

A person wearing a dark jacket and gloves is working on a mechanical component, possibly a spring, in a workshop setting. The background is a blue-tinted image of a workshop with various tools and equipment. A white wireframe structure, resembling a geodesic dome or a network diagram, is overlaid on the image, connecting various points across the scene.

*Rural Alberta Development Fund*

# ANNUAL REPORT

*2013/2014*





*Cover Photo: High Prairie Regional Training and Development Centre*

# LETTER FROM THE CHAIR

*In 2006 we started something new and exciting in rural Alberta with the goal of revitalizing and growing the communities that are the foundation of the province we call home. Eight years later, I am proud to say we accomplished what we set out to do, plus so much more.*

The Rural Alberta Development Fund (RADF) completed its mandate on March 31, 2014, having funded 85 projects with the \$100 million provided by the Government of Alberta for innovative, community-based solutions to rural needs and issues. That \$100 million helped 146 communities and 396 organizations across Alberta. The rural development initiatives engaged over 4,000 Albertans, with approximately 64,000 Albertans directly impacted.

It has been exciting to watch so many community change agents bring their visions to life and take charge of their community's future. The results have been staggering. Combined cash and in-kind contributions leveraged on every RADF dollar invested totalled \$75 million. Another \$42 million in new revenue was generated through cash contributions from sponsoring organizations, partners, other government funding and earned income. We had a 411% return on investment for projects targeting economic growth and 600% for the most economically influential projects. The projects funded by RADF also realized \$175 million in economic and community benefits such as job creation and productivity.

Not bad for an organization that had its beginnings in a meeting room with 12 strangers – the founding board members – a blank sheet of paper, and the direction to create something special that would change the way rural Alberta thinks about its future, its people and its potential.

This is RADF's final Annual Report but I am confident the work we started is only the beginning. We have created a legacy of imagination, community and economic impact in rural Alberta and I encourage you to read more about that legacy in our Legacy Report which can be found on RADF's website.

I want to thank every Board member and staff member who contributed to RADF and made dreams possible for so many people and communities in this province. I want to thank the Government of Alberta, in particular the staff of Agriculture and Rural Development, and Minister Verlyn Olson and his predecessors for the support and guidance provided to RADF throughout our mandate and for allowing us the freedom to do things a little differently.

Most of all, I want to thank rural Albertans. Your "big sky" thinking, your passion for economic development in



our province's rural communities and your commitment to turning smart and sustainable ideas into projects that will have a lasting impact on rural Alberta have made RADF, and more importantly the projects it funded, a huge success!

I can't wait to see what is next as RADF's legacy plays out across Alberta.

**Marie Logan**  
Board Chair



# HIGHLIGHTS 2013/2014



Photo: Warner Hockey School

*2013-14 was RADF's final year and as such, much of it was spent processing the final distribution of approved funds for projects and winding down operations for the organization. We completed our mandate, which ended March 31, 2014, by fully allocating the \$100 million provided by the Government of Alberta in 2007 to 85 projects across Alberta. A list of and details on these projects can be found on page 6.*

As all funds were approved before April 1, 2013, the RADF Board of Directors transitioned from a governance board to an operational board during the 2013-14 fiscal year and oversaw the final distribution of \$13.5 million to approved projects.

In 2013-14, project officers continued to work diligently with project proponents and to complete their own duties, which ensured successful stewardship of the fund. Administrative and board expenses

have been kept at or below planned levels. In addition to fully meeting our \$100 million expenditure target, our investment strategy and expense management have resulted in a forecasted surplus for the fund of just over \$2 million.

Howard Research & Management Consulting Inc. also completed and submitted its final independent evaluation of RADF in March 2014. One of their key findings was that RADF consistently

exceeded performance targets for its three critical metrics: 96% of projects improved quality of life in rural communities; 99% of projects increased community capacity; and 92% generated a net positive economic impact.

The significant amount of information and the lessons learned on what works well in supporting economic development in rural Alberta have been seamlessly transferred to Alberta Agriculture and Rural Development (AARD). RADF has worked with AARD to complete our windup and we look forward to completion of all duties by December 31, 2014, as per our agreement with the department.

As announced by Minister Verlyn Olson on March 4, 2014, a Rural Economic Development Action Plan will be created by the Government of Alberta as a blueprint for future rural sustainability and success. An MLA Task Force is leading the process and examining new ways to leverage programs and services, like RADF, for continued growth and a strong rural economy. The RADF Board of Directors is excited by this announcement and very optimistic about what it will mean for the future of rural Alberta.

Perhaps even more important than the 85 projects RADF was able to fund is the legacy that has been created by the innovative approach used by RADF's Board of Directors to fund rural development in Alberta. More on that legacy can be found in our Legacy Report – *A Legacy of Imagination, 2006-2014*.















