

A Legacy
of
Imagination
2006-2014



THESE ACTIONS ARE TRANSFORMING
— AND SAVING — RURAL ALBERTA.





Message from the Board Chair

I met for the first time with my fellow founding Board members in 2006. We were strangers to each other then, but we grew together quickly because of the urgency and potential of our mission. We said that day: our job is to solve an old problem, in a new way.

The problem: rural Alberta was declining. There was no surprise in that. My colleagues and I had watched and worried about that decline for decades. What was interesting though is how we pledged to fix it, not in the usual manner — with grants for new buildings and infrastructure — but by investing in rural people with brilliant ideas.

This report is a summary of that work, a true legacy that shows the next group of well-meaning and committed strangers how rural development should be done in Alberta.

The Rural Alberta Development Fund considered hundreds of different ideas. I remain humbled and moved as much by the projects we didn't support as the 85 we ultimately funded. Our challenge to Albertans was to show us how ideas can become tangible projects that can change a village, a town, a province. And they responded as Albertans usually do, with imagination and entrepreneurial spirit.

RADF inspired a generation of new leaders in Alberta and a catalogue of great successes. In these pages, you'll read about some: an agri-food technology hub in Killam, a bustling trades centre in High Prairie, a student farm in Fort Vermilion, an unmanned aerial vehicle centre in Foremost, a honeybee diagnostic centre in Beaverlodge, and the Tour of Alberta, which is as much a rural festival as a world-class bicycle race.

Dozens more deserved praise and profile in this report. I wish for all of them to know our Board's admiration and gratitude. Local, rural people accepted our challenge, led the charge in their community, and recognized opportunity where others might have only seen a risk they couldn't abide. These actions are transforming — and saving — rural Alberta.

That transformation isn't done. We don't lack for rural Albertans with more brilliant ideas.

What we do need though, is a new champion to nurture and encourage and guide them. We hope that champion borrows and learns from RADF and is moved and inspired by the legacy we detail in this report.

Marie Logan

Board Chair

AT OUR BEST, WE'RE KEEN TO TAKE A RISK AROUND HERE.

In 2005, a 100-year-old province with rural roots and the most urban population in the country, acknowledged that rural Alberta desperately needed a kick-start. While the economy was booming elsewhere, there was a disparity in some regions – mainly rural Alberta. The Government of Alberta set out to address this disparity and gave it a voice in *A Place to Grow – Alberta's Rural Development Strategy (2005)*.

But how was the strategy to be put into action? And how would it be different than previous rural development initiatives that were perhaps not as successful as they could have been? The answer was a unique, new approach to strengthening rural Alberta - the Rural Alberta Development Fund (RADF).

In 2006, Albertans indeed took a big risk. Our government set aside \$100 million in non-renewable resource revenue to create something that might last forever: a culture of imagination in rural Alberta.

New organizations, new businesses and new industries have formed since the late summer of 2006, when the new Rural Alberta Development Fund (RADF) Board of Directors gathered in Olds to revolutionize rural development in Alberta.

We knew the only enduring changes in a community must begin in that community. If Albertans were serious about rural development, we would have to do it differently this time. We didn't do it the usual way: with new buildings. Without a community to fill them, buildings are useless. Instead, we started with people and their ideas. Challenging, new ideas — true to their people and their places — that might change the way we live our lives in rural Alberta.

The founding board members listened carefully to early adopters in towns, villages and small cities across Alberta. They designed the program to be unique - something other-than-government. And it was. RADF was a laboratory, a workshop.

Albertans' ideas - from business people and artists, to teachers and social entrepreneurs - inspired hundreds of projects all across the province. The Board of Directors, drawn from leaders from across the province, found a way to fund 85 of them.

We can tell part of RADF's legacy story with statistics. Projects specifically targeting economic growth gained a 411% return on investment. The most economically influential projects returned an impressive 600% on investment. Or there is the \$74.5 million in combined leverage of RADF investments – in other words, 75 cents on every RADF dollar invested in projects. But statistics don't tell the whole story.

RADF sought projects whose goals were so ambitious they seemed impossible. As long as a project sprung from its community, linked passionate people and a new idea, the Board was interested.

An early project defined RADF and how it could be a different sort of agency.



Killam Regional Economic Development Initiative

Flagstaff County has some of the best soil in Canada, lots of sunlight, plenty of grain and oilseed production. The region produces 600,000 tonnes of straw every year and massive water reserves lay underground, ready to be tapped. The pleasant town of Killam, the county's business and administrative centre, is on the CPR main line that runs between Edmonton and Winnipeg, and on the Ports to Plains corridor from Texas to Fort McMurray.

But nothing was happening in Killam. For 50 years, the family farm has been steadily replaced by larger and larger operations.

Bill Gibb was devoted to Flagstaff County but he didn't see an easy way into the 21st Century.

"We're an export country," he says. "What do we do here? We grow and ship wheat, barley, canola – you name it. Around here, we don't have a feedlot alley or a big dairy or hog industry. You grow it and you ship it out and you ship the jobs with it. The jobs go where the grain goes."

When RADF opened its doors to new ideas, Bill and his friends came up with something. "We started looking around," he says. "Where does grain go? Into processing facilities. So why not process here?"

Killam Regional Economic Development secured a \$234,000 grant from RADF. They made an inventory of their current strengths and what they could be, if they wanted to begin processing in Flagstaff County. But processing what? How? The result of their exhaustive study and report was a strategy to target eco-entrepreneurs. The author of the report was so impressed and excited by what he discovered, he became a co-owner of Killam's first success, a bio-mass refining operation called NovaGreen.

"He was like Victor Kiam and those old Remington commercials," says Bill. "What did he say? 'I liked the shaver so much, I bought the company.' We had a lot of Victor Kiams in Killam, who wanted to be a part of this."

Today, Killam is transforming into an agri-food technology hub, with crop diversification feeding into it and a co-operative strategy called GreenTec bringing in more investors. That initial grant has created \$29 million in regional economic benefit.

"You know, without RADF it might never have happened," says Bill. "That's what I call bang for your buck."



THE JOBS GO WHERE THE GRAIN GOES.

High Prairie Regional Training and Development Centre

Economic innovations can take many forms. Even when it appears too late for an industry, it isn't necessarily too late.

