Table of Contents

Introduction .................................................................................................................................................................................. 3
The Organizing Committee ................................................................................................................................................................. 3
Acknowledgement ........................................................................................................................................................................... 5

Concurrent Concession 1

Pillars of Innovation ..................................................................................................................................................................... 7
Alberta Wood Waste Recycling Program ......................................................................................................................................... 8
Poverty and Affordable Housing in Camrose, AB ....................................................................................................................................... 7
Blue is the New Green .................................................................................................................................................................... 16
Building Partnerships to Enhance Service Delivery in Rural Areas (Part A) ...................................................................................... 21
Workforce Development: Challenges and Opportunities .................................................................................................................. 29
Women Wanted? Gender and Municipal Politics in Alberta ............................................................................................................. 29

Concurrent Concession 2

From Waste to Energy Solutions .......................................................................................................................................................... 30
Think Local, Act Global ....................................................................................................................................................................... 35
Protected Areas & Sustainable Development Strategies ...................................................................................................................... 37
Building Partnerships to Enhance Service Delivery in Rural Areas (Part B) ...................................................................................... 40
Understanding Rural Human Capital ...................................................................................................................................................... 40

Concurrent Concession 3

The new rural is regional? Moving beyond municipal boundaries .................................................................................................. 41
Thinking Forward: Attracting and Retaining Employees in Rural Settings .......................................................................................... 41
Just Add Water, and Stir ......................................................................................................................................................................... 43
An overview of Continuing Care in Alberta and The Issues for Rural Communities ........................................................................ 43
Broadband and Beyond......................................................................................................................................................................... 48

Concurrent Concession 4

Rural Internships for Small Communities: Structure, Experience and Practice ...................................................................................... 50
The Co-operative Advantage: Opportunities for Economic Development, Mobilizing Local Resources and Local Control .................................................................................................................................................. 50
Challenges in Building a Regional Energy from Waste Utility ........................................................................................................ 52
Putting a Face to Rural Homelessness .................................................................................................................................................. 55
Developing and Navigating Environmental Management Systems .................................................................................................. 59
Engaging Citizens, Leading Communities ................................................................. 64

Concurrent Concession 5
Local Leadership Key to Addressing Community Energy Needs ........................................ 66
Changing Rural Demography ......................................................................................... 66
Building Trust: Lessons from a Long-Term Collaboration .................................................. 67
A Story of Attracting and Retaining Doctors to Rural Alberta ................................................ 69
Doing Business with the Government of Canada .............................................................. 71

Concurrent Concession 6
The Changing Face of Rural and Regional Development in Canada: New Opportunities, New Approaches .................................................................................................................. 78
Online Marketing on a Budget ............................................................................................. 83
Three Key Pieces to the Non-Profit Governance Puzzle: Fiduciary, Strategic, Generative ............ 84
Being Intentionally Political: Implementing Creativity to Create Public Hype, An Example of an Urban Farmer ........................................................................................................................................ 84
Assessing the Factors Impacting the Sustainability of the Clarenville-Bonavista Region .............. 84

Concurrent Concession 7
Using Expertise to Stand Out Online .................................................................................. 85
Illuminating the Realities of L.E.D. Streetlight Technology .................................................... 85
Fibre Forward to Today ........................................................................................................ 85
Innovation Strategies in Rural Manitoba ................................................................................ 86
Non-Profit Governance: Legalities, Ethics and Membership .................................................. 86

Rail Commons Contact Information ..................................................................................... 87
Introduction

RAIL Commons is a three-day learning commons focused on rural economic and community development. It is a great opportunity for councillors, mayors, CAOs, EDOs, community development professionals, and students from across the province to engage in various rurally focused topics such as: community and economic development, sustainability planning, social policy, water, continuing care, recruitment and retention, business succession, aboriginal relations and the changing agricultural landscape.

The Organizing Committee

1. Battle River Alliance for Economic Development

BRAED is a not-for-profit Regional Economic Development Alliance made up of 29 municipalities in East-Central Alberta that aims to work with and provide resources and tools to their members and partners to help increase their economic development capacity.

BRAED’s five core activities are: information-sharing, promotion, service delivery, advocacy, and maintaining excellence in governance and operations.

BRAED members have dedicated representatives to participate in task teams that reflect and align with BRAED strategic priorities.

- Investment, Attraction & Retention (IAR) - Developing strategies and initiatives that focus attention on the need to invest, attract, and retain people and industry in our Region. From youth focused activities, to industry attraction, BRAED seeks to address issues, and enhance the capacity of its communities to thrive

- Marketing & Communications - Through a number of programs, the BRAED region is strategically marketed as a great opportunity for anyone hoping to make an investment in rural Alberta.

In addition, BRAED is a proud partner of the Eastern Alberta Trade Corridor (EATC) Initiative. The EATC was developed by three Regional Economic Development Alliances, Alberta HUB to the North, BRAED in East-Central, and PEP to the South, who all saw the potential of collaborating and working together as 80 communities. This initiative has allowed us the chance to have international presence, in addition to allowing us to leverage resources.

For more information on BRAED please visit www.braedalberta.ca
2. Alberta Centre for Sustainable Rural Communities

ACSRC is a joint initiative between the University of Alberta’s Augustana Campus and Faculty of Agriculture and Environmental Sciences that strives to fill the gap for research and policy in rural areas by fostering constructive dialogue, promoting interdisciplinary and collaborative research, and developing partnerships between University of Alberta and rural communities in Alberta and beyond.

The mission of the ACSRC is to link the research, outreach and educational capacity of the University of Alberta with students, researchers, rural communities, rural community organizations and policy makers at multiple levels across the province, nationally, and internationally in order to support the improved sustainability of rural communities and populations.

The ACSRC has established 5 goals which, through their accomplishment, will move the Centre toward achieving its mission in a fashion consistent with its vision and values. Each goal is supported by key objectives (bulleted) which, in turn, will guide the day-to-day operations of the Centre:

- Research: Stimulate, support and conduct research on the multiple elements of rural community sustainability.
- Education: Stimulate and support innovative education in rural community development, sustainability and policy.
- Outreach: Generate greater interaction and collaboration with rural community stakeholders.
- Knowledge synthesis, translation and exchange (KSTE): Stimulate, support and conduct KSTE to support evidence-informed decision-making and governance at multiple levels, from the local to the international.
- Sustainable Operations

For more information on the ACSRC please visit www.acsrc.ca
Acknowledgement

The RAIL Commons will provide in-depth information that will create a strong foundation for understanding rural communities; economic development strategies, realities, best practices and challenges, and subject matter surrounding the wellbeing of rural as a whole.

On behalf of ASCRC and BREAD, we would like to thank our speakers for participating and sharing their knowledge and strategies in the Rural Alberta Innovation and Learning Commons 2015.

Speakers

- Jason Dwelling, Vice President of Academics and Research, Olds College
- Rob Greenwood, Memorial University
- Lars Hallstrom, ASCRC University of Alberta
- Kristen Cumming, Cantos Consulting
- Bill Ashton, Rural Development Institute, Brandon University
- Iris, Neumann, Institute for Continuing Care Education and Research
- Jim Donaldson, Alberta Wood Waste Recycling Association
- Toso Bozic, Alberta Wood Waste Recycling Association
- Shauna Wilton, University of Alberta, Augustana Campus
- Glen Hvenegaard, University of Alberta, Augustana Campus
- Brian Siddle, Strong Coffee Marketing
- Cody McCarrroll, Camrose Habitat for Humanity
- David Samm, Battle River Watershed Alliance
- Susanna Bruneau, Battle River Watershed Alliance
- Colin Holloway, Office of Public Engagement, Government of Newfoundland and Labrador
- Linda Brett, Office of Public Engagement, Government of Newfoundland and Labrador
- Eleanor Miclette, Think Local Market
- Trent Keough, Portage College
- Jean Vidal. Jobs, Skills, Training and Labour, Government of Alberta
- Rebekah Seidel, Rural Physician Action Plan
- Christopher Carr, Rural Physician Action Plan
- Barb Scully, Parkland County, Intelligent Communities Coordinator
- Bryon Schwartz, Atco
- Dustin Baptist, Atco
- Walter Dunnewold, Atco
- Solina Richter, University of Alberta
- Paul Ryan, Southern Alberta Energy from Waste Association
- Murray Kerik, Municipal District of Lesser Slave Lake
- Morgan Bamford, Cando
- Mitch Thomson, Olds Institute for Community & Regional Development
Sponsors

A special thank you to all the RAIL Commons sponsors. A Commons such as this is a large undertaking and requires substantial financial resources to ensure its success. Without the sponsors listed below we would not be able to host Alberta's premier forum for rural knowledge exchange and network development.

- Atco
- Beaver County
- Portage College
- University of Alberta, Office of the Provost & Vice President (Academic)
- The Great West Life Assurance Company
- London Life
- Canada Life
- Paintearth Economic Partnership Society
- Flagstaff County
- Rural Policy Learning Commons
- University of Alberta, Faculty of Medicine & Denstistry
- MD61 Wainwright
- ICE
- University of Alberta, Office of the Provost & Vice President (Research)
- Forestburg
- University of Alberta, Augustana Campus
- Beaver, Municipal Solutions
- University of Alberta, Kule Institute for Advanced Study
- City of Camrose
- Holden Alberta
- Killam, Alberta
- Best Western Plus
- Camrose Resort Casino
- Village of Ryley
- Strome
- University of Alberta, ACSRC
- Return to Rural
- The Town of Tofield
- Rural Development Institute
a) Jason Dewling, Pillars of Innovation. Olds college

Abstract: We live in a culture that rewards size! How does a rural based community face this challenge? Olds College and the community of Olds does not settle for second best. Jason will share some of the key attributes of the Olds story so you can apply some of those same Pillars of Innovation in your community.

