



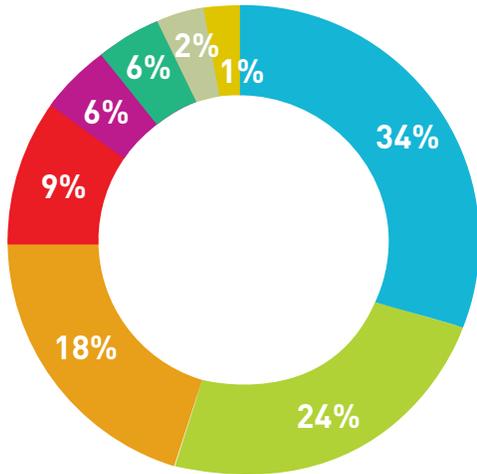
**RURAL ALBERTA  
DEVELOPMENT FUND  
2013 ANNUAL REPORT**

# MAPPING OUR SUCCESS

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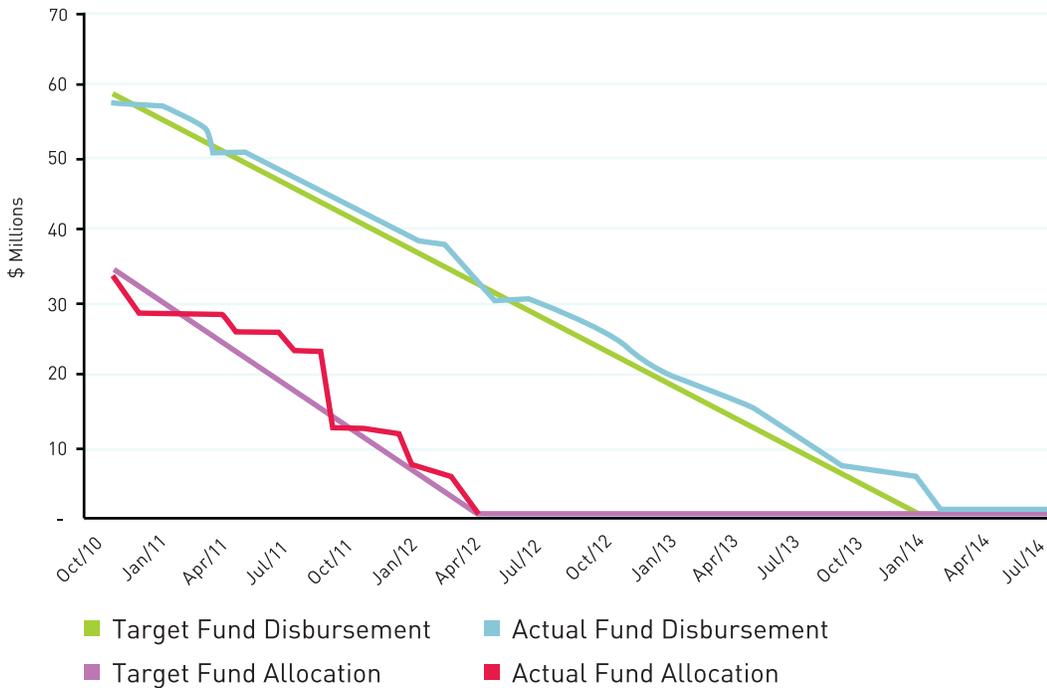
# Tracking Measures



## Outcome Achievement - Project Focus

- Community Capacity
- Economic Growth
- Learning and Skills
- Aboriginal
- Rural Health
- Youth
- Quality Environment
- Seniors

## Funding Commitments and Disbursements vs. Targets



## RADF Project Outcomes

RADF has consistently exceeded performance targets for its three critical metrics:

Improved Quality of Life	(95 – 100%)
Increased Community Capacity	(95 – 100%)
Positive Economic Impact	(90 – 95%)

**96%**  
of Projects Improved  
Quality of Life in  
Rural Communities

**99%**  
of Projects Increased  
Community Capacity  
in Rural Alberta

**92%**  
of Projects Generated  
Net Positive  
Economic Impact



## Message from the RADF Board Chair Marie Logan

Since we opened our doors in 2006, Rural Alberta Development Fund (RADF) has worked hard to become a catalyst for change for rural leaders seeking to empower and grow their communities. Along the way, we have helped nurture innovative projects; in many cases shepherding them from the original, exciting ideas brought to us by community champions, to successful and sustainable initiatives that will benefit Albertans far into the future.

Our mandate with the Government of Alberta was to allocate \$100 million to unique programs and projects in rural communities throughout the province. We have funded 85 initiatives, which are now being assessed and their impacts reviewed against anticipated outcomes. With six years into our mandate, we are happy to report that the findings are very encouraging! Independent evaluations confirm that RADF has consistently exceeded expectations in the three critical metrics that were required in our partnership with government: Improved Quality of Life; Increased Community Capacity; and Positive Economic Impact.

RADF staff continue to work with our remaining projects to ensure their successful, and sustainable, conclusion. In keeping with our agreement, all remaining funds must be distributed by March 31, 2014, and we are on track to fulfilling this commitment. Together with our project partners and stakeholders, we are working toward the development of a solid legacy of growth and prosperity which will continue to shape future rural development initiatives in Alberta.

As Chair, and on behalf of the RADF Board members and staff, I would like to thank the Government of Alberta, particularly the Hon. Verlyn Olson, Minister of Agriculture and Rural Development, and his staff for their continuing guidance and support as we move into our final year of operation. This collaboration with government, stakeholders, and of course, our rural communities, has been a catalyst for growth in our province, and one in which Albertans can rightfully be proud!

A handwritten signature in black ink that reads "M Logan". The signature is fluid and cursive.

Marie Logan



## RADF Spring Showcase

Alberta is bursting with big ideas and passionate people keen to turn these ideas into reality.

On April 19, 2013, RADF presented its 2013 Spring Showcase event. This was a day of celebration for RADF to highlight the successes and achievements that have been realized in the rural communities. It also gave our proponents the opportunity to share their stories and learnings with a greater audience. Participants discussed project challenges and the unique ways in which their communities developed innovative solutions to these complex issues.

Breakout sessions focused on our outcomes, including: Education, Health, Economic Growth, and Youth/Seniors. Presenters shared knowledge and resources related to their projects with lively discussion on common issues, learnings, and best practices.

### Themes included:

- How can projects be modified to make them transferable to other communities across the province?
- What are the most effective ways to build and maintain solid relationships with a variety of stakeholders to the benefit of all?
- How can groups use existing networks to leverage resources?
- How best can project leaders be sufficiently flexible to allow for the synergies and challenges that come along?
- What are the best strategies for recruiting and retaining staff in rural communities?
- How can technology advance our projects?
- How does innovative thinking impact the sustainability of projects?



Networking between colleagues and the opportunity to make new connections and synergies with other organizations was another positive result!

# Evaluation of Project Impact to Rural Alberta

Since its inauguration in 2006, RADF has invested \$100 million in 85 projects. A formal evaluation of RADF was launched in 2008, and the 2013 Evaluation Report, prepared by Howard Research & Management Consulting, reflects the impact and progress of 58 completed projects, as well as 27 projects still in progress. Six key impacts of RADF are reported to date:

## 1 Wise Use of Public Funds & Leverage

RADF exhibits wise use of public funds, with 87% of project outcomes achieved overall. What is more, RADF funds have leveraged \$.56 on every dollar invested. Over \$34 million has been generated through grant monies from industry and private partners, and some additional public funding. A further \$22 million has been garnered through in-kind contributions such as volunteer labour and facilities provided by participating communities. Sixteen projects alone have leveraged over \$1 million each.

