



# The Power Of Knowledge

2010 - 2011 ANNUAL REPORT



Alberta  
Rural  
Development  
Network

## VISION:

A strong sustainable network that is the leading source of trusted rural development research and learning.

## MISSION:

To create a model of rural community development through collaboration in research and learning.

## MANDATE:

The Alberta Rural Development Network uses the combined expertise of Alberta's post-secondary institutions to support rural development in Alberta and help rural communities grow through learning and research.



# Table of Contents

About the Alberta Rural Development Network.....	4
Message from the Chair.....	5
Message from the Premier of Alberta.....	7
Message from the Minister of Agriculture and Rural Development.....	8
Message from the Minister of Advanced Education and Technology.....	9
Message from the Executive Director.....	10
ARDN Facilitated Projects and Events.....	11
Year in Review.....	12
Creating Rural Connections 2011 Conference.....	15
ARDN Led Initiatives.....	17
Young Adult Photovoice Project.....	20
Community-Engaged Rural Learning Initiative.....	22
Research Projects Over \$10,000.....	23
Research Projects \$10,000 and Under.....	26
21 <sup>st</sup> Century Leaders.....	29
Networking Events.....	30
SimuNation.....	36
Notes.....	37
Financial Statements.....	38
ARDN Teams .....	40
ARDN Members.....	41
The Year Ahead.....	42



"The key to ARDN is that it is a province-wide post-secondary resource focused on building relationships and capacity. Networking is fundamental to everything we do. It implies communications. It implies collaboration. When you have those kinds of connections, the possibilities are endless." *Rick Neidig, Northern Lakes College*

# About the Alberta Rural Development Network

The Alberta Rural Development Network (ARDN) is a not-for-profit partnership of Alberta's 21 public colleges, universities, and technical institutes. ARDN members work together to support and enhance the well-being of individuals and the vibrancy of communities. ARDN assists with the creation of community driven projects, provides opportunities to create new partnerships, collects and shares applied research and information, and works with rural communities to identify and address gaps in education and training.

ARDN draws on the strengths of rural communities, post-secondary institutions, community-based organizations, and the federal, provincial, and municipal governments, to assist in the development of rural Alberta through education, research, collaboration and networking.

**Research** is knowledge and information that provides rural communities with the tools they need to move forward and make changes. ARDN assists and facilitates research and projects to improve the quality of life in rural communities, and shares this information through its website, newsletter and events.

**Education** is every community's link to growth. ARDN partners with post-secondary institutions and community-based organizations to make education and training more available and to provide links to opportunities that already exist.

**Collaboration** is the sharing of knowledge and abilities. Collaborative relationships increase a community's capacity to make positive changes. ARDN connects individuals and groups and facilitates or participates in those partnerships to foster an effective team approach to rural development.

**Networking** is the creation of relationships and the exchange of ideas and information. By creating connections with others, rural communities gain access to more ideas and greater support. ARDN provides opportunities to connect virtually and in person. It facilitates networking events, provides a virtual meeting place, and stimulates discussion on rural issues.

*ARDN became fully operational in 2009 when it received funding from Rural Alberta Development Fund, whose funding is provided by the Government of Alberta.*





## Message from the Chair



The past year was a time of major accomplishment for the Alberta Rural Development Network (ARDN) as we saw the business plan and support models spring to life. At their nucleus was the core 'product' ARDN has to offer: facilitating relationships. ARDN expanded its contacts within rural communities and provincial organizations involved in rural research. ARDN 'incubator' events such as the *Creating Rural Connections* conference and AGM showcase have attracted a growing number of community representatives and resulted in multiple collaborations for our post-secondary members. These new projects are of particular importance at a time when fiscal restraints have inhibited the ability of many organizations to fund the research needed to forge effective plans.

We also approved a total of 24 research projects and 31 networking events as part of meeting our three year commitment to Rural Alberta Development Fund. Whether it was ARDN partnering with its post-secondary institution (PSI) members, the PSIs with each other and with rural communities, or everyone together, the connections bore fruit in 2010-11. The criteria put in place by ARDN's Accountability & Reporting team have enabled the Network to measure results, even in the 'soft' arena of social research.

The projects underway are an investment that will continue to pay dividends into the future. One example is the rural internship program. At ARDN's May 2010 conference in Lethbridge, health educators met informally with delegates from other disciplines and soon realized they shared many things in common. Foremost was finding enough quality placements for their interns, especially in rural Alberta where they can often be exposed to a broader scope of practical experience. A second challenge they shared was overcoming student resistance to going rural. This discussion led to others, including a formal meeting held in Edmonton in December 2010. Since then, the initiative has grown and the first priority task, the development of a website that meets the needs of students, instructors and rural communities, is in progress. This initiative continues to evolve and is only one of many that have sprung up over the past year.

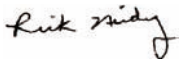
However, our work is not without challenge. Sustainability is a big issue as our current funding ends in 2012. Although we have strong and steady representation from all the post-secondary institutions that comprise ARDN, recent turnover in institutional leadership requires renewed efforts at internal communication. That may mean taking a few steps back to reinforce the vision, but it could also bring giant strides forward as the new presidents and executive staff bring fresh ideas and renewed commitment to our mandate.

Strong support from post-secondary partners is essential to ARDN's work, but involving rural communities is equally important. ARDN now has a full time community engagement director whose role complements that of the research director and his connection with the institutional members. Both individuals organize or attend networking sessions and one-on-one meetings that bring together a mix of people ready to roll up their sleeves and work together. For example, a recent meeting with Alberta HUB connected ARDN to at least 12 community leaders.

While ARDN staff members are out in the community doing their work, ARDN's key contacts from within the member institutions maintain connections at a local level. The directors on ARDN's board provide strategic

planning, policy, accountability and support. I would like to thank the key contacts and board members for their contribution and leadership.

On behalf of the Board, I would also like to thank ARDN's executive director and dedicated staff, and our major funder, Rural Alberta Development Fund. Many people from across Alberta care passionately about rural development. Without you, there would be fewer opportunities to engage with communities, conduct meaningful research, collaborate on projects, or learn together with people from across Alberta.



Rick Neidig, Chair  
ARDN Board of Directors

## ***2010-2011 BOARD OF DIRECTORS***

**Chair:** Rick Neidig, Northern Lakes College

**Vice Chair:** Dietmar Kennepohl, Athabasca University

**Treasurer:** Robert Woodrow, University of Calgary

**Secretary:** Gerry Paradis, Red Deer College

**Director:** Jason Dewling, Lakeland College

**Director:** Peter Leclaire, Lethbridge College

**Director:** Tom Thompson, Olds College

**Director:** John Kennelly, University of Alberta

**Executive Director:** Dee Ann Benard, ARDN



"It's the financial support that is crucial to making projects happen. If researchers' ideas are like campfires, then ARDN is gasoline." *Jason Dewling, Olds College*

# Message from the Premier of Alberta



Premier of Alberta

Office of the Premier  
Legislature Building  
Edmonton, Alberta  
Canada T5K 2B6  
Telephone 780 427 2251  
Fax 780 427 1349

## Message from Honourable Ed Stelmach Premier of Alberta

*On behalf of the Government of Alberta, it is my pleasure to extend greetings to all members of the Alberta Rural Development Network, and to congratulate you on another successful year.*

*Rural roots run deep in our province and Alberta has grown from a foundation based on the rural way of life. Agriculture is the second largest industry and the largest renewable industry in Alberta and it remains a valued and essential part of our economy. Agriculture and rural living are intertwined and a revitalized agriculture industry will continue to assist and support our rural communities.*

*Rural Alberta has vibrant and sustainable communities where families, individuals, organizations, businesses and governments are vital contributors to the growth, prosperity and quality of life of Albertans. The Government of Alberta remains committed to supporting our rural communities as they grow and diversify.*

*Over the past three years, \$24 million dollars has been granted under two programs to support rural communities. Through the Rural Community Adaptation Grant Program, \$13.6 million was granted to 67 projects, and through the Rural Connections: Community Broadband Infrastructure Pilot Program, \$10.4 million was granted to 34 projects. Supporting Alberta's rural communities by helping them adapt and transition towards greater economic self reliance is a priority for the Government of Alberta.*

*I would like to thank the Alberta Rural Development Network and its partners for their work in connecting individuals and organizations involved in the vitality and well-being of rural communities. I look forward to hearing about your future successes and collaborations.*

Ed Stelmach

September 29, 2011



# Message from the Minister of Agriculture and Rural Development



## ALBERTA AGRICULTURE AND RURAL DEVELOPMENT

*Honourable Jack Hayden*  
*MLA, Drumheller-Stettler*

### MESSAGE FROM THE MINISTER

As Minister of Agriculture and Rural Development, I am pleased to extend my greetings to the members of the Alberta Rural Development Network (ARDN), and to thank you for another year of supporting and enhancing Alberta's rural communities.

Having a supportive network of like-minded individuals who share a passion for rural development in Alberta is very beneficial. The expertise, ideas and resources that the ARDN is able to provide our rural communities is a valuable asset and one of the tools that makes agriculture so successful in Alberta.

Events such as the Power of Knowledge event you are attending today are instrumental in growing both the economic prosperity and quality of life in our rural communities. Today, you will be learning about the latest rural Alberta research, projects and events and it is my hope that you will continue to pass this information along to your friends, families and colleagues. The networks that you currently have and the ones that you form at events such as today's will help all of Alberta's rural communities as they continue to grow and prosper.

Like the ARDN, the Government of Alberta remains committed to supporting our rural communities as they grow and diversify. We have continued our commitment to being a supportive presence in rural communities through the Rural Connections: Community Broadband Infrastructure Pilot Program and the Rural Community Adaptation Grant Program. The \$24 million in funding for both programs over the last three years was made available through the National Community Development Trust.

I would like to thank the ARDN for their work in strengthening Alberta's rural development. It is organizations such as yours that make Alberta a leader in the agricultural industry and home to thriving rural communities.

Best wishes on a successful general meeting.

A stylized, handwritten signature in black ink, likely belonging to Jack Hayden.

Jack Hayden  
Minister



# Message from the Minister of Advanced Education and Technology



ALBERA

ADVANCED EDUCATION AND TECHNOLOGY

*Office of the Minister*

## **Message from Honourable Greg Weadick Minister of Advanced Education and Technology Alberta Rural Development Network Annual Report**

With its wide-open landscapes, vibrant communities, and thriving businesses, rural Alberta is a key driver of our province's economic growth and prosperity.

To stay competitive on the global stage, it is important that we continue to seek innovations in our agricultural, forest and energy sectors. The first step is developing a well-educated and skilled workforce.

The Alberta Rural Development Network (ARDN) has played a key role in helping communities across rural Alberta to flourish and thrive by strengthening links between Campus Alberta institutions, industry and community-based organizations.