4 Pillars of Rural Innovation

● Entrepreneurship

<table>
<thead>
<tr>
<th>?</th>
<th>Olds</th>
<th>BRAED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Growth</td>
<td>Learning Enterprises</td>
<td>Synergy with other 3 pillars (People, Ag, Tourism)</td>
</tr>
<tr>
<td>Future Proofing Against Urbanization</td>
<td>Gamification Across the Curriculum</td>
<td>Create a culture of “Can Do”</td>
</tr>
<tr>
<td>Younger Demographics</td>
<td>Corporate Powers</td>
<td>Leverage assets</td>
</tr>
</tbody>
</table>

● People Management

<table>
<thead>
<tr>
<th>People are your greatest asset</th>
<th>Employee Engagement</th>
<th>50% of your population is under 35</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dan Pink, “Drive”</td>
<td>Decentralized decision making</td>
<td>Deep sense of community pride</td>
</tr>
<tr>
<td>Claudio FernandezAraoz: Potential and Adaptability</td>
<td>Key elements of IQ, EQ, Results</td>
<td>Strong regional leadership</td>
</tr>
</tbody>
</table>

● Agriculture

<table>
<thead>
<tr>
<th>2050: 9 Billion</th>
<th>Training</th>
<th>13% of your economic activity (#1) Local Foo</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canada will be a Top 5 Food exporter</td>
<td>Industry partnerships</td>
<td>Value-Added Foods; Water, protein</td>
</tr>
</tbody>
</table>
Climate change will impact land | Global AgriBusiness Commons | Local Food

- Tourism

<table>
<thead>
<tr>
<th>Global market in your backyard</th>
<th>Programming approach: AHLA • •</th>
<th>Focus on Adventure and Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversifies and enhances your culture</td>
<td>Event hosting: One stop shop</td>
<td>Destination Events</td>
</tr>
<tr>
<td></td>
<td>Oldstoberfest</td>
<td>Story to tell: Western Culture</td>
</tr>
</tbody>
</table>

Summary
- Entrepreneurship is essential
- People Management = Adaptability
- Agriculture = Value Added
- Tourism = Experience

Essential Ingredients for Innovation
- Vision and Governance
- Partnerships
- A Team of Champions
- Unrelenting spirit
- Embrace Disruption

Speaker: Dr. Jason Dewling VP Academic and Research Olds College
Twitter: @jasondewling
Email: jdewling@oldscollege.ca


Abstract: Alberta Wood Waste Recycling Association [AWWRA], is a non-profit association established in 2012, promoting sustainable, environmentally and economically sound, closed-loop Wood waste recycling practices and reuse initiatives through its industry Membership, Partnership and industry resource tools. The AWWRA is aiding Government and private Landfill, Transfer station, Material recovery facility operators and the Wood waste producers in understanding the economic and
environmental sound business opportunities in the Wood waste recycling industry. As an industry resource facilitator the AWWRA provides strategic environmental Waste management acumen advice and project-specific services through its Membership, Partnership and industry resource tools.

c) Cody McCarroll, Poverty and Affordable Housing in Camrose, Alberta. Camrose Habitat for Humanity

Abstract: Despite over $100,000,000 per year in funding to the non-profit sector in Camrose, AB, the problem of poverty persists undiminished. A growing population increases the number of people in need of services and supports and overwhelms the capacity of the non-profit sector to meet these needs. A key factor in the persistence of poverty is the lack of affordable housing. Housing and poverty are inextricably linked, since housing is generally the single highest household expense. 42% of Camrose renters live in core housing need, which is defined as spending more than 30% of their gross income on housing. However, certain practical and relatively low-cost actions can be taken at the municipal level to create more affordable housing units and reduce poverty. Measures such as land use planning that sets aside land for affordable housing, waiving of development fees for affordable housing providers, opening a shelter, and the creation of a rent bank are all actions that combat poverty by addressing the affordable housing deficit in rural Alberta.

Report on Affordable Housing; Social Development Committee
Update to Camrose City Council May 4, 2015; Rental Market Stats Updated July 8, 2015

Background
- In 2014, the Social Development Committee engaged Karlie Hanoski to research the need for a Camrose Poverty Reduction Strategy
- Ms. Hanoski interviewed 41 individuals and organizations • government agencies, non-profits, churches, schools, law enforcement, economic development, workplace training agencies, and other community groups
- In June 2014, Ms. Hanoski presented to Council “Considerations for Poverty Reduction in Camrose”
- Near unanimous agreement among interviewees regarding the 3 most prevalent social needs in our community:
  1. Transportation
  2. Affordable housing
  3. Childcare
- Transportation • Council currently engaged with CTAC
- Child Care • In March 2015, Council updated by Margaret Holliston, Chair of the Social Development Committee

Today’s Report
- Highlights the need for affordable housing in Camrose
Outline of Report:
- Contributing factors
- Scope of the problem
- Council’s past actions to address need for affordable housing • Further actions for Council’s consideration to address present and future housing needs

The Problem is Poverty, and the Lack of Affordable Housing Contributes to Poverty
- Poverty and housing are inextricably linked
- Housing costs are certainly a significant, if not the single largest, household expense
- When a household spends more than 30% of its income on housing, this household is considered to be in “core housing need”
- The vast majority of people in core housing need also live in poverty

Poverty Defined
- Poverty is generally measured in terms of an individual’s or a household’s income
- Core Needs Income Threshold (CNIT)
- Low-Income Cut-Offs (LICO)
- Low Income Measure-After Taxes (LIM-AT)
- Poverty is not simple. It is not only about a lack of economic resources.
- Poverty is also about various forms of exclusion from social, political, and cultural life.
- “Today it is widely held that one cannot consider only the economic part of poverty. Poverty is also social, political and cultural. Moreover, it is considered to undermine human rights - economic (the right to work and have an adequate income), social (access to health care and education), political (freedom of thought, expression and association) and cultural (the right to maintain one's cultural identity and be involved in a community's cultural life).”
- United Nations Educational, Scientific, and Cultural Organization.

Affordable Housing Helps Alleviate Poverty
- When you struggle with housing affordability, and have low-income, you cannot afford the necessities of life
- Affordable housing frees up necessary resources for individuals and families to focus on thriving and not simply surviving
- Affordable housing replaces unsafe, overcrowded, and expensive units
- Affordable housing makes families stronger and neighbourhoods better

The Scope of the Problem: Poverty in Alberta
- AB Poverty Rate: 8.2% or 447,200 Albertans
- 143,200 children live in poverty
- The poverty rate among single parent, female-headed households is 33.4%
- 56.6% of low wage workers are over the age of 25
- The median income for a lone parent low income family is $14,490 after taxes
- A low income couple has a median income of $17,350 after taxes From:
  → http://www.actiontoendpovertyinalberta.org/poverty_facts

Poverty in Wetaskiwin-Camrose Constituency
- Poverty Rate
- 11.7% (3.5% higher than Alberta rate)
- Aged less than 18 years %: 15.3 • Core Housing Need
- % of tenant households spending 30%+ of household total income on shelter costs: 46%
- Average monthly rent ($) : $930 From the Government of Alberta Treasury Board and Finance –
  Economics, Demography and Public Finance (November 2014).
  86-PROFILE.pdf

Poverty in Camrose
- Poverty Rate: 11.8 (3.6% higher than Alberta rate)
- 9.7 for men; 13.8 for women; 1 in 7 children live in poverty
- Less than 18 years (%): 15.4 14.6 15.9 • Core Housing Need
- % of tenant households spending 30% or more of household total income on shelter costs: 44.8
- Average monthly shelter costs for rented dwellings ($) : 908
  pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=4810011&Data=Count&SearchText=Camrose&SearchType=Begins&S
  earchPR=48&AllA1=All&B1=All&Custom=&TABID=1

Why does Camrose have a higher poverty rate than Alberta?
- Camrose has lower median and average incomes compared to Alberta

<table>
<thead>
<tr>
<th>Stats Can 2011 NHS</th>
<th>Alberta</th>
<th>Camrose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Income</td>
<td>36, 306</td>
<td>47,110</td>
</tr>
<tr>
<td>Average Income</td>
<td>50, 956</td>
<td>64, 260</td>
</tr>
</tbody>
</table>

Camrose Rent Lower than AB Average, but Core Housing Need & Poverty Rates Still Higher
- Lower incomes in Camrose place more people in core housing need and in poverty than the
  Alberta average
<table>
<thead>
<tr>
<th>Stats Can 2011 NHS</th>
<th>Alberta</th>
<th>Camrose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Rent</td>
<td>$1079</td>
<td>$908</td>
</tr>
<tr>
<td>Tenants in Core Housing Need</td>
<td>38.6%</td>
<td>44.8%</td>
</tr>
<tr>
<td>Poverty Rate</td>
<td>8.2%</td>
<td>11.8%</td>
</tr>
</tbody>
</table>

“Why is working not enough?”
- Many jobs in Camrose are low-wage
- 30% of Camrose labour force works in retail, accommodation & food services, and other services
- Typically low-wage industries that often do not provide benefits
- Women earn 64 cents on the dollar compared to men
- Stats Can 2011 NHS – AB is 68 cents, the lowest in Canada
- High average rent relative to median income
- Camrose Median Income: $31,537
- Camrose Average Rent: $908 ($10,896 annually)
- Average Rent = 34.5% of Median Income
- Core housing need = shelter costs higher than 30%

Broader Context: Working Poor in Alberta
- The majority of people living in poverty are working full-time and full year
- The poverty line in Alberta for 1 person is: $19,930 after taxes
- The poverty line in Alberta for a family of four is $39,860 after taxes
- An Albertan earning minimum wage and working full-time will earn 18,007 after taxes, $1,923 less than the poverty line
- Women earn 68 cents on the dollar compared to men, the largest gender gap in Canada

http://www.actiontoendpovertyinalberta.org/poverty_facts

Camrose Rental Market: Decreasing Vacancy Rates and Increasing Rent Worsen Problem
- Vacancy rate decreased by 52% from 2012-2014, before rising again by 25% in Spring 2015
- Average rent increased by 13% from 2012-2015
- Size of private rental universe (Spring 2015): 954 units

<table>
<thead>
<tr>
<th>CMHC Data</th>
<th>Vacancy Rate</th>
<th>Average Rent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring 2012</td>
<td>4.8</td>
<td>770</td>
</tr>
<tr>
<td>Semester</td>
<td>GPA</td>
<td>Credits</td>
</tr>
<tr>
<td>------------</td>
<td>-------</td>
<td>---------</td>
</tr>
<tr>
<td>Fall 2012</td>
<td>4.8</td>
<td>778</td>
</tr>
<tr>
<td>Spring 2013</td>
<td>4.5</td>
<td>781</td>
</tr>
<tr>
<td>Fall 2013</td>
<td>3.7</td>
<td>812</td>
</tr>
<tr>
<td>Spring 2014</td>
<td>3.3</td>
<td>821</td>
</tr>
<tr>
<td>Fall 2014</td>
<td>2.3</td>
<td>860</td>
</tr>
<tr>
<td>Spring 2015</td>
<td>3.5</td>
<td>886</td>
</tr>
</tbody>
</table>

Gauging Need for Affordable Housing through Local Providers:
- The Open Door (2013-2014 Report to the Community)
  - Housed 47 young adults • 79% are from City of Camrose
- The Bethany Group (2014)
  - 60 in affordable housing, 80 on wait list
  - 35 in social housing, 30 on wait list
- Habitat for Humanity Camrose (2015)
  - Served 29 families through affordable homeownership program since 1996
  - 35 applications in 2014, with 2 families qualified for homes to be built in 2015
  - 25 families applied so far in 2015 for 2 more homes to be built in 2016

How many affordable housing units are needed in Camrose?
- Key Stats:
  - Number of tenant households: 2,260
  - % of tenant households in core housing need: 44.8
  - People living in poverty: 2,000
  - Poverty Rate: 11.8
- Estimates:
  - 2260 tenant households x .448 of renters in core housing need = 1012 units needed
  - 2000 people with low-income / 2.3 people in avg. household = 870 units needed
- High estimate: 1012 units needed
- Conservative estimate: 870 units needed *Size of current private rental universe: 954 units From
  → Statistics Canada National Household Survey (2011) for Camrose, AB: http://www12.statcan.gc.ca/nhs-
What City Council Can Do
- Sherri Torjman is the leading Canadian expert on poverty reduction policy research
- Torjman recommends the following for municipalities to create affordable housing:
  - amend zoning regulations and set aside land for affordable housing developments
  - offer reduced or waived property taxes for affordable housing developers
  - introduce emergency repair loans for low-income households
  - provide rent supplements
  - offer a ‘rent bank’ for short term cash shortfalls
  - encourage co-operative housing
- For information from CMHC on developing a comprehensive housing strategy:
  - “This Guide is designed to assist small municipalities in developing housing plans to address their housing needs, as determined by the community.”