*Photo: Rocky Lane School Agricultural Program*








# FUNDED PROJECTS SUMMARY






 ORGANIZATION	 PROJECT NAME	 COMMUNITY	 FUNDING	 HIGHLIGHTS
4-H Foundation of Alberta	Alberta 4-H Fund Development	Westerose	\$960,000	The 4-H Foundation of Alberta became self-sufficient through new governance and funding models and revised operational practices which tripled its program income in 10 years and substantially reduced its reliance on government funding.
Agri Value-Added Investor Network	AVNet Rural Alberta Services Program	Calgary	\$116,527	The intent of this project was to provide matchmaking services, training coordination and improved access to investment funds for rural entrepreneurs and companies.
Alberta Community Co-operative Association (ACCA)	Rural Co-operative Outreach & Development	Stony Plain	\$140,500	The ACCA program encompassed an exploratory and outreach phase that assessed the ways in which co-op development could become an integral part of the community's strategic plan. It also provided the technical expertise in support of co-op development activities in two pilot communities.
Alberta Community Co-operative Association (ACCA)	Unleashing Local Capital	Stony Plain	\$1,260,000	This project is empowering communities to invest locally and reduce dependency on government supports by directing outward-bound investments towards local businesses. The model is assisting pilot communities in the establishment of Opportunity Development Cooperatives - pools of capital raised and invested in local businesses.
Alberta Farm Safety Centre - Raymond & District Futures Society	Rural Safety Smarts	Raymond	\$498,000	The Rural Safety Smarts program modernized and upgraded the Centre's educational resources through the use of computer technologies and the design of high-quality, take-home materials for grades K-6. The program has been delivered to almost 8,000 classes and over 155,000 students across Alberta.
Alberta First Nations Industrial Initiatives Society	Pre-development Business Planning	Edmonton/Enoch	\$1,200,000	This initiative allowed the Society to plan and develop a business model for large economic ventures. The blueprint is available to all Alberta First Nations.
Alberta Fish and Game Association	Recreation and Habitat Lands Access & Stewardship Training	Edmonton	\$100,000	The Recreation and Habitat Lands Access & Stewardship Training project recruited and trained rural Albertans to help preserve and protect 30,000 acres of wildlife habitat in 80 of the Association's properties throughout Alberta.
Alberta Native Friendship Centres Association	Common Ground Program	Edmonton	\$272,330	This community-driven initiative utilized traditional Aboriginal perspectives, customs and protocols to engage diverse stakeholders in collaboratively identifying key community priorities, developing action plans and establishing long-term agreements.
Alberta Peloton Association	Alberta Pro Cycling Festival - Tour of Alberta	Edmonton	\$3,500,000	The festival brought a 'Tour de France' style, professional cycling road race to Alberta in September 2013. As an annual 10-day event, the Tour of Alberta showcases rural communities, boosts economic growth through tourism and enhances community capacity and engagement, while promoting the province on the world stage.








 ORGANIZATION	 PROJECT NAME	 COMMUNITY	 FUNDING	 HIGHLIGHTS
<b>Alberta Recreation &amp; Parks Association (ARPA)</b>	Active/Creative/Engaged (ACE) Communities	Edmonton	\$4,500,000	This initiative has improved the quality of life in rural Alberta by building capacity and strengthening community leadership, collaboration and innovation in recreation, parks, culture, heritage and the arts. Residents have access to resources, training and coaching to recognize local community assets and maximize potential benefits.
<b>Alberta Rural Development Network (ARDN)</b>	Alberta Rural Development Network	Sherwood Park	\$5,000,000	RADF funding has enabled the Alberta Rural Development Network to develop new promotional strategies, enhance information access and improve communication for its membership, made up of post-secondary institutions throughout rural Alberta.
<b>Alberta Schools' Athletic Association</b>	Online School Athletic Coach Education	Edmonton	\$380,000	Development of an online/blended coaching education program is supporting rural Alberta school and sport athletic coaches. The program is addressing the needs of rural coaches by providing affordable, accessible and relevant educational experiences.
<b>Alberta Shock Trauma Air Rescue Service Foundation (STARS)</b>	STARS Critical Care & Transport Medicine Academy	Edmonton	\$577,676	Funding aided in the development of an innovative model for delivering provincial educational opportunities to rural health professionals. Rural paramedics, nurses, physicians and respiratory therapists are able to access advanced skills training in critical care and transport medicine.
<b>Alberta Terrestrial Imaging Corporation</b>	Remote Sensing Applications	Lethbridge	\$582,119	The project has supported the Centre's efforts to create new tools to translate photographic images into information useful for land management research, planning and decision-making in Alberta.
<b>Alberta Urban Municipalities Association (AUMA)</b>	Municipal Sustainability Planning	Edmonton	\$1,399,910	This project armed rural communities with the skills and knowledge they needed to develop effective municipal sustainability plans by maximizing available resources, and blueprinted the actions needed to move a community in its desired direction.
<b>Alberta Water &amp; Wastewater Operators Assoc (AWWOWA)</b>	Closer to Home (C2H)	Edmonton	\$2,400,000	This province-wide succession, training and community capacity initiative is aimed at attracting and retaining qualified water and wastewater operators, addressing the need for community-based solutions as the generational turnover of skilled water operators becomes more prevalent.
<b>Albertafirst.com</b>	Project Summit	Edmonton	\$0	Project withdrawn by proponent
<b>Athabasca University</b>	Learning Communities Project	Athabasca	\$3,100,000	This project is identifying and providing learning opportunities for residents of Aboriginal communities in northern Alberta. It has created a system of student supports, community-based educational databases and access to e-learning opportunities while providing educational services that build on an individual's existing educational, professional or life experience.
<b>Banff Centre for Continuing Education</b>	Nexen Chair in Aboriginal Leadership	Banff	\$1,377,660	Based on Indigenous Wise Practices in Community Development, the Banff Centre has developed a new, hands-on community-based leadership training program for Alberta's Aboriginal communities. The initiative brings together community partners and stakeholders to develop skills training and educational materials for rural Aboriginal leaders.






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<b>Battle River Railway</b>	Composite Train Grading Project	Galahad	\$235,000	Battle River Railway is realizing improved marketing opportunities through new technology and advanced programming in composite train grading, identity preservation and tracking. Regional farmers are able to customize grain shipments to best meet customer requirements, thereby optimizing the grain's value.
<b>Battle River Regional Division #31</b>	Post-Secondary Trades-Related Opportunities	Camrose	\$107,287	This project examined ways to provide pre-employment and trades-related training in east central Alberta that were innovative and cost-effective. The approach looked at using local facilities to house courses, while moving instructors and equipment from site to site.
<b>BIO-ARCC Drayton Valley Ltd</b>	BIO-ARCC Initiative	Drayton Valley	\$1,000,000	Development of a "Bio-Mile" Centre of Excellence is fostering the creation of new technologies through skills development and training, business incubation and applied research on the commercialization of bio-based products.
<b>Blue Quills First Nations College</b>	Creating Home Project	St. Paul	\$1,679,914	As a new social enterprise program, this project is addressing issues of chronic unemployment, insufficient housing, substance abuse and overall well-being of Aboriginal youth through business and hands-on trades training. Participants are receiving classroom education and experiential learning through the construction of solid timber, log-frame modular homes while receiving support in maintaining an addiction-free lifestyle.
<b>Bonnyville Affordable Housing Association</b>	Three Little Pigs Housing Cooperative	Bonnyville	\$213,280	Through this innovative, affordable housing co-op model, municipalities learned about the multiple options available in green technologies, gained community capacity in how to develop sustainable and affordable community housing, and also recognized opportunities for a niche market to capitalize on value-added lines of business.
<b>Business Link Service Centre</b>	Virtual Incubator Services (VISTA)	Edmonton	\$340,530	Establishment of rural incubators matched the resources and benefits of those found in large urban centres through the provision of a broad range of services at reduced costs.
<b>Calgary Regional Transportation Services Society (CARTSS)</b>	ASSIST Development Project	Calgary	\$600,000	CARTSS explored various ways of delivering specialized transportation service to anyone who needed it within 18 municipalities surrounding Calgary. The model considered options that would allow rural seniors to age in place and persons with disabilities the choice to live and work in rural communities. Its learnings may be a model that could be adopted in other rural areas of the province.
<b>Camrose Open Door Association</b>	PEER Connections Program	Camrose	\$1,000,000	This project developed an innovative social enterprise initiative that combines the development of employability skills and supported work experience with skills learning for at-risk youth aged 15 to 24.
<b>Canadian Badlands Ltd.</b>	Canadian Badlands Centre of Excellence	Drumheller	\$5,000,000	Support for the Canadian Badlands created a single point of contact for tourism resources, information and development in south-eastern Alberta. It also developed and delivered short, intermediate and long-term tourism programs, expanded primary and secondary tourism hubs and enhanced access to tourism destinations across the region.



