



## ANNUAL REPORT

*Celebrating 10 years of  
creating rural connections*

# 2018 - 2019

We are excited to share with you the initiatives, events, and growth we've created, participated in, and experienced this past year.



“

*Creating a sense of home is so much more than just a building and the Innovation Fund gave SHI and the YWCA creative space to think differently about our approach to design.*

**- Connie MacDonald**  
Chief Executive Officer,  
YWCA Banff

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## MESSAGE FROM THE BOARD CHAIR

In 2018, ARDN was chosen to steward two national initiatives focussing on combating rural homelessness: the formation of the Canadian Association on Rural and Remote Housing and Homelessness and the development of A Step-by-Step Guide to Developing Affordable Housing. Both are significant milestone achievements; we are appreciative of others who celebrate ARDN as a national leader and a champion of those seeking to eliminate rural homelessness. ARDN is also grateful for our many partners and we celebrate every opportunity to work closely with territorial, provincial and federal governments and their stakeholders.

The national success of 2018 will come as no surprise to the people of rural Alberta. ARDN has provided leadership in many areas of rural, social, and economic development for the past 10 years. As a grassroots provincial organization, we have been able to leverage funds for essential local initiatives by assisting in the start-up and completion of important community-based projects that improve and sustain rural livability.

Our approach has always been to support and empower rural communities in their work, not

to take it over. Our roles as facilitator, mentor and broker enable small communities to move forward with their projects while holding fast to their reins until their journey is completed.

While rural homelessness has been a dominant initiative for years, ARDN and its partners have also recently addressed cannabis education, opioid outreach, student mental health and transportation issues. My compliments to the ARDN team and our Executive Director Dee Ann Benard for their passion and their willingness to explore new avenues of rural needs while maintaining ARDN's mandate to support healthy communities in rural Alberta. I also wish to recognize the many University of Alberta interns who have assisted them in this work; several of them joined the ARDN staff at the end of their terms. We say thank you to all who devote their talents and passion to increasing the social profit of rural Alberta!

Our ARDN board has been instrumental in guiding and advising our Executive Director these past ten years. One of them, Dietmar Kennepohl, has been involved with ARDN longer than that as he was one of the founders of the

organization. He recently retired from the ARDN board after nearly 11 years both in the trenches and at the helm, serving as both Chair and Vice Chair. ARDN thanks Dietmar for his many contributions, his always-sagacious advice, and for his genuine caring for the citizens of rural Alberta. We wish him well in his new endeavours with the Campus Alberta Quality Council.

As another long-time supporter of ARDN, I recognize our work has evolved well beyond its original scope and founding partnerships. In 2014, we did an organizational reset and saw the end of our financial support from the Rural Alberta Development Fund. Some of the charter partner institutions exited. It may be time to undertake another examination of our mission, vision and mandate to set a new strategic vision for the next ten years. Instinct tells me there are new partners coming to join our organization. 'We've heard you, and yes, you are welcome!'

**Dr. Trent Keough**  
Chair, ARDN Board

## MESSAGE FROM THE EXECUTIVE DIRECTOR



Ten years! As the Alberta Rural Development Network celebrates 10 years of working on rural issues, I say once again, ARDN's success is rural Alberta's success. No one could have predicted ARDN's path when we started as a brand new not-for-profit in 2008-2009. We should have been a three-year project, ending when our initial funding from the Rural Alberta Development Fund ended, but through persistence, a great team and our adaptability, ARDN has evolved into a strong, independent organization. Our tenth year saw the progression of several projects and programs, a well-attended National Symposium and the launch of a National Network - another busy year - because with a talented team, strong partners and a dedicated board, we continue to make a difference in rural areas.

This past year saw ARDN's team blossom to 15 staff members, with a corresponding need to move offices again. We were thrilled to reconnect with our old office mates at the AFC, and move to spacious new co-working offices near downtown Edmonton. While this feels like a bit of a departure from our rural focus, being near the seats of both federal and provincial governments

has its advantages. As well, we have made a number of exciting new connections with organizations that provide urban-based services that we think ARDN can modify and take out to rural communities. Look for some exciting new ARDN-led initiatives to start in 2019-2020.

