stakeholders.

Project Progress

- Benchmarking the BRAED Region: Interviews with agriculture associations, companies, researchers and government officials are complete. Twenty-five interviews have been completed, creating a local, national and international picture of the value-added agriculture trends which would impact cluster development. Emerging industries are lead by plant-protein and hemp processing.
- Secondary research building a profile by county and Census district by agricultural assets and population is complete. Primary research, which is focussed on BRAED member interviews. In ongoing.
- Completion is on track for December 31, 2019.

ii. **Value-Added Agriculture Investment Attraction**

As a follow-on to the work completed by BRAED in 2017 and 2018, funding has been approved for the next phase - Lead Generation. This project will include development of business visitation packages, and fact sheets, and continuing to lead generation, investor meetings and

follow-up. The project budget is \$69,000 with ICCI funding 50%. To date BRAED has secured \$27,600 in partner funding from County of Paintearth, MD of Wainwright, Flagstaff County and Camrose County. This Project is to be completed by December 31, 2019.

The key deliverables of this project are:

1. Investment Marketing Tools and Material Development

- **Businesses Visitation Packages:** Highlighting value-added agriculture investment opportunities based on Phases 1-3 of the Initiative. These will be developed before the FDI Lead Generation and Meetings with Potential Investors.
- **Opportunity Fact Sheets:** Based on feedback from FDI visits and the Businesses Visitation Package content, electronic Opportunity Fact Sheets will be developed. 3-4 Fact Sheets will be developed. They will be 2-4 pages in length web versions, and high-resolution printable versions.
- **Website Integration:** Integrating findings of Phase 1, 2 and 3, the major outcomes of the FDI Lead Generation and Meetings with Potential Investors, and the Opportunity Fact Sheets into the BRAED website and mapping module.

2. FDI Lead Generation and Meetings with Potential Investors

- **Generate an FDI Lead Generation list** for this 4th phase of the BRAED Value Added Agriculture Initiative.
- **Engage in face to face and phone meetings and interview with the Leads.**
- **Develop targeted cases for follow up with potential investors.** These will be graphically sophisticated packages that specifically address the needs described by the interviewees and how they match up to the assets in the BRAED region.

Progress to Date

1. Deliverables sequencing was adjusted based on need to synchronize with the Cluster Development Project. Marketing Tools and Material will be delivered after meeting with investors.
2. Contract with revised sequencing was signed August 30, 2019
3. Activities to date:
 - a. Consultants have travelled in the UK and the Netherlands. In addition to some investigative conversations, several short meetings were held with personal contacts in the Netherlands. Particularly interesting was a meeting with the Trade Commissioner in The Hague. Follow-on conversations via telephone and email are continuing.
 - b. Plant protein and hemp are known areas where there is potential interest in western Canada.
 - c. In addition to introducing the project to Serecon contacts, a list of potentially investable businesses or contacts in the Battle River region is being built. From this list, a "best potential opportunity" has been developed which will provide a

proforma business case and outline of presentation packages to potential investors.

- d. Serecon is developing, as an attraction tool, a proforma investor presentation for a Pea Protein Fractionation Facility. This facility would source cleaned yellow peas and would then peel, mill and process the peas into pea flour, fibre and starch. The products would be bagged and prepared for shipment by truck or rail. (\$100-\$400 million for any significant scale).

NOTE: We have met jointing with both consulting firms and have reached agreement to share their findings with each other prior to public release. Further, they will be providing a joint report which will make recommendations based on their findings in total. We will be meeting with them again on January 10, 2020. This is work incremental to the original contract for which no additional fees are being charged.

iii. **Seed Cleaning Plant Round Table**

As a follow-up to the Plant Protein Alliance of Alberta BRAED Regional Tour in February 2019, BRAED hosted this round table at Flagstaff County Offices on November 29, 2019. Twenty participants, representing 7 of the 8 seed cleaning plants in the region as well as BRAED, had a lively discussion. An inventory of challenges and opportunities were gathered and . go-forward suggestions offered. The participants indicated a willingness to explore a potential collaboration on *Yellow Pea Processing Facility*. This could be for a fairly straightforward first-stage processing facility – essentially a seed cleaning plant with several cleaning lines and colour sorters, ability to remove the hull, split the peas and size them. Final steps would be polish and bagging for human consumption. (\$5-20 million)

Upcoming events are:

1. February 20, 2020 *Location to be confirmed*
Pea Fractionation 101 – hosted in partnership with the Plant Protein Alliance of Alberta
2. March 10, 2020, *Likely in Camrose*
Value-added Regional Round Table with presentations of findings from the Cluster Development and Investment Attraction projects

FOR INFORMATION.