## 2 Economic Growth in Rural Alberta

Economic growth has been achieved in rural Alberta as a result of increased economic stimulation, community revitalization, agri-industry, and innovation. A conservative estimate of \$57 million in employment and community benefit is reported. As examples, farmers have increased profits through innovative solutions to transport grain, and develop bio-economies. There are also many instances of increased innovation, including, unmanned vehicle systems, rural tourism, and incubation and mentorship support for business start-up. In communities where local schools have focused on elite sport performance, jobs have been sustained, new employment opportunities have been created, and towns have been revitalized.

## 3 Increased Capacity in Rural Alberta

Increased capacity of rural Alberta is evident through improved infrastructure and broadband connectivity, which has resulted in better opportunities to attract students, families and business to rural Alberta, though gaps in broadband connectivity persist. Strengthened community engagement has improved leadership capacity in municipal planning and the volunteer sector, and has mentored youth in business and leadership skills. As well, RADF support has helped create safe and healthy communities through farm safety programs, and affordable housing initiatives.

## 4 Increased Opportunity for Rural Youth

By creating opportunities that focus on skill development and improved employability, RADF supports rural youth. Across Alberta, youth have had training in trades, social/personal development, agriculture and business partnerships, and in new areas such as wind energy. Students now have opportunities to receive dual credit to continue high school while maintaining part-time employment. A host of other learning opportunities for rural youth have been created—ranging from archeological digs and identification of dinosaur fossils, to environmental stewardship and technology-based learning.

## 5 Improved Quality of Life

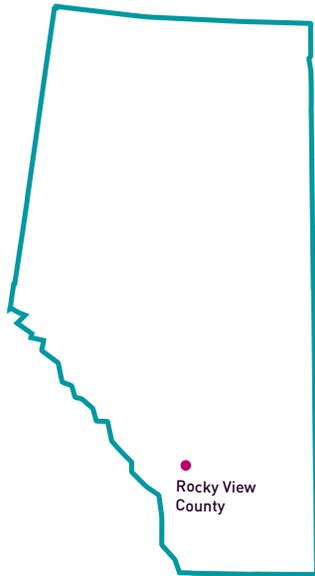
RADF has created incentives for rural Albertans to stay, work and play in rural Alberta—all speaking to an improved quality of life. Learning opportunities for young farmers and seniors have been created. There are many examples of linkages and partnerships that have been forged, resulting in increased economic diversification, including the development of co-op models, such as meat packing and green house initiatives.

## 6 Opportunities for Aboriginal People

Learning opportunities have been created for Aboriginal people that have resulted in increased enrollment in apprenticeship programs, enhanced skill in trades including the construction of solid timber log homes, sport coaching initiatives, and small business development.

**These results emphasize the uniqueness of RADF as a very successful funding mechanism that supports community-driven and community-based solutions to address rural needs and issues. RADF has made a positive difference for Albertans, and has had a strong economic impact across the province.**

**Albertans have demonstrated a commitment to taking a leadership role in maintaining a rural lifestyle. They have proven that they are innovative and have much to contribute towards a brighter future for Alberta.**



## AGING IN RURAL COMMUNITY - THE RURAL WAY MODEL WESTERN ROCKY VIEW COMMUNITIES DEVELOPMENT SOCIETY

If aging or changes in community development have not been a focus for Albertans in the past, they soon will be. In our province alone, 103 people will reach the age of 65 every day... that is 1 every 14 minutes.

Healthy communities are those which plan for their aging populations and engage seniors in a meaningful way to determine how best to meet their needs. The Rural Way Model is a new framework that assists older rural residents and their communities to design, plan, manage and implement their own Aging in Rural Community projects.

## IMPACTS

- The Rural Way Model is developing and testing a highly integrated grassroots approach that encompasses strong community engagement practices, and reflects rural culture, lifestyle, community involvement and shared profit.
- Financial, management and governance systems which encourage public/private sector partners to work collaboratively with the community are being developed. Rural communities will be able to adjust their own models to create local aging solutions such as housing and the provision of health care services.
- Rural residents have access to workshops and consulting services to help their communities begin the process of initiating rural housing projects that they want and can afford.
- Components of the Rural Way Model include: practical methods for project start-up, tools for planning, engagement & action, co-management and decision-making processes, communication/marketing methods and strategies for project sustainability.
- The model is demonstrated though Hunt Coulee Village - one of the first development projects in Alberta that preserves agricultural lands while balancing a community need for rural seniors housing and a back-to-basics philosophy of neighbour helping neighbour.



## ALBERTA PRO CYCLING FESTIVAL – TOUR OF ALBERTA ALBERTA PELOTON ASSOCIATION

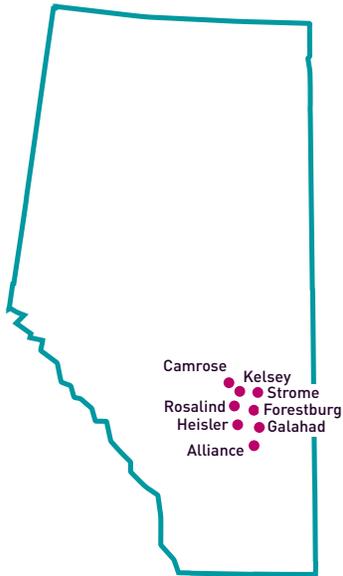
The Tour of Alberta – Alberta’s Pro Cycling Festival, Canada’s first ever professional cycling stage race, featured 120 of the world’s top cyclists and live daily broadcasts to over 130 million households around the globe. It brought to our province a world-class, proven and successful event platform that provided exciting opportunities for rural communities to showcase their unique areas, strengthen economic growth, and support partnerships, volunteerism, and community connections. The event also promoted wellness and healthy lifestyle activities for the communities. Covering over 900 kilometres, the Tour of Alberta traveled through more than 20 towns and villages in rural Alberta in September, 2013, its inaugural year. Plans for the 2014 cycling event are now underway.



### IMPACTS

- As a new international sporting event, the cycling race and its various festivals have created a positive economic spin-off to multiple communities in rural Alberta.
- Future Tours will continue to show off the diverse geographical areas of the province and promote Alberta tourism on an international scale.
- Educational components related to sport and wellness in rural schools will be developed.
- The Tour of Alberta has initiated a legacy of cooperation amongst rural partners.
- The promotion of the event highlights the diverse cultural attributes of communities in the province.
- New and exciting volunteer opportunities are available for rural youth, seniors and Aboriginals in various locations across the province.

**“RADF has generated so much energy in our community!”**



## IMPACTS

- Farmers save money and time throughout the process: no elevator fees, lower grain cleaning fees, shorter hauling distances, and no elevator line-ups. Further, the Composite Train Grading project not only helps producers earn higher returns for their grain, it also helps reduce costs. For example, area producers saw significant savings through reduced transportation costs — on average 72% shorter distances were travelled to deliver grain, resulting in fuel consumption savings of 28,000 litres/year.
- Because producers know the grade and value of the grain in advance of loading, the risk of surprises when unloading at the west coast terminal are minimized.
- Maximum value is passed back to the producer. Since June 2010, producers have realized profits of almost \$720,000 as a result of the composite blending process — revenue that otherwise would have gone outside their local communities.
- In 2011, 780 grain cars were moved, and more recently, a second locomotive engine was acquired.