With the ARDN's ongoing leadership and support for rural development, our province is developing the entrepreneurs, innovators and leaders we need to tackle future challenges and lead us to greater prosperity. I thank the ARDN for your role in helping to build a strong foundation for Alberta's future.

Greg Weadick  
Minister

324 Legislature Building 10800-97 Avenue, Edmonton, Alberta T5K 2B6 Canada Telephone 780-427-2025 Fax 780-427-5582

*Printed on recycled paper*

# Message from the Executive Director

It has been a busy and fulfilling year, building upon the foundation that we spent the previous fiscal year working to solidify. As our second full year draws to a close, we take a brief pause to reflect before we dive back in, focused on ARDN's future, driven by the good work we see happening throughout rural Alberta.

I want to especially acknowledge the great team that works together for the benefit of rural Alberta. ARDN is a network of amazing people working towards the same goal: enhanced rural development and quality of life. These people include the board of directors, post-secondary key contacts, members of our teams and committees, dedicated staff and, of course, our partners and stakeholders. The success of this past year would not have been possible without the work and participation of our 21 post-secondary members (page 41), without whom there would be no ARDN, and generous funding from the Rural Alberta Development Fund.

With all of these great people working together to help move us forward, we are seeing some exciting results. ARDN supports an ever-increasing number of networking opportunities that are the information gathering stages of future research projects. As awareness of the work of the ARDN increases, more people and organizations are coming to us to form new partnerships. For instance, we were delighted when iCCAN approached us to partner on their project on virtual education (page 18).

This year has also seen an increase in community-driven, ARDN-led projects, most of which have been implemented by our post-secondary members. We are excited to help these projects unfold and are proud to see that they are showing some significant results. Thanks to another successful *Creating Rural Connections 2011* conference with Edmonton-area post-secondary co-hosts, two exciting ARDN-led initiatives have blossomed from the Rural Research Needs & Priorities Assessment Workshop: a collaborative project on water and a youth retention and re-attraction project (page 18-19).

In the coming year, ARDN will continue to progress with leaps and bounds. We will be successful in continuing to build this organization, bringing together diverse partners and filling gaps in rural development in Alberta. Our tools are strong: education, research, collaboration, and networking. Our goal is sound: to support and enhance the well-being of Alberta's rural citizens and the vibrancy of its rural communities.

Best Regards,



Dee Ann Benard, Executive Director  
Alberta Rural Development Network

## ARDN Staff:

**Executive Director:** Dee Ann Benard

**Operations Manager:** Joy Vonk

**Communications Officer:** Melissa St. Dennis

**Research Director:** Paul Watson

**Director, Community & Member Engagement:** Judy Ferguson

**Website and Communications STEP Student:** Alison Baird



From left to right: Joy, Alison, Dee Ann, Judy, Paul, Melissa

# ARDN Facilitated Projects and Events

## 2009-2010

**14** New Networking Events

**12** New Research \$10K and Under

**0** New Research Over \$10K

**0** ARDN-Led Initiatives

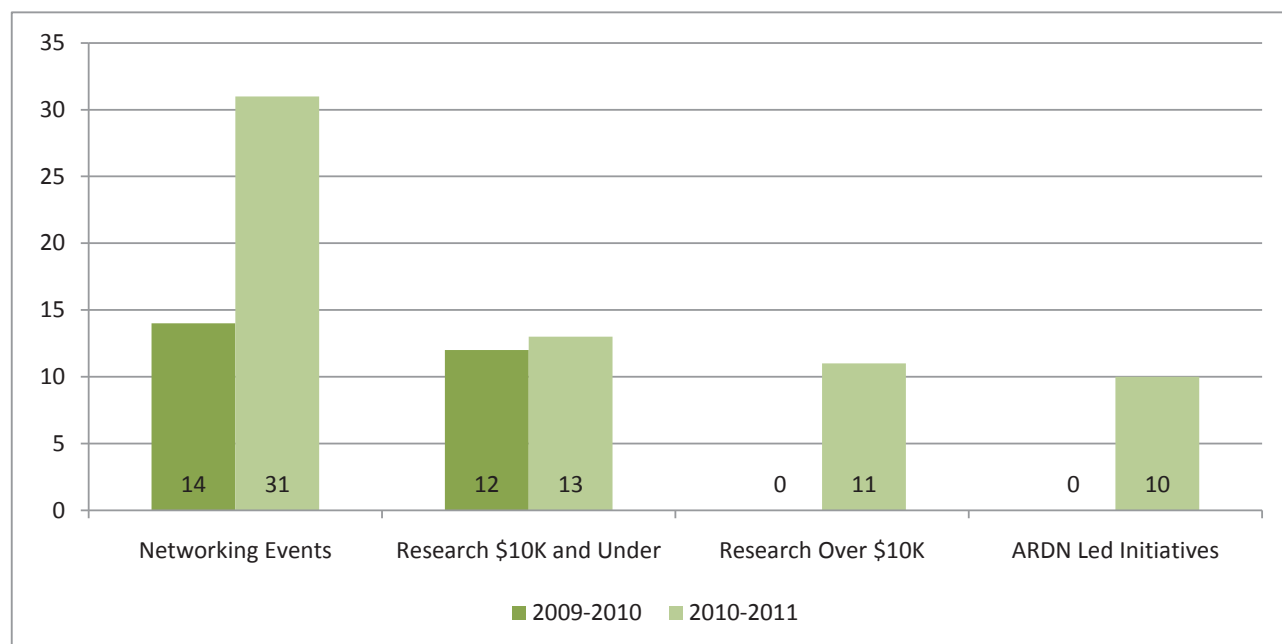
## 2010-2011

**31** New Networking Events

**13** New Research \$10K and Under

**11** New Research Over \$10K

**10** ARDN-Led Initiatives



"If some technique or tool works in southern Alberta that could possibly work here in Grande Prairie, I now have the opportunity to collaborate with other ARDN member and make it happen. The possibilities are endless."

*Kellan Eckstrom, Grande Prairie Regional College*

# Year in Review

*A network is only as strong as its connections. ARDN has been building its connections during the past year through education, research, collaboration and networking.*

## Education

ARDN gathered the best and brightest in rural development to present at its annual Creating Rural Connections conference, AGM Showcase and other events.

The Network partners with rural communities and post-secondary institutions to better understand education and training needs and help create opportunities. In Fall 2010, ARDN partnered with the Battle River Training Foundation (BRTF) to determine regional needs for adult education and training with an aim of finding solutions to benefit learners, workers, and employers. ARDN and BRTF distributed two Rural Alberta Education and Training Needs Assessment Surveys: one for East Central Alberta residents and the second for Albertans living elsewhere. The data collected, available at [www.ardn.ca](http://www.ardn.ca), is available for use by ARDN's member colleges, universities, and technical institutes to develop courses and programs for these markets.

The Campus Alberta Needs Assessment Challenge Solution Analysis is another project intended to address community needs – this one focused on the work of Alberta's Comprehensive Community Institutions. Project partners include ARDN, Bow Valley College, NorQuest College, Lethbridge College, and Campus Alberta Central. ARDN hosted the initial meeting, contracted a consultant to prepare a funding application for the Alberta Association in Higher Education for Information Technology (AAHEIT), and committed to supporting future meetings and project development if funding is approved.

## Research

ARDN collects and facilitates rural research and other projects with the potential to improve the quality of life in rural communities. Rural research is categorized under 13 broad topics; individual papers and projects from a wide variety of sources are available online through the Rural Research Library at [www.ardn.ca](http://www.ardn.ca). Each project posting summarizes the relevant information and provides links to project contacts and additional information. As of June 30, 2011, the library housed 146 projects.

ARDN made a direct contribution to rural research by allocating 1,014,361.00 for 29 research projects, and by hosting the Rural Research Needs & Priorities Assessment Workshop during the Creating Rural Connections 2011 conference. At the workshop, delegates worked in both large and small groups to identify and prioritize the research needed to support Alberta rural communities. ARDN then called for proposals to address priority issues: employment and education, quality of life, environment, health-care, and infrastructure. Three proposals were approved in June 2011: two were combined into a joint project between the University of Alberta's Augustana Campus and NAIT on water issues, in addition to a University of Alberta project on youth retention and re-attraction.





## Collaboration

ARDN believes relationships and partnerships are key to increasing capacity and enhancing development in rural Alberta and has worked hard over the past year to foster these relationships. Multiple initiatives have resulted from these efforts. One example is ARDN's partnership with the Canadian Rural Research Network to host the First Annual Rural Research Workshop, *From Policy to Research and Back Again* in May 2011. ARDN also worked closely with iCCAN (Innovative Communities Connecting and Networking) to enable the development and implementation of a research project called Taking Stock: A Snapshot of the Virtual Education Environment in Alberta.

ARDN, in partnership with several post-secondary institutions and community-based organizations, is leading the Community-Engaged Rural Learning Initiative. This project, aimed at supporting rural internships that benefit both students and rural communities while allowing the directors of such programs opportunities to connect, will begin with a website where information and opportunities can be shared (page 17). ARDN has also developed a process to help pair rural communities to appropriate post-secondary researchers.

## Networking

Networking activities give rural leaders opportunities to make new connections as well as access to information and ideas, and enable post-secondary researchers to share their results and obtain community feedback face-to-face.

ARDN's AGM debuted its Showcase Event in Red Deer in October 2010. It offered participants informative updates on selected ARDN projects, as well as opportunities to share knowledge, build relationships, and exchange ideas.



Six months later, the Creating Rural Connections 2011 conference took place in Edmonton, co-hosted by ARDN and its Edmonton area post-secondary members. This annual event included three days of presentations, discussions and networking with nearly 300 delegates, 28 presentations, 13 posters, and 21 tradeshow booths. Top notch speakers shared their rural projects, programs, research, and lessons learned while participants gained new ideas to apply or adapt to their own work and communities. Most importantly, the conference provided a forum for colleagues from across Alberta to explore new opportunities; at least 12 potential collaborations emerged from this conference.

ARDN continues to provide financial and other support for networking events across Alberta. As of June 30 2011, ARDN allocated \$251,812.45 dollars to 31 events (page 30). There has been a huge increase in networking applications over the past year as these events are seen as an important first step in the creation of the collaborations required to develop relevant and inclusive rural research projects.

One of these networking initiatives was the Young Adult Photovoice Exhibit. The 10 week project saw young adults, ages 18 to 35 learn photography skills, share their pictures taken in their community and discuss their lives as young adults in rural Alberta. The project culminated with a photo exhibit to which local politicians,

organizations, residents, employers, and government agencies were invited. The photos, paired with text captions, brought awareness to issues and opportunities facing young people in rural communities (page 20).

ARDN staff members have travelled across Alberta and Canada to conferences, events and meetings, extending their network, meeting new people, learning about other initiatives, and making lasting connections.