Board of Directors, December 12, 2019

6.b. One Less Trip Retail Promotion

BACKGROUND

This project is funded at through the CARES REDA Stream Two Grant and work is to be completed by December 31, 2019. This project was awarded to Gridstone Marketing in June, 2019

Project Deliverables

This second phase of the One Less Trip initiative will:

- Plan and implement a series of regional OLT events
- Support existing shop local promotions and events
- Business development training for BRAED businesses

Progress to Date:

This BRAED program included four workshops, and set up and promote five Santa Trails based on a circle-tour concept. The overall purpose of this program is to help businesses in the BRAED region develop excitement for their products over the Christmas season. It translates the One Less Trip Initiative message into "Visit these retailers and makers for a unique gift" message.

Workshops

These were set up and promoted as follows:

- Nov 4 – Wainwright – Selling and Tradeshow
- Nov 5 – Wainwright – Storytelling and Social Media
- Nov 5 – Camrose – Selling and Tradeshow
- Nov 5 – Camrose – Storytelling and Social Media

Unfortunately, registrations were very low, and the decisions was made to cancel. In lieu of face-to-face workshops, Gridstone is developing two online workshops to be available through the BRAED website. This will be a good legacy piece for the p[roject]

Santa Trail Promotion (see graphics below)

The final of five tours is being promoted for delivery December 14/15. As of December 2, over 47,000 social media and website "hits" have been recorded.

Partnerships

A very positive working relationship with Go-East Regional Tourism Organization has been developed. This has led to cross promotion of the program and discussions of future partnerships. The Global Morning Show interview on December 12, 2019 with Cathy Goulet, BRAED Executive Director and Tanya Ford, Simply Bee, was a result of a referral from Kevin Kiselevich of GoEast.

FOR INFORMATION

Santa Trail Initiative Overview

We're promoting Christmas markets and retailers in the BRAED (Battle River Alliance for Economic Development) region this holiday season.

Starting Nov 16 for five weeks, we've been highlighting some of the area's markets, retailers, makers and restaurants in a promotion called the Santa Trail.

For each of the five Santa Trails, we've designed an experience of shopping for the perfect gift and we've included coffee shops and restaurants so you can enjoy a snack or a meal along the way.

5 Santa Trails featuring:

- 28 retailers and restaurants
- 16 Christmas markets

Promotion vehicles include:

- BRAED Alberta website – BRAEDAlberta.ca/SantaTrail
- Go East of Edmonton website
- One Less Trip Facebook page
- Go East of Edmonton Facebook and Instagram
- BRAED Twitter
- Global Morning News Edmonton on December 2
- Numerous other community sites

Stats available as of December 9:

- Facebook reach through OLT and Go East was **79,616**
- Facebook engagement through OLT and Go East was **5,440**
- Engagement is **6.83%**



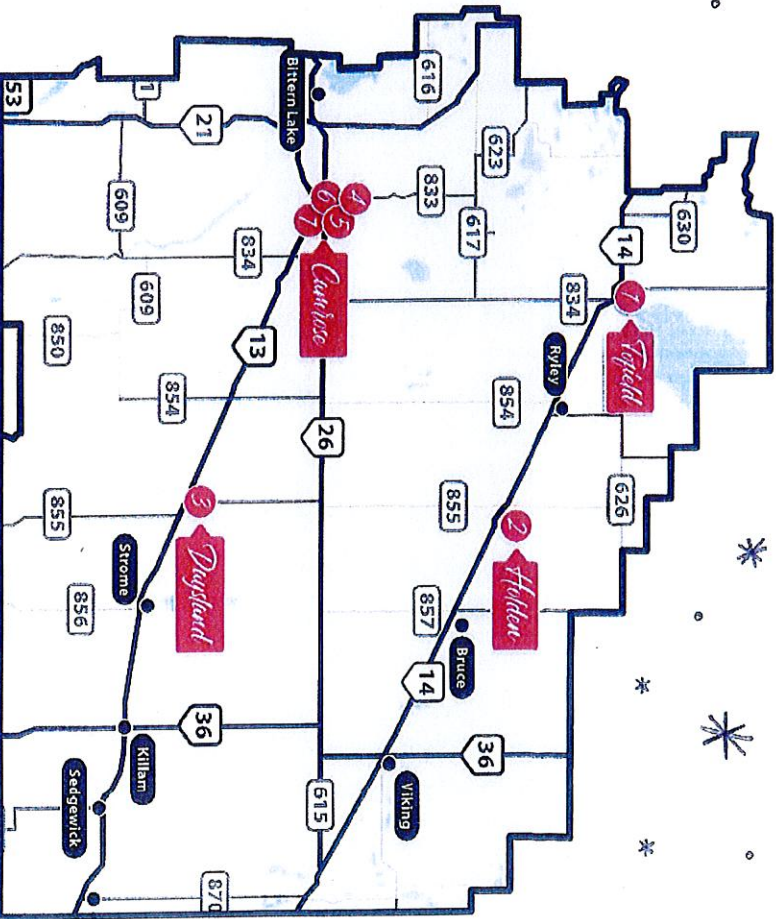


Santa Trail #1

November 16 & 17 Weekend

Find the perfect gift on the Santa Trail:

- 1 *Moosehide Clog: Petal Pushers and The Prairie Willow*
5213 - 50 Street, Tonfeld • Open Saturdays, closed Sundays
- 2 *Holden Christmas Market and the Festival of Trees*
Holden Community Hall and The Gallery • Saturday, Nov 16 - 11am to 3pm
- 3 *Christmas in the Country Market*
Daysland Hall • Sunday, Nov 17 - 11am to 3pm
- 4 *Lakehouse Natural Soap Company*
4926 - 50 Street, Camrose • Open Saturdays, closed Sundays
- 5 *Lager House - Norwegian Bakery*
5210 - 51 Ave, Camrose • Open Saturdays, closed Sundays
- 6 *Unseason - Olive Oils and Vinegars*
4937 - 50 Street, Camrose • Open Saturdays, closed Sundays
- 7 *Monte Carlo Restaurant*
4907 - 48 Ave, Camrose • Open Saturdays and Sundays



Promoting Christmas markets and retailers in the BRAED region this Christmas season.



BRAED
BATTLE RIVER ALLIANCE
FOR ECONOMIC DEVELOPMENT



Visit BRAEDAlberta.ca/SantaTrail for all the details



Find the perfect gift on the Santa Trail:

1 *Fiona's Cakes*

4968 50 Street, Camrose
Open Saturdays - 9 am to 5 pm

2 *Downtown Camrose*

Lots of great shops including Sole City Shoes, From Kicks to Kids, Candler Art Gallery, The Trendy Walrus and more!
Most stores open on Saturdays

3 *Steve Bell's Winter Market*

Camrose Regional Exhibition
4250 Exhibition Drive, Camrose

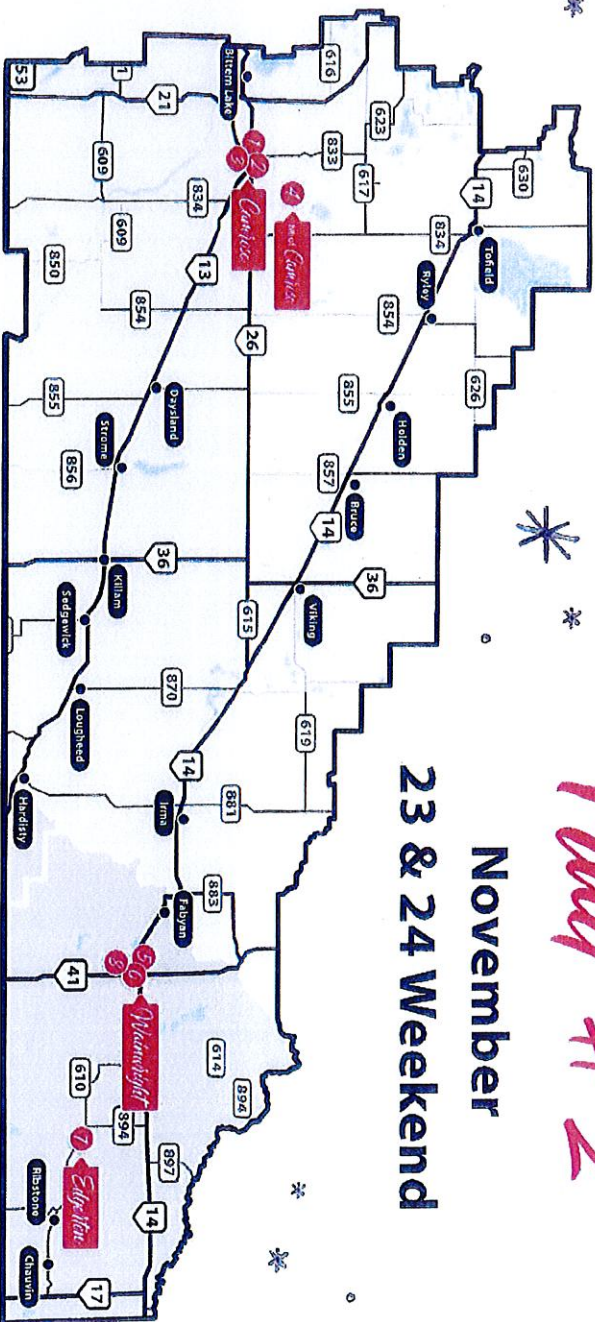
Nov 22 - 2 pm to 7 pm
Nov 23 - 10 am to 7 pm
Nov 24 - 12 pm to 5 pm

4 *Buckskins Emporium*

19453 Township Road 474 • 6 miles NE of Camrose
Open Saturdays - 10am to 5pm

5 *Quonball Craft Sale*

Wainwright Communityplex • 700 2 Ave, Wainwright
Nov 22 - 4 pm to 8 pm • Nov 23 - 10 am to 4 pm