As you read this annual report, the most important takeaway I want you to have is the way in which ARDN responds to gaps in rural Alberta and truly champions them. We don't shy away from big, challenging, important issues such as opioid and cannabis awareness, homelessness, and affordable housing. In fact, the issues we choose to work on are usually the ones that no one else is championing. Often, progress feels slow, especially for the types of go-getters that ARDN tends to attract. But a bit of reflection shows sometimes startling progress: we began working on building affordable housing in 2015, with one volunteer and no money, after being told it was almost impossible to build affordable housing in rural Alberta. Today, we have multiple projects in progress in rural communities across Alberta, whether at early pre-phase development stage, or fully funded and about to break ground, such

as our flagship project with YWCA Banff. This is a flagship project in part because of its incredible innovation: a 33 unit, net-zero, in-fill project built with shipping containers in a National Park. Now that's a feat to be proud of.

ARDN has spent the past few years re-inventing itself. In our efforts to be financially viable (ARDN receives no core funding), we have evolved a model that uses a combination of government-funded project grants and contribution agreements, as well as a fee-for-service aspect. As ARDN's reputation has grown, clients increasingly seek out and are willing to pay for the expertise we provide.

As we at ARDN continue our work to seek new opportunities and ways to support rural communities, I look forward to the next 10 years. I can only imagine the opportunities, challenges and changes they will bring for rural Alberta and ARDN!

**Dee Ann Benard**  
Executive Director

# TEN YEARS OF GROWTH

Official launch of ARDN  
April 1, 2009;

Rural Alberta Development  
Fund (RADF) as a 3 year  
project;

Executive Director, Dee Ann  
Benard, starts.

## 2008 - 2009

Connections with post-  
secondary institutions  
solidified;

Relationships improve with  
rural Alberta;

2nd Creating Rural  
Connections Conference;

Photovoice Project.

## 2010 - 2011

RADF funding concludes,  
time of transformation and  
renewal;

Wraps up over 80 projects;  
Creating Rural Connections  
national event;

Receives Award of Excellence  
in Community for reducing  
the social isolation of deaf  
rural Albertans.

## 2012 - 2013

## 2009 - 2010

ARDN builds team, brand,  
and connections;

Inaugural Creating Rural  
Connections Conference.

## 2011 - 2012

Focus on sustainability;

47 networking events, 34  
research projects;

ARDN becomes community  
engagement lead;

Technology to help deaf  
Albertans.

Uncertainty due to diminished funding;

A core group of ARDN members emerge;

Adaptive strategies and progress is made.

## 2014 - 2015

Emergence as rural leaders with SHI;

Champions for access to justice with initiatives like the Alberta Rural Law Opportunities;

Publishes Rural Homelessness Estimation guide;

The beginning of the Step-by-Step toolkit and research for Psychology of Aesthetics.

## 2016 - 2017

## 2013 - 2014

First year without RADF funding;

Aboriginal workforce development;

Receives Homelessness Partnering Strategy administration until 2019;

Creating Rural Connections 2014 Event Series.

## 2015 - 2016

Sustainable Housing Initiative launch;

Shared office space with the Agriculture & Food Council;

Begin research with the University of Lethbridge to treat gambling addictions in rural Alberta;

Rural and Remote Access Justice Bus.

## 2017 - 2018

SHI raises more than \$30 million in capital investments for affordable housing;

SHI receives \$800,000 from Energy Efficiency Alberta to make affordable housing projects more energy efficient;

SHI grows from 1 to 9 employees;

13 projects for the Homelessness Partnering Strategy underway;

ARDN is awarded the 2018 Recognizing Outstanding Organizations and People in Housing (ROOPH) by Homeward Trust.