## Communications

Since an organization cannot truly make a splash until people know about it, ARDN continues to promote awareness through media releases, advertising, a monthly e-newsletter, email notices, and its website. A new brochure focused on rural community members, organizations, businesses, governments, and residents continues ARDN's outreach. The next phase is to create and implement a social media strategy in Summer 2011 that will help ARDN utilize Facebook, Twitter, LinkedIn, and Flickr providing a solid foundation for members, partners, and rural communities to share and exchange information, network, collaborate, and support worthwhile projects.



## Resources

With this much happening, the Network needed to bring on new people to help with the work. Judy Ferguson, Director of Community and Member Engagement, joined the team in August 2010. In April 2011, Melissa St. Dennis became ARDN's full-time Communications Officer, and Alison Baird joined the team as Website and Communications Assistant under a four month Summer Temporary Employment Program grant.

ARDN has grown and expanded its outreach to individuals and organizations across Alberta in its first two years of operations. Fiscal 2010-2011 was instrumental in creating awareness of ARDN with external audiences and for providing a solid foundation for members, partners, and rural communities to share and exchange information, network, collaborate, and initiate worthwhile projects. In the year ahead, ARDN will continue to gain momentum and remain focused on contributing to rural Alberta communities and the people that call them home.



*"Building community capacity and working in partnership with organizations and corporations is a major part of developing rural Alberta. This is why ARDN is so important; it promotes networking with everyone who cares about rural development and understands that the communities know what they need better than anyone else. That is the basis for the solution." Karen O'Dwyer, Lethbridge College*

# Creating Rural Connections 2011 Conference



*April 12, 2011.* Despite the cool winter air and the snow covered ground, one by one, in pairs, and in groups, the people who are the pulse of rural Alberta arrived at the Creating Rural Connections 2011 conference. They came to Edmonton representing community-based organizations, businesses, governments, universities, colleges, and technical institutes. Even some curious citizens who believe in the power of rural partnerships made the journey to learn, listen, discuss, share, and partner on rural development.

Nearly 300 delegates came and registered, passing a sign acknowledging the Alberta Rural Development Network's (ARDN) co-hosts – Athabasca University, Grant MacEwan University, NAIT, NorQuest College, and the University of Alberta – and wandered down the long hallway, past the 23 tradeshow booths, towards the banquet hall where Mike Stolte, director of the Centre for Innovative and Entrepreneurial Leadership (CIEL) and the first keynote speaker, would kick off the conference.

As the delegates took their seats and quieted their conversations, Mike began. "Eric Hoffer once said that those who have finished learning find themselves equipped to live in a world that no longer exists." With the audience's attention, he discussed how CIEL can help rural communities answer the question: How Vital is Your Community?

*April 13, 2011.* Early the next morning, delegates arrived in time to



enjoy a breakfast buffet and listen to the keynote speech on bringing the university to the community by Charlie French, professor of Community Development with the University of New Hampshire Cooperative Extension. Charlie inspired the audience with his ideas on how education should be more dynamic, more engaging, and more focused on the public good.

After the breakfast presentation, participants networked and enjoyed a cup of coffee and a piece of fruit on their way to the concurrent sessions where they had the opportunity to learn everything from increasing community connectivity, to turning science to policy, to providing English language support in rural communities.

Lunch and then another round of concurrent sessions kept delegates busy and learning all afternoon until a coffee break led into the panel sessions. Each panel explored collaboration between researchers and communities and shared what worked, what didn't and why participants should bother with collaboration at all.

Delegates were then free to wander through the poster session which featured 13 rural development projects.

## Thank You to Our Sponsors

### LEVEL ONE SPONSORS

24-7 Alberta / Three Hills Dot Com Ltd.  
Alberta Urban Municipal Association (AUMA)  
Athabasca University  
Creating Pathways for Entrepreneurial Families  
eCampusAlberta  
Grant MacEwan University  
ICCAN  
Northern Lakes College  
NovaNait  
PivotWest  
University of Alberta

### LUNCH SPONSOR

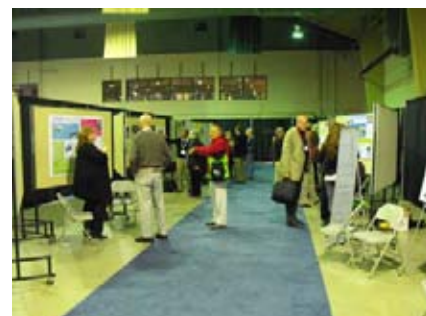
Northern Lakes College

### LEVEL TWO SPONSORS

BC-Alberta Social Economy Research Alliance (BALTA)  
CIRCLeM  
Grande Prairie Regional College  
Lethbridge College  
Norquest College  
Portage College  
RISE Network  
SAIT Polytechnic  
Sustainability Resources Ltd  
Town of Hinton  
Volunteer Alberta (Knowledge Connector Initiative)

### COFFEE BREAK SPONSORS

Axia SuperNet Ltd  
Centre for Research & Innovation (CRI)







With a full day behind them, participants sat back, enjoyed the banquet, networked with their colleagues and laughed at the evening entertainment: Jason That Funny Magic Guy.

April 14, 2011. The delegates were up early again, this time for breakfast featuring an address by the Minister of Advanced Education and Technology, the Honourable Greg Weadick. Minister Weadick spoke about the value that stems from collaborations among post-secondary institutions and encouraged the good work happening across Alberta.

Another round of valuable concurrent sessions led delegates to a filling lunch and the final keynote presentation by Jeff Dixon from The Monieson Centre at Queen's University. Jeff's presentation focused on how to identify the challenges and needs of communities and discover where the knowledge gaps are and framed the afternoon discussion for the Rural Research Needs and Priorities Workshop. Though many participants had to leave early to brave the worsening snow storm, many stayed and had an opportunity to share their personal take on Alberta's needs and priorities.



Once the workshop was over and the conference complete, the remaining delegates left with increased knowledge and partnership opportunities along with the understanding that their input at the conference would shape the next steps of the Alberta Rural Development Network.

More information about the conference is available at [www.ardn.ca](http://www.ardn.ca). You can read articles about the sessions, view the program, watch the keynote presentations, and be the first to know the details about Creating Rural Connections 2012.



"The conference was well organized with knowledgeable speakers and timely subjects. Good in depth background on all presentations. It was well worth attending." *Richard Harpe, County of Grande Prairie*

"I work with Rural Routes providing support to ESL groups in rural communities. It's interesting to see how my work fits into a more diverse framework and structure of employment and community well-being. This conference is important to be able to see commonalities and to build relationships with others on a broader economic and social level." *Lorene Anderson, NorQuest College*

"The ARDN Conference provided opportunity to learn, connect, gain new perspective and envision a preferred future for Rural Alberta." *Jann Beeston, RADF Board of Directors*



# ARDN Led Initiatives

ARDN has led ten initiatives of value to multiple stakeholders. These include projects where ARDN partnered directly with a community group or requested proposals from its post-secondary members. These projects represent an investment of \$213,703 into rural Alberta.

## **Alberta HUB Regional Development Workshop** **\$3,952.50**

Economic development decision makers and the business community attended the workshop to focus on strategies to promote opportunities and build partnerships. The workshop addressed community development, marketing, promotion, collaboration, and other issues that can come up when communities are formulating development and marketing strategies.

*Collaborative Partners:* Alberta HUB, the North West Enterprise Region, Community Futures Lloydminster and Region, Lloydminster Chamber of Commerce, City of Lloydminster, Northern Alberta Development Council, Alberta Culture and Community Spirit, The Business Link, Economic Developers Alberta, Vermilion River Regional Alliance

## **Campus Alberta Needs Assessment Challenge Solution Analysis: \$25,000.00**

This analysis is focused on the work of Alberta's Comprehensive Community Institutions (CCIs) and the challenges they face in regards to rural education needs assessments. The project will determine what would be required to develop a needs assessment tool and process, strongly supported by technology, that can be used province-wide by multiple organizations to determine learning needs of individuals, business and communities, thereby providing a tool that solves some of the challenges facing the CCIs. It will be made available to the entire post-secondary system in Alberta.

*ARDN Partners:* Bow Valley College, NorQuest College, Lethbridge College, Red Deer College, Olds College

## **Community-Engaged Rural Learning Initiative (CERLI): \$25,000.00**

CERLI is a partnership between the Alberta Rural Development Network (ARDN), its member post-secondary institutions, and several Alberta's community-based organizations created with the intent to help connect post-secondary students, placement coordinators and leaders, and host rural communities with one another.

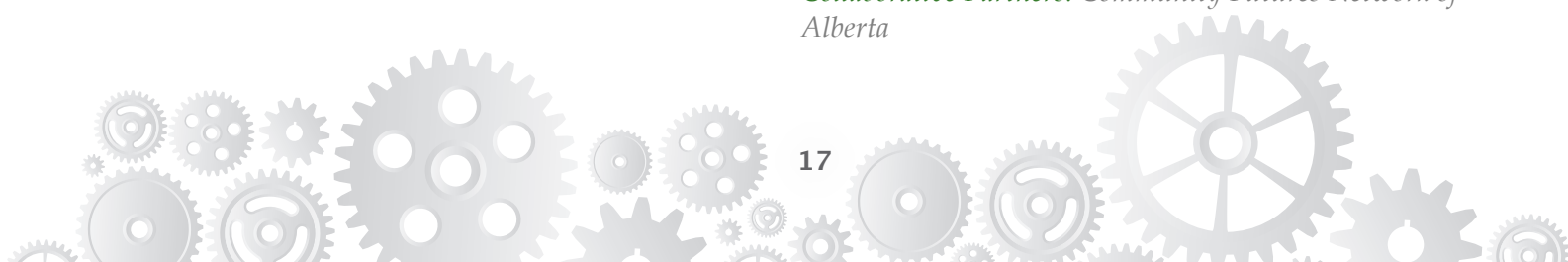
*ARDN Partners:* University of Alberta, University of Calgary

*Collaborative Partners:* Community Futures Network of Alberta, Alberta Municipal Affairs, Le Conseil de développement économique de l'Alberta and Centre for Rural Community Leadership and Ministry (CiRCLe M), Volunteer Alberta, Covenant Health

## **Facilitating Business Cluster Development Learning Event: \$10,000.00**

ARDN partnered with Community Futures Network of Alberta, whose primary focus is the economic diversification of rural Alberta communities to reduce economic vulnerability and instigate long term sustainability, to produce an event called Cluster Week, April 4-8, 2011. Clusters are a successful strategy for the diversification of rural communities and it is a concept utilized in many developed and developing countries around the world. The event provided awareness and knowledge of a practical economic development strategy, empowered existing businesses to pursue growth opportunities by working together as a business cluster, and provided a forum for increased partnerships between businesses, post-secondary institutions, economic development organizations and industry associations.

*Collaborative Partners:* Community Futures Network of Alberta



### From Policy to Research and Back Again... 1st Annual Rural Research Workshop: \$5,067.88

The national workshop aimed to foster networking among rural researchers and provided a forum for rural research and policy discourse. Topics included: place-based policy; tourism support for rural community development; measuring social capital; planning for rural health; renewable energy technologies; food security in rural First Nation communities; e-governance and community decision-making; and changing paradigms in agricultural policy. ARDN's investment helped organize the event and provided speakers the opportunity to attend and present at the conference.