Santa Trail # 2

November 23 & 24 Weekend

Visit BRAEDAlberta.ca/SantaTrail for all the details

6 *Downtown Wainwright*

Lots of great shops in downtown Wainwright including Khrome Esthetics and Spa, Globe Footwear, Armstrongs 1908 and more!
Most stores open on Saturdays

7 *Pebstone Cycles & Brewery*

4924 51 Street, Edgerton
Open Saturdays - 11 am to 6 pm

8 *Honeypot Eatery & Pub*

823 2 Ave, Wainwright
Open Saturdays - 11 am to 11 pm

Additional Christmas Markets:

Coronation Community Christmas Craft Fair • Coronation Community Centre • Nov 20 - 11 am to 6 pm

Promoting Christmas markets
and retailers in the BRAED
region this Christmas season.

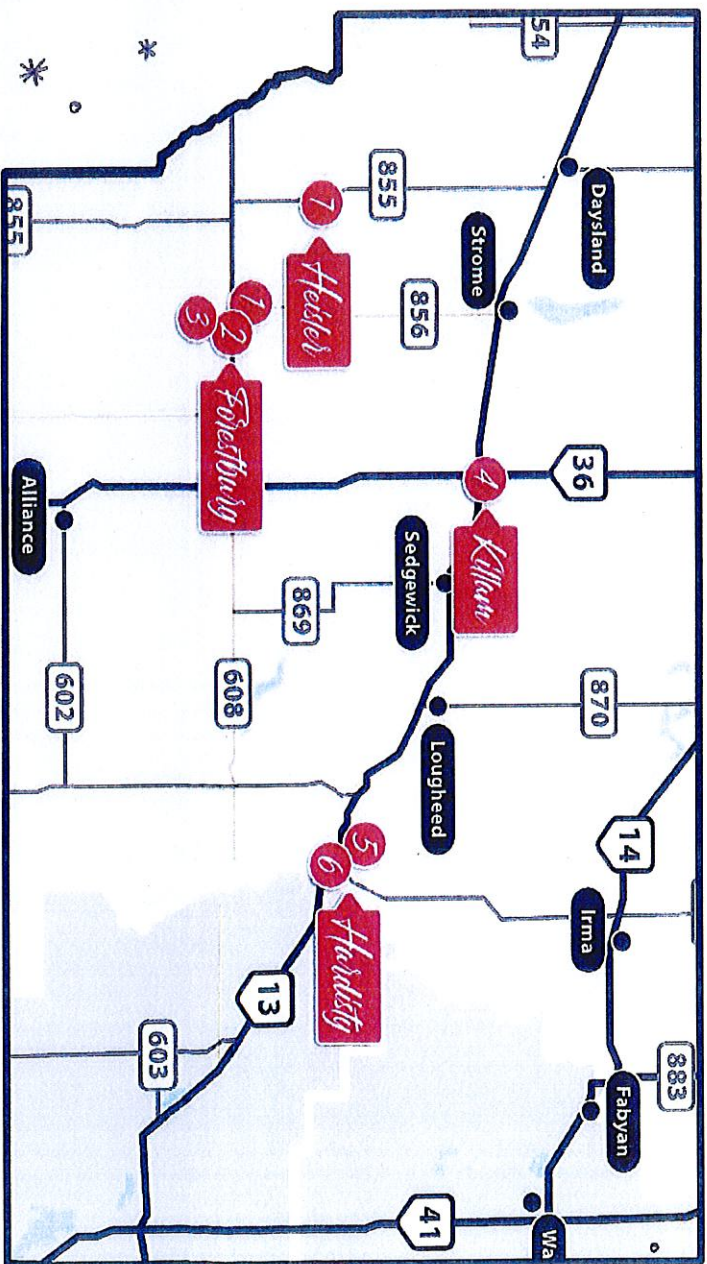




Trail # 3

Nov 30 & Dec 1 Weekend

Find the perfect gift on the Santa Trail:



1 *ERT Cages & Goats Ice Cream*
4706 43 Ave, Forestburg
Open Saturdays - 10 am to 7 pm

2 *The Walnut Not Shop*
5104 47 Ave, Forestburg
Open November 30 - 10 am to 2 pm

3 *Forestburg Christmas Market*
Forestburg Community Centre • 5402 50 Ave W
November 30 - 10 am to 2 pm

Visit BRAEDAlberta.ca/SantaTrail
for all the details

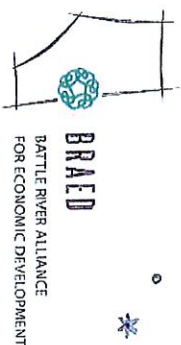
4 *Budding Trees Flowers & Gifts*
5008 50 St, Killarney
Open Saturdays - 10 am to 4 pm

5 *Rustic Stables*
5104 50 St, Hardisty
Open Saturdays in December - 10 am to 3 pm