Tolko Industries, a forestry company, had shuttered its mill in High Prairie. It had once employed 120 people on 11.5 acres. But to some people in High Prairie, it was more than another abandoned building....a sign of past success that wasn't sustainable.

It was a way to solve a problem.

Northern Alberta is a place of rare beauty. But what makes it special — geography and weather, isolation, people from different cultures and circumstances — can also make it difficult. Parents and leaders in northern communities often struggle to give tangible hope to kids.

The high school graduation rates are too low in the north. At the same time, businesses find it difficult to attract skilled and experienced trades people.

Some leaders in the community saw that abandoned mill and came up with an idea. Members of the Gift Lake Métis Settlement met with representatives from the Alberta government, Northern Lakes College and Tolko Industries, which still owned the site.

The mill had space and tools. What if high school students, who might otherwise drop out, had something to do with their hands?

Thanks to RADF, and some committed community members, the old mill is now the High Prairie Training and Development Centre. It's buzzing with 50 high school students, getting dual credit for high school and college courses that will make them millwrights, electricians, welders and power engineers.

"There's no guarantee they'll choose these things to do as careers," says Brad Hestbak, from Northern Lakes College, "but we hope it excites them about staying in school; about becoming a meaningful part of the workforce. It's a smart risk: introducing young people to a real work environment in a real plant, to something they might ultimately love. We're showing them, maybe for the first time, the link between school and success in the real world."

HIGH PRAIRIE

IT WAS A WAY TO SOLVE A PROBLEM.



Rocky Lane School Agricultural Program

In some communities, the goal is more immediate and more desperate. When the government decides a school ought to shut down for lack of population growth, it's the swing of a symbolic wrecking ball.

On paper, keeping the K-12 school open in Rocky Lane didn't make much sense. There were too few kids, and people were moving south. The sons and daughters of Rocky Lane could go by bus to Fort Vermilion, 40 minutes each way. But parents and community members decided to act quickly, before a final decision was made.

They didn't write petitions. They sent their ideas to RADF.

Rocky Lane didn't have a mill, like High Prairie. It didn't have an Olympic-sized hockey arena like Warner, another RADF-supported community. But there was a way to tie the Fort Vermilion School Division, the Beaver First Nation, the Rocky Lane Agricultural Society, and some committed parents in Alberta barn-raising spirit.

They had land.

EDUCATION IS NOT AN ABSTRACT IDEA

The First Nation provided 220 acres of farmland to create Rocky Acres Farm. With start-up funding from RADF, it was soon more than land. It was a greenhouse, canola crops, horse stables, and pigs, chickens and turkeys.

Today, Rocky Acres Farm gives students hands-on training in agriculture and business, raises money to keep the school and farm open, and — as in High Prairie — demonstrates every day how education is not an abstract idea. It's about commerce and success.

The project has given "school" a new personality in Fort Vermilion. Since the farm launched, student attendance in all grades has improved, test results are markedly higher and high school graduation rates have increased.

For people in the community, there was a fundamental difference in the way RADF approached the idea.

"They had rigorous standards," says Kathryn Kirby, Assistant Superintendent of the school division. "But unlike some funders, they were focused on the impact the project had on the students and on the viability of our community, not just on how every little dollar was spent. They looked at how projects can maintain the viability and flavour of these places, rather than work them like a banker. It comes down to a genuine desire to make things work."



Canadian Centre for Unmanned Vehicle Systems

Early proponents pushed others across the province. It's one thing to be unique in Alberta....but it's quite another to lead the world.

It took imagination to see a huge asset in a sparsely populated corner of the province: the air. Around Foremost, in southeastern Alberta, there are few people, few homes and few trees. The land is flat, and there is very little flight activity below the space where jets fly.

The area has military history, with the Commonwealth's largest armed forces training base on the north side of Medicine Hat. Sterling Cripps, who spent the early part of his career in the military, saw an opportunity to do something no one in the world had done before.

"RADF took a risk when no one else would even look at what we were doing," he said. "It's true entrepreneurship. We were ahead of everyone then. And, to be honest, we were even ahead of ourselves at the time. Things have developed so much since then. If we could get that investment now instead of then, imagine what we could do."

The Canadian Centre for Unmanned Vehicle Systems is a not-for-profit training and testing centre. It's now thriving, independent of any public funding, and leading the field it helped to create.

Thanks to Cripps and his team, and their RADF investment, the space around Foremost Airport will soon be the country's first permanent Unmanned Aerial Vehicle space.

RADF TOOK A RISK WHEN NO ONE ELSE WOULD EVEN LOOK AT WHAT WE WERE DOING.

IT'S THE BEST THING ALBERTA HAS DONE IN 100 YEARS.

GRANDE PRAIRIE

National Bee Diagnostic Services Centre

Where Alberta's southeast has a military heritage, the northwest has a honeybee heritage. And it isn't just about how we sweeten our tea. Some of the healthiest and most delicious food we eat relies on bees, and anyone who follows the news understands that they're under stress and declining in numbers.

Figuring out what's happening with colony collapse and pathogens is difficult and complicated work. Instead of relying on a big city university to do it, some people in Beaverlodge — the heart of Northern Alberta honey country — wondered if RADF could help.

"It isn't easy, frankly, to convince a government how innovation actually works," says Dr. Bruce Rutley, Director of the Centre for Research and Innovation in Alberta's entrepreneurial Peace Country.

He watched the National Bee Diagnostic Centre, the only one of its kind in Canada, thrive under Grande Prairie Regional College. He's now overseeing research and entrepreneurial activity all over the region. It wasn't a cultural shift so much as a RADF investment in the Peace Country's finest assets: curious people willing to take risks.

"It's really about creative people building something new and wonderful, trusting that they can do it. That's why RADF was different. If you ask me, it's the best thing Alberta has done in 100 years."

Great ideas don't only come to life in large urban centres, and not everyone with an idea understands how to put together feasibility studies, market analyses, product designs and investor proposals.

"I came here for five months and here I am, five and a half years later," says Rutley. "Instead of exporting our creative people, RADF's investment has enabled them to stay in the province and do wonderful things. It's also attracted new people. We have people here from Nigeria, Peru, from Brazil. These are new and committed Albertans, the top in their fields."