*ARDN Partners:* Bow Valley College, University of Alberta

*Collaborative Partners:* Canadian Rural Revitalization Foundation, Canadian Community Economic Development Network, Community Futures Network of Alberta, University of the Highlands and Islands Centre for Remote and Rural Studies, University of Northern British Columbia

### Snapshot of the Virtual Education Landscape in Alberta: \$25,000.00

Complementary to a larger project funded by Alberta Advanced Education and Technology, this project will contribute a snapshot of virtual education in Alberta and help further the main project's goals: enhance regional stewardship and further develop credit and non-credit program opportunities in Alberta communities; leverage the power of video-conferencing; increase resident capacity in target communities; and create a clear pathway for learners to access post-secondary institutions.

*ARDN Partners:* Lethbridge College

*Collaborative Partners:* iCCAN (Innovative Communities Connecting and Networking), Comprehensive Community Institutions, Community Learning Network, Literacy Alberta, Volunteer Alberta



### Sturgeon River Watershed Study: \$50,000.00

A result of ARDN's Rural Needs and Priorities Assessment Workshop, this study will ask: how do citizens understand and relate to their watershed; what do citizens understand to be the principle challenges and opportunities for watershed management; and what avenues for watershed research do citizens view as most pressing and most productive? The outcomes of finding the answers to these questions include: improvements in the quality of information available to researchers, policy-makers, and others in this field; improved connections within and between communities in the watershed network (social capital); and greater engagement of local citizens and communities in watershed research.

*ARDN Partners:* NAIT

*Collaborative Partners:* North Saskatchewan Watershed Alliance, Alberta Association of Colleges and Technical Institutes, JR Golf Course, City of St. Albert, Sturgeon County, Lafarge, ALS Laboratory Services, Alberta Conservation Association, Alberta Sustainable Resource Development, Alberta Environment and Department of Justice





### What Makes Rural Alberta Communities Successful – Water Management: \$50,000.00

A result of ARDN's Rural Needs and Priorities Assessment Workshop, this project seeks to identify, synthesize and categorize the multiple strategies and initiatives that have been undertaken within the province to reconcile the pressures of economic and population growth with issues of water supply and policy. Since there is concern for the effects of a changing climate and demand for more water, it is important to Alberta's communities to increase their knowledge about the effects, costs and scope of different programs, policies, interventions and strategies that have been undertaken to manage water supply and demand.

*ARDN Partners: University of Alberta, Augustana Campus*

*Collaborative Partners: Sustainability Resources Ltd.*

### What Makes Rural Alberta Communities Successful - Youth Attraction, Re-attraction, and Retention: \$15,000.00

A result of ARDN's Rural Needs and Priorities Assessment Workshop, this research aims to examine the factors that exist within rural communities that promote or limit youth participation in community decision-making and governance including land use, access to technology, recreation and economic development. It will also seek to understand what factors impact rural out-migration and the potential for return to rural communities, inform education policy and best practices for supporting a range of education and economic opportunities for rural communities, and share findings with stakeholders working with and in rural communities.

*ARDN Partners: University of Alberta*

### Young Adult Photovoice Project: \$4,650.00

During this 10 week project, young adults between 18 and 35 learned photography skills, shared photographs taken in the community and discussed the life of young adults in rural Alberta. The project culminated in a photo exhibit, attended by residents, local politicians, members of various organizations, employers and government agencies. It created awareness of issues and opportunities facing young people in rural communities and allowed the youth to establish a voice in the community's grassroots organizations. (see next page)

*ARDN Partners: Alberta College of Art + Design*

*Collaborative Partners: St. Peter's Lutheran Church, Pipestone Community Association, Anglican Diocese of Edmonton, Centre for Rural Community Leadership and Ministry (CiRCLe M)*



"A partnership with ARDN is extremely important in getting connections to Alberta's post-secondary institutions."  
*Jackie Northey, FarmOn.com*

# Young Adult Photovoice Project

Arts and culture can be beneficial to the urban communities that embrace it. But can music lessons keep rural youth from joining a gang? Can a mural help deter graffiti on a rural street? Can a photography project engage youth in rural communities? Arts and culture is entertaining in large urban areas where art galleries, theatres, and music venues are plentiful, but in rural cities, towns, and villages it can be particularly inspiring.

*Sunday, June 26, 2011.* It was a warm afternoon in Pipestone, Alberta, and the local school was swarming with county residents, leaders and business owners. Surprisingly, parking was hard to find; it's not often that visitors to the school circle the parking lot, only to realize they'll need to park on the street.

But that Sunday was different. Local pastor and graduate student, Tim Wray, and a group of young residents took over the gym for a photography exhibit: Photovoice. Tim organized the Photovoice project with one main goal in mind: to raise awareness about issues and opportunities facing young adults living in small rural communities.

The younger citizens of Pipestone were generally absent from local decision-making organizations like the Community Association, the Recreation Board, and the church. Tim set out to change that. He created the project as a way for the disengaged youth population of Pipestone to find a voice and call for change. Perhaps Photovoice could become a venue for public discourse, policy changes, new programs, or revive organizations and initiatives.

The youth ranged from 18 to 35 years old, ages when many young adults decide to leave rural communities for school, work, or other opportunities as they no longer need to stay for school or the support of their family. These people varied in cultural backgrounds, gender, marital status, and economic sectors – each with clearly unique stories and opinions to share. During the 10-week project, these diverse individuals learned photography skills, shared photographs taken in the community and discussed their lives as young adults in rural Alberta. They then chose the photographs that best represented the experiences, thoughts, feelings, and insights of Pipestone's youth.



They then chose the photographs that best represented the experiences, thoughts, feelings, and insights of Pipestone's youth.

The project culminated in the Sunday photo exhibit, attended by approximately 250 residents, local politicians, members of various organizations, employers, and government agencies. Statements written by the group were displayed with the corresponding photographs to give insights and enrich the meaning portrayed in each image. Exactly 170 photographs were displayed, and sorted into categories like industry and equipment, life on the road, family, domestic animals,







philosophy and faith, wildlife, plants, and landscapes.

Wayne Baerwaldt of the Alberta College of Art + Design (ACAD) attended the event and offered to provide further training to the group of youth.

As a result of Photovoice, maybe the young people will gain the confidence to organize more arts-related events. Maybe the county will see the positive impact arts can have and invest funds. Or maybe the Pipestone Community Association will realize that the youth in the community have a strong voice when given the opportunity to use it.

This initiative won't only benefit Pipestone, it will also help to provide insights and ideas regarding rural youth that other communities may want to apply to their own policies, organizations, general way of life, or as a way to engage young citizens. Photovoice may also inspire other voiceless groups in rural communities like other youth, elderly, or aboriginals to speak out about what is important to them.

Even though the long term impact of the event is still being researched and determined, the immediate impacts include bringing youth from the community together, celebrating rural life, reinforcing the importance of

rural young people, creating an annual Photovoice event, helping to develop leadership skills for those young adults involved in planning, and providing a chance for participants to really think about their quality of life.

But overall, Photovoice displayed how discussion through art can be a powerful influence in a community and a driver for positive change.

*This article is based on "Arts and Culture: A Rural Perspective" by Alison Baird in Curb Magazine Issue 2.2, published by the City-Region Studies Centre of the University of Alberta.*



# Community-Engaged Rural Learning Initiative



After having discussions about student internship placements located in rural communities undertaken by colleges, universities, technical institutes and community organizations, two University of Alberta program directors and the executive director from the Centre for Rural Community Leadership and Ministry (CiRCLe M), decided it was time to band together to enhance rural placements in Alberta. It was the beginning of a partnership that would morph into the Community-Engaged Rural Learning Initiative (CERLI).

On a cold December morning, a meeting room at the University of Alberta was warmed with enthusiasm for rural Alberta's communities. Twenty seven representatives from the Alberta Rural Development Network (ARDN), the University of Alberta, the University of Calgary, Community Futures Network of Alberta, Alberta Municipal Affairs, Le Conseil de developpement economique de l'Alberta, and CiRCLe M explored the challenges and opportunities surrounding the creation of a joint project that focused on student learning placements in rural Alberta communities.

Before delving into the possibilities surrounding the project, the group brainstormed the challenges and opportunities of rural placements. The challenges are many and include social isolation, accommodation and transportation, living costs, commuting costs, employment opportunities and income, family stress, fear and stigma surrounding rural life, and a lack of available supervisors and rural placements in general.

The opportunities include more learning and better experiences for students as well as exposure to a new environment and the ability to mine value and knowledge from a rural community. The group also discussed how students can add value to a community, how they can bring new and fresh ideas as well as enthusiasm and energy. Students may also become immersed in the community and want to give back or even stay after the placement is finished.

Thinking about how they could work together to alleviate some of the challenges and enhance the opportunities, the twenty seven individuals put their heads together to come up with some tactics. They could offer incentives and financial assistance to students completing their practicum or internship in a rural community. They could also adapt programs or best practices for rural students and their program leaders and provide resources and a support system so that students could get the opportunity to appreciate the value of working in a rural setting. But most importantly, by working together, they could form a partnership dedicated to increasing the number and effectiveness of student placements in rural communities, and become resources for each other, the students, and the communities.

As of June 30, 2011, ARDN had developed a steering committee from the participants of that first meeting, and hired a summer student to move forward on the website that would serve as the core of the initiative. The website, to be launched in Fall 2011, will be accessible to programmers, students, and rural communities. It will include community profiles to tell prospective students about rural communities and their resources, services and attractions, an interactive map to show geographically where placements are, and a discussion forum to help leaders, students, and communities connect and build relationships that are crucial to rural Alberta's communities and the students that work and live in them.



## Research Projects Over \$10,000

Since ARDN believes that research is essential to increasing knowledge and information, it has invested in larger research projects that have the potential to improve the quality of life in rural communities while engaging multiple partners.

In fiscal 2010-2011, ARDN approved 11 projects in the over \$10,000 research category, totalling \$721,781.00 in financial support. A brief description of each approved project is provided below and on subsequent pages. More information will be made available on [www.ardn.ca](http://www.ardn.ca) as each project moves forward.

### Athabasca University

#### **Achievable Sustainable Options for a Resource Based Community: \$80,000.00**

The goal of this project is to develop a conceptual framework, a map for Hinton to follow, that leads the way for this resource-based community to move towards a more socially, economically and environmentally sustainable future. This project will have multiple impacts, including the creation of a two-part model for other communities, conditions for effective knowledge creation, and stronger community leadership.