## COMPOSITE TRAIN GRADING PROJECT BATTLE RIVER RAILWAY

The Battle River Railway (BRR) is enhancing grain marketing opportunities through new technology and advanced programming in composite grain blending, identity preservation and tracking. The grade, or quality characteristics of grain is determined immediately after harvest, allowing BRR to package those grains to the best advantage of the producer. If a producer's grain quality is superior to that of its eligible grade, it can be used to supplement any deficient grain of another producer. The marketed grain can therefore earn a higher premium, improving the producer's bottom line and leaving more dollars to be spent locally in rural communities.

**“Without RADF, we couldn't have gone as far as we have.”**



## FARM MASTERS PROJECT INTERNATIONAL FARM-ON FOUNDATION

With one third of Alberta’s producers now 55 years of age or older, the future growth of the province’s agriculture industry is dependent on a new generation of farmers. Young and emerging producers are seeking ways to accelerate their knowledge and harness the experience and wisdom from generations before them. This project recognizes that learning requirements are changing, and the ability to access services and resources easily is critical.

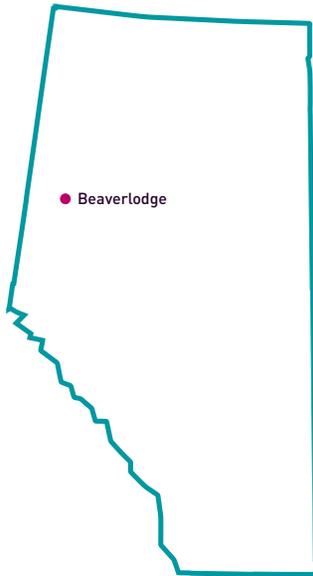
The Farm Masters program is a web-based platform that integrates existing business and financial training resources and tools with the latest in social media technology. It equips young farmers with the tools, knowledge and skills needed to increase their profitability and ensure business success.



## IMPACTS

- The highly integrated social media web platform focuses on the development of business skills, critical thinking, leadership qualities and peer networking opportunities.
- Young farmers have access to training, mentoring, supports and resources regardless of time or location.
- Registered members have direct access to experts/professionals in agri-business who willingly share their wealth of expertise. Resources focus on real-life stories of business owners who have learned from experience what does and does not work.
- Members have online access to more than 125 agri-business workshop videos, with new content added continually, including financial management, marketing, production and entrepreneurship. These tools are fundamental to building successful farm and agri-businesses, healthy rural communities, and a thriving agriculture industry.

**“So many RADF proponents are working together and creating a legacy which will be around for many years to come.”**



## NATIONAL BEE DIAGNOSTIC CENTRE GRANDE PRAIRIE REGIONAL COLLEGE – CENTRE FOR RESEARCH & INNOVATION

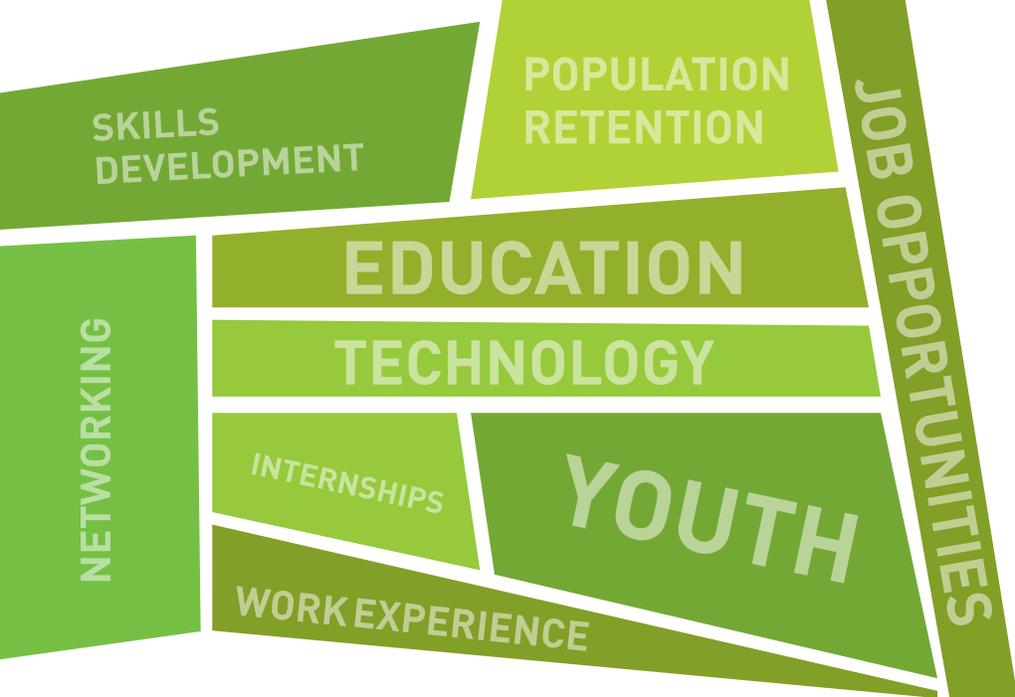
The new National Bee Diagnostic Centre (NBDC), the first and only one of its kind in Canada, is located in Beaverlodge. It is a one-stop shop for all bee diagnostic services used by beekeepers, government departments, and researchers from across Canada.

Honey bees are the most important pollinator for commercial crops and are essential for one third of the food on our tables. Honey bee populations are decreasing worldwide for a variety of causes not completely understood at present, but include pests, pathogens and parasites. There is a great international effort to identify and study these organisms affecting the life span of bees and for that to take place, it is necessary to use modern diagnostic techniques. The NBDC uses molecular approaches to diagnosis, including technologies that are significantly more robust than past methods. The Centre will directly contribute to the knowledge bank being developed to understand the current decline in bee population and alleviate the significant negative economic impact that it has caused in the Peace Region, and across Canada.

## IMPACTS

- New jobs, both professional and administrative, have been created.
- New infrastructure has been commissioned and certified, and equipped with leading edge technology.
- New funding commitments have resulted in expanded services, including applied research, diagnosis, outreach, training, and innovation.
- Diagnostic services are now underway and the Centre has earned a Containment Level 2 certification from the Public Health Agency of Canada.

**“It’s been a fantastic experience working with RADF!”**



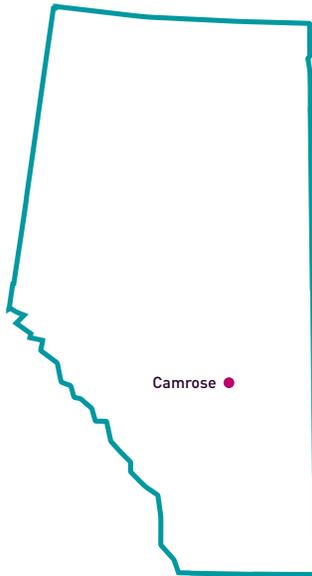
## NEXTGEN ONLINE CAREERS: THE NEXT GENERATION

NEXTGEN Online is an exciting project that utilizes new and innovative technology to actively engage ALL rural junior and senior high school youth in career development. Using interactive portals and social media technology as the online environment, students and educators can step inside industry and explore career opportunities. NEXTGEN Online builds on the platform of Alberta’s SuperNet. By extending CAREERS services further into rural Alberta, more youth are able to benefit from career exploration and workplace internships within their communities. There are a total of 34 interactive career options that students can access 24 hours a day. In addition, the Careers Portal video conferencing equipment enables students to participate in job interviews and information sessions.