For Rutley, success is not only about investing money wisely and courageously. It's a cultural matter. It's building and sustaining the idea that you can do it here, in rural Alberta. It's not a surprise then, that this province has more patent applications, per capita, than any other in Canada.

Forty percent of them come from the Peace Region.



Alberta Pro Cycling Festival - Tour of Alberta

Each of the 85 RADF projects has had far-reaching consequences. One of RADF's final projects is reaching farther than most — all over the planet.

One of the most famous sporting events in the world, the Tour de France, an international professional cycling race, started in 1903 as a scheme to sell newspapers.

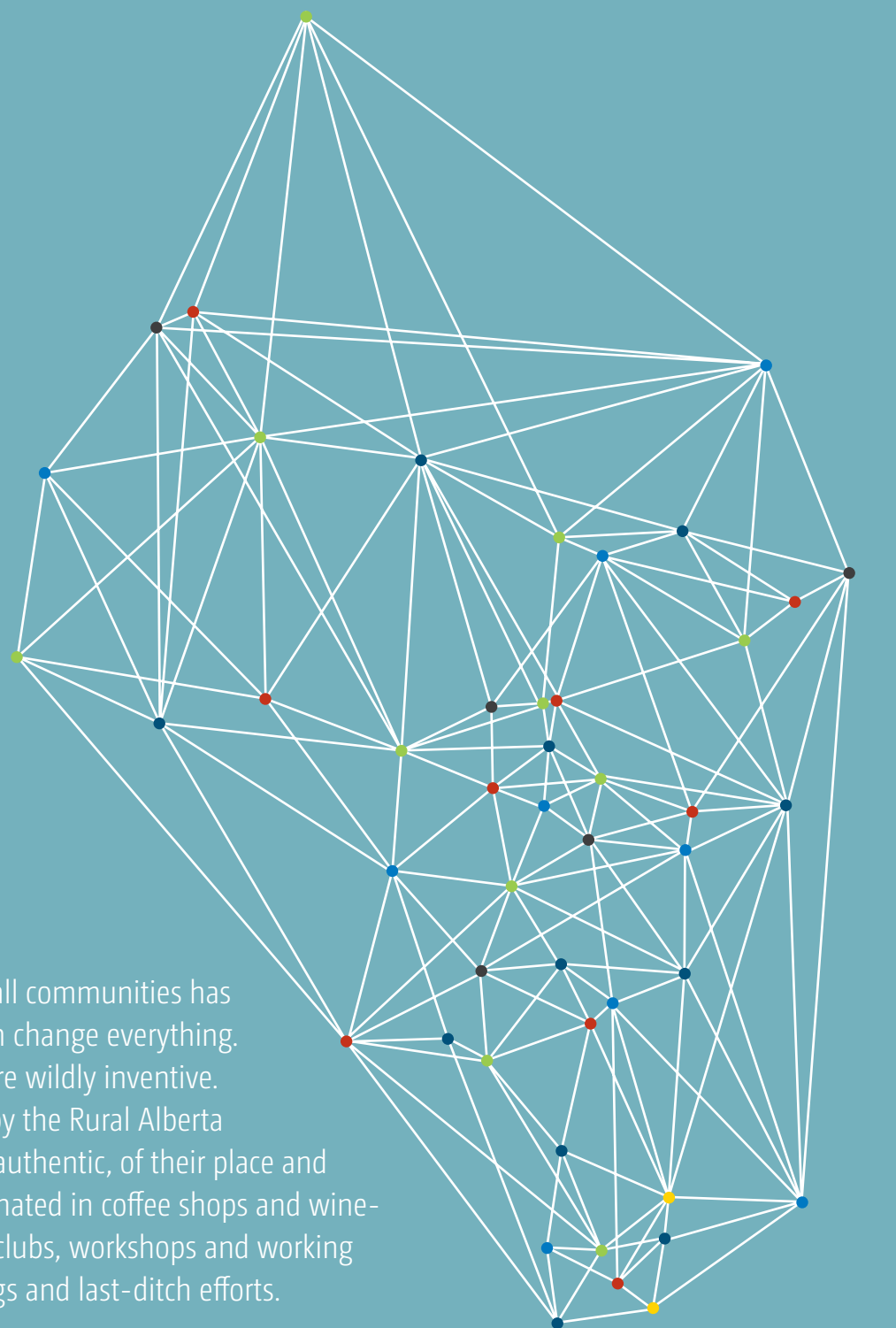
The Tour of Alberta began as a way to knit rural and urban Alberta together, to showcase the natural beauty of the province, and bring some glamour to an activity every child in the province can take part in on some level — jumping on a bicycle and pedaling.

The opening and closing phases of the race, in Edmonton and Calgary respectively, attracted terrific crowds in September 2013. But when you speak to the organizers and evangelists of the race, which drew a television audience of 41.5 million people, they don't talk much about Edmonton and Calgary.

"You look at a community like Black Diamond," says Duane Vienneau, Executive Director of the Tour of Alberta. "That's what you never forget. You have a population of 1,000 and with the race we're going to double it. And that's just with the people organizing and running it. That's not including spectators. Every

one of them has to eat somewhere, stay somewhere. Maybe they'll come back with their families, on vacation. It's a beautiful place that too few of us know about."

The pilot proved itself and the second successful year of the tour is now in the books. And it was the rural communities that pushed for it — towns like Okotoks, whose municipal council pre-approved its support of future participation.



Every one of Alberta's small communities has an idea at its core that can change everything. Some are simple. Some are wildly inventive. The best ideas launched by the Rural Alberta Development Fund were authentic, of their place and of their people. They originated in coffee shops and wine-and-cheese nights, book clubs, workshops and working lunches, informal meetings and last-ditch efforts.

The experiment was a success. Thousands of extraordinary people who have chosen to live in rural Alberta – who have chosen to stay – have proved that a good idea will find allies. Yes, the money helped, but the confidence to take a risk in rural Alberta is the greatest legacy of RADF.

A Legacy of Community and Economic Impact

Our Beginnings

As our legacy story explained, the RADF was created in 2006 to help rural communities, regional alliances and organizations kick-start projects that would contribute to the betterment of rural Alberta. In 2007, it was capitalized with \$100 million from the Government of Alberta to fund innovative rural development projects.