# SUSTAINABLE HOUSING INITIATIVE

Launched in 2015, the Sustainable Housing Initiative (SHI) is a division within the ARDN that is redefining how affordable housing is viewed and built in rural communities. SHI has created a model that emphasises cost-effectiveness, innovation, and long-term sustainability. The SHI provides rural communities with affordable services tailored to their unique needs, helping them with the preliminary development work needed to successfully fund and develop affordable housing. This includes developing affordable housing strategies, facilitating community consultations, conducting needs assessments, writing business cases, creating financial feasibility analyses, developing preliminary design work, and submitting funding applications. The SHI also helps interested communities incorporate energy efficiency and design elements to their projects, intended to improve the projects sustainability and improve occupants' mental and physical health through psychology of aesthetics. SHI believes the success of these

projects is dependent on continuous stakeholder and community engagement from the project's start to finish.

The SHI continues to expand its reach and improve its approach and processes year after year. This year, the SHI supported the efforts of 8 communities across Alberta and received interest from communities in BC and Ontario to develop affordable housing. Some communities the SHI has worked with this year are: Taber, Rocky Mountain House, Pincher Creek, Fort McKay, Conklin, Fort Saskatchewan, Jasper, Camrose, Peavine Métis Settlement, and Lloydminster. Our success is only possible through our continued commitment to partnerships and collaboration with municipal and community organizations in Alberta and beyond.

SHI has allocated the CMHC's innovation funding it received in 2017 to various affordable housing projects and is now working to access new funding for affordable housing proj-

ects in communities across Canada. This year, to further efforts in redefining affordable housing, SHI is also exploring opportunities to work with co-ops and indigenous communities; on and off-reserve.

As mentioned earlier, SHI was initially established to create a model to develop affordable housing. We are happy to share that this year, in collaboration with experts in public and private organizations from across Canada, SHI has successfully launched its step-by-step guide to developing affordable housing that can be accessed for free through our newly launched website [www.housingredefined.org](http://www.housingredefined.org)

More information about the guide can be seen on the following page.







The Sustainable Housing Initiative (SHI) received almost \$500,000 in funding from the Government of Canada's Homelessness Partnering Strategy and the Canada Mortgage and Housing Corporation - Affordable Housing Innovation Fund to develop a Step-by-Step Guide to Developing Affordable Housing. The purpose of this guide is to provide a resource for communities across Canada to learn more about the development of affordable housing.

Before the official launch of the Guide in April 2019, the SHI team was able to deliver three workshops on "How to Jump Start Your Affordable Housing Project" in Edmonton, Toronto and Vancouver. These workshops provided an opportunity to build connections, facilitate knowledge transfer, and receive feedback to further improve the guide. The SHI team will continue to offer ongoing support to workshop participants with their affordable housing projects.

Since its publication, the SHI's step-by-step guide has been requested by non-profits, government representatives, and communities in seven provinces, two territories and two countries outside of Canada. The guide is available in both official languages on [www.housingredefined.org](http://www.housingredefined.org)

ARDN is working on creating a free guide for organizations, architects, and designers that aim to make affordable housing more livable and encourage better mental health outcomes for the people who live there. This guide, dubbed "Psychology of Aesthetics" will examine various design choices and explore their effects on the residents' mental health.

In Canada, 80% to 90% of our time is spent indoors. Studies have shown that our lived environment can have an impact on human physiology. For instance, patients recovering from surgery have significantly shorter recovery periods if they have a window view. The ARDN wanted to understand how cost-effective features and improvements can advance the mental well-being of those living in affordable housing. We collected peer-reviewed, scientific literature to assemble in an accessible and illustrated guide.

This guide, which is supported by the Alberta Real Estate Foundation (AREF), will be published later this year with a comparison of recommendations ranked according to effectiveness and backed by research. Written in plain language, the guide is meant to act as a resource for project designers and architects when designing these homes. Not only will the recommendations help make tenants happier, but it may also reduce operating costs of the building as a result. As tenants start to feel more at home in their accommodations, they will be more likely to stay as ideal tenants.

This is the first project of its kind to focus on affordable housing and as such it may spur other developments and research in the area.