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Canadian Centre for Unmanned Vehicle Systems (CCUVS)	Development of the CCUVS Centre	Medicine Hat	\$3,000,000	The project will see the development and growth of the unmanned vehicle systems industry in southern Alberta through a Centre of Excellence in Medicine Hat. The initiative developed industry support, research, testing and evaluation facilities for the CCUVS, which also played an important role in the development of regulations and procedures for the industry.
Canadian Mental Health Association - South Region	211 Community LINKS	Lethbridge	\$156,307	211 LINKS increased public awareness, and referred rural residents of southern Alberta to a variety of community services, including emergency response, crisis lines, resource networks and local events through its Rural Resource Directory and 211 telephone line.
CAREERS: The Next Generation	NEXTGEN Online	Edmonton	\$993,160	This province-wide program is enabling rural students to step inside industry and explore careers using innovative interactive portals and social media. Targeting rural junior and senior high school students, the project is using SuperNet as the platform for accessing information.
Central Alberta Rural Manufacturer's Association (CARMA)	Establishment of CARMA	Red Deer	\$372,360	CARMA has developed a sustainable business-directed network which promotes and fosters growth, development, competitiveness and economic efficiency of rural manufacturing in central Alberta.
Centre for Rural Community Leadership & Ministry (CiRCLe-M)	Establishment of Centre for Rural Development	Saskatoon	\$313,313	CiRCLe-M is establishing a rural community development leadership training program for smaller rural Alberta locations. This non-denominational project uses online tools and the underutilized infrastructure and capacity of rural churches as a base for training residents in community development, peer mentorship, crisis intervention and economic development.
Chinook Arch Regional Library Systems	Rural Information Services Initiative (RISE)	Lethbridge	\$3,646,688	This initiative involved three library systems that enhanced and added to existing services at 77 rural and remote locations in southern Alberta. It developed a sustainable, inclusive and community-based video-conferencing network which utilizes Alberta's SuperNet. This network has reached more than 350,000 people in 89 rural municipalities.
Chipewyan Prairie Dene First Nation	CPDFN Business Incubator Pilot Project	Chard	\$0	Project withdrawn by proponent
Cold Lake Regional Chamber of Commerce	Recruitment and Retention Project (CLR3)	Cold Lake	\$255,000	The CLR3 program developed specialized resources, communications and promotional tools aimed at attracting highly skilled professionals to northeastern Alberta, with the aim of creating a unique recruitment and retention model as a template for other rural communities.
Community Futures Network of Alberta	Rural Cluster Development Project	Cochrane	\$848,600	The Community Futures Network is creating and promoting viable business clusters throughout the province by providing access to the knowledge, resources and strategies needed to develop that cluster. Pilot projects were delivered through Brooks Metal Manufacturing, Chinook County Regional Cluster Development and Tourism Strategy Project, and Central Alberta Rural Manufacturer's Association.

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Community Village of the Peace Society	Community Village	Grande Prairie	\$333,300	The project created a strategic co-location of not-for-profit organizations and social businesses in Grande Prairie. They are designed to reach the less fortunate population of the city/region with mainstream programs. The project also allowed the agencies to focus on enhancing their programming, working collaboratively and supporting each other.
County of Athabasca and Village of Boyle	Alberta Energy Corridor	Boyle	\$244,300	This project has prepared the strategically located communities of Boyle and Athabasca to respond to the emerging growth of the region by planning on multiple fronts - marketing, organization and land-use.
County of Grande Prairie and Grande Prairie Regional College	Pipestone Creek Dinosaur Initiative	Grande Prairie	\$1,888,500	This unique initiative, which features one of the world's richest bone beds, has positioned the Peace Region as Alberta's next great dinosaur destination. It has opened the region for tourism, education and economic development while offering stewardship of a rich paleontological resource.
Eagle Point - Blue Rapids Parks Council	EP-BR Parks & Recreation Partnership	Drayton Valley	\$1,294,587	This initiative is developing a unique, community-based parks management model for Eagle Point Provincial Park and Blue Rapids Provincial Recreation Area. The model is a catalyst for environmentally sustainable economic, education and tourism development, and works toward building partnerships between all users of public lands.
Edmonton Regional Tourism Group	Greater Edmonton Rural Tourism Project	Edmonton	\$1,231,135	This project gave the Edmonton Regional Tourism Group the ability to support and promote small rural tourism and agri-businesses. Initiatives like the "Recommended Experiences" program provided necessary expertise, materials and training resources to rural operators to help them become market-ready and able to draw more urban consumers to rural destinations.
Empress Theatre Society	Rural Artistic Initiatives	Fort Macleod	\$1,431,800	This initiative was designed to increase the cultural awareness of music in the Fort Macleod area. Events were promoted, professional musicians worked in children's outreach and informal family-oriented performances introduced parents and children to classical music. The project focused on positive economic impacts, increased community capacity, and had a significant/lasting impact on quality of life.
Entrepreneurship and Regional Development Branch	Rural Alberta Business Centre Pilot Program Enhancement	Edmonton	\$1,310,546	The RABC pilot program is providing one-stop access to information and services that support the development, growth and success of small businesses in eight rural communities throughout Alberta. This project will ensure the entrepreneurial culture remains vibrant in rural communities and allows all Albertans to participate in strengthening our province's economy.
Fort Vermilion School Division	Rocky Lane School Agricultural Program	Fort Vermilion	\$900,000	This program is providing students with entrepreneurial, leadership and business management skills by offering off-campus learning opportunities through the operation of a farm/ranch. Through mixed agricultural activities including crops, gardens, and animal husbandry, students are learning how to plan, design, market and manage micro-businesses.