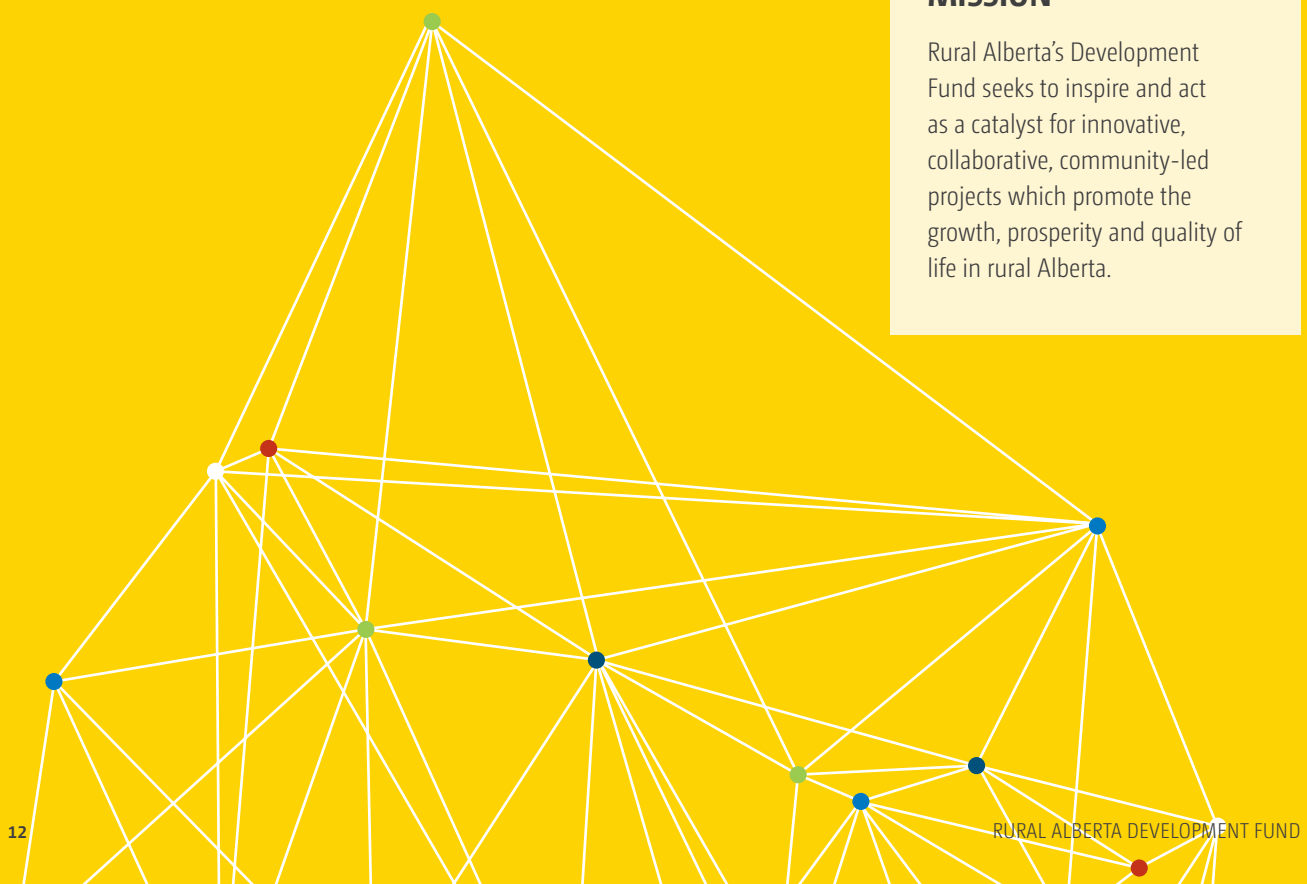
RADF started with a vision and a mission, and a blank page to support innovative, community-based solutions to address rural needs and issues.

VISION

Rural Alberta has vibrant and sustainable communities where rural and urban families, individuals, organizations, businesses, and governments are vital contributors to the growth, prosperity and quality of life of Albertans.

MISSION

Rural Alberta's Development Fund seeks to inspire and act as a catalyst for innovative, collaborative, community-led projects which promote the growth, prosperity and quality of life in rural Alberta.



We were guided by the Rural Development Strategy's four pillars and areas of priority action.

PILLARS

- 1 Economic growth
- 2 Community capacity, quality of life and infrastructure
- 3 Rural health delivery
- 4 Learning and skill development

OUTCOME PRIORITIES

- 1 Promote economic development in rural communities
- 2 Build community capacity
- 3 Facilitate opportunities to access rural health services
- 4 Expand learning and skill development opportunities
- 5 Sustain and enhance the quality of rural Alberta's environment
- 6 Provide opportunities for rural youth
- 7 Engage and support seniors
- 8 Encourage the participation of Aboriginal people

RADF funded change and innovation through 85 projects across rural Alberta. The stories of six of them are told early in our Legacy Report and descriptions of all 85 can be found later in the report. But RADF's legacy is not simply 85 unique projects that have transformed communities across our province.

Our Success

Howard Research and Management Consulting Inc. conducted a five-year independent evaluation of RADF, and its final report provided to RADF in 2014 highlighted the many successes of the initiative and the impact it had on rural Alberta.

The report is quick to point out that RADF's success did not lie solely in the projects it funded. Rather, it was the unique approach taken to working with project proponents and RADF's clear vision and measurable outcomes that were monitored every step of the way.

The Howard report articulated this well. "To say that the success of RADF is due, largely, to the people involved throughout rural Alberta who made the projects possible, would be an understatement. Intelligence, energy, bravery to take risks and shoulder doubt and criticism—yes, these would describe some of the characteristics of the people who dared to think differently about what could be possible for their communities.

"The same could be said of the Board members who helped conceptualize what RADF could be, and would be, from the outset. Committed to making a difference, willing to take calculated risk, and open to innovative ideas and approaches—this would describe the people behind RADF.

