

**A Summary of the Negotiations to Merge the Alberta Restaurant and Foodservices Association (ARFA) with the Alberta Hotel and Lodging Association (AHLA)**

1999	ARFA's board of directors registers the name "Alberta Hospitality Association" in recognition of the need for Alberta's hospitality industry to speak with a united voice.
2003	ARFA's board conducts a needs assessment to determine how the association can serve its members while addressing a difficult financial situation, loss of revenues and critical industry issues. The establishment of a strong, multi-sector hospitality industry is identified as key.
April 2006	ARFA initiates dialogue with AHLA to discuss the possible merger of the two organizations. ARFA provides AHLA with a discussion paper that outlines the pros and cons of the proposed merger. AHLA indicates willingness to proceed with further discussions.
May 2006	ARFA contracts a consultant to assist the association in brokering a merger agreement. The consultant meets individually with each of AHLA's board members to outline the benefits of the proposed merger.  AHLA's board meets to discuss the proposed merger as a group and requests further information, which ARFA provides.  ARFA and AHLA sign a confidentiality agreement with regard to their discussions about the proposed merger.
June 2006	ARFA meets with Alberta government representatives, who express solid support for the proposed merger.
June – August, 2006	AHLA's Government Affairs Committee discusses the proposed merger.  The executives and presidents of AHLA and ARFA meet several times to discuss merger details.  AHLA indicates that it does not wish to acquire rights to the ARFEX trade show as part of the merger.
August 21, 2006	ARFA receives AHLA's letter of intent to merge with ARFA: the merger supports AHLA's mission to support its members and "strengthen Alberta's Tourism and Hospitality industry." In subsequent discussions with ARFA, AHLA indicates its intention to complete the merger by the end of 2006.
September 15, 2006	ARFA sells the ARFEX Trade Show to the Canadian Restaurant and Foodservices Association.
late September	AHLA advises that it wishes to defer the planned merger until January 2008. ARFA expresses its concern about the deferral. AHLA and ARFA meet to discuss the situation. AHLA outlines its conditions for proceeding with the originally scheduled date. ARFA complies with all the required conditions within the week and notifies AHLA. ARFA's understanding is that the merger will proceed as originally planned, by the end of 2006.
November 17, 2006	ARFA members direct the board to transfer all the associations' programs, assets and memberships to AHLA. Immediate steps are taken to comply with the members' resolution.
December 13, 2006	AHLA's board decides to defer the planned merger with ARFA until such time as AHLA can strengthen its organization and rewrite its bylaws.
December 22, 2006	The November/December 2006 issue of AHLA's newsletter, <i>Innsight</i> , announces that the association plans to open its membership to restaurant operators. (AHLA's website indicates that this newsletter was released on December 22.)
February 9, 2007	ARFA ceases operations.