*ARDN Partners:* NorQuest College

*Collaborative Partners:* Town of Hinton, Grand Alberta Economic Region, Hinton Friendship Centre, Town of Grande Cache



### Bow Valley College

#### **Increasing Clinic Training Capacity in Rural Alberta Through the Use of Human Patient Simulators for Licensed Practical Nursing: \$66,500.00**

This pilot project will test the use of a mobile human patient simulator laboratory to train current Licensed Practical Nursing students in rural Alberta locations. It will improve access to health care education in rural

Alberta for students and aboriginal people, increase access to skilled resources for rural health-based employers, demonstrate more cohesiveness between post-secondary institutions and communities, and provide information that could influence the decisions of government policy makers.

*ARDN Partners:* Northern Lakes College, Red Deer College

*Collaborative Partners:* Old Sun College, Prairies College of Applied Arts and Technology, Red Crow Community College



### Grande Prairie Regional College

#### **Alberta Rural Organic Waste Energy Network (AROWEN): \$75,000.00**

This project will establish AROWEN by integrating five existing waste-to-energy projects and demonstrations across Alberta into one robust research initiative, managed by the community-based network. It will focus on community leadership, networking and knowledge transfer, and science technology and data-gathering.

*ARDN Partners:* University of Alberta

*Collaborative Partners:* Government of Canada, Town of Beaverlodge, Hamlet of Clairmont, Woodlands County, Camrose County, the City of Edmonton

## Lakeland College

### Renewable Energy and Conservation Initiatives and Rural Economic Development: \$60,000.00

This project is focused on identifying integrated solutions to address the challenges of rural renewable energy generation. It will enhance the college's capacity to undertake this type of research, increase the awareness of renewable energy and thermal storage installations, train students in hands-on design and installation, troubleshoot renewable energy and conservation, and attract new businesses.

*Collaborative Partners:* Vital Engineering Corporation, SkyFire Energy, EarthNet Geothermal, Factor X Solutions, NSERC, Community Futures, City of Lloydminster, Town of Vermilion, Lloydminster Chamber of Commerce, Onion Lake First Nations Development Corporation, County of Vermilion River, Vermilion and District Chamber of Commerce, Alberta HUB, Lloydminster Construction Association, Streetscapes



## Mount Royal University, Medicine Hat College, Portage College

### Revitalization of Rural Alberta Businesses – Business Retention and Expansion (BR&E): \$190,000.00

This project will build on the ARDN facilitated research project on BR&E from the previous year to examine over 19 Alberta rural communities employing the BR&E methodology. It will provide a unique data set for rural entrepreneurship research, enable the economic development of rural businesses, and facilitate the research capabilities and programming of the academic partners.

*ARDN Partners:* Bow Valley College

*Collaborative Partners:* Alberta Chambers of Commerce, Canadian Youth Business Foundation, Alberta Business Family Institute, Regional Economic Development Alliances, Alberta Women Entrepreneurs, Community Futures, Alberta Municipalities Small Communities Committee, Vermilion River Regional Alliance

## NAIT

### A Community of Practice (CoP) in Evidence Based Practice (EBP) for Rural Alberta EMS Health Professionals: \$75,100.00

A rural voice is needed in Medical Control Protocols and the best means of achieving this is to partner emergency medical services (EMS) practitioners, rural communities, and post-secondary institutions in an extensive rural network as a CoP. It will offer knowledge sharing and dissemination, provide a valuable opportunity to strengthen relationships, enhance individual knowledge and skills, and increase the quality of care delivered to rural Albertans.

*ARDN Partners:* Red Deer College, University of Alberta, Lakeland College, Portage College, Lethbridge College

*Collaborative Partners:* AACTI, Alberta Health Services, Alberta College of Paramedics, Peace Hills EMS, Crownsnest Pass EMS, Aeromedical Emergency Services Ltd.

## Red Deer College

### Enhancing Independent Living for Rural Seniors and Persons with Disabilities: \$75,000.00

Often people with disabilities who live in rural Alberta are forced to move to urban areas, because there is a lack of supports and services. Identifying technologies that could potentially alleviate caregiver burdens or allow a person to live independently in a rural community will have a considerable impact on quality of life for that person, the caregivers, and the community. The result of this research will inform the design and implementation of technology-related strategies for maximizing mental well-being through the enhancement of independent living.

*ARDN Partners:* Lethbridge College



*Collaborative Partners: Persons with Developmental Disabilities, Alberta Health Services, Bethany Collegeside*



## University of Alberta

### The Economic Value of French in Rural Alberta Communities: \$63,181.00

This project will investigate whether bilingualism in rural Alberta's officially bilingual and Francophone communities is an economic asset. If it proves to be an asset, the study will determine the relative benefit of French in Alberta's rural communities. This project will measure the value of bilingualism in rural communities and provide concrete evidence on which to base decisions for communities considering the move to official bilingualism.

*ARDN Partners: Northern Lakes College*

*Collaborative Partners: Town of Beaumont, Town of Falher, Town of Legal, the Conseil de développement économique de l'Alberta (CDEA), l'Association Canadienne-Française de l'Alberta (ACFA)*



Did you know....

www.ardn.ca has information on resources, funding sources, tools and education?

## University of Lethbridge

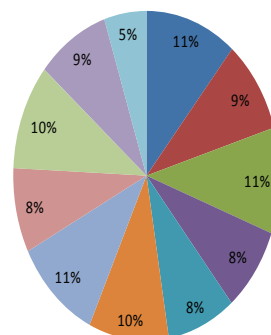
### The Effects of Sport Academies on Rural Alberta's Communities, Schools, and Students: \$37,000.00

This project will examine the growing phenomenon of sport academies to determine and document their positive effects on rural communities, schools, and students. It will provide information on best practice models and knowledge, assist communities in determining the economic, cultural, environmental, social and education issues affecting their residents, and allow communities to share information and ideas.

*ARDN Partners: Lethbridge College*

*Collaborative Partners: Warner Hockey School, Vauxhall Baseball Academy, Westwind Rodeo Academy, Kate Andrews High School, the Towns and Chambers of Commerce of Warner, Vauxhall, Cardston, and Coaldale, Horizon School Board, Westwind School Division, Palliser Regional Division*

### Research Over 10K= \$ 721,781



## Research Projects \$10,000 and Under

*Research provides rural communities with knowledge and information. The Alberta Rural Development Network (ARDN) facilitates rural research projects that have the potential to improve the quality of life in rural communities. Through its post-secondary members, ARDN facilitates and provides financial assistance for the establishment and implementation of rural research projects.*

*In fiscal 2010-2011, ARDN approved 13 projects from the \$10,000 and under research category, totalling \$127,580.00 in financial support. A brief description of each approved project is provided below and in the subsequent pages. More information is available on [www.ardn.ca](http://www.ardn.ca) as each project moves forward.*

### Athabasca University

#### Alberta-North Community Access Point Certification Program: \$9,960.00

By understanding how the Community Access Point Program affects post-secondary education and quality of life of rural communities in northern Alberta, Alberta-North will be able to expand support to northern residents, building capacity and success in post-secondary education and training in communities.



#### Evaluation of Community Futures Rural Economics Development Programs: \$10,000.00

The evaluation will provide information about the best way to structure economic development projects, identify best practices and iconic projects that inspire rural communities, provide ideas on how to build capacity in rural Alberta, and ultimately provide critical information on what funding agencies best fit rural needs.

### Medicine Hat College

#### Video Production of Best Water-Use Practices \$9,340.00

Four short videos will be created based on best water-use practices from agriculture, municipalities, individual residences, and industry with the purpose of informing and engaging residents and other stakeholders on water issues and best practices. It will also incorporate local research for rural education awareness.



### Bow Valley College

#### In Support of Expanding Educational Access Via E-learning to Rural Aboriginal Communities: \$10,000.00

This initiative is helping to address the knowledge gap specifically related to the learning needs of adult learners, and will provide an enhanced lens through which to better understand how residing within a community located outside of the “mainstream” has significant implications for how adult education programs are designed, delivered and sustained.

## Mount Royal University

### Finding Sustainable Solutions to Impacts of Economic Activities in Some Rural Alberta Communities – Phase 1 Needs Assessment: **\$9,932.62**

This project will help individual communities re-examine their socioeconomic and environmental policies and the operations of their social services. It will also contribute to sustainable development initiatives in various rural communities while fostering recycling practices and promoting environmental education.



### Determining Needs of Southern Alberta Rural Communities for Improved Sexual Assault Services: **\$10,000.00**

Through this project, victims of sexual assault in rural areas will receive improved access to comprehensive services and multidisciplinary collaboration both locally and between rural and urban centres. It will directly inform the development of educational resources and real time support networks for rural communities.



"ARDN's member institutions provide academic credibility to the research but our goal is to work with people in rural communities, not for them." *Roger Epp, University of Alberta*

## NAIT

### Validity of Computer-Based Multiple Mini-Interviews: **\$10,000.00**

The validation of multiple mini-interviews as a way to gain entrance to Alberta's post-secondary institutions will provide rural partners and post-secondary institutions a framework to develop their distance delivery/remote recruitment infrastructures. It will, therefore, increase access to education for students from rural communities.

## NorQuest College

### Building Workforce Capacity in Rural Alberta Communities through Adult Preparatory Development: **\$10,000.00**

ARDN assistance will help provide data to support the opportunity to build capacity for workforce development in rural communities through General Education Diploma (GED) preparation for rural students. It will look at the usefulness of this equivalency diploma in the real world of competitive employment. Also, it will provide insight to who rural learners are, what supports they require, and how we can help them be more successful while also clarifying what type of employers will accept the GED equivalency diploma.





### Rural Routes Initiative Impact Study: \$10,000.00

The project will identify the capacity building requirements across ESL providers and increase accessibility to quality ESL programming in rural communities.

### University of Alberta

#### Development of the Beaver Hills Initiative: \$8,777.00

This project is exploring factors contributing to the development of effective collaboration in a case study of the Beaver Hills Initiative (BHI), a successful eight year partnership involving government, private-sector organizations, and communities working towards cooperative sustainable management. It will also identify the contributions of place, social capital and social process to the formation, cohesion and long-term performance of the BHI.



#### Understanding Seasonal Facilitators and Barriers to Unrestricted Free Play Amongst Children, Youth and Families in a Small Rural-Urban Alberta Community: \$9,570.00

The results of this project will allow researchers to identify factors that support and prevent participation in unstructured free play outdoors. By sharing these results with other municipalities, opportunities for unstructured free play should increase and help to ensure that rural Alberta communities are the best places to live, work, and raise a family.

### University of Lethbridge

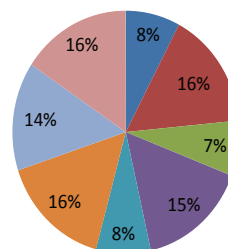
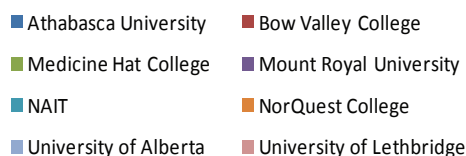
#### An Analysis of the Experience of the Rural Registered Nurse Entering Practice: \$10,000.00

From this assessment, nurse educators and administrators in the healthcare service industry will gain meaningful knowledge of what novice nurses in rural practice require to feel confident in the care they provide. This project will also provide meaningful information for healthcare professionals outside of the nursing discipline since the challenges of practicing in a rural setting affect most disciplines.