## ALBERTA RURAL COALITION ON HOUSING AND HOMELESSNESS (ARCH2)

## CANADIAN ASSOCIATION ON RURAL AND REMOTE HOUSING AND HOMELESSNESS (CARRHH)

### **The Alberta Coalition on Rural Housing and Homelessness (ARCH2)**

was created in 2016 to bring together rural and remote front-line service providers to share and address housing and homelessness issues within their communities. With approximately 18 members, interest in the ARCH2 has been growing since its inception and we welcomed the Edmonton Coalition on Housing and Homelessness (ECOHH) into the coalition earlier this year.

The 2018 event committee was comprised of eight ARCH2 members who assisted in the organization of the inaugural event. In return for their efforts, planning committee members were given a discounted pass for the CRRHHS.

Last year, we carried out the 20 Communities Project where a quarter of the 20 participating communities were members of the ARCH2. By using the ARCH2 network, we were able to disseminate the call for proposals to a wider audience. As such, we were able to gather over half a million data points from a variety of geographic locations across the province.

To align its goals with the rapid pace at which provincial priorities on housing and home-

lessness issues have shifted, the ARCH2 held a strategic planning session in June 2019 to decide how to proceed. ARCH2 members were invited to ARDN's new office space in downtown Edmonton to share community projects and initiatives, network with fellow members, and review the group's mandate, terms of reference, and set direction for the future.

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### **The Canadian Association on Rural and Remote Housing and Homelessness (CARRHH)**

was founded in February 2019, through the Employment and Social Development Canada - Innovative Solutions to Homelessness Fund. Building on the success of the ARDN's first national conference dedicated to rural and remote housing and homelessness issues and the success of the ARCH2, the ARDN created a national network focused on these issues.

The inaugural meeting of the national network was held in Winnipeg, Manitoba on March 13th & 14th, 2019. Representatives from across Canada shared successes and challenges from their rural and remote communities. Many attendees expressed that they no longer feel alone or isolated in addressing issues of rural homelessness and housing

with the knowledge that there are other organizations across the country able to provide support and resources in different areas.

We are proud to say that at this meeting there were representatives from nine provinces and one territory. To date, we have over 40 members in the national network from ten provinces and two territories. The ARDN continues to hold bi-monthly teleconference meetings and learning opportunities for members.

Through this initial collaborative meeting, network members were able to contribute to goal setting and document creation. The core foundations of the group reflected the values and beliefs of service providers and community leaders from across rural Canada. With membership comprising of a wide array of serviced demographics (youth, seniors, Indigenous, newcomers, etc), the network will be able to determine key issues in the years to come.



## CANADIAN RURAL AND REMOTE HOUSING AND HOMELESSNESS SYMPOSIUM

We are proud to have hosted the first national symposium dedicated specifically to discussing rural and remote housing and homelessness across Canada, in conjunction with the Alberta Rural Coalition on Housing and Homelessness (ARCH2). The symposium was held on October 24th - 26th, 2018 in Canmore, Alberta at the Coast Canmore Hotel and Conference Centre.

Having attended many housing and homelessness conferences nationally, we recognized there was a lack of content available for delegates from rural communities. Solutions to issues in urban centres can rarely be applied the same way in rural ones. The Symposium provided an opportunity for individuals, organizations, communities, and governments to share information, tools, training, and the expertise needed to address the unique and

complex issues surrounding homelessness and housing in rural and remote Canada.

The three-day symposium attracted approximately 250 attendees representing each province and territory in Canada. It featured a unique program with 32 presentations, workshops and panels, a mobile tour of two affordable housing projects in Banff, and five renowned keynote speakers entirely dedicated to content relevant to rural and remote communities.

Our goal was to ensure participants left the symposium with actionable tools, knowledge, and best practices to address housing and homelessness issues within their communities. Feedback from the symposium delegates was overwhelmingly positive. They found the content very relevant to their work and the issues in their communities, and were able

to create valuable connections and learn from others facing similar circumstances.

The ARDN is very grateful to the sponsors who supported the event and made it a success. The next symposium is set to take place in Guelph, Ontario in May 2020.

More information can be found on [www.crrhh.ca](http://www.crrhh.ca).