## IMPACTS

- New technology enables students to explore career options.
- Students are supported in obtaining internships to grow their skills and employability.
- The program promotes student awareness of industries with future job opportunities.
- Students are provided with real life experiences through job interviews and seminars via video conferencing.
- Rural populations are retained as students explore career opportunities in their own communities.



## IMPACTS

- This is the first program of its kind in rural Alberta and is a transferrable model for other communities.
- Café Connections was established as a social enterprise program and, in 2013, merged with a local bistro and is now part of the business community.
- More than 60 youth have participated in the program and have developed employability skills in customer service, food preparation, and money handling. Most of the participants have remained employed, are in school, or are participating in a second PEER program.
- Youth have developed excellent relationships with customers, particularly seniors who visit the café on a regular basis.
- Participants have learned how to cook and eat in a healthy way. For many, this is the first time they have prepared meals using non-processed foods.
- Youth have an increased ability to maintain independence. Upon completion of the program, most no longer frequent food banks as they are accountable for their own incomes and are able to budget their own food and other expenses.



## PEER CONNECTIONS PROGRAM CAMROSE OPEN DOOR ASSOCIATION

As part of a much larger youth outreach and support initiative of the Open Door Association, PEER Connections is helping at-risk youth avoid becoming street entrenched, and is assisting them in becoming responsible, productive employees. The model provides life skills, work experience, and support through a social enterprise – “Café Connections”, a café and catering business operated by the Open Door Association.

**“We are so appreciative of RADF. They helped us to think differently. No one organization can do it alone.”**



## PIPESTONE CREEK DINOSAUR INITIATIVE COUNTY OF GRANDE PRAIRIE & GRANDE PRAIRIE REGIONAL COLLEGE

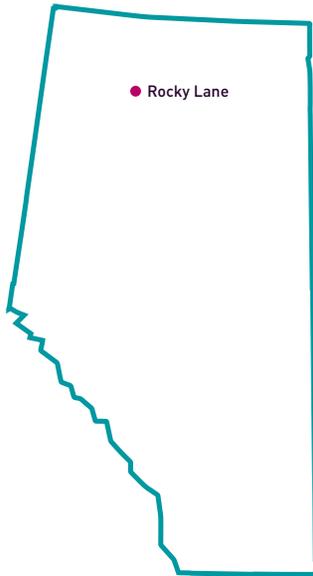
The Pipestone Creek Dinosaur Initiative (PCDI) will strengthen the Alberta paleontological story through the interpretation of the unique Wapiti River Bone Bed, which has uncovered the fossil material of previously unknown dinosaurs. The Peace Region will be positioned as the northern anchor in the province’s dinosaur initiative, and will benefit the area through economic development, tourism, education, and stewardship of the rich paleontological resources.

The County of Grande Prairie has recently completed its fundraising efforts for the \$28.4 million Philip J. Currie Museum, which will be located outside of Wembley. The ground breaking ceremony for the museum was held in June, 2013, and is slated to be completed in October, 2014.



## IMPACTS

- Pipestone Creek Bone Bed is being developed as a world-class outdoor classroom for teaching fossil excavation to paleontology students and amateur enthusiasts. Almost 7,000 people have already participated in the bone bed tours.
- New fossil outcrops have been identified, as well as six new-to-science species of dinosaurs.
- Marketing of the region’s paleontological and geological assets is already generating international interest. Fifty-nine citations for scientific articles have been recorded since 2010.
- Staffs of local museums have been provided college level courses on the proper preservation, display and interpretation of their fossil holdings, which has also boosted tourism and provided economic benefit to their communities.
- Members of the public have been engaged to assist in the stewardship of paleontological resources. Almost 1,000 participants attended the Fossil Road Shows held in High Level, Manning, Fairview and Peace River. Eight Paleontology Evening events have been held throughout the Peace Region.
- Paleontological courses have been developed and offered to amateur enthusiasts.
- A Community Forum has been created to list and describe fossils to aid professional research and stimulate amateur interest. There are 120 specimens described on the Forum.



## ROCKY LANE SCHOOL AGRICULTURE PROGRAM FORT VERMILION SCHOOL DIVISION NO. 52

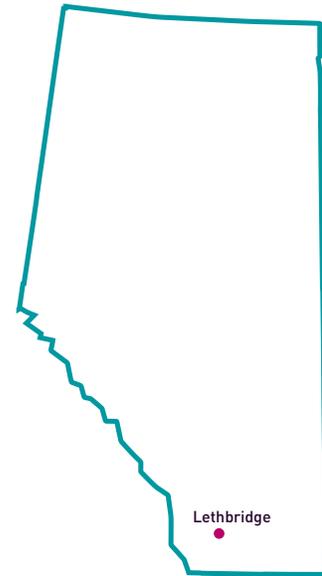
The Rocky Lane School Agriculture Program is providing students with the practical skills to develop and operate a farm/ranch in the Fort Vermilion School District. Besides learning the skills necessary to look after animals, crops, gardens and buildings, participants are taught entrepreneurship, leadership development, and business operations.

As the school's project partners include the neighbouring farming community and the Beaver First Nation, students also learn respect for the land and its importance to mankind. This project is the first of its kind – where a working farm is built from the ground up with the participation of students working in collaboration with a School Division, First Nation, Agricultural Society, and a County.

### IMPACTS

- New infrastructure has been built, including: a barn, mechanical shop, and greenhouse.
- The project has created new collaborations to the benefit of the whole community. An example is the Beaver First Nation providing the School Division with a quarter section of land as well as the use of farm equipment. Profits from the harvested crops will go toward the ongoing sustainability of the program.
- Agriculture related micro-businesses are being planned, designed, marketed and managed by the students.
- The involvement of parents and the local community is strong and there is enormous support for the program.

**“We are very appreciative to RADF for allowing us to be flexible, so that we could plan for those moments of serendipity.”**



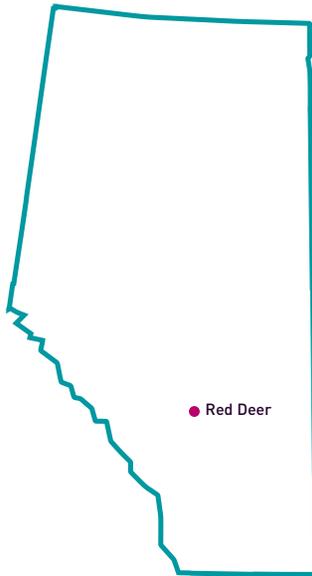
## RURAL WIND ENERGY PROJECT LETHBRIDGE COLLEGE

The Rural Wind Energy Capacity Development project, based out of Lethbridge College's International Wind Energy Academy, has been instrumental in developing southern Alberta as a world leader in the wind energy sector. New curricula includes: Wind Farm Construction, Small Wind Design and Development, Small Wind Construction, Small Wind System Maintenance, and Wind Turbine Rescue Training. Residents in the region have opportunities to gain quality employment and diversify their incomes in the emerging wind energy sector. New stakeholder coalitions have been formed, and, by partnering with private sector energy service providers, Lethbridge College is able to secure major investment in the region.



## IMPACTS

- Youth retention will be positively impacted because of new opportunities for education and high quality employment in the wind energy sector.
- New employment opportunities will open up for regional First Nations communities.
- The area will see more diversified rural income, which will build the sustainability of rural economies.
- New infrastructure and educational technologies are being created
- As a clean energy source, wind energy promotes an environmentally-friendly alternative
- Community success in supporting the development of the wind energy sector will bring confidence to pursue other innovations in support of community sustainability.
- Rural communities which enable wind energy development will become more stable through increased tax revenues which could then be used to fund amenities in the communities.