Action Already Taken by Council
- In 2007, to address an affordable housing crisis (0% vacancy rates), Council applied for and received Municipal Block Funding from the Government of Alberta
- Affordable Housing Committee was formed (2007-2013)
- Several projects were funded and completed
  - Secondary suites
  - The Bethany Group’s Jameson Manor
  - Cocar single-family units
  - Rose City Residential Support Society apartments
  - Habitat for Humanity duplexes and row housing
  - Rent supplement, rent control, social housing, and affordable homeownership
- Approximately 80 new units created

Action Council is Taking Now
- Habitat for Humanity, Jason Cocar, and The Open Door continue to build with Municipal Block grant funds through 2018
  - Cocar units: 3
  - Open Door: 4
- Total Additional Units: 19

What gaps remain?
- Conservatively, estimated affordable housing deficit of 870 units
The question remains of how many units would be needed to impact the rental market, making private rental units more affordable due to decreased demand and higher vacancy rates.

- Only 4 of the 100 units created since 2007 qualify as transitional housing (The Open Door).
- Pressing need for transitional housing:
  - The Open Door serves youth.
  - Nowhere for families or men over 24 to turn in a crisis.

Summary

Affordable Housing Problem in Camrose
- Three main contributing factors:
  1. Poverty
  2. Decreasing Vacancy
  3. Increasing Rent

Poverty in Camrose
- 2000 people (11.8% of pop.)
- 525 children (large school)
- 870 households (one per block)

Solutions: Federal and Provincial Funding
- Housing issues cannot be addressed through municipal property taxes alone.
- Affordable housing deficit is an 8 figure problem even in a relatively small municipality.
- Co-operation from all orders of government is necessary to build or retrofit units on this scale.
  - For example, Government of Alberta Municipal Block Funding in 2007
  - Approximately 100 new units in Camrose

For Council’s Consideration
- The following are some cost-effective options for alleviating core housing need.
- The Social Development Committee seeks direction from Council on how to proceed on any or all of the following recommendations.
- A potential direction would be for the committee to prepare a case for support for any or all of these options that includes:
  - Detailed action plan
  - Similar actions taken by other municipalities and the effectiveness thereof
  - Estimated costs
  - Projected social return on investment
  - Duration and/or sustainability of initiatives

Future Actions for Council’s Consideration; From highest to lowest priority
1. To house people in crisis and for whom no current option exists:
a. Work with affordable housing providers to create transitional housing (especially for families and men over 24)

2. To keep people housed and out of crisis:
   a. Rent-bank
   b. For example:

3. To add to affordable housing stock:
   a. Re-zoning land and setting land aside for affordable housing
   b. Waiving property taxes and development fees for affordable housing developers

4. Develop a comprehensive housing strategy:

Speaker: Cody McCarroll

---

d) Walter Dunnewold, Blue is the New Green, ATCO

Abstract: Walter will share information on ATCO Gas’s experiences in small and large projects helping communities reduce their environmental footprint through the use of technology to increase energy-efficiency or “green” their energy supply. These projects include the Drake Landing Solar Community in Okotoks, natural gas Combined Heat and Power (CHP) technology for recreation centers and large multi-family complexes, natural gas for use in transportation and energy efficiency tips for homes and businesses.

ATCO Gas – Who We Are

- ATCO Gas has been delivering safe, reliable, cost-effective natural gas to Albertans since 1912:
  - Alberta built, investor-owned, regulated utility headquartered in Edmonton
  - Serve more than 1.1 million customers in nearly 300 communities
  - Build and maintain natural gas distribution pipelines
  - Delivery rates among the lowest in Canada

- Natural Gas as an energy source can help to achieve greenhouse gas emission reductions
  - conjunction with alternative energy systems
  - generation of local cleaner cheaper power
  - replace other transportation fuels
  - energy efficient appliances for homes and businesses

Drake Landing Solar Community Okotoks, Alberta

- Project Partners – NRCan, United Communities, Sterling Homes, Town of Okotoks & ATCO Gas
- Winner of the Prestigious Energy Globe Award in 2011

Drake Landing Solar Community
- First solar seasonal storage community in North America
- First in world greater than 90 percent solar fraction
- Reduction of 5 tonnes greenhouse gas per home per year
- Energy efficient single family homes (52 homes)
- Feasibility study completed in 2003/04
- Construction started March 2005
- Fully operational July 2007
- 8+ years of successful operation

Solar Thermal Energy Collection
- 798 single-glazed solar thermal collectors
- 2,300 m² collector area
- 1.6 megawatts thermal power
- Glycol / water heat transfer fluid
- Separate solar domestic hot water (DHW) supply system

Greener Power Generation
- What is Combined Heat and Power or CHP?
  - A natural gas-powered unit that generates both heat and electricity, also called cogeneration
  - Displaces traditional electricity by using natural gas therefore reducing costs and providing environmental benefits
  - Supplements, not intended to fully replace, existing building heat and electrical systems

How CHP works?
CHP Program
- For qualifying facilities and for an agreed upon charge, ATCO Gas will install, own and maintain a CHP unit for no upfront capital cost to the customer
- Customer Benefits
  - Immediate energy cost savings from displaced electricity costs
  - Reduced impact of increasing electricity rates
  - On-going maintenance and support No upfront capital requires

CHP Project Summary

<table>
<thead>
<tr>
<th>Sierras of Tuscany, Calgary</th>
<th>Collicutt Centre, Red Deer</th>
<th>Lakeside Leisure Centre, Brooks</th>
</tr>
</thead>
<tbody>
<tr>
<td>168 kW CHP unit – European parts assembled in Red Deer at Collicutt Energy</td>
<td>280 kW CHP unit – European parts assembled in Red Deer at Collicutt Energy</td>
<td>192 kW CHP unit – European supplier</td>
</tr>
<tr>
<td>~1 million kWh/yr produced</td>
<td>~1.9 million kWh/yr produced</td>
<td>~1.3 million kWh/yr produced</td>
</tr>
<tr>
<td>~350 tonnes GHG reductions</td>
<td>~750 tonnes GHG reductions</td>
<td>~600 tonnes GHG reductions</td>
</tr>
<tr>
<td>Significant customer operational savings</td>
<td>Significant customer operational savings</td>
<td>Significant customer operational savings</td>
</tr>
</tbody>
</table>

Greener Transportation
- Compressed Natural Gas (CNG) for Transportation

Why Natural Gas?
- S.A.V.E
  Save - Significant operating cost-savings potential
  Abundant Supply - 100+ years of North American supply
  Validated Technology - Mature, proven, safe and reliable
  Efficiency and Environmental Benefits - Domestic Reduced pollution, GHG emissions and noise

ATCO Gas NGV Fleet
- ATCO Gas operates 1 fleet and 12 public Natural Gas Vehicle (NGV) fueling stations in Alberta
- Over 180 NGVs
  - Largest NGV fleet in Alberta
  - CNG dual fuel (gas or diesel)
- Experience with NGVs since 1969
- Province-wide operations
- 24/7 emergency response
Projects - Natural Gas for Transportation
- Calgary Transit
  - Currently 4 demonstration CNG buses
  - Proposed new transit storage facility in 2018
  - Operate 200 CNG buses in 2019
  - Increase to 400 CNG buses in 2024
- City of Calgary Fleet Services
  - Currently 2 waste and recycling CNG trucks
- Waste Management CNG refueling station in Calgary
  - Currently 12 CNG waste and recycling trucks
  - Increase to 58 CNG trucks

ATCO Gas Support
- Opportunity evaluation:
  - Provide information and resources
  - Assist with determining appropriate solution fit (CNG or LNG)
  - High-level economic analysis for CNG applications
- Support detailed economic analysis and project implementation
- Public access stations can be utilized for pilot project assessment
- Distribution system tie-in for CNG stations
Private Station Considerations
- Natural gas presents an opportunity for significant savings. ATCO Gas considers many factors when assessing CNG opportunities, including:
  - Fleet size
  - Volume of gasoline or diesel consumed, kms driven, trip range
  - Fuelling pattern
    - Top up or fill empty tank
    - Same time or different times of day
    - Consecutive or concurrent filling?
    - Fast fill vs. time (slow) fill
  - Available electrical supply
  - Fuelling station location
  - Private only or public access
  - OEM / vehicle considerations and NGV cost premiums
  - Risks and equipment redundancy

Greener Homes and Businesses
- Established in 2001
- Service offered by ATCO Gas and ATCO Electric
- Provide energy efficiency advice and information to help homeowners reduce energy costs and impact on the environment
- Offer recommendations to commercial and municipal facilities for improving energy efficiency, providing energy savings and realizing environmental benefits

Energy Efficiency Tips for Homes
- High efficiency condensing gas furnaces are economical
- Natural gas water heater save approximately $300 annually in operating costs compared to electric and emit two times fewer emissions
- Light-emitting diodes (LEDs) are more available in the market and are more energy efficient than CFLs
- When replacing older appliances, look for the ENERGY STAR® symbol

Energy Efficiency Tips for Businesses
- Energy savings can be achieved by modifying behaviors & operating procedures
  - Use motion sensors or digital timer switches to control lights
  - Install direct digital control to optimize your building systems
- Significant energy savings may be achieved with a more aggressive energy management plan –
  - Replace an old boiler with an energy efficient model can reduce energy use up to 30 per cent
Speaker: Walter Dunnewold,
P.Eng Manager, Utilization & Technology Development ATCO Gas
Tel. (403) 245-7017
Email: walter.dunnewold@atcogas.com
Website: www.ATCOGas.com

e) Colin Holloway/Linda Brett; Building Partnerships to Enhance Service Delivery in Rural Areas (Part A).

Abstract: Based on the fundamentals of the Partnership Brokers Association programs, this workshop will explore the definition and principles behind building strong multi-sectoral partnerships to maximize the delivery of limited resources and enhance a coordinated response to community economic development. Participants will also explore ideas such as leadership style, resource mapping and personal reflection to broaden their perspectives on how to advance stronger partnerships. As well, through the use of electronic polling and open discussion, workshop participants will explore a framework for creating and sustaining effective partnerships.

Using a Newfoundland and Labrador case study this session aims to:
- Introduce basic fundamentals in partnership development
- Explore leadership styles for partnerships using
- Innovative approaches to partnership development and problem-solving
- Deepen understanding of partnership development process

What is the Office of Public Engagement?
- A unique entity that advances the practice of public engagement (PE) within the Government of Newfoundland and Labrador (GNL)/across NL.
- An emerging Centre of Excellence for PE within GNL.
- A type of GNL ‘open government’ initiative.

Some Important OPE Functions:
- Assists partners with PE activities.
- Supports 11 citizen-based advisory councils.
- Participates in collaborative research that informs policy.
- Models PE ‘best practice’.
- Builds partner capacity to more effectively collaborate.
- Leads GNL’s Open Government efforts.

Office of Public Engagement staff have:
- Completed PBA (Level 1)
- Completed Accredited Partnership Brokers Level 2
- Mentoring Level 2 trainees
- Completed PBA Training Certificate Level 2
- Co-delivering PBA Level 1
- PBA COP – Training and Mentoring

Partnership knowledge and experience
- I have a lot of direct experience with creating partnerships:
  1. Strongly Agree - 11%
  2. Agree - 25%
  3. Neutral - 25%
  4. Disagree - 25%
  5. Strongly Disagree - 14%
- Establishing partnerships is very important to my role in my organization:
  1. Strongly Agree - 48%
  2. Agree - 45%
  3. Neutral - 3%
  4. Disagree - 3%
  5. Strongly Disagree - 0%

Partnerships involve…
“A commitment to a common or complementary purpose where resources are pooled or jointly secured, and where products are REACH House Working Group shared”

Defining the term ‘Partnership’
“An on-going working relationship where risks and benefits are shared”
Nowhere in the world is there a ‘perfect’ partnership!