*“The three-day symposium attracted approximately 250 attendees representing each province and territory in Canada.”*





## STEP-BY-STEP GUIDE TO ESTIMATING RURAL HOMELESSNESS

It has been two eventful years since the first version of the “Step-By-Step Guide to Estimating Rural Homelessness” was launched. Communities were quick to take notice and ARDN was able to carry out a large-scale project to test the methods outlined in the guide. Dubbed the “20 Communities” project, the ARDN collaborated with the Family and Community Support Services Association of Alberta (FCSSAA) to organize the 2018 Fall Homelessness Estimation Counts. With the participation of over 180 service agencies, 1,771 surveys were collected over a three-month period.

As with any pilot, this project was filled with challenges and its fair share of complications. But, however many times we’ve stumbled through the duration of the pilot, the learnings and improvements we’ve been able to gather was ten-fold.

Based on the interviews we’ve conducted with the 20 Communities’ partner organizations, we have collected indispensable knowledge and improvements for the second version of the guide.

One of the most important additions in this second edition focuses on individuals’ self-identification with homelessness. In the project, communities found that long-time clients to their agencies would not identify as homeless even when they fit criteria that characterize homelessness.

Partner organizations soon discovered that despite staying in unstable housing conditions (ie. living in vehicles, couch-surfing, etc.), as long as clients had a place to stay, they considered themselves housed.

In this second version of the guide, we have reframed the

client-facing survey away from the ‘estimating homelessness’ narrative and into a “housing and service needs estimation” survey. In addition to this, we have added quantitative questions that can measure an individual’s transience that would, in turn, provide a more accurate picture of the arrangements people make when options for housing are lacking within the community.

The second edition of the guide is available in both official languages to anyone who wants a cost-efficient and reliable way to determine the extent of homelessness in their community, allowing them to develop evidence-based strategies and targeted interventions to reduce and prevent it. Please visit <https://www.ardn.ca/publications/step-by-step-guide-to-estimating-homelessness> to get your copy today.



## 20 COMMUNITIES REPORT

In the fall of 2017, the ARDN worked with the Town of Rocky Mountain House to complete the first practical application of the Rural Homelessness Estimation Guide. From this count and the associated report, it became apparent that the issue of homelessness was a growing concern in rural communities and that it had unique dynamics that required a tailored response.

From this, in partnership with the Family and Community Support Services Association of Alberta (FCSSAA), the ARDN led a province-wide effort to estimate homelessness in rural communities in Alberta.

The Pilot Homelessness Estimation Project was an initiative to collect data on homelessness in 20 communities across rural Alberta over a three-month period in Fall 2018, using the methodology from the

ARDN's Step-by-Step Guide to Estimating Rural Homelessness. This project was funded in part by the Government of Canada's Homelessness Partnering Strategy.

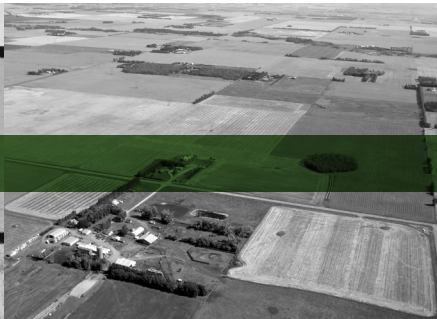
The project was carried out through surveys given to residents who were visiting local support centres. These surveys consisted of various demographic, personal, and service related questions which were then compiled and analyzed to develop a report for each of the participating communities.

These reports provide a snapshot of the issues rural communities face when it comes to housing and homelessness, and can also become important documents when advocating for increased services and funding in these areas.

Following their official release, an online database ([www.rural-homelessness.ca](http://www.rural-homelessness.ca))