## IMPACTS

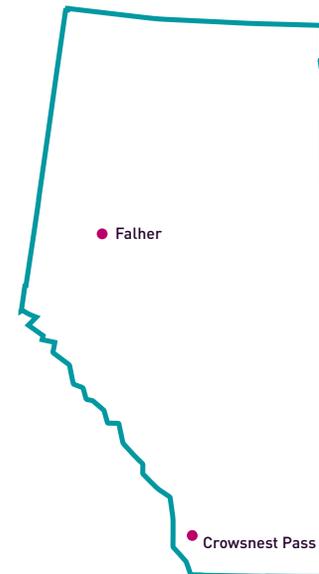
- A more diversified and stabilized economy will result through increased international investment in central Alberta via bricks-and-mortar investment, mergers and acquisitions, joint ventures and strategic alliances.
- Key partnerships with local businesses and international buyers and suppliers are being formed.
- GDP will increase and area population will be retained.
- Access Prosperity works with local government, local businesses and other organizations to help find innovative ways to address labour shortages, and attract a highly skilled workforce to the region.



## TURNING THE KEYS ON OPPORTUNITY (TKO) PROJECT CENTRAL ALBERTA: ACCESS PROSPERITY

Access Prosperity's, Turning the Keys on Opportunity (TKO) is a regional economic development initiative that goes beyond initial lead generation. Its objective is to cultivate foreign investment through targeted investment attraction, with the result being increased local business retention and expansion.

By developing innovative tools and processes, the TKO project "turns the key" and connects investment-ready businesses in central Alberta to international opportunities. This unique project is driven by a highly collaborative partnership that has built upon those relationships to create a model that nurtures economic diversification, direct investment and the enhanced global competitiveness of the region.



## UNLEASHING LOCAL CAPITAL ALBERTA COMMUNITY AND CO-OPERATIVE ASSOCIATION

This project is educating rural Alberta communities on the Community Investment Model and has facilitated the establishment of Opportunity Development Co-operatives (ODCs). An ODC is a pool of capital, formed through the sale of shares, to persons within a defined community, and are created to invest in local business. A committee of stakeholders within the community administers the ODC, identifies local business opportunities, and initiates the investment. This model redirects formerly outward-bound investments towards local businesses, keeping capital circulating through local communities.

The project will also develop a series of tools and training opportunities which will assist rural communities in using the model to invest directly in their own economic development, while retaining local autonomy with respect to investment choices.



### IMPACTS

- In Phase I, two projects were selected to pilot this initiative — Falher and Crownsnest Pass. They were provided with support to develop an ODC and identify local opportunities. Falher is pursuing a seniors' housing development, while Crownsnest, the purchase, restoration and lease of a heritage building. Work continues on enhancing the range of supports available to businesses undergoing the tricky process of succession planning.
- An additional six communities will receive support to identify their local investment targets and develop their incorporation and share offerings. These are: Athabasca, Black Diamond, Didsbury, Drumheller, Three Hills and Vulcan.
- A "Raising Local Capital Guide" has been developed which will provide step-by-step instructions for rural community leaders to create investment co-operatives. Workshops will supplement the guide to assist communities in their decision making. Online support material, including training curricula for community leaders and economic development professionals, will be developed.
- Legal and accounting professionals and the Alberta Securities Commission have been engaged to assist in the development of easily understood templates and tools, and to ensure compliance with legal, accounting and securities regulations.

**"RADF was the key factor in getting this project running."**

# RADF Board of Directors



**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. Marie's list of accomplishments and associations include Founding Director of the Chinook Arch Regional Library System, Trustee of the Horizon School Division, and Past President of the Canadian 4H Council Board. In addition, she and her husband Glenn run a pedigreed seed and cattle operation. Marie lives in Lomond.



**Keith Ryder, Vice-Chair**

Keith is a Stettler resident with extensive business and municipal government experience. A former school trustee, town councillor, and mayor in Stettler, he is well known for his communication skills, consensus building, and understanding of rural challenges. In addition to owning a retail business, Keith is currently the Executive Director of the Red Deer River Municipal Users Group. He is also a member of the Citizens' Appeal Panel for provincial appeals. Keith also holds a part-time position as Health and Safety Advisor to the Town of Stettler.



**David Bodnarchuk**

As a Chartered Accountant, 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.



**David Coutts**

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.



**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 on the provincial Alberta School Boards Association (ASBA). A community leader and engaged citizen, 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 for the past 11 years.

## Funded Projects Summary

Organization	Project Name	Contact Community	Funding Amount
4-H Foundation of Alberta	Alberta 4-H Fund Development	Westerose	960,000
Agri Value-Added Investor Network	AVNet Rural Alberta Services Program	Calgary	116,527
Alberta Community Co-operative Association (ACCA)	Rural Co-operative Outreach & Development	Stony Plain	140,500
Alberta Community Co-operative Association (ACCA)	Unleashing Local Capital	Stony Plain	1,260,000
Alberta Farm Safety Centre - Raymond & District Futures Society	Rural Safety Smarts	Raymond	498,000
Alberta First Nations Industrial Initiatives Society	Pre-development Business Planning	Edmonton/Enoch	1,200,000
Alberta Fish and Game Association	Recreation and Habitat Lands Access & Stewardship Training	Edmonton	100,000
Alberta Native Friendship Centres Association	Common Ground Program	Edmonton	272,330
Alberta Peloton Association	Alberta Pro Cycling Festival - Tour of Alberta	Edmonton	3,500,000
Alberta Recreation & Parks Association (ARPA)	Active/Creative/Engaged (ACE) Communities	Edmonton	4,500,000
Alberta Rural Development Network (ARDN)	Alberta Rural Development Network	Sherwood Park	5,000,000
Alberta Schools' Athletic Association	Online School Athletic Coach Education	Edmonton	380,000
Alberta Shock Trauma Air Rescue Service Foundation (STARS)	STARS Critical Care & Transport Medicine Academy	Edmonton	577,676
Alberta Terrestrial Imaging Corporation	Remote Sensing Applications	Lethbridge	582,119
Alberta Urban Municipalities Association (AUMA)	Municipal Sustainability Planning	Edmonton	1,399,910
Alberta Water & Wastewater Operators Assoc (AWWOA)	Closer to Home (C2H)	Edmonton	2,400,000
Albertafirst.com	Project Summit	Edmonton	0
Athabasca University	Learning Communities Project	Athabasca	3,100,000
Banff Centre for Continuing Education	Nexen Chair in Aboriginal Leadership	Banff	1,377,660

## Project Highlights

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.

The intent of this project was to provide matchmaking services, training coordination and improved access to investment funds for rural entrepreneurs and companies.

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.

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.

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.

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.

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.

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.

The festival brings a Tour de France style, professional cycling road race to Alberta. This project is developing an annual 10-day event, showcasing rural communities, which will boost economic growth through tourism, and will enhance community capacity and engagement, while promoting the province on the world stage.

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 within their own communities.

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.

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.

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.

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.

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.

This province-wide succession, training and community capacity initiative is aimed at attracting and retaining qualified water and wastewater operators, and is addressing the need for community-based solutions as the generational turnover of skilled water operators becomes more prevalent.

Project withdrawn by proponent.

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.

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.