Being in line with this definition implies…
Activity #1
- Lack of future vision in the partnership.
- Different agendas • Self-serving/self-interests
- Lack of resources (financial, people, facilities, skills, etc.)
- Trust and autonomy
- Poor facilitation
- Defining roles and responsibilities

Moving a ‘partnership’ to where it should be...

<table>
<thead>
<tr>
<th>Transactional</th>
<th>Collaboration/ Partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>One party decides the programme</td>
<td>Co-created based on joint knowledge</td>
</tr>
<tr>
<td>One party purchases a service</td>
<td>Partners bring complementary resources</td>
</tr>
<tr>
<td>Fixed contractual arrangement</td>
<td>Collaboration agreement</td>
</tr>
<tr>
<td>Parties not required to reveal their underlying interests</td>
<td>Greater transparency</td>
</tr>
<tr>
<td>Limited engagement beyond the contractual arrangement</td>
<td>Stronger engagement and buy-in</td>
</tr>
<tr>
<td>Low level of integration into partner organizations</td>
<td>More integrated</td>
</tr>
<tr>
<td>One-way accountability</td>
<td>Mutual accountability</td>
</tr>
</tbody>
</table>

- Communication problems (reporting back, TOR)

Activity 1: Partnership Challenges
- Lack of commitment
- Lack of accountability (to the partnership and to whom you represent)
- Difference in goals
- Poorly defined goals and objectives (be aware of scope creep!)

Typical / global partnering challenges
- Power imbalance
- ‘Difficult’ people
- Language & mind-sets
- Meeting the needs of all (diverse interests)
- Letting go of (some) control
- Shared accountability (accepting respon / liability)
- Communication/ Negative past experiences (Apathy/Scepticism)
- Lack of resources - $, time, skills, etc
- Recruitment – getting the right partners to the table
- Keeping it productive/ differing views of ‘success’
Common challenges for partners (and partnership brokers)
- Power imbalance
- Lack of transparency
- Each partner aiming to ‘win’ at any cost… (flip to: Mutual Benefit)

Partnerships need (at least) 3 core principles to function successfully

![Diagram showing the three pillars of partnerships: Equity, Transparency, Mutual Benefit.]

Case Study: Discovery- Aspiring Geo-Park Network
A Global Geopark is recognized as having geological heritage of international significance.

Key Partners
- Government of Newfoundland and Labrador
  - Dept. of Natural Resources (Geological Survey Unit)
  - Dept. of Business, Tourism, Culture and Rural Development
  - Office of Public Engagement
- Sir William Ford Coaker National Historic District
- Parks Canada – Bonavista Area Chamber of Commerce
- Tourism Elliston
- Atlantic Canada Opportunities Agency
- Municipal Governments
  - Municipality of Bonavista
  - Municipality of Trinity Bay North
  - Municipality of King’s Cove
  - Municipality of Trinity
- College of the North Atlantic

Three Pillars focused on sustainable development
- Education (awareness of our geological heritage)
- Preservation and Conservation (renewable energy and ‘green tourism’)
- Research (i.e., active laboratories)

The Partnering Cycle

What is ‘partnership brokering’?
- A partnership broker is someone (or several people or an organization) that manages the partnering process.
- Partnerships that add real value are those that are well ‘brokered’

Potential roles for brokers in different phases of the partnering cycle

SCOPING & BUILDING Roles in this phase can include:
- Initiating the idea of partnering
- Making the case to potential partners / donors / decision-makers
- Scoping the possibilities
- Energising and enthusing
- Early relationship building
- Managing expectations
- Initial / outline planning
- Helping partners to reach agreement

Successful partnership brokering is an “art” and a “science” because it requires:
- Envisioning the future “what if?”
- Drawing out hidden potential
- Trusting instinct and intuition
- Understanding the past – “what is?”
- Building on facts / realities
- Trusting knowledge and evidence
Using the senses - Using intelligent analysis
Thinking laterally - Thinking logically

Resource Mapping
- All sectors have human, technical and knowledge resources of one kind or another.
- They are often very different and highly complementary and when pooled they can provide much of the resources needed to carry out the work of the partnership.

Phase 2 - Managing & Maintaining Partnerships
Brokering roles can include working with partners to:
- Secure resource commitments
- Build governance arrangements
- Deepen organisational engagement
- Develop a communications plan
- Build partnering capacity
- Problem solve constructively
- Agree benchmarks for later evaluation

Developing a negotiation mind-set
- It is (almost) always possible to agree something
- There are likely to be a range of options
- ‘Value’ means different things to different people
- What makes for ‘fair’ is an individual judgment

If you want to reach a level of satisfaction (rather than just ‘doing a deal’) you need to:
- Take time to find out about what interests them
- Be prepared to reveal things about yourself
- Be open-minded and flexible
- Listen more deeply to what they are / are not saying
- Think laterally about options Be genuinely interested in what they want

‘Positions’ vs. ‘Interests’
- Position = the first demand or solution presented by someone, often dogmatic and usually expressed as ‘this is what I / we want’
- Interest = those elements that underpin the stated ‘position’ (e.g. drivers, priorities, hopes, needs, values, external pressures) – essentially interests explain why
Phase 3 - Reviewing and Revising Partnerships
Brokering roles can include helping partners to:
- Agree evaluation procedures
- Assess the impact of the partnership
- Draw out and apply lessons
- Review efficiency of the partnership
- Review the added value to partners
- Brainstorm new ideas/developments
- Make any necessary changes to project or partnering arrangements

Phase 4 – Sustaining Outcomes
Brokering roles can include supporting partners in their:
- Discussions on ‘moving on’ choices
- Recognition and celebration of the partnership’s achievements
- Reaching agreement on type of information for the public domain
- Identification of further champions and spheres of influence
- Work to ensure that outcomes are sustained
- Management of closure/moving on procedures
Partnerships are dynamic and evolving…

Activity 3: Reflective Practice

Today I learned new approaches and techniques for building better partnerships.
1. Strongly Agree - 61%
2. Agree - 35%
3. Neutral - 4%
4. Disagree - 0%
5. Strongly Disagree - 0%

I would be willing to try a brokering role with my partnership(s).
   a) Strongly Agree - 58%
   b) Agree - 29%
   c) Neutral - 13%
   d) Disagree - 0%
   e) Strongly Disagree - 0%

Speaker: Colin Holloway, Linda Brett, Jocelyn Daw
Email: colinholloway@gov.nl.ca
Email: lindabrett@gov.nl.ca
Email: jocelyne@jsdaw.com
f) Jean Vidal, Workforce Development: Challenges and Opportunities, Alberta Jobs, Skills, Training and Labour

Abstract: This session will provide employers and business service providers (Municipalities, Chambers and other associations) an overview of the Ministry of Jobs, Skills, Training & Labour and deepen their understanding of the programs and services that are available to assist them in building a skilled workforce and maintaining safe, fair and healthy workplaces.

g) Shauna Wilton, Women Wanted? Gender and Municipal Politics in Alberta. Augustana Campus, University of Alberta

Abstract: This session aims to understand changing perceptions and implications of gender in municipal politics in Alberta. The session begins with an exploration of the statistics and trends related to women in municipal government in Alberta, asking ‘where are the women?’ This is followed by a discussion about what the statistics tells us and why they look the way they do. Are there real barriers to gender equality and women’s participation in municipal politics? Is there a problem? Do we need to actively work to increase women’s representation on city councils? As part of this, we examine various positions on gender representation in government and public policy, the real and perceived barriers to gender equality, and the myths surrounding women in politics. The session concludes by asking where do we go from here and providing participants with resources, tools and strategies for future use.
Concurrent Session 2

a) Toso Bozic, From Waste to Energy Solutions (Part B; following Jim Donaldson in prior concurrent session). Alberta Agriculture and Forestry

Abstract: According to World Economic Forum due to rapid population growth the demand for food, water and energy will increase by 30% in next two decades. Demand for food, water and energy are strongly interlink that putting pressure on one will create stresses for other two. Keeping balance are challenges to everybody around World. Renewable and alternative energy will play a significant role in helping to fulfill growing demand for food, water and energy. The opportunities from wood biomass that either comes from landfills as wood "waste", to harvest residues that are left after forest harvesting to purposely growing woody crop give a great potential to Alberta rural communities not just be energy efficient and independent but great business and environmental opportunity to diversify their communities. Using current "waste" from Alberta forestry and agriculture for will diversify energy supply in rural communities.

Wood/Biomass waste reuse opportunities from landfills
- Wood/biomass waste reuse for oil and gas reclamation
- Landfill daily cover
- Landscape industry
- Drilling waste absorbency
- For producing wood pallets or Biochar
- For heat and power

Key components of Bioenergy project
- Communication
- Technology
- Feedstock Supply
- Finance
- Human Resources
- Client/Customer
- Banker/Funder Agency
- Legal Requirements
- Management Team

Appropriate Technology
- Ability to convert local fuel supply into heat/power
- Must meet local permitting specifications

Technology must be proven
- Commercially available
- Operates efficiently on available fuel supply
- Operates cleanly on available fuel supply
- Appropriate for site and local resources

Risks -Technology
- Mostly European technology some of them not known here; more expensive but more reliable and proven to work
- Ability to handle contamination, various wood chips sizes
- Services:
  - provider must provide training
  - Very few dealers in Alberta for wood biomass technology
  - Can they train local trade people or have subcontract
  - Can be on-line 24 hours control from their side
  - How long it will take to fix it in worst case scenario
  - What guarantees they provide if their system is not functioning
  - History of company services and always ask for references
  - How complex or dumb proof the technology is
  - Safety issues

Opportunities for technology development
- Have permanent dealership open in Alberta
- Have “Alberta/Canada Made” a high efficient automated products
- Doing research and innovation into new technology for small to medium size systems
- Have small to medium size system that are proven
- Have small automated system for farms and small rural residents
- Have a developed support infrastructure for technology provider
- Have technology that are competitive with oil and gas technology
- Have a long term research in this area

Wood/resource supply
- Even through there is plenty of wood available for small project –from private woodlot to landfill waste but the key is WHO CONTROLS WOOD SUPPLY
- Myth – free wood – such a thing does not exist
- Feedstock supply is KEY in bioenergy project: Wood supply chain– harvesting, chipping, transport – for small project almost does not exist
- Very few small supply contractors
- Quality is an issue : size of particles, moisture, not uniform supply
- Storage and handling – plenty of issues
- Price – variable, unpredictable and all over the place
Bioenergy supply chain
- Municipal landfills should be investors in bioenergy project not just suppliers
- Wood supply chain – harvesting, chipping, transport – must function well and price competitive
- Economics/contracts must be in place for bioenergy
- Storage and handling is always extra cost • Address the issues with quality of feedstock
- Environmental issues
- Price – stable but competitive
- Supply reliable and with good quality and quantity