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<b>Friends of the Westwind Rodeo Academy Society</b>	Westwind Rodeo Academy	Cardston	\$1,529,900	This initiative has enabled the rodeo school at Cardston High School to become self-sustaining. The Academy combines education and life skills counselling with horsemanship and rodeo to give Grade 10-12 students the opportunity to focus on their passion while completing high school. This business model has proven viable for small communities, and today, the Academy is working closely with schools in Ponoka and Strathmore to adapt the model for their communities.
<b>Geotourism Canada</b>	Geotourism Services Project - Northern Alberta	Grimshaw	\$1,575,000	Geotourism Canada created a series of travel/activity field guides to describe more than 800 tourist sites in rural northern Alberta. These guides addressed the question of how best to attract visitors to rural places with the use of GPS technology. The program also provided recreational and educational opportunities for area residents and visitors.
<b>Grande Alberta Economic Region (GAER)</b>	GAER's Response to the Mountain Pine Beetle	Edson	\$562,500	This initiative developed action plans and created relationships and strategies for economic diversification in response to the effects of the mountain pine beetle forestry crisis. This included an informational website, educational materials and community outreach sessions across the region.
<b>Grande Prairie Regional College - Centre for Research &amp; Innovation (CRI)</b>	National Bee Diagnostic Centre	Grande Prairie	\$925,360	This unique initiative has established Canada's first National Bee Diagnostic Services Centre at the Beaverlodge Research Farm to address the current crisis in bee health. The Centre offers comprehensive honeybee diagnostic services and surveillance data to industry and government /regulatory bodies.
<b>Grande Prairie Regional College &amp; PREDA</b>	Centre for Research & Innovation (CRI)	Grande Prairie	\$3,400,000	The CRI engages entrepreneurs in northwest Alberta to turn ideas and innovations into commercially viable services or products. It has developed a "culture of innovation" through systems, operations and people. The model continues to contribute to a knowledge-based economy in the region and will reduce the economic dependence on natural resources.
<b>Green Hectares Corporation</b>	The Rural Road Show - Phase 2	Sherwood Park	\$2,995,530	This project is creating opportunities for rural and agricultural communities to connect, collaborate and learn through scalable models of delivery, including the Six Degrees Database, the Practice Pitch and Building Blocks for Business.
<b>Habitat for Humanity Edmonton Society</b>	Northern Development Coordinator	Edmonton	\$150,000	Program development provided north-central Alberta communities with access to the knowledge, resources and infrastructure to build affordable housing through Habitat for Humanity programs.
<b>Horizon School Division &amp; Partners</b>	Opportunity Shop	Taber	\$428,409	New programming allows students facing financial, cultural or family pressure to drop out of school, the opportunity to complete high school while earning an income. Project staff liaise with employers and students, and provide coaching and support for students and their families.



## ORGANIZATION



## PROJECT NAME



## COMMUNITY








## FUNDING













## HIGHLIGHTS

<b>Indigenous Sport Council of Alberta</b>	Alberta Aboriginal Sport Capacity Enhancement	Hobbema	\$1,038,720	This project enabled Métis and First Nations recreation directors, coaches, teachers and community leaders to enhance the quality of life for Aboriginal youth and youth leaders. It assisted local groups to develop long-term sport and recreation sustainability plans for their communities. Supports included training manuals and an online resource information centre. The largest impact was the ability to deliver programs directly into the community.
<b>Inside Education Society of Alberta</b>	Boreal Education Strategy	Edmonton	\$260,000	This pilot project provided, for the first time, the Society's environment and natural resource education programs to grade 4-12 students in remote parts of northern Alberta. This was accomplished through classroom presentations, interactive field tours, new learning resources and professional development workshops for teachers. Over 40,000 students in Alberta's Boreal region were impacted by the project.
<b>International FarmOn Foundation</b>	Farm Masters Program	Bashaw	\$970,000	The Farm Masters program provides a forum for young, emerging agri-entrepreneurs to access modern tools and resources to help them succeed. Activities include the development of a web-based platform for business management, financial planning, hands-on skills training, marketing guidance and peer-to-peer networking.
<b>Junior Achievement of Southern Alberta</b>	Junior Achievement Rural Expansion Project	Calgary	\$580,000	This initiative saw Junior Achievement programs delivered in 12 rural communities across Alberta and established Rural Leadership Councils to recruit and train volunteers. Over 23,000 students have participated in this program.
<b>Killam and District Business Development Association</b>	Program Development - Biofuel/Ag Business	Killam	\$234,269	This program developed unique multi-media promotional packages to attract key agri-businesses to the region. NovaGreen Inc has located a commercial refinery, using straw as a feedstock source, in the area and other bio-industry projects are considering investment.
<b>Lethbridge College</b>	Wind Energy and Rural Capacity Development	Lethbridge	\$1,189,300	This initiative is establishing southern Alberta as a world leader in the wind energy sector, through the development of long-term, durable training programs, educational products and stakeholder coalitions.
<b>Linkages Society of Alberta</b>	Linkages Program	Calgary	\$68,665	New programming and training linked seniors with young people in rural communities throughout Alberta, with the goal of increasing engagement of seniors while providing rural youth with leadership, communication, volunteering and life skills.
<b>Mountain View County</b>	Finishing the Dream	Didsbury	\$2,207,557	This project resulted in 14 south central Alberta communities gaining access to Alberta's SuperNet through Community Engagement Sites, which have enabled residents to access broadband technologies, learning applications and support.
<b>NorQuest College</b>	Delivery of Foundational Learning for Rural Learners	Edmonton	\$3,229,280	A technology-supported delivery model is increasing access to quality learning for rural adult learners. The Alberta Education curriculum is tailored to their specific needs through an online content management system, with instruction delivered through video conferencing and local support systems.