## Funded Projects Summary

Continued

Organization	Project Name	Contact Community	Funding Amount
Battle River Railway	Composite Train Grading Project	Galahad	235,000
Battle River Regional Division #31	Post-Secondary Trades-Related Opportunities	Camrose	107,287
BIO-ARCC Drayton Valley Ltd	BIO-ARCC Initiative	Drayton Valley	1,000,000
Blue Quills First Nations College	Creating Home Project	St. Paul	1,679,914
Bonnyville Affordable Housing Association	Three Little Pigs Housing Cooperative	Bonnyville	213,280
Business Link Service Centre	Virtual Incubator Services (VISTA)	Edmonton	340,530
Calgary Regional Transportation Services Society (CARTSS)	ASSIST Development Project	Calgary	600,000
Camrose Open Door Association	PEER Connections Program	Camrose	1,000,000
Canadian Badlands Ltd.	Canadian Badlands Centre of Excellence	Drumheller	5,000,000
Canadian Centre for Unmanned Vehicle Systems (CCUVS)	Development of the CCUVS Centre	Medicine Hat	3,000,000
Canadian Mental Health Association - South Region	211 Community LINKS	Lethbridge	156,307
CAREERS: The Next Generation	NEXTGEN Online	Edmonton	993,160
Central Alberta Rural Manufacturer's Association (CARMA)	Establishment of CARMA	Red Deer	372,360
Centre for Rural Community Leadership & Ministry (CIRCLe-M)	Establishment of Centre for Rural Development	Saskatoon	313,313
Chinook Arch Regional Library Systems	Rural Information Services Initiative (RISE)	Lethbridge	3,646,688
Chipewyan Prairie Dene First Nation	CPDFN Business Incubator Pilot Project	Chard	0
Cold Lake Regional Chamber of Commerce	Recruitment and Retention Project (CLR3)	Cold Lake	255,000

## Project Highlights

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.

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.

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.

As a new social enterprise program, this project is addressing issues of chronic unemployment, insufficient housing, substance abuse and the 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.

Through this innovative affordable housing co-op model, municipalities learned about the multiple options available in green technologies, gained capacity in how to develop sustainable and affordable housing, and also recognized opportunities of a niche market for capitalizing on value-added lines of business.

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.

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.

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.

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.

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.

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.

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.

CARMA has developed a sustainable business-directed network which promotes and fosters growth, development, competitiveness and economic efficiency of rural manufacturing in central Alberta.

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.

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.

Project withdrawn by proponent

The CLR3 program has 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.

## Funded Projects Summary

Continued

Organization	Project Name	Contact Community	Funding Amount
Community Futures Network of Alberta	Rural Cluster Development Project	Cochrane	848,600
Community Village of the Peace Society	Community Village	Grande Prairie	333,300
County of Athabasca and Village of Boyle	Alberta Energy Corridor	Boyle	244,300
County of Grande Prairie and Grande Prairie Regional College	Pipestone Creek Dinosaur Initiative	Grande Prairie	1,888,500
Eagle Point - Blue Rapids Parks Council	EP-BR Parks & Recreation Partnership	Drayton Valley	1,294,587
Edmonton Regional Tourism Group	Greater Edmonton Rural Tourism Project	Edmonton	1,231,135
Empress Theatre Society	Rural Artistic Initiatives	Fort Macleod	1,431,800
Fort Vermilion School Division	Rocky Lane School Agricultural Program	Fort Vermilion	900,000
Friends of the Westwind Rodeo Academy Society	Westwind Rodeo Academy	Cardston	1,529,900
Geotourism Canada	Geotourism Services Project - Northern Alberta	Grimshaw	1,575,000
Grande Alberta Economic Region (GAER)	GAER's Response to the Mountain Pine Beetle	Edson	562,500
Grande Prairie Regional College - Centre for Research & Innovation (CRI)	National Bee Diagnostic Centre	Grande Prairie	925,360
Grande Prairie Regional College & PREDA	Centre for Research & Innovation (CRI)	Grande Prairie	3,400,000
Green Hectares Corporation	The Rural Road Show - Phase 2	Sherwood Park	2,995,530
Habitat for Humanity Edmonton Society	Northern Development Coordinator	Edmonton	150,000
Horizon School Division & Partners	Opportunity Shop	Taber	428,409
Indigenous Sport Council of Alberta	Alberta Aboriginal Sport Capacity Enhancement	Hobbema	1,038,720

## Project Highlights

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 Manufacturers Association.

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.

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, organizational and land-use.

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.

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.

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.

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 improvement in quality of life.

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.

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.

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.

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.

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 honey bee diagnostic services and surveillance data to industry and government/regulatory bodies.

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.

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.

Program development provided north-central Alberta communities with access to the knowledge, resources and infrastructure to build affordable housing through Habitat for Humanity programs.

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.

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.

## Funded Projects Summary

Continued

Organization	Project Name	Contact Community	Funding Amount
Inside Education Society of Alberta	Boreal Education Strategy	Edmonton	260,000
International FarmOn Foundation	Farm Masters Program	Bashaw	970,000
Junior Achievement of Southern Alberta	Junior Achievement Rural Expansion Project	Calgary	580,000
Killam and District Business Development Association	Program Development - Biofuel/Ag Business	Killam	234,269
Lethbridge College	Wind Energy and Rural Capacity Development	Lethbridge	1,189,300
Linkages Society of Alberta	Linkages Program	Calgary	68,665
Mountain View County	Finishing the Dream	Didsbury	2,207,557
NorQuest College	Delivery of Foundational Learning for Rural Learners	Edmonton	3,229,280
Northeast Alberta Information HUB Ltd.	Aboriginal Community Enterprises	St. Paul	855,000
Northern Lakes College	High Prairie Regional Training and Development Centre (Tolko)	High Prairie	2,845,450
Northern Lights School Division	Mobile Trades Foundation Program	Bonnyville	1,056,750
Physical Culture Association of Alberta	Older Adult Instructor Training Program	Edmonton	55,000
Portage College	Food Processing/Food Sciences Training Facility	Lac La Biche	950,000
Red Deer College	Establishment of a Chair, Rural Health Development	Red Deer	565,700
Red Deer County and Partners	Turning the Keys on Opportunity (TKO) Project (Access Prosperity)	Red Deer County	1,172,050
Entrepreneurship and Regional Development Branch - EAE	Rural Alberta Business Centre Pilot Program Enhancement	Edmonton	1,310,546
Rocky View County	Bio Energy Learning Centre	Calgary	0
Rosebud Economic Development Committee	Rosebud Capacity Building	Rosebud	450,000

## Project Highlights

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.

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.

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.

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, into the area and other bio-industry projects are considering investment.

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.

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.

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.

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.

This project developed a long-term grassroots 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.

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.

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.

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.

This project will provide an innovative teaching and processing facility to help establish a regional food industry in northeastern Alberta. The facility will provide processing capacity and food sciences technology for growers to bring their products into the commercial retail market. Food sciences certificate and diploma programs will be provided through the St. Paul Campus.

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.

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.

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.

Project withdrawn by proponent

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.