Legal work
- Can be very vague and cumbersome to obtain all necessary permits
- Insurance is still hard to obtain
- Understand all contracts
- Understand funding requirements
- Understand AB power regulations- Get to the grid –getting easier but still lots of work
- Deal with current energy provider
- Contracts for sale of heat to local business
- Long term contract with farmers for wood supply

Financing
- At beginning very skeptical and not interested
- Long Term payback
- Most of local financial institutions knows very little about financing bioenergy project
- Many projects are driven by emotions not really by real business scenario
- There is NO competition with World market price
- Locally controlled –supply, and end user
- Heat is less hassle with Regulations –eg. electricity

Financing Future
- Corporate Sustainability is standard for many large companies including banks –so green energy become part of their portfolio
- Project range from $ 250,000 up to $ 5 million dollars – easier to get money then for multi million dollars projects
- Many Government Grants are still available
- Foreign investors are very keen in investing in bioenergy projects in Alberta
- Local banks and agricultural financing institutions(AFSC, FCC, etc) are willing to invest and provide loan to project
Human Resources
- Biggest Challenge of All
- Lots of people are interested in renewable energy projects – it is kind of sexy
- Lot of “instant expertise “ in the subject matter
- Lack of interest of research institutions
- Lack of education and pilot projects was impeding progress
- Project manager with skill and knowledge in the bioenergy project is almost impossible to find
- Some pilot project struggle immensely
- Unfortunately many bioenergy projects are given to people that has very little or no knowledge about all aspect of project
- TIME – seems to me everybody doesn’t have a time beside their regular work
- Training is still inadequate for operators, suppliers, builders, codes, permits, etc
- Buy in from all your staff and people involved in the project. No understanding of legal, financial or technical requirements for project
- Great AdminiSomebody has to fill up application for grant
- Clear communication is must

Human Resource Opportunities
- We do have a pilot projects – we must learn from mistakes
- Develop constant education and education materials that future projects can rely and students learn
- Provide training courses to technology suppliers, wood suppliers, financing and human resources – hands on
- Integrate research institutions, universities and colleges with pilot projects to address various issues

Possible bioenergy project for rural communities – key consideration
- Cost of woodchips $ 50 per tonne
- 1 tonne at 50 % moisture is 2.23 MW/h or 8.2 GJ/tonne
- 1 tonne at 20 % moisture is 4.1 MW/h or 14.7 GJ/tonne
- Cost of electricity to grid $ 90 MW per hour
- Cost of GJ of heat $ 5.25
- Working operating hours 8000 per year
- Moisture of woodchips 20-55 %
- Return on investment at 8 % rate
- Overhead at 25 % of total cost for building
- Maintenance 10 %
- Life of project 25 years
- Carbon credits are BONUS
Some tips for bioenergy project
- Secure supply – be sure that you know how much you have
- Put appropriate person in charge of project – full time person is best
- Visit already facility that are operating – ask, ask and ask about project
- Involved local bank or investor if you can
- Be careful of sales people
- Develop proper bioenergy project template with specific timelines, and deliveries
- Project must stand alone without any subsidize
- Obtain support from people who has knowledge and experience
- You are in best position to succeed

Summary
- We are more knowledgeable and experienced than 10 years ago
- We do have pilot projects that we can learn
- Technology is available but not as diverse
- Wood supply chain must be strengthen
- Government still provides supports for projects
- We have to have more coordinate approach to issue
- Financial institutions are willing to support projects
- We can learn from others mistakes
- We have to look into long term investment not just in projects but also people, research and innovation
- Rural communities are in best position to establish bioenergy projects
- We do have to look our food, water and energy nexus relationship on our rural communities
- Biomass waste and renewable to energy fit the best in rural communities and we can built very diverse energy portfolio
- Supply chain for feedstock must be strengthen
- Government still provides supports for projects
- Financial institutions are willing to support projects
- “Waste” is commodity
- Find energy user before you consider bioenergy project

Speaker: Toso Bozic, P.Ag
Bioenergy Specialist, Alberta Agriculture and Forestry
Phone: (780) 415-268
E-mail: toso.bozic@gov.ab.ca
b) Eleanor Miclette, Think Local, Act Global. Country of Northern Lights

Abstract: Rural partnerships are essential on so many levels, and when a group of driven economic development officers came together to create a tool for e-commerce and skill development the end result was not what they expected. By thinking local and acting global Thinklocalmarket.com ended up receiving national recognition on its positive economic impact. From concept to execution and the lessons learned along the way.

What are the TRENDS?
- “Online "window" shopping on the rise, particularly among younger Canadians.”
- “Canadians spent more than $15 billion on online goods and services last year, up from $12.8 billion in 2007”
- Montreal Gazette Sept 27th 2010 “Geographically, British Columbia and Alberta residents were among the most rabid online shoppers”
- Online sales in Canada in 2014: $136 BILLION

What if we could … Design an Economic Development Platform
- Facilitate business growth
- Help Develop Small Business
- Encourage Residents to THINK & BUY LOCAL
- Present a local business cluster to the world
- CREATE COMMUNITY

The Concept

<table>
<thead>
<tr>
<th>Capacity</th>
<th>Commerce</th>
<th>Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>-Skills Training</td>
<td>-Online sales platform</td>
<td>-Support local nonprofit groups</td>
</tr>
<tr>
<td>-Business Cluster of Local Merchants</td>
<td>-Access to local &amp; global markets 24/7</td>
<td>-Municipality/Merchant Relationship</td>
</tr>
</tbody>
</table>

Membership Structure
Municipal Membership vs. Vendor
- Economic Development Platform
  - Investment in Capacity Building
  - Affordable to vendor due to municipal partnership
  - Stepping stone
- Relationship Building
- Networking Enlargement of catchment area
Our Successes
- 2-time Award Winner- The Alex Metcalf Award from the Economic Developers Association of Alberta (EDA).
- WD Ministers Provincial Award for Excellence and Innovation
- 28 partners including 20 Municipalities, 2 Community Futures offices, 3 Chambers, 3 Funders
- Over 164 Merchants
- Over 1100 products and services listed
- 25 on-site training courses

TLM 2.0 & Challenges
- Strong interest from outside the region
- Larger than projected Growth
- Sustainability
- E-Commerce Platform

Speaker: Eleanor Miclette
Email: miclettee@countyofnorthernlights.com
Tel. 780-836-3348 ext. 229
Manager Economic Development
County of Northern Lights
c) Glen Hvenegaard, Protected areas as a critical component of sustainable development strategies. University of Alberta, Augustana Campus

Abstract: Parks and green spaces are critical components in sustainable development plans for any community or jurisdiction. Protected areas have a wide variety of characteristics with respect to size, purpose, governance, budget, management intensity, location, and visitor use. Regardless of their name, protected areas generate many ecological, social, and economic benefits for individuals, society, and the environment. Protected areas provide opportunities for education, recreation, and spiritual rejuvenation for people, whether they use the parks or not. As a result, there are significant health and well-being benefits. Economically, protected areas generate significant economic benefits through tourism revenues, real estate values, and health. Such benefits assist many kinds of people, including children who have little contact with nature, people recovering from illness, and even people not using the parks directly. Thus, it is important for communities to assess current and potential protected areas and to prepare management plans that can be integrated with other land uses.

What is a Protected Area? IUCN (2008) World Conservation Union
“A clearly defined geographical space, recognised, dedicated and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values”

Key Questions:
- What are protected areas for?
- What roles can they play?
- Why should they exist?
- What values can be maintained?

What are protected areas for?
1. Ecological benchmarks - Nature museum
2. Historical preservation - History museum
3. Beauty, aesthetics - Art gallery
4. Viewing nature - Zoo
5. Recreation - Playground
6. Escape - Theatre
7. Spiritual - Cathedral
8. Income - Factory
9. Ecological capital - Bank
10. Heal ecosystems - Hospital
11. Science - Laboratory
12. Education - Schoolroom
Key Factors:
- Purpose
- Management
- Size
- Budget
- Location
- Use

Sustainable Development (WCED, 1987)
“Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

Three Pillars of SD
1. Environment – limited resources
2. Economy – standard of living, economic activity
3. Social – equality, equity, human condition
*Some models add cultural and governance pillars

Environmental Pillar & Conservation Strategies
- Ex situ conservation
  - Botanical gardens, seed banks, zoos, aquaria
- In situ conservation
  - Restoration – Protected areas

Economic Impacts of Parks
- More jobs
- Higher income
- New businesses
- Stimulate economy
- Local goods and services
- New markets
- Standard of living up
- Local tax revenues
- New skills by employees
- Increased funding for PAs
- Seasonal jobs
- Lower paying jobs
- Inflation
- Non-local ownership
- Economic leakage
- Income displacement
- Higher property values
- Inequities
- Instability

Park Visitation in Canada
- 12.7 million to NPs, 8 million to NHSs – 8.5 million to AB Prov Parks
- $11-17 billion CAD in annual direct impact
Real Estate Values Near Parks
- Houses in closer proximity had higher value – Worcester MA ($2675 more than 2000 ft. away – Columbus OH (7-23% more than 1 block away)
- But negative with – Congestion – Noise – Crime

Social Impacts of Park Tourism

<table>
<thead>
<tr>
<th>Benefits: Parks for Kids</th>
<th>Benefits: Living near Parks</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Education</td>
<td>- Illness recovery</td>
</tr>
<tr>
<td>- Challenge</td>
<td>- Mental restoration</td>
</tr>
<tr>
<td>- Future options</td>
<td>- Learning opportunities</td>
</tr>
<tr>
<td>- Teamwork</td>
<td>- Physical activity</td>
</tr>
<tr>
<td>- Access</td>
<td>- Disease prevention</td>
</tr>
<tr>
<td></td>
<td>- ADD treatment</td>
</tr>
</tbody>
</table>

Aboriginal People and PAs
- Legal agreements
- Co-management
- Other Perspectives

Alberta’s PAs
- 504 sites, 4.2% of the area
- Most area is in: – 4 wildland provincial parks
- Most are – natural areas or recreation areas, but small

Summary
- Park values vary over time and space
- Contribute to sustainable development
- Planning and effective management needed
Speaker: Glen Hvenegaard
Email: gth@ualberta.ca

d) Colin Holloway/Linda Brett, Building Partnerships to Enhance Service Delivery in Rural Areas (Part B). Office of Public Engagement, Government of Newfoundland and Labrador

Abstract: Based on the fundamentals of the Partnership Brokers Association programs, this workshop will explore the definition and principles behind building strong multi-sectoral partnerships to maximize the delivery of limited resources and enhance a coordinated response to community economic development. Participants will also explore ideas such as leadership style, resource mapping and personal reflection to broaden their perspectives on how to advance stronger partnerships. As well, through the use of electronic polling and open discussion, workshop participants will explore a framework for creating and sustaining effective partnerships

Refer to Concurrent Session 1e.

e) Trent Keough, Understanding Rural Human Capital, Portage College

Abstract: How does a rural community invest in ‘human capital’? It’s a challenging question in light of urban drift and the see-saw down-turns in the resource based economy. Too often such investment is focussed on IT industries alone. We know of synergistic growth associated with Silicon Valley and the abysmal failure of the propped-up Irish Tiger, not to mention innumerable failed ‘knowledge oases’ in the Middle East. There’s more, too, when thinking of innovation ecosystems. What do we know? RADN was tremendously successful. How? What do we do? Pipeline, Food, and Water at Portage College. Why the lack of traction for funding for ARDN? Why the slog when rural colleges lead in innovation? Is there a lack of commitment to enable innovation to develop at the grass-roots levels in the province of Alberta?
Concurrent Session 3

a) **Bill Ashton, The new rural is regional? Moving beyond municipal boundaries. Rural Development Institute, Brandon University**

**Abstract:** The development of local government is often through top-down amalgamation initiatives. Recent volunteer amalgamations stand as examples of bottom-up efforts. This presentation highlights the Manitoba initiative as a top-down and bottom-up effort. Yet for some, it falls short of a more progressive agenda resulting in stronger municipal governments. Such an aim suggests the amalgamation is the necessary structural adjustment as the first step toward a more rural regional goal. This presentation outlines the role of functional economic regions as a geographic building block for public investment in strengthening local government. How might a rural regional approach fit into Alberta is worthy of discussion in light of the legislative review of municipalities. Goals: Identify a pathway to realizing rural regions which may contribute to the legislative review of municipalities in Alberta Objectives: (1) to examine MB's recent amalgamation initiative as a top-down and bottom-up effort; (2) to report the findings on new research about functional economic areas as a geographic footprint for rural regions; and (3) to identify the importance of cooperation and collaboration among local gov’ts and across gov’t levels to strengthen rural municipalities.