#### Ag-Industry Athletes: A Periodized Strength Training Program for Seasonal Farm Labours: \$10,000

ARDN support of this project will allow researchers to develop and deliver a seasonal work-specific exercise program directly to a field labour workforce and to examine the short term results. This will provide rural employers with a more stable seasonal workforce while employees will enjoy a higher quality of life due to labour-specific exercises that combat physical injuries.

### 13 Research \$10K and Under =\$127,580





## *Transitioning Knowledge, Wisdom, and Experience to the Next Generation*

At the 2008 Foundational Leadership Chair Academy, Dr. Jason Dewling and Dr. Michael Rivera crossed paths. The two began talking about what they wanted to achieve in their careers and different leadership styles as both held leadership roles in post-secondary institutions. Both had a passion for leadership but realized they had a lot to learn. In 2010, Jason and Michael presented at two different conferences, and co-published an article titled “Serving young in leadership: A framework for success for those who are young and in new leadership positions.” The article focused on a framework for new leaders, including relationship building, servant leadership, mentoring opportunities and participating in professional development.

But neither wanted to stop there.

“In the post-secondary world,” Jason says, “we are beginning to see a transition in leadership – mainly in the president and vice president roles. We don’t want to lose the collective wisdom of those leaders.” What better way to give new leaders a solid foundation than by gathering that information from leaders who have done it all?

The research project involved interviewing 12 rural post-secondary presidents in Alberta. They asked key questions about leadership, board planning, different approaches to leading change and how to build a good team. They also sought insight on succession planning, styles of leadership, leadership characteristics, leading change, connecting to your people, learning from failures and accomplishments, and what it’s like to work for a board of governors.



*Dr. Jason Dewling and Dr. Michael Rivera*

“If we are able to share the collective wisdom of the presidents, it will increase community capacity and leadership throughout the province which will have a positive impact on rural communities,” says Jason.

Recurring themes have emerged from the research: ensuring good communication, gathering a strong and diverse team, being an authentic leader, complementing strengths between team members, and encouraging an open atmosphere. The colleagues plan to convert the information gathered into presentations and articles that will be shared with emerging and current leaders.

“People will only go where they are led. Citizens at any level appreciate clear and concise leadership that leads to an improved quality of life,” says Jason. “Without solid direction, you are merely spinning your tires. Even if you’re doing good work, you’re not necessarily moving anywhere. Good leadership ensures that everyone is pulling in the same direction.”

*Dr. Jason Dewling is the current Vice President Academic and Research at Olds College in Olds, AB while Dr. Michael Rivera is the Dean of Instruction at Blackhawk College in the Quad Cities, Ill. Both now serve on the Chair Academy’s International Practitioners board. They can be reached at [jdewling@oldscollege.ca](mailto:jdewling@oldscollege.ca) or [riveram@bhc.edu](mailto:riveram@bhc.edu).*

# Networking Events

*Networking gives rural communities and post-secondary institutions access to more ideas and greater support through new connections. To foster networking opportunities and enhance rural development knowledge exchange, the Alberta Rural Development Network (ARDN) offers financial and other non-financial assistance to member post-secondary institutions. This assistance goes towards hosting rural development related meetings and events that are formed from or contribute to collaboration and networking among rural stakeholders.*

*In fiscal 2010-2011, ARDN supported 31 networking events for a total of \$251,812.45. More information about each event is available on [www.ardn.ca](http://www.ardn.ca) and will be updated as each event moves forward.*

## Alberta College of Art + Design (ACAD)

### Aboriginal Summit on Creative Pedagogy: **\$8,500.00**

*Calgary – April 9, 2011*

This meeting between creative Aboriginal scholars and ACAD faculty provided an open discussion regarding ideas on creative education by inviting Aboriginal scholars to describe their personal experiences, suggestions for new approaches to studio based creative learning, and suggestions for better ways of delivering education. ACAD faculty will use these suggestions to raise student attraction and retention and help address the needs of Aboriginal students.

## Athabasca University

### Setting the Stage: **\$9,800.00**

*Hinton – April 2011*

Setting the Stage was one of the first steps in bringing together key stakeholders from Athabasca University, NorQuest College, and the towns of Hinton and Grande Cache in the “Sustainability Plans for Resource Based Communities” research project. The event brought together the partners discuss what they want and need from the project.

## The Banff Centre

### The Banff Centre Workshop on Digital Media in Alberta 2020: **\$10,000.00**

*Banff – May 8-10, 2011*

This workshop will contribute to the collaboration between the small digital media content creator communities, key partners from the business, tech

nology, and cultural communities. Local knowledge and international networks were used to discuss digital media and opportunities in Alberta. The workshop hopes to result in an ongoing collaboration between post secondary member institutions and rural Alberta communities.



### Fostering Entrepreneurship in the Creative Economy: **\$1,600.00**

*Kingston, Ontario – November 19, 2010*

The Monieson Centre at Queen’s University researched how the creative rural economy can revitalize a community. By attending this event, the Banff Centre was able to discuss ideas, theory, research findings and experiences with a centre that has a similar Arts and Culture focus. Creative economy includes art, advertising, design, film, publishing and education.



Did you know....

ARDN can help you promote your rural event on our website and in our newsletter, for free?

## Bow Valley College

### Networking Meetings: \$10,000

*Eden Valley, Hobbema – Fall 2011*

These networking events between Bears paw Stoney Nakoda (Eden Valley Reserve) and Hobbema (Emineskin Cree Nation, Samson Cree Nation, Louis Bull Tribe and Montana First Nation) will establish a foundation for further ethical research, projects, or action surrounding improved education for Aboriginal adults in rural communities by engaging them in their community.

### Rural Health Workforce Development Event: \$10,000.00

*Calgary – March 28, 2011*

This event brought together a number of different groups to discuss issues surrounding the health workforce education in rural communities. Groups included small Calgary region communities, First Nations, Alberta Health Services care providers, Alberta Employment and Immigration, Alberta Advanced Education and Technology, local adult continuing education societies, Service Canada, public employment services, and three post-secondary institutions.

### Assessing & Enhancing Rural Employer Access to Workforce Training: \$5,500.00

*High River, Okotoks – September 1, 2011*

The event will create a partnership between Alberta Employment & Immigration (AE&I), Bow Valley College, ARDN, Community Futures Highwood, and the rural communities of Okotoks and High River. It also supports a pre-project launch consultation and a post-project wrap up conference for an AE&I funded project on sustainable employee training opportunities.

## Grande Prairie Regional College

### Foresight Scenario Creation Project: \$10,000.00

*Grande Prairie County – October 5-6, 2011*

The purpose of this event is to introduce a wide variety of people in the Grande Prairie region to Strategic Foresight tools and then show participants how to use or apply them (Scenario Creation) and will also build regional capacity.

## Mount Royal University

### Revitalization of Rural Alberta Business: Business Retention and Expansion: \$3,200.00

*Calgary – March 1, 2011*

This networking event helped players discuss the structure and financing of a province-wide Business Retention and Expansion (BR&E) project (page 24). The meeting addressed critical processes like community engagement, which rural communities to include in the study, providing an update on funding, and creating timelines that would help ensure a successful project launch. BR&E is an economic development tool that identifies problems and barriers to business growth.



### Informing and Engaging Communities: \$3,050.00

*High River – March 30, 2011*

This event saw representatives from communities like Cochrane, Crossfield, Irricana, Didsbury, Barnwell, Coaldale, and Vauxhall come together to network and discuss the upcoming “Finding Sustainable Solution(s) to Unique Environmental Problems of Selected Rural Alberta Communities” project. This meeting allowed each representative to share their ideas and concerns.



## Northern Lakes College

**Northern Community Engagement in Rural Alberta: \$3,424.45**

*Slave Lake – May 19, 2011*

Community leaders, citizens, and high school students were provided with the opportunity to discuss education with the University of Alberta and the Northern Engagement Committee. Attendees were able to learn, connect, and build relationships with the University as a way of engaging rural communities.

## NorQuest College

**Continuing Care Needs in the High Prairie / Slave Lake Area: \$9,999.00**

*Northern Lakes College – May 25, 2011*

Northern Lakes College, the Institute of Continuing Care Education and Research (ICCER), the U of A, NorQuest College, and the Alberta Centre for Sustainable Rural Communities (ACSRC) came together to discuss issues of continuing care with local community groups and to discuss what issues can be fixed by PSIs through training, education, or research.

**Adult Learning and Labour Market Needs Regional Partnership Conferences: \$10,000.00**

*Edson, Fort Saskatchewan, Leduc – October 5, 12, 19, 2011*

Key stakeholders from communities, post-secondary institutions and government are invited to share and evaluate the results from the Community Adult Learning Needs Assessment Project. This discussion will lead to enhanced adult training and learning within rural communities by developing collaborations between key stakeholders.



*Did you know....*

*ARDN has 149 projects in its Rural Project Library?*



**Connecting Language and Culture in the Community: \$7,100.00**

*Taber – Fall 2011*

Organizations and business from the Taber region, including the Community Adult Learning Council and Frito Lay, along with immigrant stakeholder groups will work to identify English in the Workplace (EWP) needs and intercultural challenges faced by newcomers to the Taber area. EWP is used to fit the language training needs of a company's immigrant staff. This networking event will encourage the community to become more inclusive of cultural differences.

## Portage College

**Food Production Rules and Regulations Workshops: \$9,900.00**

*St. Paul, Cold Lake, Two Hills – Fall 2011*

These events will increase knowledge and awareness of local food producers of the regulations around labeling and packaging when entering the food production industry. Also, Portage College will be able to identify potential users of the proposed Regional Food Processing Facility in St. Paul.

**Community Disability Services Academic Networking: \$8,796.00**

*Lac La Biche – February 23, 2011*

The main goals of this event were to build the capacity of the community disability services profession by





providing leadership and collaboration across post-secondary programs, and to promote the value of the community disability services sector by developing a communications strategy that focuses on rural schools with the most severely impacted enrollment in PSIs.

**Lakeland Regional Job Fair and Career Expo:**  
**\$10,000.00**

*Cold Lake – February 16, 2011*

This career and job fair gave students and the rural labour force access to the Cold Lake and Bonnyville region's career and training opportunities and job openings.

**Red Deer College**

**Central Alberta Social Work Conference: \$9,625.00**

*Red Deer – June 13-14, 2011*

With a large number of social workers and human service professionals living and practicing in central Alberta, this event provided much needed professional development opportunities for social workers in the area. Professionals were able to share experiences and resources, and network with one another.