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Northeast Alberta Information HUB Ltd.	Aboriginal Community Enterprises	St. Paul	\$855,000	This project developed a long-term grass-roots economic growth and partnership model for Aboriginal communities in the St. Paul region. The initiative provided economic development training that focused on creating viable and sustainable Aboriginal owned and operated businesses, while building collaborative relationships with non-Aboriginal businesses.
Northern Lakes College	High Prairie Regional Training and Development Centre (Tolko)	High Prairie	\$2,845,450	This initiative is creating an innovative training program aimed at engaging students in trades in northern Alberta. It is building a skilled workforce to meet the growing demand for workers in the forestry, manufacturing and oil and gas industries using the existing Tolko mill facility.
Northern Lights School Division	Mobile Trades Foundation Program	Bonnyville	\$1,056,750	This project created a mobile trades curriculum targeted at rural youth in grades 7-9. By introducing hands-on trades training at a young age, students, including those at-risk, are encouraged to pursue a career path in the trades.
Physical Culture Association of Alberta	Older Adult Instructor Training Program	Edmonton	\$55,000	Results of this project saw more physical activity and active living programming for older adults living in rural seniors' housing. A 10-hour certification course was developed and delivered to communities across rural Alberta.
Portage College	Food Processing/Food Sciences Training Facility	Lac La Biche	\$950,000	This project will develop curricula for a new and innovative food processing/teaching facility, and will contribute to the establishment of a regional food industry in northeastern Alberta. Growers will bring their products into the commercial retail market, and Food Sciences certificate and diploma programs will be offered through the St. Paul campus.
Red Deer College	Establishment of a Chair, Rural Health Development	Red Deer	\$565,700	Funding for this new applied research and rural health initiative has identified health needs and priorities in central Alberta, and has evaluated and demonstrated innovative rural health practices. Information and training is being provided to physicians, residents and service providers.
Red Deer County and Partners	Turning the Keys on Opportunity (TKO) Project (Access Prosperity)	Red Deer County	\$1,172,050	This regional economic development project is aimed at boosting local business expansion and foreign direct investment in central Alberta communities. The project is connecting investment-ready businesses with international investment opportunities. Priority sectors include manufacturing, logistics and transportation, and the agri-food industry.
Rocky View County	Bio Energy Learning Centre	Calgary	\$0	Project withdrawn by proponent
Rosebud Economic Development Committee	Rosebud Capacity Building	Rosebud	\$450,000	The development of a comprehensive Area Structure Plan, along with new programs, helped increase the economic, educational, cultural and social sustainability in Rosebud and area. Composed of 12 community organizations, with the Rosebud School of the Arts taking the lead role, the Committee acted as a single coordinating body for the fundraising and planning needs of local residents, businesses and organizations.

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<b>Science Alberta Foundation (Mindfuel)</b>	Rural Youth Science Network (Edacity Project)	Calgary	\$900,000	This innovative social media program is aimed at engaging youth in science and technology where high school students are connected through facilitated sessions, and are tuned in to everyday science in their communities. Youth work on science projects of their interest and collaborate to create digital content such as animation, video and photography to showcase real science applications.
<b>SouthGrow Regional Initiative</b>	Renewable Energy Clusters, Co-ops & Pods	Lethbridge	\$480,000	This project, located in southern Alberta, is building capacity to develop municipal/community driven renewable energy initiatives through the creation of energy clusters, which may then be used to develop rural energy co-ops.
<b>Sunchild eLearning</b>	Improving Aboriginal Access to Quality Education	Rocky Mountain House	\$220,000	This initiative allowed the Sunchild E-Learning Centre to expand skills training for Aboriginal learners and enable their students to more easily find and keep suitable employment. It also developed new online programming that is in demand, but not available, in other rural and remote locations in Alberta.
<b>Ten Thousand Five (10005) Remedial House Society</b>	High Level Community Outreach	High Level	\$450,150	Funding for this project allowed for the creation of a 24-hour community outreach centre in High Level. Day programming was developed to complement the existing overnight shelter services provided to the homeless. Services include health screenings, addiction counselling and employment assistance.
<b>Town of Three Hills</b>	Tomorrow's Promise Today	Three Hills/Hanna	\$1,500,000	This project has increased broadband services in rural Alberta by creating Virtual Learning and Business Centres in Three Hills Municipal Library and the Hanna Learning Centre.
<b>Treaty 8 First Nations of Alberta</b>	Family Service Delivery Framework Implementation	Edmonton	\$1,500,000	This project is implementing the Family Service Delivery Framework, focused on children's health services, in three First Nations communities. The trial has provided valuable lessons and insights, allowing the Framework to be refined prior to its introduction in all 24 Treaty 8 member communities.
<b>U of A School of Business - Alberta Business Family Institute</b>	Creating Pathways for Entrepreneurial Families	Edmonton	\$1,500,000	This project helped build sustainable communities across rural Alberta by assisting rural family enterprises to develop and implement successful strategies for the future. Particular focus was placed on helping people with good succession planning.
<b>University of Alberta and University of Calgary</b>	Integrated Community Clerkship	Edmonton	\$725,008	Third-year medical students from the universities spent a minimum of eight months in rural practices learning all aspects of specialized types of medicine. The result is that more young doctors are considering rural medicine as a career choice following graduation.
<b>Vauxhall Academy of Baseball</b>	Vauxhall Academy of Baseball	Vauxhall	\$1,501,125	This initiative resulted in a permanent, self-sustaining sports academy at Vauxhall High School, while also developing a fitness and treatment program available to the public.