Please visit our website for more information about this presentation.

b) **Kristen Cumming, Thinking Forward: Attracting and Retaining Employees in Rural Settings, Cantos Consulting**

**Abstract:** This session will review possible attraction strategies and techniques appropriate to rural employers in an effort to recruit skilled workers. Further this session will explore retention strategies to leverage employers' recruitment, orientation and training efforts to build a loyal, long term work force. Audience members will have the opportunity to engage with each other to share effective practices and discuss possible collaborative efforts.

**Trends**
- Excepting this recent decline in oil prices influencing Alberta’s economic wellbeing, Alberta’s labour market is predicted to grow at an annual rate of 2.4%, while it’s labour supply grows at an annual rate of 1.9%.
- Bottom line: By 2021, Alberta predicts a cumulative shortage of +/- 114 000 workers

**Short-term Problems Resulting From Shortages**
- Lower productivity from current staff
- Higher wages to current staff
- Skilled labourers doing the job of unskilled labourers and vice versa
- Lower morale
- Over-worked employees
- Increased overtime expenses
- Longer wait times for customers
- Loss of customers
- Liability issues

Long-term Problems Resulting From Shortages

- Loss in revenue
- Loss of customers
- Over-worked employees leaving the company
- Unable to expand
- Closing of companies
- Bankruptcy

Province of Alberta Data courtesy of Statistics Canada – 2011 Census

Immigration

- Canada has highest proportion of foreign-born people at 13% among G8
- Immigrants prior to 1971: 12.4% were members of visible minorities
- 2006 to 2011 – 78% were members of visible minorities
- AB’s share of new immigrants increased from 6.5% (2001) to 12.4% (2011)
- Immigrants account for 20% of the working age population in Alberta
- Albertan immigrants have the highest rate of participation, lowest rate of unemployment against other provinces
- Higher percentage work full time than other Albertans

Final Facts

- 50% more women going into postsecondary studies than men
- In 2006, 58% of all women aged 15 and over had jobs, up from 42% in 1976.
- Women made up 50.9% of Canada’s paid workforce in March 2009

Action Forward

- Given what you’ve heard today and the needs you understand about your community, your organization and your people:
  - What is necessary, useful, practical and possible going forward?
  - All ideas, not just “good” ideas

Please visit our website for more information about this presentation.
c) David Samm and Susanna Bruneau, Just Add Water, and Stir. Battle River Watershed Association

Abstract: The capacity to measure and regularly report the important economic, social and ecological value of the Battle River Watershed’s natural capital assets and ecological services is critical to understand the trade-offs and synergies between economic development opportunities of the watershed’s natural and human capital and to ensure flourishing ecosystems and optimum ecological functions. This requires a natural capital and ecological goods and services inventory (biophysical and economic), assessment and reporting system that measures both the economic and ecological values of a watershed’s total assets. Water is essential to life, making its total economic value immeasurable. At the same time water is a finite resource, and one for which competition is likely to increase. Driven by this heightened competition, the economic value of water will rise. Decision-makers in both the private and the public sectors will need information that can help them optimize the benefits derived from its use. Battle River Watershed’s direct use of water is concentrated in major sectors of the economy, which include agriculture energy resource extraction, manufacturing, electric power production, recreation and public water supply.

Please visit our website for more information about this presentation.

d) Iris Neumann and Sandra Woodhead Lyons, An overview of Continuing Care in Alberta and the issues for rural communities. Institute for Continuing Care Education & Research

Abstract: What is continuing care and how does it operate in Alberta? What is the Institute for Continuing Care Education & Research and the Community Needs Driven Research Network? What issues have been identified by front-line staff in Continuing Care? At the end of the session participants will have increased their knowledge about continuing care services in Alberta and how they can be accessed. Participants will be in a better position to help community members navigate the continuing care system.

Institute for Continuing Care Education and Research (ICCER)
- A network of post-secondary institutions and continuing care providers collaborating to improve continuing care in Alberta by:
  - Encouraging research
  - Translating knowledge into better practice
  - Enhancing education, and
  - Informing policy.

Community Needs Driven Research Network (CNDRN)
- First funded by Alberta Innovates Health Solutions
- Now supported through an operational grant from Alberta Health
- The purpose is to identify needs – from the perspective of the community and care providers - related to continuing care where education and/or research could help improve care AND
- To encourage research and knowledge translation to address the identified issues.

Results: Themes

<table>
<thead>
<tr>
<th>Theme</th>
<th>Sub-themes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mental Health related issues</td>
<td>- Challenging behaviors</td>
</tr>
<tr>
<td></td>
<td>- Care for non- dementia clients</td>
</tr>
<tr>
<td></td>
<td>- Client Mix</td>
</tr>
<tr>
<td>Education related issues</td>
<td>- Adult Learning</td>
</tr>
<tr>
<td></td>
<td>- Effectiveness and outcomes</td>
</tr>
<tr>
<td></td>
<td>- HCA Training</td>
</tr>
<tr>
<td>System navigation and transition of care</td>
<td>- Information and Education</td>
</tr>
<tr>
<td></td>
<td>- Assessment</td>
</tr>
<tr>
<td></td>
<td>- Impact on clients and families</td>
</tr>
<tr>
<td>Technology for adult learning and point of care</td>
<td>- Point of care learning</td>
</tr>
<tr>
<td></td>
<td>- Communication Literacy (ESL)</td>
</tr>
<tr>
<td>Role definition within the CC sector</td>
<td>- Nursing professions</td>
</tr>
<tr>
<td></td>
<td>Rehabilitation/Recreation professions</td>
</tr>
<tr>
<td>Working with families</td>
<td>- Family’s role</td>
</tr>
<tr>
<td></td>
<td>- Families as CC clients</td>
</tr>
<tr>
<td></td>
<td>- The overlooked value of family’s knowledge</td>
</tr>
<tr>
<td>Staff retention and recruitment</td>
<td>- Recruitment (numbers/appropriate interpersonal skills)</td>
</tr>
<tr>
<td></td>
<td>- Retention (expectations, value of work, temporary staff)</td>
</tr>
<tr>
<td>Caregiving</td>
<td>- Attitudes and attributes of caregivers</td>
</tr>
<tr>
<td></td>
<td>- Caregiving and couples in the CC sector</td>
</tr>
<tr>
<td></td>
<td>- Impact of habits and addictions</td>
</tr>
<tr>
<td>Intercultural issues</td>
<td>- Clients’ cultural backgrounds</td>
</tr>
<tr>
<td></td>
<td>- Staff’s cultural backgrounds</td>
</tr>
<tr>
<td>Need for Recreation and Rehabilitation staff</td>
<td>- Need evidence to support funding</td>
</tr>
</tbody>
</table>

Why is Continuing Care important?
- Aging population in Alberta is increasing
- 21.4% are seniors

Long Term Residents in Alberta 2013-2014 (statsCan.)
- Over 19,000 Residents
- 64% Female, 36% Male
- Average Length of Stay: 2.3 yrs.
- Average Age: 83 yrs. old.
- Top 5 Chronic Disorders:
  - Dementia (including Alzheimer’s Disease
  - Hypertension
  - Depression
  - Arthritis
  - Gastrointestinal Disease
- Top 5 Activities:
  - Music
  - Talking
  - Watching TV
  - Walking/ Wheeling
  - Exercise

Alberta’s Continuing Care System

<table>
<thead>
<tr>
<th>Home Care</th>
<th>Supportive Living</th>
<th>Long-Term Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Independent living</td>
<td>- Congregate Setting</td>
<td>- Nursing Homes and Auxiliary Hospitals</td>
</tr>
<tr>
<td>- Supports from family or home care program</td>
<td>- Combines accommodation and support services</td>
<td></td>
</tr>
</tbody>
</table>

112,227 Home Care Clients in Alberta 29,769 SL Residents in Alberta 14,321 LTC Residents in Alberta

Home Living
- Includes people who live in their own homes, including:
  - Single family houses
  - Apartments
  - Condominiums
  - Seniors Self-Contained Apartments

- Home Care and Community Programs
  - Professional Health Care Services
  - Assessment
  - Community Care Access
  - 112,227 Home Care Clients
  - Continuing Care Health Service Standards

Supportive Living
- Provides a congregate housing setting where people can maintain control over their lives. They can also receive the support they need by combining accommodation services with other supports and care.
- Seniors Lodges, Group Homes
- Designated Supportive Living
- Standards:
  - Continuing Care Health Service Standards
  - Supportive Living Accommodation Standards

Long Term Care
- Nursing Homes and Auxiliary Hospitals.
- Residents have complex needs and require unscheduled care by professional nursing staff.
  - Registered Nurse 24-hours/7days.
- Alberta Health Services assesses and places individuals in long-term care.
- Standards:
  - Continuing Care Health Service Standards
  - Long-term Care Accommodation Standards

The Costs of Continuing Care
Effective July 1, 2015 (based on 3% adjustment from previous year) current accommodation charges for long-term care and designated supportive living are:

<table>
<thead>
<tr>
<th>Room Type</th>
<th>Daily</th>
<th>Avg. Monthly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Room</td>
<td>$62.25</td>
<td>$1,893</td>
</tr>
<tr>
<td>Semi-Private Room</td>
<td>$53.85</td>
<td>$1,638</td>
</tr>
<tr>
<td>Standard</td>
<td>$51.10</td>
<td>$1,554</td>
</tr>
</tbody>
</table>
The Costs of Continuing Care
Accommodation charges in Long Term Care and Designated Supportive Living includes:
- meals
- housekeeping
- laundry (not personal)
- building maintenance
- utilities
- administrative overhead (administration, building insurance, WCB, staff recruitment, etc.), some special events, and trust accounts

Government funding currently pays for resident care and includes:
- Professional Staff (at a prescribed level)
- Care staff (at a prescribed level)
- Personal care services (assist with eating, dressing, toileting at a prescribed level)
- Ambulance services for acute care

Additional Costs in Designated Supportive Living
- Medications
- Health equipment (walkers, wheel chairs, incontinent products, etc.)
- Additional services (e.g. recreation activities, special events, hairdressing, etc.)