6 *Leag Sports Pub and Grill*
4746 49 Street, Hardisty
Open Saturdays and Sundays - 11 am to 2 am

7 *Heister Christmas Market*
Community Hall, Heister
December 1 - 10 am to 2 pm

**Promoting Christmas markets
and retailers in the BRAED
region this Christmas season.**





Find the perfect gift on the Santa Trail:

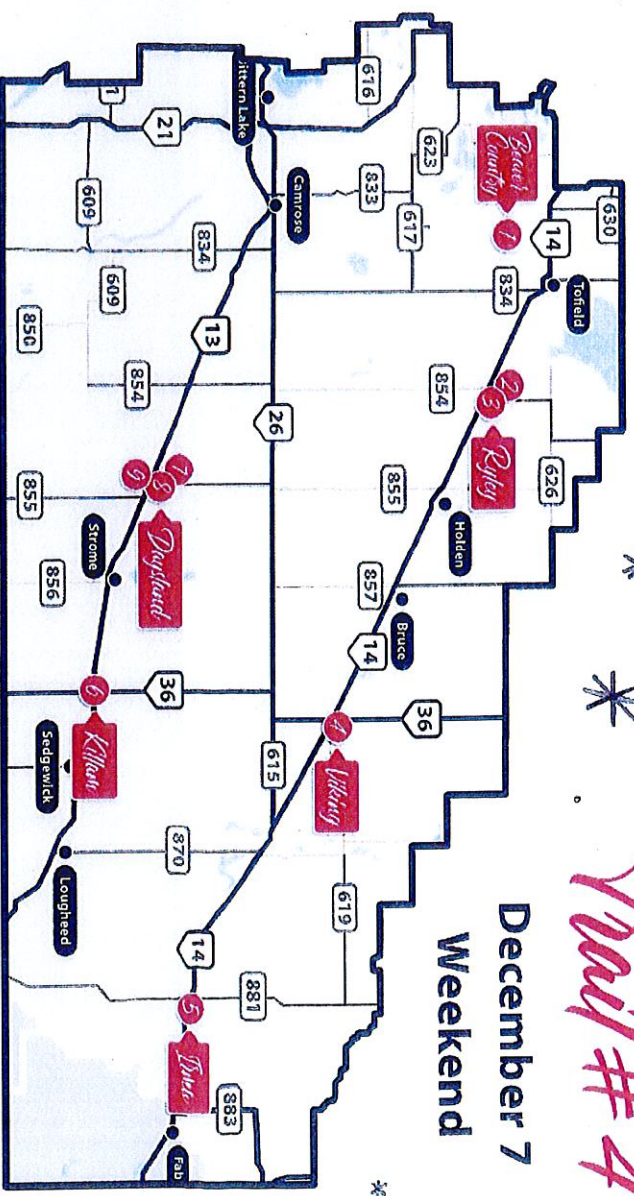
1 *Berby Beery Honey*
19225 Township Rd 504, Beaver County
Open Saturdays - 9 am to 5 pm

2 *George's Harness & Saddlery*
5024 50 St, Ryley
Open Saturdays - 8 am to 3 pm

3 *Ryley Christmas Market*
Legion Hall • 5121 50 St, Ryley
December 7 - 11 am to 4 pm

4 *Jane Blossom Flowers*
5213 50 Street, Viking
Open Saturday December 7 - 10 am to 2 pm

5 *Long Branch Trading Co. Restaurant and Gift Shop*
5015 50 St, Irma
Open Saturday December 7 - 10 am to 5 pm



Trail # 4

December 7 Weekend

6 *Killam Christmas Craft Market*
Killam Community Centre • 4929 50 St, Killam
December 7 - 10 am to 3 pm

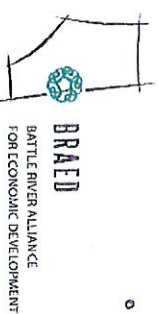
7 *Pasty Daisy Flowers and Gifts*
5034 50 St, Daysland
Open Saturday December 7 - 11 am to 3 pm

8 *Lady Bug Pick Me Gift Store*
5117 50 Street, Daysland
Open Saturdays - 10 am to 4 pm

9 *Space Clothing*
5038 49 Street, Daysland
Open Saturdays - 11 am to 6 pm

Additional Christmas Markets:
December 3 - Viking Stop and Shop • Legion Hall - 5427 50 St, Viking • 3 pm to 8 pm
December 5 - Hardisty Christmas Market • Elks Hall - 5016 52 Ave, Hardisty • 4 pm to 9 pm

Visit BRAEDAlberta.ca/SantaTrail for all the details



Promoting Christmas markets and retailers in the BRAED region this Christmas season.