"And then there are the folks that project proponents say made a difference to how successful and smoothly run their projects were. And that points to the Project Officers. There were three of them who supported the projects with information and guidance. They encouraged proponents to stay the course, they offered suggestions and ideas that come when people and ideas are networked and strong partnerships are formed-- again, commitment to success and seeing

a different vision for rural Alberta. These individuals made a difference and they mattered to the projects."¹

The Howard Report identified a number of things that strengthened RADF and contributed to its success:

- 1 It had a clear, strong vision from the outset.
- 2 There was an open, interactive process between projects and Project Officers on behalf of RADF.
- 3 There were well-defined achievable outcomes, performance measures and accountability mechanisms to monitor and assess along the way.
- 4 There was flexibility to course correct and learn from mistakes. And this was part of the innovation and risk-taking culture supporting and surrounding RADF.

As well, a number of strategies within the eight priority areas resulted in successful outcomes:

- 1 Seed funding to support innovations (economic growth)
- 2 Community engagement (capacity-building)
- 3 Online access to opportunities (learning and skill development)
- 4 Integrating hands-on experience with school curricula (opportunities for youth)
- 5 Enhanced training and education, informing policy processes (improving rural access to health)
- 6 Participatory planning (engaging and supporting seniors)
- 7 Public education (environmental quality)
- 8 Respect and adherence to cultural heritage (encouraging participation of Aboriginal people)

RADF's approach, and ultimate success, can best be summed up by the key impacts the initiative had on the economy, communities, small businesses and the people of rural Alberta:

- 1 Achievement and leverage of public funds
- 2 Increased productivity and expanded agri-industry
- 3 Community revitalization
- 4 Increased Internet access to personal, professional and business applications and opportunities
- 5 Increased tourism and new business development
- 6 Increased self-reliance
- 7 Improved employability, and expanded horizons for youth
- 8 Improved quality of life for rural Alberta seniors
- 9 Improved understanding of Aboriginal culture to increase capacity to address social issues, improve access to learning and business opportunities

In short, RADF realized its mission "to inspire and act as a catalyst for innovative, collaborative, community-led projects which promote the growth, prosperity and quality of life in rural Alberta." By doing things differently and taking a unique approach, RADF has also put rural Alberta well on the road to achieving the vision of "vibrant and sustainable communities where rural and urban families, individuals, organizations, businesses, and governments are vital contributors to the growth, prosperity and quality of life of Albertans".

¹ Final Evaluation Report 2014: Rural Alberta's Development Fund, Howard Research and Management Consulting Inc., March 2014.

Community Impact

146

ALBERTAN
COMMUNITIES IMPACTED

396

ALBERTAN
ORGANIZATIONS INVOLVED

4,080

ALBERTANS
DIRECTLY ENGAGED

64,000

ALBERTANS
INDIRECTLY ENGAGED

Our Numbers

85

PROJECTS FUNDED

\$100 million

DISBURSED TO RURAL COMMUNITIES

92%

OF PROJECT OUTCOMES
ACHIEVED OVERALL

96%

OF PROJECTS IMPROVED QUALITY OF
LIFE IN RURAL COMMUNITIES

92%

OF PROJECTS GENERATED NET POSITIVE
ECONOMIC IMPACT

99%

OF PROJECTS INCREASED COMMUNITY
CAPACITY IN RURAL ALBERTA

Economic Impact

\$75 million

COMBINED CASH & IN-KIND LEVERAGE
ON EVERY RADF DOLLAR INVESTED

\$42 million

NEW REVENUE THROUGH CASH
CONTRIBUTIONS FROM SPONSORING
ORGANIZATIONS, PARTNERS, OTHER
GOVERNMENT FUNDING, AND
EARNED INCOME

\$33 million

IN-KIND CONTRIBUTIONS SUCH AS
LABOUR AND FACILITIES

Return on Investment

411%

RETURN ON INVESTMENT FOR PROJECTS
TARGETING ECONOMIC GROWTH

600%

RETURN ON INVESTMENT FOR THE MOST
ECONOMICALLY INFLUENTIAL PROJECTS

Lessons Learned and Work to be Done

RADF and project proponents learned many things over the course of the program and the development of projects in Alberta communities. The Howard Report outlined many of the lessons learned and it touched on what work still needs to be done.²

Lessons Learned

Many of the lessons learned through the delivery of RADF are relevant to any rural development project and can certainly help guide future decisions and initiatives.

1 Internet connectivity is as critical as basic infrastructure (water, sewer, power), particularly when a community wishes to attract youth and businesses. Some gaps in broadband connectivity still exist in rural Alberta.

2 Skill building in how to work successfully together for enhanced economic development supports relationship development between central Alberta businesses and foreign markets.

3 Economic development organizations must be able to respond quickly to opportunities.

4 Team building and decision-making skills related to specific project purposes can transfer to other areas of participants' lives. This socio-cultural learning is essential to the continued health and wellbeing of rural communities, particularly Aboriginal communities.

5 Despite widespread use of social media to promote the use of science and technology-based careers, students still want in-person contact with other students and mentors.

6 Project legacies exist through development of tools, manuals, courses, videos, and a host of other products that create a project memory, facilitate skill and knowledge.

7 Outcome mapping can be used successfully as an evaluation framework. Outcome mapping promotes the use of regular, systematic data collection in outcome and performance journals. It also promotes regular monitoring and reflection sessions to track and document an organization's progress towards influencing the changes needed to achieve outcomes.