Continuing Care Funding - Capital Funding - Affordable Supportive Living Initiative
- Capital grants have provided $830 million and 13,347 spaces

Additional Financial Supports
- Home
  - Seniors Property Tax Deferral Program
  - Special Needs Assistance for Seniors program
  - Alberta Aids to Daily Living (AADL)
  - Low-interest home repair loan
- Designated Supportive Living/Long-term Care
  - Alberta Seniors Benefit/Supplementary Accommodation Benefit

Who Provides Continuing Care?
- Within homecare, supportive housing and facility living there are three types of providers/owners:
  1. Public
  2. Voluntary
  3. Private (for profit and not for profit)
- All three of these groups operate by way of contracts with AHS. AHS funds the health care part of the services provided. All providers are funded by the same formula. Residents/clients pay an accommodation fee+
How to Enter the Continuing Care System
- To access services an individual must request an assessment through the local home care program or family doctor.
- Needs will be assessed and may include input from the family doctor, other health care professionals, and the family.

How to Access the System
- Alberta Health Services needs to assess the individual to determine if services are required, and if so, what level of services. Each zone in Alberta handles slightly differently. Please refer to the AHS brochures available at http://www.iccer.ca/accesscc.html

Additional Services
- Individuals are also able to access additional services (e.g. Companions, additional home care services, meals on wheels) at their own cost.
- In many rural communities Family and Community Support Services (FCSS) can provide referrals for additional support. http://www.fcssaa.org/resources/fcssprogram-contact-lists

Speaker: Sandra Woodhead Lyons, ICCER
Email: sandra@iccer.ca
Tel. 780-248-1504
Web: http://www.iccer.ca/

e) Barb Scully, Broadband and Beyond. Parkland County

Abstract: In 2008 Parkland County started implementing the recommendations of the Rural Broadband Study and creating a community of connectivity. The first few years were focused on the infrastructure and the installation of communication towers. As the project moved forward Parkland County realized there was more pieces than just "towers", there was an entire area that needed to be worked on in the community economic development aspect. Under the framework, there are six indicators that characterize Intelligent Communities, including: connectivity & capacity, knowledge workforce, innovation, digital inclusion, marketing & advocacy, and environment. The keys to successful implementation of an Intelligent Community are leadership and collaboration.
Abstract: Across Canada, First Nations and municipalities have committed to working together and are seeing a range of benefits: improved relationships, enhanced investor confidence, cost-effective service delivery, a stronger voice at other levels of government and the chance to draw on each partners’ unique capacities, among others. Stronger Together is a Toolkit developed by and based on the experiences of the six pilot partnerships in the First Nations-municipal Community Economic Development Initiative (CEDI), a joint initiative of Cando and the Federation of Canadian Municipalities (FCM) that enhances the capacity of participating First Nations and adjacent municipalities to engage in joint CED planning. In this workshop, you’ll get an orientation to the Stronger Together Toolkit, hear from MD of Lesser Slave River Reeve Murray Kerik and the Slave Lake Region Tri-Council (a 3-way collaboration with the Town of Slave Lake and Sawridge First Nation), and have the chance to share your insight into the Toolkit and First Nation-municipal collaboration.
Concurrent Session 4

a) Lars Hallstrom & Barb Sjoquist, Rural Internships for Small Communities: Structure, Experience and Practice. University of Alberta, Augustana Campus and Village of Edgerton

Abstract: Lars Hallstrom and Barb Sjoquist will discuss the opportunities, benefits and challenges presented a variety of internship programs available to rural Albertan communities. Lars will examine the different structures and approaches taken toward internships as a development tool, and Barb will share Edgerton's outcomes experienced as a result of the village's involvement in three different internship programs.

b) Seth Leon, The Co-operative Advantage: Opportunities for economic development, mobilizing local resources and local control. Alberta Community and Cooperative Association

Abstract: Co-operative are a stalwart of economic development in Alberta. This presentation will explain the advantages of the co-operative structure: how local ownership and democratic control while working to create member benefit, keeps wealth in communities and build strong businesses. The application of Opportunity Development Co-operatives and New Generation Co-operatives to build up local economies will be discussed. Drawing from Albertan examples the presentation will also explain the development process, and key steps to using the co-operative structure. This includes succession planning, renewable energy, new business development, and rural revitalization.

What is Unleashing Local Capital?
Local Leadership + Community-Based Financing = Opportunity Development Co-op (ODC)

Opportunity Development Co-operative

- Purpose of an Opportunity Development Co-operative:
  - To support and facilitate the development of businesses and undertakings which, in the opinion of the Cooperative, will enhance the social and/or economic well-being of “Capital town” and/or neighbouring communities in accordance with the principles set out in the Bylaws of the Cooperative.
  - Pool capital within a designated community through the sale of RRSP/TFSA eligible shares
  - Local and democratically controlled

The Unleashing Strategy

- Rural capital retention and repatriation
- De-professionalize process of Develop legal templates
  - Develop Simplified Offering Document
- Build community capacity
  - Face to face meeting and mentoring
- Webinars Online Learning materials
- Use a cooperative model
- Utilize RRSP and TFSAs

How does it work?
The program helps you:
- Gather a group of friends
- Incorporate your Opportunity Development Co-op (ODC)
- Find a business opportunity
- Find an entrepreneur(s) to run it
- Collect local money (incl. RRSPs)
- Invest in the business opportunity
- ROI to member-investors

Training Modules
1. Identify the Needs
2. Assemble the Champions (founding board)
3. Incorporating the Opportunity Development Co-operative
4. Choosing the right local investment
5. Raising Capital Locally
6. After-Care

Succession Planning
- 1,200,000 businesses in Canada – ½ are owned by Baby Boomers
- Boomers are hitting retirement age and need to transition out
- Continued centralization/urbanization of business services
- Market demand for buyers
- Near crisis situation in small rural communities

The Co-operative Advantage
- RRSP and TFSA eligibility
- Aligns goals between consumers and producers,
- Local Control/Local Multiplier Effect
  - Mix of Capital is more efficient
- Social and Financial Return on Investment
- Safe Investing
  - ZERO (zilch, nada) incidences of fraud using the co-operative structure (Canada/US review)
  - UK increased exemption to $200,000 per individual investor
  - Complete exemptions from securities regulation for co-operatives in Wisc./Minn.

Why would you want to do this?
- Spark economic development
- Stimulate autonomy
- Create jobs Aid in business succession
- Support young entrepreneurs
- ROI to local investors
- Active/Engaged investing
- Sense of economic well-being
- Adds another tool to your ec dev toolkit

Speaker: Seth Leon  
Email: sleon@acca.coop  
www.acca.coop  
Tel: 403-336-0468

c) Paul Ryan, Challenges in Building a Regional Energy from Waste Utility. Southern Alberta Energy from Waste Association

Abstract: The Southern Alberta Energy-from-Waste Association (SAEWA) is a non-profit coalition of municipal entities and waste management jurisdictions in southern Alberta committed to the research and implementation of energy recovery from non-recyclable waste materials that will reduce long term reliance on landfills. Established in 2009, SAEWA is seeking to foster sustainable waste management practices that contribute to our society’s overall resource efficiency and environmental responsibility. SAEWA is in the final planning stages to develop an Energy-from-Waste Facility that will handle the conversion of municipal and other sources of solid waste into energy.

The SAEWA Project  
Research and implementation of energy recovery from NONRECYCLABLE WASTE MATERIALS to reduce long term reliance on landfills.

Why are we doing this?  
- New waste management facilities are virtually impossible to site creating conflict between urban and rural neighbors  
- High end developments grow up around existing landfills creating conflicts where none existed before  
- Some municipalities have to truck their waste many hundreds of kilometers to landfills in other jurisdictions, even other countries  
- The cost of landfilling is spinning out of control.

Getting Started  
- Initiated by Vulcan District Regional Waste Commission  
- Established in 2009 as an ad hock committee  
- The initial project funding to do a feasibility study was a Rural Alberta Economic Development grant from Alberta Agriculture that was managed by Vulcan County  
- Membership grew quickly as a result of the common desire to move away from landfilling
Getting Organised
- Vulcan County provided administrative support
- There was no membership fee
- Membership continued to grow and SAEWA incorporated as a Society in 2012
- We sought out expert advice and took it

Setting Your Direction
- Systems Thinking Workshop
- Strategic Planning Session

Communications
- Identify your stakeholders
- Develop a Communications Policy Brief area
- Councillors and MLA’s to get to Ministers
- Get delegation status at Councils and Committees

What Did The Experts Say?
- Edmonton Waste Management Center of Excellence provided the Terms of Reference for the Feasibility Study
- HDR Inc. provided engineering services as a result of a competitive bidding process

Protecting the Environment Greenhouse Gas Emission Reductions
- All energy from waste options considered offer substantial GHG emission reductions compared to landfill
- Mass burn combustion achieves the greatest reductions due primarily to higher energy generation efficiency

What is Your Budget?
- Where do we get the money to go forward and pay for our own Administrative team
- Initial membership fee introduced at $0.40 per capita
- Regional Collaboration grant from Municipal Affairs to do a Project Development Plan

Testing the Waters
- Request for Expression of Interest
- Willing Hosts for facility; Do you want an Energy from Waste Facility in your Municipality
- Technology Vendors; Do you want to do business with SAEWA

First Set of Challenges
- Understanding Process
- Every Project Needs a High Profile Champion
- Municipal and Provincial Elections
- Maintaining Momentum
- The Large Urbans Not Participating
- Internal Politics
- Developing Appropriate Policies
- Having a Successful First AGM and New Bylaws

The Playing Field
- Largest Municipal Cooperative in Alberta
- Membership Predominately Small Urban and Rural Municipalities
- Fluctuation in Membership/Support
- Large footprint
- Large Quantities of Industrial Waste not Associated with Municipalities
- Ability to Manage SRM’s Similar to BSE Outbreak or Avian Flu and Hoof and Mouth Disease

The Big Game
- P3 Canada
- Technology Vendors offering equity investment
- Governance Model
- Detailed Business Plan and Detailed Waste Stream Characterization

Next set of Challenges
- Provincial Support
- Internal Politics
- Organised opposition
- Passive aggressive opposition
- Not so passive aggressive opposition

The Day After Tomorrow
- Test the waters again
- Complete DBP and WSC by April 2016 and make a recommendation to our members.

Recycling Improves with WTE’s
- Covered 82 waste-to-energy facilities in 22 states. Recycling data was obtained from 567 local governments, including 495 cities, towns and villages and 72 counties, authorities or districts.
- “Communities using waste-to-energy have recycling rates above the national average”

How do we pay for it?
- Municipal infrastructure routinely amortised 20 yrs. WTEs have a 30 to 50 year lifespan with no post closure costs like landfills.
- Utility model shares cost over many Municipalities
- Public/Private is often used
- Private sector Design/Build/Operate is often used

**Speaker**: Paul Ryan, Vice-Chair  
Tel: 403-609-7465  
Email: paulryan@shaw.ca

---

**d) Solina Richter, Putting a face to rural homelessness. University of Alberta, Faculty of Nursing**

**Abstract**: An environmental scan conducted in 2010 identified rural homelessness as one of the gaps in knowledge in Alberta. The strong economy and oil industry has previously attracted many inter-provincial and international migrants to Alberta in search of work. Numerous narrative accounts of people living in "less than desirable conditions" in rural areas exist. Many of the narratives are anecdotal and are not supported by documented research to inform policy decisions and take the necessary actions to address it in an effectively, long term and sustainable manner. Three studies has been completed in Alberta to put a ‘face’ to rural homelessness. Both quantitative and qualitative data we collected from various key informants: sub-populations at risk of becoming homeless, landlords, people from the industry, providers of social services in the community and the general public. Finding will be presented to answer five central questions: 1) What does homelessness look like in rural Alberta? 2) What are the contributing factors to homelessness in rural Alberta? 3) What services are available to people experiencing homelessness in rural Alberta? 4) What are the gaps in services for people experiencing homelessness in rural Alberta? and 5) What is the public’s awareness related to homelessness in rural Alberta?