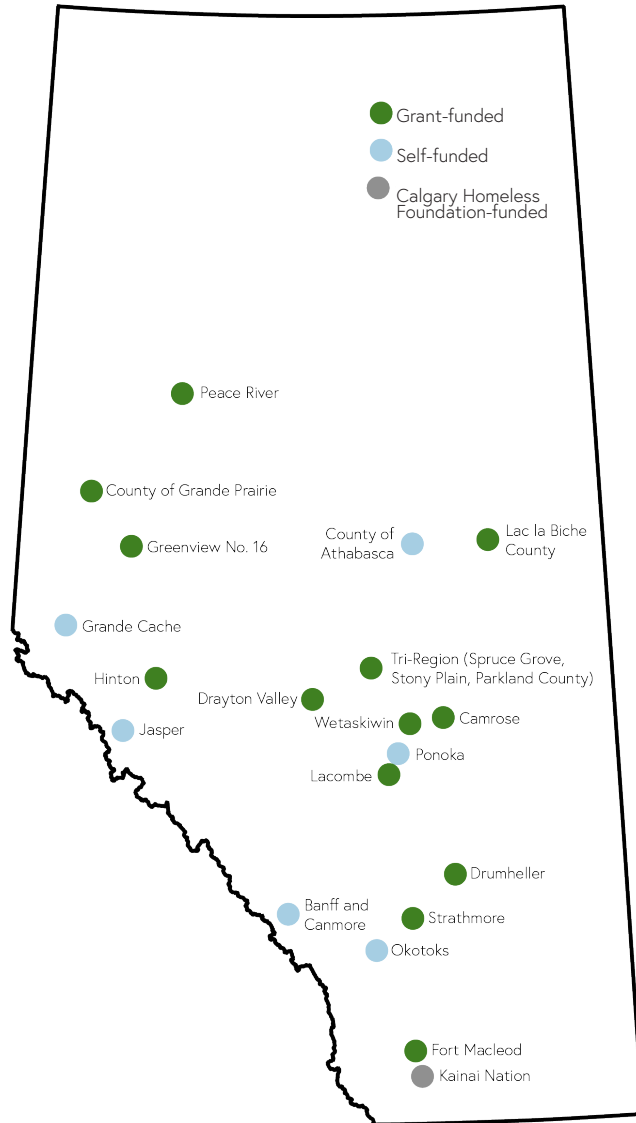
was created from the community reports to provide participants with easily-accessible dashboards to compare and share their collected data.

Some highlights from the reports were as follows: a total of 1,098 respondents were identified as facing unstable housing, 30% of those surveyed were employed, 34% of unstably housed respondents identified as being Indigenous, and the top three stated reasons for being unstably housed were: Low Income (33%), Job Loss (12%), and the Inability to Pay Rent or Mortgage (11%).



# 20 COMMUNITIES PARTICIPATING PARTNERS

- Athabasca County
- Banff and Canmore
- Camrose
- Drayton Valley
- Drumheller
- County of Grande Prairie
- Fort Macleod
- Grande Cache
- Greenview
- Hinton
- Jasper
- Kainai First Nation
- Lacombe
- Lac la Biche
- Town of Okotoks
- Peace River
- Ponoka
- Strathmore
- Wetaskiwin
- Tri-Region (Spruce Grove, Stony Plain, and Parkland County)



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*The ARDN have acted as tremendous supports and champions, advocating for the needs of rural communities and allowing Fort Macleod to tap into the wisdom and experiences of other rural changemakers.*

**- Ronda Reach,**  
Fort Macleod Housing Coalition



This year marked a substantial transition in our rural homelessness projects, as the five-year Homelessness Partnering Strategy came to an end in March 2019. Over the course of the initial five-year mandate, ARDN successfully managed 32 projects at a cost of just under \$4 million, which also led to many of our other successes in the areas of rural homelessness and affordable housing.

Some of our successes in the final year of HPS included our new projects for the 18/19 year. The Camrose Open Door Association funded a vehicle (a Ford Flex) to use for their Integrated Youth Hub, providing approximately 1000 rides for youth across east-central Alberta as they took clients to housing placements, appointments, etc, as well as additional mattresses to improve shelter capacity. They will be reporting on the success of their youth hub internationally in an upcoming edition of the Australian homelessness magazine Parity.

Our project with Wetaskiwin FCSS funded a housing support worker for the year, and ended with partial funding for a temporary emergency shelter in the community. The shelter has since closed, but

development on improved infrastructure for homelessness in Wetaskiwin is progressing. Our project with the Homeless 2 Housing Coalition provided 40 individuals with shelter in the Bow Valley by renovating 2 units at YWCA Banff as emergency accommodation, as well as developing partnerships across the region. Lastly, our project with Family and Community Support Services Association of Alberta (FCS-SAA) turned into the Rural Homelessness Estimation Project, which collected data on homelessness in 20 rural communities, including Kainai First Nation.