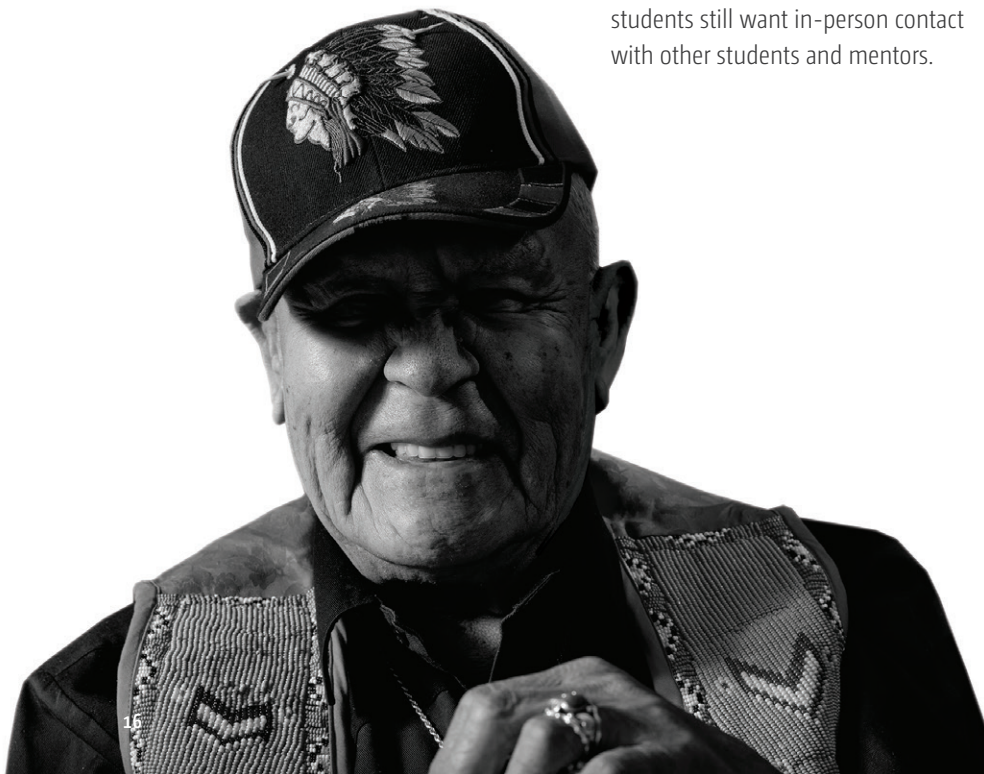
8 Creating spaces to gather and meet is important for community learners, especially Aboriginal participants.

9 It is important to continue working to change the perception of trades in Alberta as less appealing or successful than other careers.

10 Creative solutions will be the hallmark of rural development.

11 The risk is not in trying; it is in NOT trying.

² Final Evaluation Report 2014: Rural Alberta's Development Fund, Howard Research and Management Consulting Inc., March 2014.



Work to be Done

RADF was a very successful initiative. However, the timeframe for implementation for most projects was very short—in most cases two to three years. This made it difficult to put a new innovation into practice and determine its long-term impact, particularly its potential to be sustained. And yet, that was the challenge that RADF took on. To realize continued benefit of the work begun by RADF, the Board of Directors recommends the following:

Establish a structure and process that supports innovation in rural development

A structure and process needs to be put in place to identify, fund and support innovations in rural development and to continue supporting the sustainability of projects selected by RADF. A Board representing rural Albertans has proven successful as a guiding body. A cross-ministerial group could be formed to provide insight and support to such a Board in its deliberations and to provide support to funded projects.

Opportunities exist to further advance Aboriginal initiated projects. However, a different funding approach should be considered that is based on longer timeframes for project start-up and completion. Also, measurements of success may differ from conventional methodologies.

Assess economic impact over the longer-term

Evidence supports positive economic growth and leverage of the investment in RADF, but more information is needed to identify the strategic support required to support rural development. There is merit in continuing to identify contexts and factors that sustain success so that they can be shared with others (transferable learning).

In order to determine the economic impact of future rural development initiatives, economic assessment needs to be enhanced. Comprehensive cost benefit analyses need to be conducted to determine both financial and social impacts. Assessment over a minimum of five years is needed to provide a comprehensive picture of the difference funding has made. Evaluation budgets at both the project and initiative level should be enhanced to accommodate economic evaluation.

Assess social impact through research and evaluation

Without the ability to track the longer-term, value-added impact on communities and the province, significant learning and insights may be lost. Further impact and sustainability assessment is needed to generate evidence to determine factors and contexts that support optimal sustainability and positive community impact. A possible initial research and evaluation agenda may include:

- Identification of factors for selection of projects to be funded in the future (e.g., proof of concept research, readiness factors, assessment of readiness, risk assessment, alternatives to addressing gaps in support).
- Identification of characteristics of communities (and types of projects) most appropriate for funding of community revitalization efforts.
- Assessment of learning and insights from projects that have been discontinued and/or have not achieved outcomes.
- In-depth case study of selected projects to assess longer-term impact on rural Alberta (e.g. economic, social, quality of life, potential for transfer to other communities).



Funded Projects Summary

Following is an alphabetical list of the 85 projects that were approved under the Rural Alberta Development Fund (note that three projects were approved but then withdrawn by the proponents).

4-H Foundation of Alberta

Alberta 4-H Fund Development Westerose

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.

\$960,000

Agri Value-Added Investor Network

AVNet Rural Alberta Services Program Calgary

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

\$116,527

Alberta Community Co-operative Association (ACCA)

Rural Co-operative Outreach & Development Stony Plain

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.

\$140,500

Alberta Community Co-operative Association (ACCA)

Unleashing Local Capital Stony Plain

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.

\$1,260,000

Alberta Farm Safety Centre - Raymond & District Futures Society

Rural Safety Smarts Raymond

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.

\$498,000

Alberta First Nations Industrial Initiatives Society

Pre-development Business Planning Edmonton/Enoch

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.

\$1,200,000

Alberta Fish and Game Association

Recreation and Habitat Lands Access & Stewardship Training Edmonton

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.

\$100,000

Alberta Native Friendship Centres Association

Common Ground Program Edmonton

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.

\$272,330

Alberta Peloton Association

Alberta Pro Cycling Festival - Tour of Alberta Edmonton

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.

\$3,500,000

Alberta Recreation & Parks Association (ARPA)

Active/Creative/Engaged (ACE) Communities
Edmonton

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.

\$4,500,000

Alberta Rural Development Network (ARDN)

Alberta Rural Development Network
Sherwood Park

RADF 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.

\$5,000,000

Alberta Schools' Athletic Association

Online School Athletic Coach Education
Edmonton

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.

\$380,000

Alberta Shock Trauma Air Rescue Service Foundation (STARS)

STARS Critical Care & Transport Medicine Academy
Edmonton

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.

\$577,676

Alberta Terrestrial Imaging Corporation

Remote Sensing Applications
Lethbridge

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.

\$582,119

Alberta Urban Municipalities Association (AUMA)

Municipal Sustainability Planning
Edmonton

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.