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<b>Volunteer Alberta</b>	Knowledge Connector Initiative	Edmonton	\$881,125	Leadership and skills development training for rural Alberta's not-for-profit and voluntary sector organizations were developed in this project, with a focus on the creation of strong leaders and managers to ensure the sustainability of small communities.
<b>Vulcan Business Development Society</b>	Vulcan Innovation	Vulcan	\$1,448,000	With the use of technology, the project leveraged increased workplace employability and business start-up, increased the capacity for technology use within businesses/communities, and assisted the success of ideas through available human resources.
<b>Wainwright Buffalo National Park Interpretive Centre Foundation</b>	Buffalo Adventures Marketing Initiative	Wainwright	\$344,965	Buffalo Adventures was ground-breaking in its development of 'experiential travel adventures' for its visitors. Tour packages are able to compete with other major tourism and historic/cultural sites in Alberta from all regions, and the program continues to make an economic impact on the east central Alberta region.
<b>Warner Community Hockey Society</b>	Warner Hockey School Programming	Warner	\$534,000	The project enabled the Warner Hockey School to become self-sustaining, increase the enrollment at the local school and develop the Athletes' Centre. The school continues to provide professional services to the athletes and community members.
<b>Western Rocky View Communities Development Society</b>	Aging in Rural Community - The Rural Way Model	Calgary	\$725,000	As a new rural seniors housing model, this project is engaging seniors in the design and implementation of solutions to keep them in their communities longer. Systems that result in better delivery of coordinated services, programs and housing planning options are being examined and identified.
<b>Willmore Wilderness Foundation</b>	Engaging Traditions for Economic Growth	Grande Cache	\$1,100,858	This experiential ecotourism product is located in Alberta's Willmore Wilderness Park in the northern Rocky Mountains. It is enhancing the marketability and profile of the park, bringing in tourists and creating economic growth opportunities for local businesses by promoting them to the global economy through multimedia productions, training videos and social media.
<b>Woodlands Operations Learning Foundation (WOLF)</b>	Forestry Training Program	Slave Lake	\$820,000	The creation of new courses and training modules for front-line forestry workers is the goal of this new program in Slave Lake. Teaching resources include new content and curricula, as well as innovative tools such as equipment simulators. Programs and training sessions are offered through Northern Lakes College.
<b>Yellowhead Regional Arts Festival Society</b>	Developing a Creative Campus	Hinton	\$315,000	This project allowed the development of sustainable and vibrant year-round arts and cultural programs for the West Yellowhead region. It is centred in Hinton and has brought together smaller urban and cultural arts organizations to deliver programs such as theatre, visual arts and music.
<b>TOTAL</b>			<b>\$100,000,000</b>	

*Note: 85 projects were funded; 3 were withdrawn by proponent*



# BOARD OF DIRECTORS 2013/2014



## *Marie Logan, Chair*

Marie has received numerous awards for her dedication to enhancing the lives of rural Albertans. She is committed to ensuring youth development and education initiatives are given the attention they require. Some of Marie's many accomplishments include Founding Director of the Chinook Arch

Regional Library System, Chair of the Horizon School Division, and Past-President of both the Canadian 4-H Council and the Alberta 4-H Council. In addition, she and her husband Glenn run a pedigreed seed and cattle operation in the southern Alberta village of Lomond.



## *David Coutts, Vice Chair*

Born and raised in Fort Macleod, Alberta, David started his career through involvement in regional economic development, local Chamber of Commerce and other service organizations, which led him to provincial politics. During his 14 years as MLA for Livingstone-Macleod, David's accomplishments include initiating provincial wind power policy and implementing the provincial Special

Places Protected Areas program. During his time in government, he served as Minister of Government Services and Minister of Sustainable Resource Development. David's commitment to regional collaboration and cross-border initiatives began in 1993 when he was appointed to the Pacific Northwest Economic Region to represent Alberta's interests. He now resides in Edmonton and manages his own consulting firm.



### **David Bodnarchuk, CA**

As a Chartered Accountant in Edmonton, David has many years of technology and financial experience with industry leaders such as Apple, Oracle and KPMG. David's self-motivation, drive and entrepreneurial flair are shown through the creation and management of three start-up businesses. David has built an impressive personal/professional network through his

involvement on not-for-profit boards, government task force groups and participation in venture capital groups and advisory boards. He knows how valuable building partnerships, creating effective management teams, producing community leaders and assisting small and growing businesses are for the success and sustainability of our province's rural communities.



### **Doug Gardner**

A former junior/senior high school teacher, Doug spent his 33-year teaching career in rural communities throughout Saskatchewan and Alberta. Doug knows what it takes to help shape and guide the future success and sustainability of Alberta's unique and diverse rural communities. Doug has been a Public School Board Trustee for the Foothills

School Division No. 38 since 2000 and has served on the Board of Directors for the Alberta School Boards Association (ASBA). A community leader and engaged citizen in High River, Doug has owned, managed and operated businesses out of his commercial strip mall property for over 30 years while working as a rural real estate agent.

# FINANCIAL STATEMENTS

## 2013/2014

### Independent Auditors' Report

To the Shareholder of Rural Alberta's Development Fund

We have audited the accompanying financial statements of Rural Alberta's Development Fund, which comprise the statement of financial position as at March 31, 2014, the statements of operations and net assets and cash flows for the year ended March 31, 2014, and notes, comprising a summary of significant accounting policies and other explanatory information.

#### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for private enterprises, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with Canadian generally accepted auditing standards. Those standards require that we comply

with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audits is sufficient and appropriate to provide a basis for our audit opinion.

#### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Rural Alberta's Development Fund as at March 31, 2014, and its results of operations and its cash flows for the year ended March 31, 2014 in accordance with Canadian accounting standards for private enterprises.

#### Other Matter

Our audit was conducted for the purpose of forming an opinion on the financial statements taken as a whole. The supplementary information included in the Schedule is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the financial statements taken as a whole.



#### Chartered Accountants

June 25, 2014  
Edmonton, Canada



## Statements of Financial Position

Year ended March 31, 2014, with comparative information for 2013

ASSETS	2014	2013
<b>Current assets:</b>		
Cash and cash equivalents	\$ 374,758	\$ 20,293
Short-term deposit (note 2)	51,047	50,666
GST recoverable	7,543	13,596
Prepaid expenses	300	16,171
Amounts recoverable	1,454	2,018
	<b>435,102</b>	<b>102,744</b>
Capital assets (note 3)	1,609	5,877
Investments (note 4)	2,472,280	16,954,680
	<b>\$ 2,908,991</b>	<b>\$ 17,063,301</b>
<b>LIABILITIES AND SHAREHOLDER'S EQUITY</b>		
<b>Current liabilities:</b>		
Accounts payable and accrued liabilities	\$ 210,486	\$ 75,374
Deferred revenue	2,698,505	16,987,927
	<b>2,908,991</b>	<b>17,063,301</b>
Commitments (note 5)		
	<b>\$ 2,908,991</b>	<b>\$ 17,063,301</b>

See accompanying notes to financial statements.