**Pathways to Sustainability: \$10,000.00**

*Red Deer – February 23-25, 2011*

The "Pathways to Sustainability" conference started

in 2009 as a way for participants to discuss different dimensions of a sustainable community such as governance, culture, socialization, environment and economy. At this year's conference, community-led initiatives that arise gave support to over 35 communities in Alberta.

**Centre for Values and Applied Ethics (CVAE) Planning Workshop: \$5,200.00**

*Banff – December 3-5, 2010*

This workshop brought people from different areas of applied ethics together in order to create meaningful discussion, collaboration, and to move towards a decision on the proposed charter of the CVAE and a possible partnership and development plan. It was co-hosted with the Alberta Association of Colleges & Technical Institutes (AACTI).

**SAIT Polytechnic**

**Enhancing Greenhouse Sustainability Using Biofuels and Green Design: \$10,000.00**

*Calgary – Fall 2011*

This event will bring together researchers and commercial greenhouse growers from across the province. Researchers and growers will listen to a SAIT presentation on a solar/bubble project that uses biofuels as a heating system. This meeting will create an opportunity for greenhouse growers to connect with biofuels and alternative energy design researchers.

**Culinary Agro-Literacy Forum: \$9,500.00**

*Calgary – June 2011*

The forum was created to bring together groups and people interested in agriculture and food production such as farmers, government, educators, chefs, grocers, and restaurateurs in order to discuss food issues in Alberta. The main theme of the event was sustainability and focused on aspects like education, running a sustainable farm/restaurant, sourcing local suppliers, food culture and the media, and slow foods.

## University of Alberta

### Continuing Care Needs in the Fort McMurray Area: \$10,000.00

*Keyano College – May 10-11, 2011*

Representatives from Keyano College, the Institute of Continuing Care Education and Research, affiliated organizations like the University of Alberta and NorQuest College, and the Alberta Centre for Sustainable Rural Communities came together to discuss issues related to continuing care needs in local rural communities.



### Continuing Care Needs in the Grande Prairie Area: \$10,000.00

*Grande Prairie Regional College – May 17, 2011*

Representatives from Grande Prairie College, the Institute of Continuing Care Education and Research, affiliated organizations such as the University of Alberta and NorQuest College, and the Alberta Centre for Sustainable Rural Communities came together to discuss issues related to continuing care needs in local rural communities.

### Health Law Institute - Issues of Consent in Electronic Health Records: \$5,000.00

*Banff – June 22-24, 2011*

This event allowed the Health Law Institute to network with other organizations related to Electronic Health Records in Canada as well as present and learn from academic research presentations. Discussion topics included the advantages/disadvantages and use of electronic records, whether or not consent should be required for creation, use, or disclosure

of electronic health records, and access to electronic health records for clinical or research purposes.

### Rural Alberta Deliberates on Climate Change: \$7,400.00

*Red Deer – May 9, 2011*

This event was used to solidify the relationships between researchers at the University of Calgary, University of Alberta, and the Pembina Institute first sparked at a virtual conference in 2010 hosted by the Pembina Institute and Alberta Acts on Climate Change on engaging Albertans of the different facets and elements of climate change. These relationships will lead to further meetings and discussions.

### Rural Experiential Learning Initiative (RELI) Symposium: \$6,273.00

*Olds – April 9, 2011*

This event was used to highlight and explain the final outcomes of two community RELI projects including the Wetlands Interpretation Project and the Capital Retention Project. It was a way for all involved, including the University of Alberta's Faculty of Agriculture, Life and Environmental Sciences, Olds College, Olds Institute, Community Learning Campus, and the town of Olds, to come together to discuss experiences and give feedback.



Did you know...

There were 10 Rural Connector Issues published this year?

**Planning, Law and Property Rights Conference:**  
**\$10,000.00**

*Edmonton – May 26-28, 2011*

This event was used to present and discuss new academic research regarding planning and law as well as interdisciplinary connections to the topic. The research presented at this conference directly impacts rural communities and people and includes topics like land use planning/regulation, governance and planning, property rights, expropriation and compensation, along with sustainability and economic development.

**Rural Sustainability Research Cluster and Community of Practice: \$8,300.00**

*Edmonton – September 2010–March 2012*

This series of events was created as a venue for discussion and knowledge exchange between the University of Alberta's research community, rural communities, and various departments of the Province of Alberta in order to work toward rural development, sustainability, and capacity. The outcomes of these events include improved collaboration and increased opportunities and communication.

**University of Calgary**

**Alberta Green Energy Alliance Strategy Meeting:**  
**\$9,500.00**

*Calgary – December 6, 2010*

This event helped the Alberta Green Energy Alliance refine their strategy for promoting low-impact renewable energy and to formalize the structure and governance of the Alliance. It also helped strengthen the connections of the individuals and organizations involved in renewable energy technology and policy in Alberta.

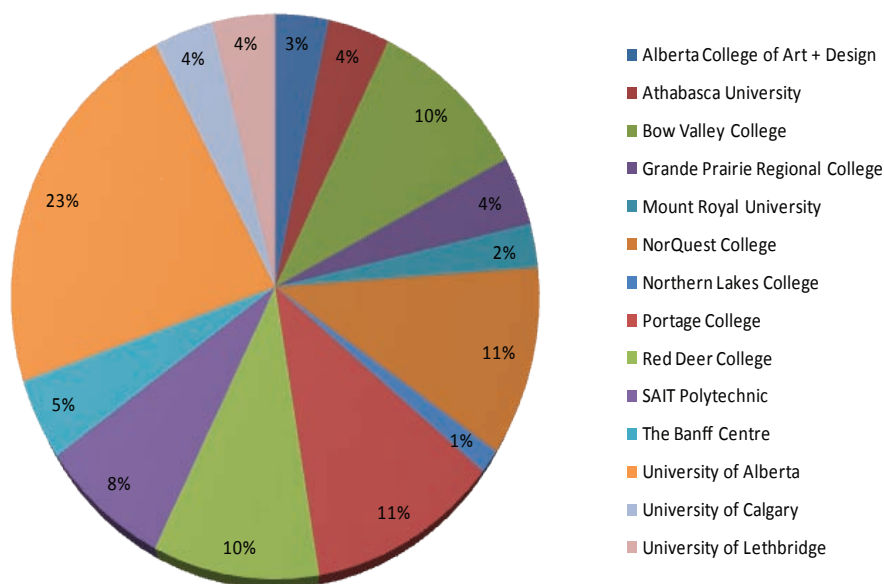
**University of Lethbridge**

**Ecotone: An Art / Science Symposium: \$10,000.00**

*Lethbridge, Staveland – September 9-10, 2011*

This project's goal is to increase community development by creating networking opportunities while educating participants on the importance of the native fescue grasslands. Speakers from artistic and scientific communities will have a chance to share knowledge and experience in the hopes of creating thought and action.

**Networking Program = \$ 251,812.45**





SimuNation is designed to bring health care professionals involved in patient or health care simulation together to exchange ideas and techniques for teaching with simulation. The concept behind Patient Simulation is simple: allowing healthcare personnel to train and learn from realistic settings, equipment, and situations. Patient Simulation includes actors and manikins that mimic human anatomy and physiology such as breathing, heartbeats, and blinking and also exhibits a wide variety of symptoms that portray illnesses or injuries.

Learning through Patient Simulation practices helps to improve healthcare practice and reduce errors in diagnosis and treatment. It is also especially helpful for healthcare providers in rural areas because hands-on experience may be difficult to come by in geographically isolated communities. Patient Simulation Education can directly improve healthcare in rural regions as EMS personnel and rural physicians and nurses will be trained for unique or rare injuries and illnesses that require immediate attention. Students and trainees are able to make mistakes and learn from them in a safe setting, making them more prepared overall for real world experiences.

Over the last 10 years, there has been a huge growth in use of patient simulation in Alberta, and considerable growth of expertise and innovation in simulation. But people realized that those involved had no forum to meet and exchange new ideas or share their innovations. SimuNation provides an economical forum to do just that.

SimuNation brought healthcare educators from across the province together and provided a forum to exchange and discuss ideas and techniques that could improve educational efforts regarding Patient Simulation. These educational enhancements could greatly benefit Alberta's rural communities by ultimately providing citizens with better healthcare through education and training.



Participants were able to attend a number of different presentations or discussions with topics ranging from student perceptions and paediatric and obstetrical strategies to how to run a simulation on \$5 a day. They were also given a tour of SAIT's Centre for Advanced Patient Care Simulation (CAPCS) and had some one-on-one time with SAIT's Simulation faculty.

So, why should we care? Rural Albertans face the same possibility of life-threatening illness or injury as those in major centres, but without the immediate access to the wide variety of health care available in the cities. But because of the comparatively lower population in rural areas, health care practitioners such as paramedics, doctors and nurses may encounter severely ill patients more rarely than their urban counterparts. This can lead to deterioration of skills. Realistic 'high-fidelity' patient simulation allows health care practitioners to keep their skills honed through practice on life-like manikins in a life-like setting.

Watch ARDN's website, [www.ardn.ca](http://www.ardn.ca) for information on the next SimuNation event.



# Financial Statements

*The following financial statements were prepared in accordance with an audit conducted by Barbara L. Surry, CMA. In the statement of operations, the revenue from Rural Alberta Development Fund represents the portion of a \$5,000,000 grant received this fiscal year.*

## ALBERTA RURAL DEVELOPMENT NETWORK

### STATEMENT OF FINANCIAL POSITION

JUNE 30, 2011

	2011	2010
<b>ASSETS</b>		
<b>Current assets</b>		
Cash	\$ 863,106	\$ 38,582
Accounts receivable	950	575
Goods and services tax receivable	6,651	5,809
Prepaid expense	<u>3,315</u>	<u>5,748</u>
	874,022	50,714
<b>Equipment (Note 3)</b>	<u>35,512</u>	<u>37,145</u>
	<u>\$ 909,534</u>	<u>\$ 87,859</u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities	\$ 5,314	\$ 7,026
Deferred revenue (Note 7)	<u>861,481</u>	<u>31,554</u>
	<u>866,795</u>	<u>38,580</u>
<b>Net assets</b>		
Unrestricted net assets	7,227	12,134
Net assets invested in equipment	<u>35,512</u>	<u>37,145</u>
	<u>42,739</u>	<u>49,279</u>
	<u>\$ 909,534</u>	<u>\$ 87,859</u>