\$1,399,910

Alberta Water & Wastewater Operators Assoc (AWWOA)

Closer to Home (C2H)
Edmonton

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.

\$2,400,000

Albertafirst.com

Project Summit
Edmonton

Project withdrawn by proponent
\$0

Athabasca University

Learning Communities Project
Athabasca

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.

\$3,100,000

Banff Centre for Continuing Education

Nexen Chair in Aboriginal Leadership Banff

Based on Indigenous Wise Practices in Community Development, The Banff Centre has developed a new, hands-on community-based leadership training program for Alberta, Aboriginal communities. The initiative brings together community partners and stakeholders to develop skills training and educational materials for rural Aboriginal leaders.

\$1,377,660

Battle River Railway

Composite Train Grading Project Galahad

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.

\$235,000

Battle River Regional Division #31

Post-Secondary Trades-Related Opportunities Camrose

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.

\$107,287

BIO-ARCC Drayton Valley Ltd

BIO-ARCC Initiative Drayton Valley

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.

\$1,000,000

Blue Quills First Nations College

Creating Home Project St. Paul

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.

\$1,679,914

Bonnyville Affordable Housing Association

Three Little Pigs Housing Cooperative Bonnyville

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.

\$213,280

Business Link Service Centre

Virtual Incubator Services (VISTA) Edmonton

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.

\$340,530

Calgary Regional Transportation Services Society (CARTSS)

ASSIST Development Project Calgary

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.

\$600,000

Camrose Open Door Association

PEER Connections Program Camrose

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.

\$1,000,000

Canadian Badlands Ltd.

Canadian Badlands Centre of Excellence Drumheller

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.

\$5,000,000

Canadian Centre for Unmanned Vehicle Systems (CCUVS)

Development of the CCUVS Centre Medicine Hat

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.

\$3,000,000

Canadian Mental Health Association - South Region

211 Community LINKS Lethbridge

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.

\$156,307

CAREERS: The Next Generation

NEXTGEN Online Edmonton

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.

\$993,160

Central Alberta Rural Manufacturer's Association (CARMA)

Establishment of CARMA Red Deer

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

\$372,360

Centre for Rural Community Leadership & Ministry (CiRCLe-M)

Establishment of Centre for Rural Development Saskatoon

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.

\$313,313

Chinook Arch Regional Library Systems

Rural Information Services Initiative (RISE) Lethbridge

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.

\$3,646,688

Chipewyan Prairie Dene First Nation

CPDFN Business Incubator Pilot Project Chard

Project withdrawn by proponent

\$0

Cold Lake Regional Chamber of Commerce

Recruitment and Retention Project (CLR3) Cold Lake

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.

\$255,000

Community Futures Network of Alberta

Rural Cluster Development Project Cochrane

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.

\$848,600

Community Village of the Peace Society

Community Village Grande Prairie

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.

\$333,300

County of Athabasca and Village of Boyle

Alberta Energy Corridor Boyle

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.

\$244,300

County of Grande Prairie and Grande Prairie Regional College

Pipestone Creek Dinosaur Initiative Grande Prairie

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.

\$1,888,500

Eagle Point - Blue Rapids Parks Council

EP-BR Parks & Recreation Partnership Drayton Valley

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.

\$1,294,587

Edmonton Regional Tourism Group

Greater Edmonton Rural Tourism Project Edmonton

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.

\$1,231,135

Empress Theatre Society

Rural Artistic Initiatives Fort Macleod

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.

\$1,431,800

Entrepreneurship and Regional Development Branch

Rural Alberta Business Centre Pilot Program Enhancement Edmonton

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.

\$1,310,546

Fort Vermilion School Division

Rocky Lane School Agricultural Program Fort Vermilion

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.

\$900,000

Friends of the Westwind Rodeo Academy Society

Westwind Rodeo Academy Cardston

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.

\$1,529,900

Geotourism Canada

Geotourism Services Project - Northern Alberta Grimshaw

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.

\$1,575,000

Grande Alberta Economic Region (GAER)

GAER's Response to the Mountain Pine Beetle Edson

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.

\$562,500

Grande Prairie Regional College - Centre for Research & Innovation (CRI)

National Bee Diagnostic Centre
Grande Prairie

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.

\$925,360

Grande Prairie Regional College & PREDA

Centre for Research & Innovation (CRI)
Grande Prairie

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.

\$3,400,000

Green Hectares Corporation

The Rural Road Show - Phase 2
Sherwood Park

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.

\$2,995,530

Habitat for Humanity Edmonton Society

Northern Development Coordinator
Edmonton

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

\$150,000

Horizon School Division & Partners

Opportunity Shop
Taber

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.

\$428,409

Indigenous Sport Council of Alberta

Alberta Aboriginal Sport Capacity Enhancement
Hobbema

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.

\$1,038,720

Inside Education Society of Alberta

Boreal Education Strategy
Edmonton

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.

\$260,000

International FarmOn Foundation

Farm Masters Program
Bashaw

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.

\$970,000

Junior Achievement of Southern Alberta

Junior Achievement Rural Expansion Project
Calgary

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.

\$580,000

Killam and District Business Development Association

Program Development - Biofuel/Ag Business
Killam

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.

\$234,269

Lethbridge College

Wind Energy and Rural Capacity Development
Lethbridge

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.

\$1,189,300

Linkages Society of Alberta

Linkages Program
Calgary

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.

\$68,665

Mountain View County

Finishing the Dream
Didsbury

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.

\$2,207,557

NorQuest College

Delivery of Foundational Learning for Rural Learners
Edmonton

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.

\$3,229,280

Northeast Alberta Information HUB Ltd.

Aboriginal Community Enterprises
St. Paul

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.

\$855,000

Northern Lakes College

High Prairie Regional Training and Development Centre (Tolko)
High Prairie

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.

\$2,845,450

Northern Lights School Division

Mobile Trades Foundation Program
Bonnyville

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.

\$1,056,750

Physical Culture Association of Alberta

Older Adult Instructor Training Program Edmonton

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.

\$55,000

Portage College

Food Processing/Food Sciences Training Facility Lac La Biche

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.

\$950,000

Red Deer College

Establishment of a Chair, Rural Health Development Red Deer

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.