On behalf of the Board:



**Marie Logan**  
Board Chair



**David Bodnarchuk, CA**  
Audit and Finance Committee Chair

## Statements of Operations and Net Assets

Year ended March 31, 2014, with comparative information for 2013

REVENUE	2014	2013
Deferred revenue recognized	\$ 14,289,422	\$ 16,490,051
Investment income	329,245	591,120
	<b>14,618,667</b>	<b>17,081,171</b>
EXPENSES		
Grant expenditures	13,506,850	15,669,109
Wages, salaries and benefits <i>(note 6)</i>	585,426	647,983
Board administration and honoraria	96,656	84,498
Legal, accounting and insurance	94,711	113,454
Consulting fees	93,227	271,959
Rent	88,601	84,334
Network infrastructure	48,756	57,002
Travel	27,678	33,831
Conference	25,431	2,718
Advertising	13,444	27,575
Bank and fund management fees	11,125	37,293
Office	10,850	8,606
Non-recoverable GST	7,545	14,083
Amortization of capital assets	4,268	15,832
Printing	3,506	4,593
Training	593	8,301
	<b>1,111,817</b>	<b>1,412,062</b>
	<b>14,618,667</b>	<b>\$ 17,081,171</b>
Excess revenue, being net assets, beginning and end of year:	\$ —	\$ —

See accompanying notes to financial statements.

## Statements of Cash Flows

Year ended March 31, 2014, with comparative information for 2013

<b>CASH PROVIDED BY (USED IN):</b>	<b>2014</b>	<b>2013</b>
<b>Cash flows from operating activities:</b>		
Cash received:		
Investment income received	\$ 411,930	\$ 305,750
Cash paid:		
Grants paid, net of recoveries	(13,506,850)	(15,914,967)
Payments to employees and suppliers	(949,949)	(1,508,906)
	<b>(14,044,869)</b>	<b>(17,118,123)</b>
<b>Cash flows from investing activities:</b>		
Proceeds from bonds	9,335,434	4,826,323
Maturity of bonds	5,063,900	12,132,000
	<b>14,399,334</b>	<b>16,958,323</b>
<b>Increase (decrease) in cash and cash equivalents</b>	354,465	(159,800)
<b>Cash and cash equivalents, beginning of years</b>	20,293	180,093
<b>Cash and cash equivalents, end of years</b>	<b>\$ 374,758</b>	<b>\$ 20,293</b>

See accompanying notes to financial statements.

# Notes to Financial Statements

Year ended March 31, 2014, with comparative information for 2013

Rural Alberta's Development Fund (the "Fund") is a Part IX corporation incorporated on July 17, 2006 under the *Alberta Companies Act*. The Fund was incorporated and established to operated for a finite period, subsequently extended to December 31, 2014. The Fund is a non-profit organization as defined in Section 149(1)(l) of the *Income Tax Act* and is exempt from income taxes.

The purposes of the Fund are:

- a) to promote growth, prosperity and the quality of life in rural Alberta by fostering, funding, and facilitating activities in rural Alberta;
- b) to ensure the fiscally responsible expenditure of all financial resources available to the Company in accordance with sound and comprehensive business plan including, without limitation, the fiscally responsible expenditure of all grant funding received by the company from the Province of Alberta or from other sources;
- c) to encourage collaboration and community spirit within and among communities for the benefit of rural Alberta;
- d) to attract other sponsors or persons who may participate in the activities fostered, funded, or facilitated by the Fund for the benefit of rural Alberta; and
- e) to conduct such operations as may be required from time to time to give effect to the objects of the Fund and to otherwise do all acts reasonably

necessary, ancillary and/or incidental to carrying out of the objects described above.

## 1. Significant accounting policies:

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations. The Fund's significant accounting policies are as follows:

- a) *Cash and cash equivalents*: Cash and cash equivalents include cash on deposit and unencumbered short-term demand type deposits, which are highly liquid with original maturities of less than three months from the date of acquisition.
- b) *Financial instruments*: Financial instruments are recorded at fair value on initial recognition. The Fund has elected to measure all investments in bonds and debentures and it's investment in a Canadian equities mutual fund in 2012 and in 2013 at fair value. Changes in the fair value are recorded in investment income.
- c) *Capital assets*: Capital assets are recorded at cost which includes goods and services taxes incurred that are not eligible for recovery. Capital assets are amortized on a straight line basis over the shorter of the period the Fund will operate or the estimated useful life as follows:

Asset	Rate
Furniture and fixtures	20%
Computer	33%

*The funding for capital assets is provided by way of the grant fundings previously received (see note 1(d)) and the subsequent income earned from this funding.*

- d) *Revenue recognition*: The Fund follows the deferral method of accounting for contributions. Under the terms of an Agreement as amended, the Province of Alberta, in accordance with budget arrangements established by the Alberta Ministry of Agriculture, Food and Rural Development, advanced a one-time grant of \$100 million to the Fund. The Agreement notes the following:
  - interest and other income earned on the grant shall also form a part of the grant;
  - the grant can only be used for administrative expenses and to support approved projects;
  - a minimum of \$100 million must be spent on approved projects;
  - approved projects cannot include loans, loan guarantees or equity positions; and
  - any unspent grant monies at the end of the term (being December 31, 2014) are to be refunded to the Province.

Accordingly, the grant is deferred until qualified expenditures, including amortization of capital assets, are incurred.