## Funded Projects Summary

Continued

Organization	Project Name	Contact Community	Funding Amount
Science Alberta Foundation (Mindfuel)	Rural Youth Science Network (Edacity Project)	Calgary	900,000
SouthGrow Regional Initiative	Renewable Energy Clusters, Co-ops & Pods	Lethbridge	480,000
Sunchild eLearning	Improving Aboriginal Access to Quality Education	Rocky Mountain House	220,000
Ten Thousand Five (10005) Remedial House Society	High Level Community Outreach	High Level	450,150
Town of Three Hills	Tomorrow's Promise Today	Three Hills/Hanna	1,500,000
Treaty 8 First Nations of Alberta	Family Service Delivery Framework Implementation	Edmonton	1,500,000
U of A School of Business - Alberta Business Family Institute	Creating Pathways for Entrepreneurial Families	Edmonton	1,500,000
University of Alberta and University of Calgary	Integrated Community Clerkship	Edmonton	725,008
Vauxhall Academy of Baseball	Vauxhall Academy of Baseball	Vauxhall	1,501,125
Volunteer Alberta	Knowledge Connector Initiative	Edmonton	881,125
Vulcan Business Development Society	Vulcan Innovation	Vulcan	1,448,000
Wainwright Buffalo National Park Interpretive Centre Foundation	Buffalo Adventures Marketing Initiative	Wainwright	344,965
Warner Community Hockey Society	Warner Hockey School Programming	Warner	534,000
Western Rocky View Communities Development Society	Aging in Rural Community - The Rural Way Model	Calgary	725,000
Willmore Wilderness Foundation	Engaging Traditions for Economic Growth	Grande Cache	1,100,858
Woodlands Operations Learning Foundation (WOLF)	Forestry Training Program	Slave Lake	820,000
Yellowhead Regional Arts Festival Society	Developing a Creative Campus	Hinton	315,000
88			100,000,000

## Project Highlights

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.

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.

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.

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.

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.

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 twenty-four Treaty 8 member communities.

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.

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.

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.

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.

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.

Buffalo Adventures is ground-breaking in its development of experiential travel adventures. Tour packages are of a quality that can compete with major tourism and cultural sites in Alberta, and the program continues to have a positive economic impact on the east central Alberta region.

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.

This rural seniors housing model 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.

This project is creating an experiential ecotourism product in Alberta's Willmore Wilderness Park, located 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.

This initiative created new courses and training modules for front-line forestry workers. 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.

This project allowed the development of sustainable and vibrant year-round arts and cultural programs for the West Yellowhead region. It is nexgen in Hinton and has brought together smaller urban and cultural arts organizations to deliver programs such as theatre, visual arts and music.

## 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 statements of financial position as at March 31, 2013, March 31, 2012 and April 1, 2011, the statements of operations and net assets and cash flows for the years ended March 31, 2013 and March 31, 2012, 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 not-for-profit organizations, 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, 2013, March 31, 2012 and April 1, 2011, and its results of operations and its cash flows for the years ended March 31, 2013 and March 31, 2012 in accordance with Canadian accounting standards for not-for-profit organizations.

### 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 21, 2013  
Edmonton, Canada

## Statements of Financial Position

March 31, 2013, March 31, 2012 and April 1, 2011

	March 31, 2013	March 31, 2012	April 1, 2011
<b>Assets</b>			
Current assets:			
Cash and cash equivalents	\$ 20,293	\$ 180,093	\$ 803,183
Short-term deposit (note 2)	50,666	50,288	611,514
GST recoverable	13,596	27,859	112,684
Prepaid expenses	16,171	6,855	48,782
Amounts recoverable	2,018	20,171	-
	<b>102,744</b>	285,266	1,576,163
Capital assets (note 3)	5,877	21,710	59,087
Investments (note 4)	16,954,680	33,628,009	49,783,765
	<b>\$ 17,063,301</b>	\$ 33,934,985	\$ 51,419,015
<b>Liabilities and Shareholder's Equity</b>			
Current liabilities:			
Accounts payable and accrued liabilities	\$ 75,374	\$ 457,008	\$ 212,416
Deferred revenue	16,987,927	33,477,977	51,206,599
	<b>17,063,301</b>	33,934,985	51,419,015
Commitments (note 5)			
Contingency			
	<b>\$ 17,063,301</b>	\$ 33,934,985	\$ 51,419,015

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

Years ended March 31, 2013 and 2012

	2013	2012
Revenue:		
Deferred revenue recognized	\$ 16,490,051	\$ 17,728,622
Investment income	591,120	950,252
	<b>17,081,171</b>	18,678,874
Expenses:		
Grant expenditures	15,669,109	16,435,091
Wages, salaries and benefits	647,983	860,841
Consulting fees	271,959	344,905
Legal, accounting and insurance	113,454	112,826
Board administration and honoraria	84,498	184,604
Rent	84,334	83,281
Network infrastructure	57,002	86,129
Bank and fund management fees	37,293	81,409
Travel	33,831	49,717
Advertising	27,575	93,248
Amortization of capital assets	15,832	27,759
Non-recoverable GST	14,083	41,478
Office	8,606	46,338
Training	8,301	19,270
Printing	4,593	11,541
Conference	2,718	185,738
Loss on sale of capital assets	-	14,699
	<b>1,412,062</b>	2,243,783
	<b>17,081,171</b>	18,678,874
Excess revenue, being net assets, beginning and end of year	\$ -	\$ -

See accompanying notes to financial statements.

## Statements of Cash Flows

Years ended March 31, 2013 and 2012

	2013	2012
Cash provided by (used in):		
Cash flows from operating activities:		
Cash received:		
Investment income received	\$ 305,750	\$ 1,953,811
Cash paid:		
Grants paid, net of recoveries	(15,914,967)	(16,218,232)
Payments to employees and suppliers	(1,508,906)	(2,067,011)
	<b>(17,118,123)</b>	(16,331,432)
Cash flows from investing activities:		
Purchase of capital assets	-	(5,081)
Proceeds from other investment, net of purchases	4,826,323	(3,071,577)
Maturity of other investment, net of purchases	12,132,000	18,785,000
	<b>16,958,323</b>	15,708,342
Decrease in cash and cash equivalents	<b>(159,800)</b>	(623,090)
Cash and cash equivalents, beginning of years	<b>180,093</b>	803,183
Cash and cash equivalents, end of years	<b>\$ 20,293</b>	\$ 180,093

During the year, the Fund received \$12,132,000 related to the maturity of bonds (2012 – \$18,785,000).

See accompanying notes to financial statements.

# Notes to Financial Statements

Years ended March 31, 2013 and 2012

Rural Alberta's Development Fund (the "Fund") is a Part IX corporation incorporated on July 17, 2006 under the Alberta Companies Act. The Fund commenced operations in September of 2006. 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.

The Fund was incorporated and established to operate for a finite period which has been extended. Effective July 6, 2010, the Fund's term was extended from June 30, 2013 to December 31, 2014.

## 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) Basis of presentation:**

On April 1, 2012, the Fund adopted Canadian accounting standards for not-for-profit organizations (ASNPO). These are the first financial statements prepared in accordance with ASNPO. The Fund previously issued financial statements for the year ended March 31, 2012 using generally accepted accounting principles prescribed by Part V of the CICA Handbook – Accounting.

In accordance with the transitional provisions in ASNPO, the Fund has adopted the changes retrospectively, subject to certain exemptions allowed under these standards. The transition date is April 1, 2011 and all comparative information provided has been presented by applying ASNPO.

In preparing these financial statements, the transitional provisions of Section 1501, First-time Adoption by Not-for-Profit Organizations have been applied. Section 1501 requires retrospective application of ASNPO with certain exemptions and retrospective exceptions. The Fund has elected to use an elective exemption permissible under Section 1501. The Fund has elected to designate the investments in bonds (financial instruments) to be measured at fair value. Specifically, the investment in bonds held at April 1, 2011 will be measured at the date of transition and all subsequent dates at fair value and any changes in fair value from period to period will be recorded in the statement of operations.