As well, our long-term projects made significant progress. Mountain Rose Women Shelter are close to breaking ground for their new, 20,000 sq.ft, 21-bed second-stage shelter. HPS funded both the land purchase and the architectural drawings, and it is set to open in September 2019.


Finally, at the very end of the year, as we had some money left over, we funded a short project with the Jessica Martel Memorial Foundation in Morinville, Alberta, which is building a first-stage, 31-bed women's shelter that will serve Sturgeon County and the region just north of Edmonton.

HPS funded furniture and electronics for their children's sensory room, as well as costs for the roof, windows, and landscaping. The shelter will be complete in September 2019 and opens in January 2020.

In Reaching Home, the federal government's new 5-year homelessness prevention and reduction program, our funding for the next five years currently remains the same. ARDN was successful in securing the Rural and Remote funding for another five-year period until 2024.

In preparation for the transition into Reaching Home, the 11 existing projects received a small amount of additional funding. A Call for Proposals was released in May 2019 and concluded at the end of June, with Regional Advisory Board meetings scheduled for August. We expect that approximately 13 projects across the province will be selected for funding in this call.





## SUBSTANCE USE AWARENESS

This year meant new initiatives at the ARDN. No one could have predicted the ARDN's venture into substance use awareness, yet as with most of our activities- we heard the need in rural communities for evidence-based, rural-specific knowledge on substance use and the ARDN stepped up to bridge the gap once more.

The beginning of the year marked the conclusion of the Rural Community Opioid Outreach Program (RCOOP): a community-based grant from Alberta Health to tackle the opioid crisis. This year-long project provided funding to 13 rural organizations to raise awareness on opioids within their local communities. Without this grant, awareness of this timely issue wouldn't have happened nearly as quickly for communities outside Alberta's 7 major cities where big, sweeping awareness campaigns do not resonate as well with rural residents. Through this project, groups have ex-

pressed immense interest in carrying out similar work in the future as community members are hungry and highly receptive to evidence-based information on drugs/drug use tailored to rural contexts.

We worked with 13 community partners to deliver public awareness sessions in their immediate areas. At the end of the project, community partners relayed that where relationships with harm reduction agencies did not exist before, this project was the catalyst needed to establish fruitful partnerships.

More than half of the sessions were held in partnership with harm reduction agencies such as ARCHES (Southern region), Turning Point (Central region), and Streetworks (Edmonton region). The rest were held in panel-style discussions, train-the-trainer format, and one was administered through a gradeschool pilot awareness project.

Through the successful uptake of the RCOOP, the ARDN leveraged community feedback to successfully apply to Health Canada's Substance Use and Addictions Program. The ARDN's Rural Cannabis Outreach Program aims to educate youth (grades 10 - 12) in rural communities about the health risks associated with cannabis use and consumption during adolescence and young adulthood. This outreach campaign will reinforce Health Canada's messaging on health and safety facts about cannabis and associated risky behaviours relating to cannabis use. The ARDN will work with local community partners and their corresponding high schools to curate informational and educational exhibits that will equip youth with the resources and tools to make informed decisions regarding cannabis consumption.

## JULY

RCOOP sessions start;  
Applies for SUAP grant.

## SEPTEMBER

Fall estimation counts begin.

## NOVEMBER

ARDN presents at FCSSAA conference;  
Wabamun Municipal Sustainability Project begins.

## JANUARY

ARDN Staff travel to Ottawa to learn about  
Reaching Home Program.

## MARCH

Office move;  
First National Network meeting in Winnipeg;  
“Jump Start Your Affordable Housing Project”  
workshops in Edmonton, Vancouver and Toronto;  
Completion of Rural Community Opioid  
Outreach Program.

## MAY

Launch of the Step-by-Step Guide to Estimating  
Homelessness - Version 2;  
Reaching Home 2019-2024 Call for Proposal opens.