# ALBERTA RURAL DEVELOPMENT NETWORK

## STATEMENT OF OPERATIONS

FOR THE YEAR ENDED JUNE 30, 2011

	2011	2010
<b>REVENUES</b>		
Rural Alberta Development Fund Grant	\$ 1,094,073	\$ 612,587
Partner Contributions (Note 5)	268,790	726,079
Conference registration fees	41,075	17,076
Interest	6,068	1,035
STEP Program	<u>3,528</u>	<u>-</u>
	<u>1,413,534</u>	<u>1,356,777</u>
<b>EXPENSES</b>		
<b>Administration</b>		
Administration	58,391	30,945
Advertising and promotion	8,017	4,253
Amortization	12,541	9,961
Bank charges	542	570
Insurance	2,575	2,526
Memberships	725	1,210
Office expense	6,242	9,623
Professional fees	3,510	2,665
Rent	20,700	25,028
Salaries and Benefits	328,681	282,826
Staff training and conferences	9,638	5,922
Telephone	<u>9,098</u>	<u>8,518</u>
	<u>460,660</u>	<u>384,047</u>
<b>Programming</b>		
Communications	56,239	37,890
Community engagement	97,115	-
Conference	102,715	72,513
Contract costs	56,892	93,823
Needs assessment	13,502	-
Research projects	223,510	10,000
Networking events	140,651	-
Working Groups (Note 5)	<u>268,790</u>	<u>719,143</u>
	<u>959,414</u>	<u>933,369</u>
	<u>1,420,074</u>	<u>1,317,416</u>
<b>Excess (deficiency) of revenues over expenses</b>	<b>\$ <u>(6,540)</u></b>	<b>\$ <u>39,361</u></b>

## Key Contacts

*The Key Contacts are members of the Community & Institutional Engagement Team*

Alberta College of Art + Design, *Wayne Baerwaldt*

Athabasca University, *Dietmar Kennepohl*

The Banff Centre, *Keith Archer*

Bow Valley College, *Andy Cichos*

Grande Prairie Regional College, *Kellan Eckstrom*

Grant MacEwan University, *Steven Joyce*

Keyano College, *Cindy Amerongen*

Lakeland College, *Jason Dewling / Diane Harms*

Lethbridge College, *Karen O'Dwyer*

Medicine Hat College, *Cathy Crockford*

Mount Royal University, *Trevor Davis*

Northern Alberta Institute of Technology, *Stuart Cullum*

Northern Lakes College, *Monica Kreiner*

NorQuest College, *Elaine Soetaert*

Olds College, *Dan Fullerton*

Portage College, *Trent Keough*

Red Deer College, *Derek Gratz / Eric Kokko*

SAIT Polytechnic, *Greg Michaud*

University of Alberta, *Lars Hallstrom*

University of Calgary, *Gary Libben*

University of Lethbridge, *Dan Weeks/ Lesley Brown*

## ARDN Working Groups

### *Accountability & Reporting*

**Chair:** Trent Keough, *Portage College*

**Past Chair:** Wayne Shillington

**Ex Officio:** Dee Ann Benard, *ARDN*

**ARDN Staff Member:** Paul Watson

**ARDN Staff Member:** Judy Ferguson

**Consultant:** Leslie Ayre-Jaschke

### *Research Advisory*

**Co-Chairs:** Tom Thompson/*Bob Wilson, Olds College*

**Member:** Trevor Davis, *Mount Royal University*

**Member:** Derek Gratz, *Red Deer College*

**Ex Officio:** Dee Ann Benard, *ARDN*

**ARDN Staff Member:** Paul Watson

### *Community & Institutional Engagement*

**Chair:** Lars Hallstrom, *University of Alberta*

**Vice-Chair:** Keith Archer, *The Banff Centre*

**Secretary:** Dietmar Kennepohl, *Athabasca University*

**Ex Officio:** Dee Ann Benard, *ARDN*

**ARDN Staff Member:** Judy Ferguson

### *Communications & Website*

**Chair:** Rick Neidig, *Northern Lakes College*

**Member:** Cathy Crockford, *Medicine Hat College*

**Ex Officio:** Dee Ann Benard, *ARDN*

**ARDN Staff Member:** Joy Vonk

**ARDN Staff Member:** Melissa St. Dennis

**Consultant:** Andrea Collins, *ROI Communications*

# ARDN Members

Alberta College of Art + Design

Athabasca University

The Banff Centre

Bow Valley College

Grande Prairie Regional College

Grant MacEwan University

Keyano College

Lakeland College

Lethbridge College

Medicine Hat College

Mount Royal University

NAIT

NorQuest College

Northern Lakes College

Olds College

Portage College

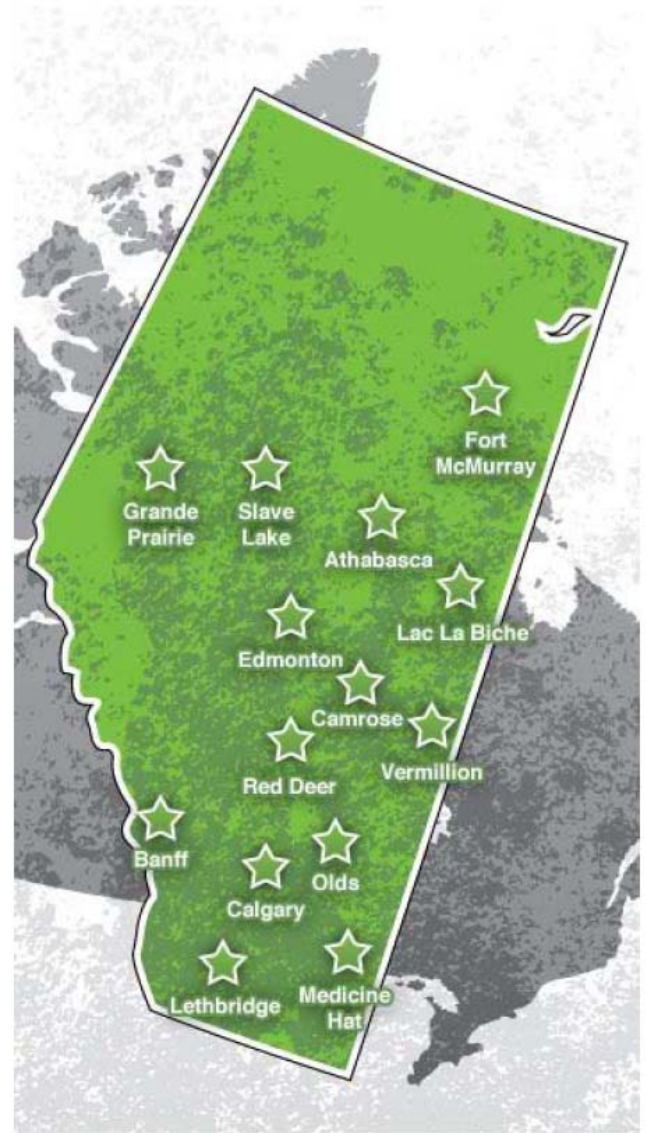
Red Deer College

SAIT Polytechnic

University of Alberta

University of Calgary

University of Lethbridge





# The Year Ahead

The Alberta Rural Development Network (ARDN), like any start-up organization, needs to prove its value and return the support and investment of its partners and funders. When ARDN was allocated funding over three years in spring 2009, it set out to do this.

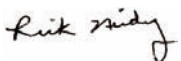
In the first year 2009-10, ARDN developed its infrastructure, which ranged from hiring staff and setting up an office, to creating a brand and awareness among both internal and external audiences, to developing criteria for selecting partnership projects and networking events to fund, to finding ways to be accountable by measuring the results of its social research mandate. By spring 2010, ARDN began hitting its stride; the first research projects and networking events were selected, the first province wide conference was held, and the first collaborations began.

In year two, 2010-11, ARDN was ready for a marathon of activity. Connections with its post-secondary partners solidified and relationships with rural communities and other external audiences began to grow. Partnership projects and events began to flourish with more than \$1 million allocated to their development and execution, many of which stemmed from the annual conference and other events ARDN organized. These partnerships are varied: post-secondary institutions with rural communities, post-secondary institutions with each other, and collaborations across academic disciplines. The opportunities are many and the end results are richer for the mix.

Now, we are going into year three, 2011-12, and we must focus on the sustainability of the Network. The goal is to find a new, sustainable way of doing business for the long-term. We enter this period at a time of uncertainty; many post-secondary partners face funding challenges, the Alberta government has new leadership and is facing an unclear economic future, and changes to the advanced education system are on-going, such as the recent creation of Campus Alberta and the merger of Alberta North and e-Campus Alberta. The first step toward sustainability is to prove the value of ARDN's work, and learn how we can improve, and what we should do differently. We are grateful to the Rural Alberta Development Fund (RADF) for extending our funding timeline to the end of 2012 to allow time for this vital work to occur. The strength of ARDN begins with the unity and optimism of the member institutions.

Government relations will also be an important component of our strategy; we will demonstrate how ARDN's work reflects the collective capability of the post-secondary system and strongly supports the Roles and Mandates Policy Framework developed by Alberta Advanced Education and Technology in 2007. We will be assertive in going forward with our strategic plan for sustainability; however, we will remain flexible and open to new opportunities and to change.

While this new thrust is underway, the work of ARDN will continue. It may sound like a tall order but as ARDN expands its outreach and partnerships the Network is growing and strengthening. The point is illustrated by the old adage "many hands make light work." In this case, we can add that "many voices show the need" and "solid results prove the value."



Rick Neidig

Chair, ARDN Board of Directors



Dee Ann Benard

Executive Director

The Alberta Rural Development Network gratefully acknowledges the support of  
Rural Alberta Development Fund.

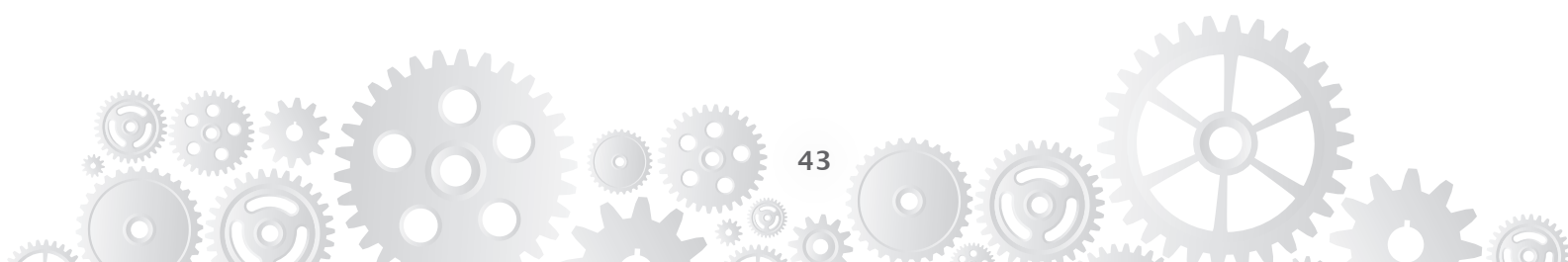


Financial support  
provided in part by

**Rural Alberta**

Development Fund

[www.radf.ca](http://www.radf.ca)





## **Alberta Rural Development Network**

215 – 50 Brentwood Boulevard  
Sherwood Park, AB T8A 2H5

Tel: 780-449-1006

Toll Free: 1-877-987-1006

Fax: 780-449-0054

Email: [info@ardn.ca](mailto:info@ardn.ca)

[www.ardn.ca](http://www.ardn.ca)