The effects of adopting ASNPO, including the use of the elective exemption, resulted in no change to net assets as at April 1, 2011 or the comparative net earnings and cash flows presented in these financial statements.

### **(b) Cash and cash equivalents:**

Cash and cash equivalents include cash on deposit and short-term demand type deposits, which are highly liquid with original maturities of less than three months from the date of acquisition.

**(c) Financial instruments:**

Financial instruments are recorded at fair value on initial recognition. The Fund has elected to measure all investments in bonds and debentures at fair value. The Fund has elected to record its investment in a Canadian equities mutual fund in 2012 and a Canadian equities mutual fund in 2013 to be measured at fair value. Change in the fair value is recorded in investment income.

**(d) 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(e)) and the subsequent income earned from this funding.

**(e) 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.

**(f) 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.

**(g) 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. Significant items subject to such estimates and assumptions include the carrying amounts of capital assets. Actual results could differ from those estimates.

## 2. Short-Term Deposit:

The term deposit earns a stepped balance floating rate of interest and is issued for 30 days with a maturity of April 15, 2013 (2012 – April 15, 2012). The term deposit is pledged as security for business credit cards. At April 1, 2011, the one year term deposit was at a rate of 0.750% with a maturity date of September 16, 2011; \$50,000 of which served as security for business credit cards.

## 3. Capital Assets:

	March 31, 2013		
	Cost	Accumulated amortization	Net book value
Furniture and fixtures	\$ 49,272	\$ 46,760	\$ 2,512
Computer	84,003	80,638	3,365
	<b>\$ 133,275</b>	<b>\$ 127,398</b>	<b>\$ 5,877</b>

	March 31, 2012		
	Cost	Accumulated amortization	Net book value
Furniture and fixtures	\$ 49,272	\$ 42,319	\$ 6,953
Computer	95,395	80,638	14,757
	<b>\$ 144,667</b>	<b>\$ 122,957</b>	<b>\$ 21,710</b>

	April 1, 2011		
	Cost	Accumulated amortization	Net book value
Furniture and fixtures	\$ 49,272	\$ 32,465	\$ 16,807
Computer	130,113	87,833	42,280
	<b>\$ 179,385</b>	<b>\$ 120,298</b>	<b>\$ 59,087</b>

## 4. Investments:

	March 31, 2013	March 31, 2012	April 1, 2011
Government and government backed bonds with a coupon rate of 2.20% with maturity date of March 2014, principal amount of \$1,000,000	\$ 1,010,780	\$ 1,017,172	\$ 6,561,799
Corporate bonds with coupon rates from 3.13% to 5.08% with maturity dates from May 2013 to November 2014, principal amount of \$2,000,000	2,032,740	10,329,422	12,472,361
Foreign issued bond with a coupon rate of 2.64% with maturity date December 2013, principal amount of \$1,000,000 US	1,009,100	2,025,751	1,973,704
Financial institution bonds with coupon rates from 3.43% to 3.97% with maturity dates from April 2013 to November 2014, principal amount of \$4,000,000	4,064,120	7,109,957	8,297,749
	<b>8,116,740</b>	20,482,302	29,305,613
Canadian equities	510,516	4,259,483	10,854,835
U.S. equities	779,068	2,313,755	4,573,089
Cash and cash equivalents	4,290,329	4,374,980	4,759,456
Accrued interest	71,936	178,770	290,772
Canadian mutual funds	3,186,091	2,018,719	–
	<b>\$ 16,954,680</b>	\$ 33,628,009	\$ 49,783,765

Approximately 62% of the bonds mature within the next fiscal year (2012 – 60%; 2011 – 58%) with the balance maturing by November, 2014.

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 invests 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 not considered a significant financial instrument risk due to the near term maturity of most bond and debenture interests.

Other price risk relates primarily to the changing value of the equity securities in the market or changes in market rates of interest. The investment in any individual entity or industry group is limited.

The cash positions, short-term deposits and bankers acceptances are of a short-term or demand nature and held by large, nationally insured Canadian financial institutions, established money market funds and significant corporate entities. Accordingly, credit risk is not considered to be significant for these financial assets.

A portion of the bond and equity investments are issued in US dollars which are subject to foreign currency risk. All other investments are issued in Canadian dollars.

Most investments are readily convertible to cash through major north American markets of large mutual fund dealers and the bonds are structured with the laddering of maturity dates and regularly recurring payment frequency of interest receipts. Accordingly, liquidity risk is not considered to be significant.

Investment income reported on the statement of operations includes interest and dividend income of \$815,541 (2012 – \$1,606,150).

## 5. Commitments:

	2014	2015	Total
Projects approved for funding with agreements in place	\$ 13,506,850	\$ -	\$ 13,506,850
Lease	80,828	6,736	87,564
	\$ 13,587,678	\$ 6,736	\$ 13,594,414

Since inception to March 31, 2013, the Fund has approved 85 (2012 – 85) projects for a total of \$100,000,000 (2012 – \$100,000,000). Agreements for all (2012 – 82; \$95,364,004) of these 85 projects are in place as of March 31, 2013 of which \$86,493,150 (2012 – \$70,578,183) has been advanced at March 31, 2013.

The Fund has a lease for office space which will expire April 30, 2014. The Fund is also responsible for its proportionate share of building operating costs for the leased premises.

## Schedule of Salary and Benefits Disclosure

Years ended March 31, 2013, with comparative information for 2012

	Salaries and honoraria <sup>(1)</sup>	Benefits and allowances <sup>(2, 3)</sup>	2013 Total	2012 Total
Board Members:				
Armstrong, Alden	\$ -	\$ -	\$ -	\$ 3,150
Beeston, Jann <sup>(4)</sup>	-	-	-	10,125
Bodnarchuk, Dave	6,666	359	7,025	5,950
Buck, Claudia	-	-	-	4,625
Butikofer, Marc	-	-	-	4,150
Close, Jon	-	-	-	250
Coutts, David	5,900	350	6,250	3,450
Ferguson, Brad	-	-	-	2,000
Gardner, Doug	4,038	-	4,038	7,340
Logan, Marie <sup>(5)</sup>	12,942	733	13,675	13,525
Nicol, Ken	3,580	245	3,825	4,550
Ryder, Keith <sup>(6)</sup>	11,114	545	11,659	18,508
Taylor, Glenn <sup>(7)</sup>	-	-	-	7,200
Urlacher, Eva	2,888	212	3,100	7,675
	<b>47,128</b>	<b>2,444</b>	<b>49,572</b>	92,498
Managing Director <sup>(8)</sup>	<b>113,977</b>	<b>28,893</b>	<b>142,870</b>	166,662
Director of Operations <sup>(9)</sup>	<b>15,951</b>	<b>6,180</b>	<b>22,131</b>	124,077
Employees reporting to Managing Director	<b>445,802</b>	<b>16,002</b>	<b>461,804</b>	547,748
	<b>575,730</b>	<b>51,075</b>	<b>626,805</b>	838,487
	<b>\$ 622,858</b>	<b>\$ 53,519</b>	<b>\$ 676,377</b>	\$ 930,985

(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) Stepped down as Chair September 2011.

(5) Chair from October 2011 to present.

(6) Vice Chair from August 2010 to present.

(7) Vice Chair from April 2010 to July 2010, chair from August 2010 to January 2011.

(8) Managing Director from October 1, 2010 to August 17, 2012.

(9) Director of Operations from August 26, 2010, to May 11, 2012



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Development Fund

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