\$565,700

Red Deer County and Partners

Turning the Keys on Opportunity (TKO) Project (Access Prosperity) Red Deer County

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.

\$1,172,050

Rocky View County

Bio Energy Learning Centre Calgary

Project withdrawn by proponent

\$0

Rosebud Economic Development Committee

Rosebud Capacity Building Rosebud

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.

\$450,000

Science Alberta Foundation (Mindfuel)

Rural Youth Science Network (Edacity Project) Calgary

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.

\$900,000

SouthGrow Regional Initiative

Renewable Energy Clusters, Co-ops & Pods Lethbridge

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.

\$480,000

Sunchild eLearning

**Improving Aboriginal Access
to Quality Education**
Rocky Mountain House

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.

\$220,000

Ten Thousand Five (10005) Remedial House Society

High Level Community Outreach
High Level

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.

\$450,150

Town of Three Hills

Tomorrow's Promise Today
Three Hills/Hanna

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.

\$1,500,000

Treaty 8 First Nations of Alberta

**Family Service Delivery
Framework Implementation**
Edmonton

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.

\$1,500,000

U of A School of Business - Alberta Business Family Institute

**Creating Pathways for
Entrepreneurial Families**
Edmonton

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.

\$1,500,000

University of Alberta and University of Calgary

Integrated Community Clerkship
Edmonton

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.

\$725,008

Vauxhall Academy of Baseball

Vauxhall Academy of Baseball
Vauxhall

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.

\$1,501,125

Volunteer Alberta

Knowledge Connector Initiative
Edmonton

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.

\$881,125

Vulcan Business Development Society

Vulcan Innovation Vulcan

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.

\$1,448,000

Wainwright Buffalo National Park Interpretive Centre Foundation

Buffalo Adventures Marketing Initiative Wainwright

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.

\$344,965

Warner Community Hockey Society

Warner Hockey School Programming Warner

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.

\$534,000

Western Rocky View Communities Development Society

Aging in Rural Community - The Rural Way Model Calgary

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.

\$725,000

Willmore Wilderness Foundation

Engaging Traditions for Economic Growth Grande Cache

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.

\$1,100,858

Woodlands Operations Learning Foundation (WOLF)

Forestry Training Program Slave Lake

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.

\$820,000

Yellowhead Regional Arts Festival Society

Developing a Creative Campus Hinton

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.

\$315,000

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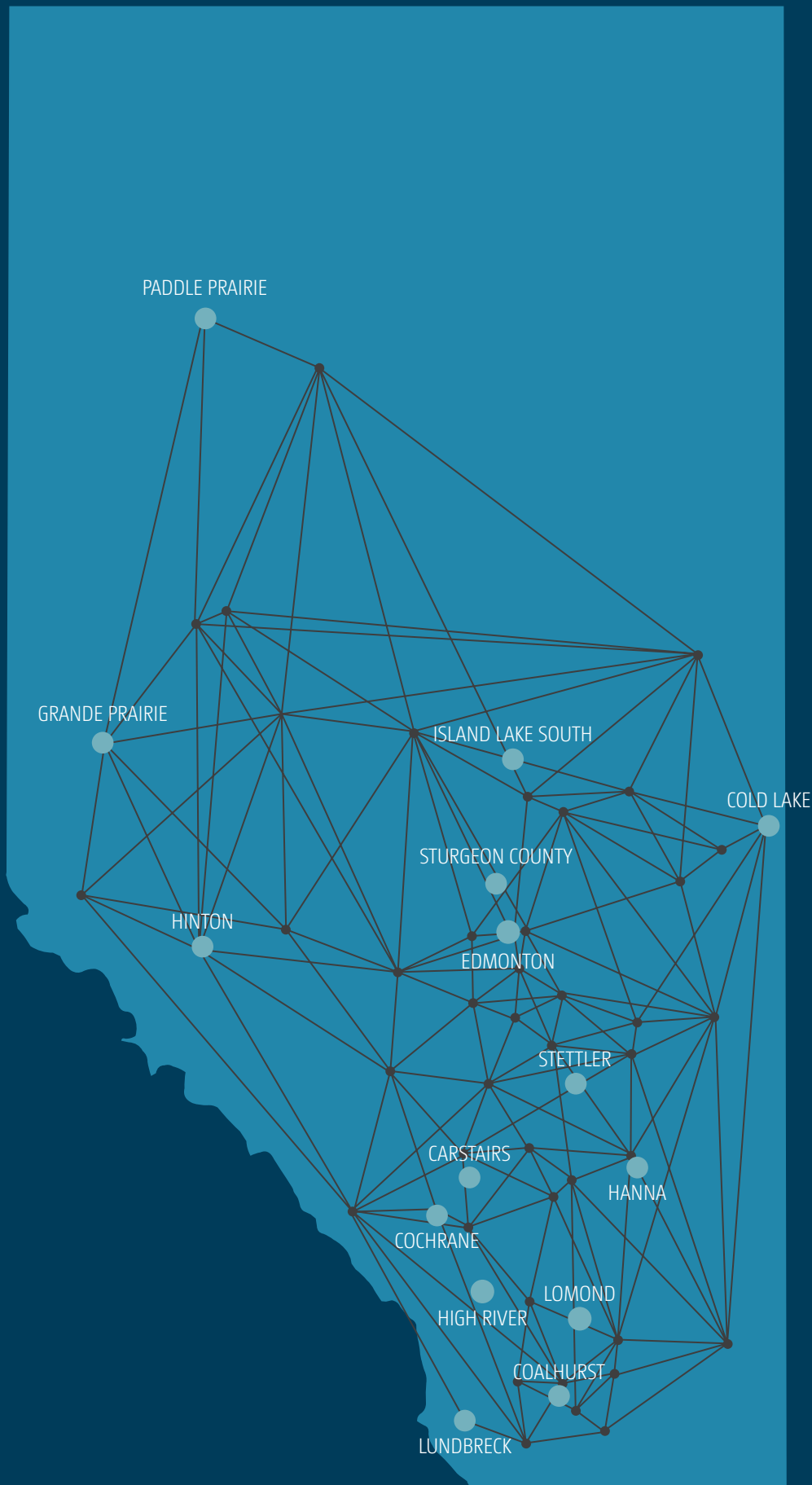
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