Santa Trail #5

Dec 13 & 14
Weekend

Find the perfect gift on the Santa Trail:

1 Jack's Place
218 10 St, Wainwright
Open Saturdays - 8:30 am to 5 pm

2 Daines & Dunbray
119 10 St, Wainwright
Open Saturdays - 10 am to 5 pm

3 Wainwright Flower Cuts
320 10 St, Wainwright
Open Saturdays - 9:30 am to 4:30 pm

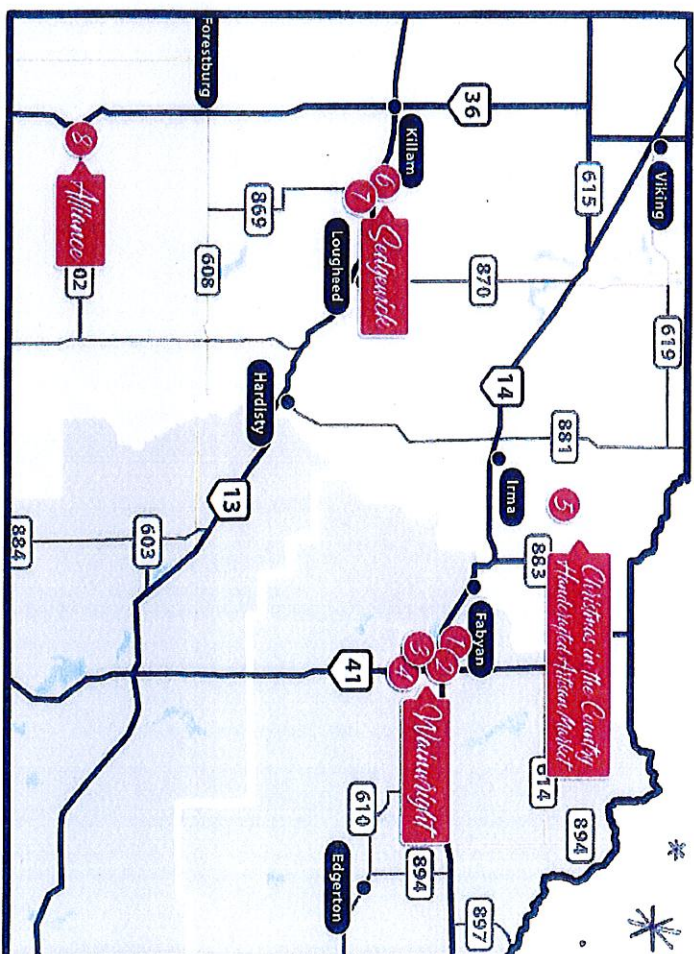
4 Wainwright Jewellers
318 10 St, Wainwright
Open Saturdays - 9 am to 6 pm

**5 Christmas in the Country
Huntsington Antique Market**
464079 Range Road 84 • 7 miles NE of Irma
December 13 - 2 pm to 8 pm
December 14 - 10 am to 4 pm

6 Jodi's Party
4806 47 St, Sedgewick
Open Saturdays - 8 am to 7 pm

7 Christmas Extravaganza
Sedgewick Recreation Center • 5011 51 Ave, Sedgewick
December 14 - 1 pm to 4 pm

8 Alliance Santa Daze and Christmas Market
Alliance Community Multiplex • 114 1 Ave E, Alliance
Christmas Market December 14 - 10 am to 4 pm
Santa Daze includes a Christmas Train experience, skating party and turkey toss, a Christmas market, hot chocolate and smokes at the bonfire, ending with the Parade of Lights and fireworks at about 6 pm.



Promoting Christmas markets
and retailers in the BRAED
region this Christmas season.



Visit BRAEDAlberta.ca/SantaTrail for all the details



Board of Directors, December 12, 2019

7.b Communications Strategy

BACKGROUND

- Review statistical reporting of key BRAED communications initiatives thus far in 2019
- Identify opportunities arising from the data

KNOTice Dashboard Highlights – Constant Contact

The December issue of KNOTice has limited stats available due to the recent publishing. Full stats will be provided in the next report.

Additionally, YouTube was down for the email publishing platform and it will skew the numbers lower, which is unfortunate as Wainwright has some excellent videos to showcase. Once there is enough time to see the click rates on the videos, it may be worthwhile to promote some of Wainwright's program work further on Twitter.

In lieu, some observations on the "click rate."

- In Constant Contact: a click rate is the total number of times any link in an email is clicked measured as a percentage against the number of unique email addresses that opened. Therefore, if someone clicks every link in the email, then that counts as a single open and all that person's clicks count as a single click.
- Industry average (for NFP, or NGO) click rate is 7%.
- The most recent KNOTice was 9%
- Our total numbers are so low that it is nearly impossible to define trends by information platform type (Youtube, or PDF, etc). Or measure by information content type (government stats, promotions, etc).
- A hand count of links clicked in 2019 suggests that YouTube has a slight edge on platform type.
- There is no easily discernable pattern to indicate the preferred content type, it appears to be highly dependent on how engaged email recipients are with any given BRAED topic.
- Recommendation: Stay the course.