Investment income is recognized on a time proportion basis for interest, when receivable for dividends and when



realized from sale or as a result of changes in fair value when fair value is used for measurement. Should investment income earned in a period exceed the expenditures incurred in the period, this excess would be deferred.

e) *Grant expenditures:* The Fund has entered into agreements wherein the Fund provides grants to proponent organizations to complete projects consistent with the purposes of the Fund. Projects comprise phases which set out deliverables required of the proponent and funding amounts to be provided by the Fund. The Fund recognizes grant expenditures in the statement of operations in the year in which proponents have completed, to the Fund's satisfaction, deliverables for a project phase.

f) *Use of estimates:* The preparation of the financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from those estimates.

## 2. Short-term deposit:

The term deposit earns a 0.75% rate of interest (2013 - 0.75%) and is issued for 30 days with a maturity of April 15, 2014. The term deposit is pledged as security for business credit cards.

## 3. Capital assets:

	Cost	Accumulated amortization	Net book value	Net book value
<b>Furniture and fixtures</b>	\$ 49,272	\$ 48,193	\$ 1,079	\$ 2,512
<b>Computer</b>	81,168	80,638	530	3,365
	<b>\$ 130,440</b>	<b>\$ 128,831</b>	<b>\$ 1,609</b>	<b>\$ 5,877</b>

## 4. Investments:

	2014	2013
<b>Financial institution bond with coupon rate of 3.97% (2013 - 3.43% to 3.97%) maturing November 2014, principal amount of \$1,000,000 (2013 - \$4,000,000)</b>	\$ 1,015,661	\$ 4,064,120
<b>Corporate bond with coupon rate of 3.13% (2013 - 3.13% to 3.97%) maturing November 2014, principal amount of \$750,000 (2013 - \$1,775,000)</b>	758,779	2,032,740
<b>Government bond with a coupon rate of 2.20%, principal amount of \$1,000,000</b>	-	1,010,780
<b>Foreign issued bond with a coupon rate of 2.64%, principal amount of \$1,000,000 US</b>	-	1,009,100
	<b>1,774,440</b>	<b>8,116,740</b>
<b>Canadian mutual funds</b>	672,321	3,186,091
<b>Accrued interest</b>	24,932	71,936
<b>Cash and cash equivalents</b>	587	4,290,329
<b>U.S. equities</b>	-	779,068
<b>Canadian equities</b>	-	510,516
	<b>\$ 2,472,280</b>	<b>\$ 16,954,680</b>

Changes in interest rates (interest rate risk), credit ratings (credit risk) and other market factors (price risk) are the main cause of change in the fair value of bonds resulting in a favourable or unfavourable variance compared to book value. The Fund only invested in high grade bonds and debentures issued by government and government backed entities, financial institutions and large publicly-traded corporate entities with a credit rating of BBB/Baa or better. Changes in fair value associated with changes in interest rates is no longer considered a significant financial instrument risk due to the near term maturity of the bonds.

Other price risk relates primarily to the changing value of the equity securities underlying the mutual funds which are issued by a large registered mutual fund manager. The investment in any individual entity or industry group is limited. The decrease in investments in the year reduces the extent of other price risk when compared to the prior year. Most investments are readily convertible to cash or are maturing in the near term; accordingly, liquidity risk is not considered to be significant.

Investment income reported on the statement of operations includes interest and dividend income of \$298,624 (2013 - \$815,541).

5. Commitments:

	2015	Total
Lease	\$ 6,376	\$ 6,736
	\$ 6,376	\$ 6,736

Since inception to March 31, 2014, the Fund has approved 85 projects for a total of \$100,000,000. Agreements for all of these 85 projects were in place as of March 31, 2013. The full amount (2013 - \$86,493,150) has been advanced at March 31, 2014. The lease for office space expires April 30, 2014. The Fund is also responsible for its proportionate share of building operating costs for the leased premises.

6. Wages, salaries and benefits:

With the Fund’s term expiring December 31, 2014, actions were taken to secure resources to this time period; accordingly, the Fund offered retention bonuses to key personnel provided the employees remained to March 31, 2014. These retention bonuses of \$174,478 are payable April 15, 2014 and are included in wages, salaries and benefits expense.

## RURAL ALBERTA'S DEVELOPMENT FUND Schedule of Salary and Benefits Disclosure

Year ended March 31, 2014, with comparative information for 2013

	Salaries and honoraria (1, 8)	Benefits and allowances (2, 3)	2014 Total	2013 Total
<b>Board Members:</b>				
Bodnarchuk, Dave	\$ 21,992	\$ 1,033	\$ 23,025	\$ 7,025
Coutts, David (5)	11,322	453	11,775	6,250
Gardner, Doug	12,475	-	12,475	4,038
Logan, Marie (4)	11,496	629	12,125	13,675
Nicol, Ken	-	-	-	3,825
Ryder, Keith (5)	9,447	526	9,973	11,659
Urlacher, Eva	-	-	-	3,100
	<b>66,732</b>	<b>2,641</b>	<b>69,373</b>	<b>49,572</b>
<b>Managing Director (6)</b>	-	-	-	142,870
<b>Director of Operations (7)</b>	-	-	-	22,131
<b>Employees reporting to Managing Director</b>	527,913	40,065	567,978	461,804
	<b>527,913</b>	<b>40,065</b>	<b>567,978</b>	<b>626,805</b>
	<b>\$ 594,645</b>	<b>\$ 42,706</b>	<b>\$ 637,351</b>	<b>\$ 676,377</b>

1) Salary and honoraria includes regular base pay, lump sum payments, gross honoraria, and other remuneration.

2) Employer's share of all employee benefits and contributions or payments made on behalf of employees including retirement pension, Canada pension plan, employment insurance, health, dental and vision coverage, group life insurance, accidental disability and dismemberment insurance, long and short term disability plans, professional memberships and tuition.

3) Benefits and allowances figures also include the employer's share of the costs of additional taxable benefits including special leave with pay, travel and car allowances.

4) Chair from October 2011 to present.

5) Keith Ryder was Vice Chair from August 2010 to November 2013. David Coutts assumed Vice Chair position January 2014.

6) Managing Director to August 17, 2012.

7) Director of Operations to May 11, 2012.

8) In 2013, the Board's activities included both governance and operational activities as the organization began winding down the operations and functioned without a Managing Director.





*Photo: Former Tolko Industries mill. Now home to the High Prairie Regional Training and Development Centre*