## AUGUST

Symposium Planning ramps up;  
Rural homelessness project in Wood Buffalo  
region begins.

## OCTOBER

Host Canadian Rural and Remote  
Homelessness and Housing Symposium in  
Canmore, Alberta.

## DECEMBER

End of fall estimation counts;  
AGM/Strategic planning meeting;  
Substance Use and Addictions Program  
grant is awarded.

## FEBRUARY

The launch of the Canadian Association for Rural  
and Remote Housing and Homelessness  
Network;  
Micro grant amendment results in new staff hires;  
Homelessness estimation guide revisions;  
Creation of database website for data analysis.

## APRIL

Launch of the Step-by-Step Guide to Developing  
Affordable Housing - Version 1;  
Conclusion of Homelessness Partnering Strategy  
5-year program;  
Beginning of Reaching Home Transitional projects.

## JUNE

ARCH2 meeting in Edmonton;  
End of fiscal year.

# ARDN IN ACTION 2019



## OPERATIONS AND FINANCE

Our Operations and Finance team is small but mighty as they develop and maintain the ARDN's current systems and policies, ensuring the staff and organization are well looked after. The ARDN has many different initiatives and manages full-time, part-time and temporary staff. Truly a dynamic organization, a great deal of work and effort goes into ensuring the structure of the organization is sustainable and works effectively. The ARDN is proud of what we've achieved financially this year and looks forward to continued growth.

# \$1,785,677

Provided by Sponsors and Grantors.

# \$1,943,957

Spent on projects and initiatives.

# \$840,101

Provided by members and clients.

# 15

Staff positions.

# ARDN BOARD OF DIRECTORS (2018 - 2019)

## OUR MEMBERS

**Trent Keough,**  
Keyano College  
*Chair*

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

**Ann Everatt,**  
Northern Lakes College  
*Treasurer*

**Shirley Pasieka,**  
Grande Prairie Regional College  
*Secretary*

**Erasmus Okine,**  
University of Lethbridge  
*Director*

**Baljit Singh,**  
University of Calgary  
*Director*

**Nancy Broadbent,**  
Portage College  
*Director*





## ARDN STAFF

**Dee Ann Benard**, Executive Director  
**Asad Bhatti**, Research Analyst  
**Azam Khattak**, Research Analyst  
**Jayde Roche**, Project Manager  
**Jonn Kmech**, HPS/Reaching Home Manager  
**Joshua Bénard**, Program Director, Housing (until April 2019)  
**Julia Juco**, Project Manager  
**Kelly Petraschuk**, Executive Assistant/Office Manager  
**Lisa Bélanger**, Housing Program Manager  
**Nurjan Watson**, Operations Manager (until September 2018)  
**Sandra Di Cesare**, Finance Manager  
**Scott Wnek**, Finance and Administration Director  
**Shadi Merhej**, Research Analyst  
**Zain Abedin**, Community and Development Manager

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### *Interns*

**Abebe Essayas**, Research and Financial Analyst (Winter 2019)  
**Hannah Brown**, Sustainable Development Coordinator (Summer 2018)  
**Lesley Koopman**, Housing Program Coordinator (Winter 2019)  
**Marissa Frey**, Communications and Marketing Coordinator (Winter 2019)  
**Sofia Lamus Quintero**, Sustainable Development Coordinator (Summer 2018)





## VISION

A strong sustainable network that empowers rural communities by facilitating and providing access to trusted rural development expertise, information and services.

## MISSION

To facilitate, support and champion rural community development through collaboration, research and service provision.

## MANDATE

ARDN supports the sustainability of rural communities. We work with communities to amplify the “rural voice.” We collaborate to identify and bring focus to rural issues, build local capacity, and find innovative, rural-based solutions to unique issues.

A **special thank you** to the funders who make our work possible:



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*Our dream was to attain transitional, affordable and market housing in our community. This turned into a goal and now a reality. The ARDN has walked along with us and been able to connect and answer many questions, concerns and thoughts during this time.*

**- Rebecca Wells,**  
Executive Director, Wellspring  
Family Resource Centre





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