Website Google Analytics Highlights (Q3 YTD)

	Actual	Forecast	% Target
Users	2,419	1,968	123%
Visits	3,348	2,852	117%
Page Views	7,383	6,724	110%

Santa Trail significantly boosted overall visitors to the site. As of the first week of December, the overall traffic numbers had completely reversed the lower trend line for the year and surpassed expectations. This is the power of social media referrals.

Please note, once people hit the page, they retrieved their information and left. BRAED does not currently track consumer behaviours in their analytics, which would be the most likely dominant visitor.

Referral traffic from traditional sources will be revisited in the final year-end report for web (Jan/Feb meeting).

Opportunities (remain the same as Santa Trail was an anomaly):

1. Better understand the "Customer Value Journey." This is the concept of how your readers view information and decide to act upon it.
 - a. If most people are going to About Battle River Region as a page, then should there be a "call to action" on the page, inviting the reader to do something. (Sign up for the KNOTice, download a white paper, request more info about a specific town, etc).
2. Continue to work on the low-cost SEO opportunities – like ensuring all communities have BRAED's logo, with a link to BRAED on their website.

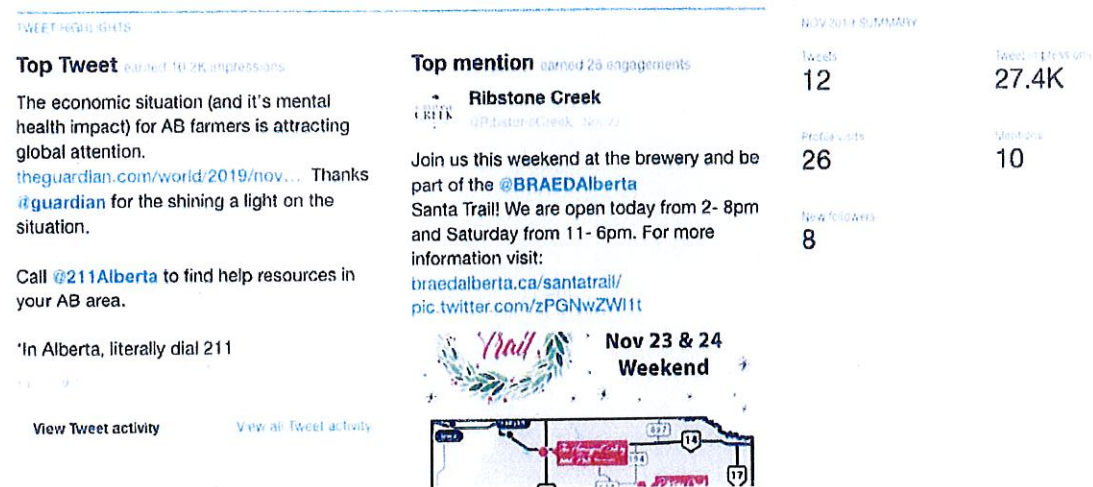
Twitter Analytics Highlights:

The Santa Trail tweets have been an elevated dimension to our engagement rate – especially when popular Twitter handles like Ribstone Creek Brewery have engaged with us.

27.4 thousand tweet impressions are exceptional compared to prior months.

As you might expect BRAED has received a relatively low number of new followers (8) from this activity. It is a reasonable speculation to believe that country Christmas shoppers who stop for a beer have a low rate of cross over with economic development news and themes.

Key Takeaway: On Twitter, Santa Trail was visible and good PR for building the brand authority of BRAED as an organization that engages with their local stakeholders.



In prior reporting, further content from communities was requested. In consideration of provincial budget impacts, this request is on hiatus until next steps by local communities are determined.

OPPORTUNITY

1. Be the voice of economic activities and investments on behalf of member communities who may not have a strong social media presence.
2. Look for more local news, with real people who have relatable stories.



Board of Directors, December 12, 2019

7.c. Proposal for policy changes in support of membership

BACKGROUND

The Executive is requesting a review of policies about BRAED membership definition and fees.

Applicable Articles of Association: 5 (1) (b)

- ii. Any other person or class of person as the Board shall determine by a resolution of the Board that is supported by 2/3 of the Board members

Applicable Policies and Procedures: Governance (02) – Board (02 03) *attached*

RECOMMENDATIONS

That BRAED's Policies and Procedures be amended as follows:

Proposed revision to Policies and Procedures

Policy Revised

A Board member is defined as:

1. A representative designated by a member community as defined in Article 5.1.b.i. of the Articles of Association.
2. A Board member as accepted by the Membership pursuant to Article 5.1.b.ii.

Proposed new Policy

That Membership dues for the Battle River Alliance for Economic Development be reviewed at the Annual General Meeting held in June of each year.

Proposed Membership dues structure for Associate Members

Associate members, as accepted by 2/3 of the BRAED membership (Article 5(1)(b)) shall anticipate membership fees as follows:

- | | |
|--|-------------------|
| a. Unaffiliated Individual member | Annual Fee \$100 |
| b. A non-profit organization | Annual Fee \$250 |
| c. A business entity with under 25 employees | Annual Fee \$250 |
| d. A business entity with 26 - 50 employees | Annual Fee \$500 |
| e. A business entity with over 50 employees | Annual Fee \$1000 |

DISCUSSION AND NOTICE OF MOTION for Decision on March 12, 2020.

Policy Type Governance (02) – Board (02 03)	Original Effective Date January 2014
Policy Name Board Member Responsibilities (02 03 01)	Date of Last Amendment March 2016
Policy <p>The Board is comprised of elected officials, municipal administration and organization representatives with a commitment to fulfill their responsibilities to the Battle River Alliance for Economic Development.</p> <p>The Board members request and receive from the administration and others reasonable information to ensure BRAED achieves the objectives outlined in the Strategic Plan and Business Operations Plan.</p>	
Procedure <p>The Board:</p> <ul style="list-style-type: none"> • Provides direction to management and staff through the BRAED Executive. • Ensures relevancy and appropriateness of the Board's activities to the goals and objectives of BRAED. • Ensures achievement of results and outcomes through monitoring of the BRAED regular and annual operational and financial reports and project work plans. • Ensures decisions take into account relevant costs and benefits. • Approves the Strategic Plan and Operations Plan with budgets. • Establishes and approve policies; reviews existing policy on an annual basis. • Forms committees. • Ensures the organization properly assesses and mitigates risk. • Approves non-business plan expenditures. • Assumes fiduciary and legal responsibility for BRAED. • Ensures a positive and constructive working environment. 	

Battle River Alliance for Economic Development

12/09/19

Balance Sheet

Accrual Basis

As of November 30, 2019

	Nov 30, 19
ASSETS	
Current Assets	
Chequing/Savings	
1100 · ATB Operating	141,155.91
1155 · ATB Grant Reserve	61,045.10
1160 · Petty cash	309.51
Total Chequing/Savings	202,510.52
Other Current Assets	
1201 · AR - other	100.29
1400 · Prepaid insurance	953.87
Total Other Current Assets	1,054.16
Total Current Assets	203,564.68
TOTAL ASSETS	203,564.68
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 · Accounts Payable	720.00
Total Accounts Payable	720.00
Other Current Liabilities	
2053 · Deferred Revenue	
2053-03 · Comp Stream - Value Add Ag	100.00
2053.02 · Stream 2 - REDA	32,932.56
Total 2053 · Deferred Revenue	33,032.56
2200 · GST/HST Payable	-2,609.63
2300 · Contingency Reserve	13,053.26
Total Other Current Liabilities	43,476.19
Total Current Liabilities	44,196.19
Total Liabilities	44,196.19
Equity	
3800 · Unrestricted Net Assets	51,186.52
9000 · Transfer - Operations to Intern	-13,053.26
Net Income	121,235.23
Total Equity	159,368.49
TOTAL LIABILITIES & EQUITY	203,564.68

8:23 PM

Battle River Alliance for Economic Development

Profit & Loss

12/09/19

Accrual Basis

April through November 2019

	Apr - Nov 19
Income	
4000 · OPERATING INCOME	
4010 · Membership dues	46,294.74
4020 · Operating grant	100,000.00
4030 · Board of Directors Reg Fees	1,125.00
4200 · AGM registration fees	903.44
4300 · Interest income	45.09
Total 4000 · OPERATING INCOME	148,368.27
4500 · PROJECT INCOME	
4520 · Cares Grant	56,000.00
4560 · Value-Added Agriculture Project	57,600.00
Total 4500 · PROJECT INCOME	113,600.00
Total Income	261,968.27
Expense	
6000 · OPERATING EXPENSES	
6100 · Operations	
6101 · Wages	
6110 · Professional fees	30,300.00
Total 6101 · Wages	30,300.00
6125 · Professional development	
6130 · Conference expenses	1,279.32
Total 6125 · Professional development	1,279.32
6150 · Office supplies	27.82
6155 · Rent	12,780.00
6160 · Telephone & Website	545.60
6170 · Bank charges	356.11
6180 · Legal & accounting	3,167.25
6185 · Travel	3,767.75
Total 6100 · Operations	52,223.85
6200 · Governance	
6210 · BRAED meetings	3,509.91
6215 · Board meetings	231.00
6250 · Members engagement	233.54
Total 6200 · Governance	3,974.45
6300 · Marketing	
6315 · Marketing	1,246.00
Total 6300 · Marketing	1,246.00
Total 6000 · OPERATING EXPENSES	57,444.30
7000 · PROJECT EXPENSES	
7400 · One Less Trip Shop Local Project	8,200.00
7900 · Value Added Ag Project	75,088.74
Total 7000 · PROJECT EXPENSES	83,288.74
Total Expense	140,733.04
Net Income	121,235.23