Why do we need to know about rural homelessness?
- Valid, meaningful research is needed to put a face to homelessness in rural Alberta
- A systematic community approach is needed
- A multiple sectoral approach
- Ethics approval

**Defining homelessness**

“Homelessness describes the situation of a person or family without stable, permanent, appropriate housing or the immediate prospect of acquiring it.” (Adapted from the Canadian Homelessness Research Network, 2012)

“Homelessness encompasses a range of physical living situations, organized here in a typology that includes:

1. Unsheltered, or absolutely homeless and living on the streets or in places not intended for human habitation;
2. Emergency Sheltered, including those staying in overnight shelters for people who are homeless, as well as shelters for those impacted by family violence
3. Provisionally Accommodated, referring to those whose accommodation is temporary or lacks security of tenure, and finally
4. At Risk of Homelessness, referring to people who are not homeless, but whose current economic and/or housing situation is precarious or does not meet public health and safety standards…” (Canadian Observatory on Homelessness, 2012).

- Affordability- Spend more than 30% of your income on housing expenses
- Availability - Difficulty finding housing
- Suitability - Housing does not have enough space for the number of people living there
- Adequacy - accommodation required major repairs to meet minimum health and/or safety standards

Mixed method
- Surveys
  1. Homeless and At-Risk Population
  2. Service Providers
  3. Business and Industry
  4. Property Managers
  5. General Public
- Interviews:
  1. Homeless and At-Risk Individuals
  2. Industry
  3. Service Provider Focus Groups

Data analysis
- Community survey
  - Perceptions
  - Personal experiences
  - Awareness of services
  - Perceived stakeholders
- Business and industry
  - Concern
  - Effect on industry
  - Solutions
- Property managers/ landlords
  - Perceptions
- Service providers
  - Perceptions
  - Effects
  - Solutions
- Homeless and at risk of becoming homeless
  - Demographics
  - Living situation
- Effects

Qualitative findings
- Various themes emerged from the qualitative interviews that substantiate and expand on the quantitative findings.
  - Contributing factors
  - Perceptions of Homelessness
  - Barriers to delivering care
  - Strengths within
  - Gaps in services
  - Populations at risk
  - Impact of housing issues on Stoney Plain’s populace
  - Needs
  - What keep you in
  - Industry support

Contributing factors
- Shortage of housing/effect of industry
- Lack of financial sources/employment
- Affordability and suitability of housing
- Drug and alcohol abuse/addiction
- Poor mental or physical health
- Family struggles (abuse, divorce, conflict)
- Lack of education/mentoring/life skills

Gaps in services
- Shortage of services
- Lack of Transport
- Shortage of long term affordable housing/shelter

Strengths within
- Quality of services
- Availability of resources
- Resilience of the people/community involvement
- Accommodating Landlords

Barriers to delivering care
- No place to go
- Hidden problem
- Coordination of services
- Unpredictability of the population at risk
- Lack of time, crisis mode, urgency of needs Funding
Needs
- Centralized services
- Education/Awareness/Information sharing
- Need for different types of housing
- Improved resources/supports
- Building Relationships/Partnerships
- Employment opportunities

Community 1: Strategy Development:
- Immediate Goals (3-6 months)
  - Awareness, Education & Engagement
  - Emergency Sheltering Plan
  - Expand capacity-building programs for low-income individuals and families
  - Advocacy
- Short Term Goals (6-18 months)
  - Create a Housing Link
  - Central access point for services
  - Develop relationships with landlords
  - Work with Business and Industry HR departments to develop housing plans as part of recruitment/welcomes packages
  - Critical Review of current Low-Income Housing program
  - Advocacy
- Mid Term Goals (18 months-3 years)
  - Community Housing Fund
  - Facilitate the development housing cooperatives
  - Emergency Shelter/Hostel
  - Advocacy
- Long Term Goals (3-5 years)
  - Affordable and Low-income housing (increase supply)
  - Supportive/Social Housing program
  - Transitional Housing program
  - Housing Plans for Business and Industry
  - Advocacy
Next Steps

Community 2: Building a Community Response Strategy through Community Engagement
- Effectively communicate the results of the study to community stakeholders
- Formalize the ad-hoc housing committee to clarify purpose and vision
- Prioritize issues identified in the study
- Conduct a literature review of various community models and action plans
- Develop a formal Community Action Plan Communicate this Action Plan

Speaker: Dr. Solina Richter
Email: solina.richter@ualberta.ca

e) Blayne West, Developing and Navigating Environmental Management Systems. Sustainable Futures.

Abstract: The presentation will be a showcase of how you can strategically design for long term environmental planning in your organization. Being environmentally friendly is becoming more important to the average Albertan. We can probably all attest to hearing about green initiatives across the province and you may even be hearing about desires in your own communities. Maybe this is something you have already begun planning or have been doing for quite some time. To help navigate your way through this discussion Alberta Agriculture and Forestry with the help of Sustainable Futures Consulting have established a set of workshops that assist in building the capacity of staff within the organization to tackle environmental planning. This presentation will provide you with an overview of a functioning environmental management system including a brief discussion on the parts that make up the whole including examples of how it has been applied to both rural and urban settings.

What is an Environmental Management System (EMS)?
- It is a structured approach to planning and implementing environmental protection measures.
- It is a strategic planning document
  - Unique to fit each organizations needs
  - Includes detail such as priority lists, timelines, resources

Illustrating an EMS
- Think about competing environmental issues that may be relevant to your organization
  - Impacts from agricultural practices
  - Impacts of development such as new subdivisions on biodiversity
  - Energy consumption in buildings
  - Noxious Weeds
  - Impacts of development on water quality
  - Air quality
  - Waste creation – landfill, recycling, reuse, reduce
- Legislation

How do you sort out the issues?
- You need a system …. a way of organizing your competing priorities
  - Determines where you are and where you want to be
  - Prioritizes ideas
  - Assigns resources
  - Tracks progress
  - Create collaboration
  - Create outcomes
- Final product is a series of documents or reports

Purpose of an EMS?
- Provide direction on environmental matters either internally or externally
- Internally – Enabling an organization to reduce their environmental impact
  - Example: Water consumption, waste reduction, energy consumption
- Externally – Assisting others to reduce their environmental impact
  - Example: Extension programs

Internal project example:
- Energy Consumption
  - 6 month goal – to understand the amount of energy consumed by the organization.
  - 1 Year goal – Identify potential areas for change
  - 2 Year goal – Implementation of identified changes

Internal project example:
- Baseline data
  - Energy audit (Completed)
  - Fleet vehicle audit (Completed)
- Areas for improvement identified
  - Lighting (Completed)
  - Heating
  - Low flow faucets
  - Idling (Completed)
  - Conversion of fuel types in fleet vehicles

Internal project example
- Estimated cost for projects
  - Baseline data $25,000
  - Capital improvements to lighting $63,000 to implement and savings per year were $17,145
  - Fleet – still ongoing
- Benefits
  - Greenhouse Gas Emissions Reduction - 16.7%
  - Decreased Energy Consumption - 5.2%
  - 3.7 Year Combined Payback
  - Energy Cost Savings - 12.4%

External project example
- Community engagement and on-ground program in regards to water quality and biodiversity
  - $1.9 million grant
  - 3 years in duration

External project example
- Educational component
  - Pamphlets
  - Educational excursions
  - Video created
  - On ground volunteer ‘bush care’ programs
    - Hands on ‘sustainable champions’ workshop series created
    - On-Ground Landscaping
    - Contracted weed removal
    - Creek rehabilitation

External project example
- Outcomes
  - Restored seagrass beds and terrestrial vegetation
  - 2 new volunteer community groups extended beyond the life of the project
  - 35% improvement in selected behaviours such as landscaping techniques that would impact water quality
  - Completion of new walking trails
  - 2014 recognized as a state park area

Benefits of an EMS
- Do you have environmental projects running currently in your organization?
- Do you know how or why those were chosen over others?
- An EMS such as a strategic plan provides you a road map
  - Project selection
  - Timing of projects
  - Resource allocation
  - The ability to say ‘no’

Overview of an EMS
- Project Plan
- Baseline Data
- Policy
- EMP

Context of an EMS in Rural Alberta
- Some highlights from the past:
  - 2002 – Provincial government of Alberta set greenhouse gas emission targets
  - 2003 – Provincial government introduced climate change legislation
  - 2007 – Provincial government put a price on carbon emitters
  - 2010 – AB saw a 22% decrease in emissions intensity from 1990 levels

Context of an EMS in Rural Alberta
- And into the future:
  - The provincial government is aiming to renew Alberta’s leadership on climate change and environmental conservation
  - We are seeing a drop in oil and gas prices and a push for alternative energy solutions
  - The public is becoming more environmentally conscious
  - Alberta Environment and Parks is working on municipal engagement strategies:
    - Stepping back from the water
    - Red Deer River Watershed Alliance
    - Resilience and Mitigation Branch

Designing an EMS
- Project Planning
  - Purpose of your project
  - Scope – what’s in and what’s out
  - Objectives
  - Deliverables
  - Who is involved and their roles
  - Financial commitment
  - Timeline
  - Risks

Baseline Data
- a measurement
- a calculation
- Types:
  - Quantitative
  - Qualitative
- Methods:
  - Survey
  - Interviews
- Focus Groups
- Literature Reviews
- SOE

Baseline Data - Benefits
- Starting point
- Basis for comparison
- Enables the credit to be given to the project

Policy
- Foundation of the whole system
- Clear statement of intentions and principles
- Consolidates ideas and creates a statement
- Representative message

Environmental Management Plan (EMP)
- Culmination of the work completed to this point
- Explains how the organization will reduce or mitigate their environmental impact

EMP Document
- It contains:
  - Practices, procedures, processes
  - Priority areas
  - Goals, Objectives, metrics
  - Associated planned activities
  - Responsibilities
  - Resources required
  - Timeline estimations

Implementing an EMS
- Resources required:
  - Committed management team
  - Budget allocation to ensure implementation of each step
  - Dedicated staff position to see the whole process from start to finish
  - Steering committee members including multiple stakeholder groups
  - May require external consultation
- Estimate of cost
  - $50,000 to create the system (based on majority of work done in-house, $15,000 in consultant fees)
  - Annual budget for implementation $2,000 - $100,000 or beyond depending on projects
- Estimated time frame
  - 2 to 3 years to develop
  - Ongoing for implementation
Or Job: Developing and Navigating Environmental Management Systems
Workshops Series of 5 workshops
- Overview of EMS and project planning
- Baseline data collection
- Evaluation and monitoring planning
- Writing and designing an environmental policy
- Writing and designing an EMP

**Speaker:** Blayne West

---

**f) Maria deBruijn, Engaging Citizens, Leading Communities. Emerge Solutions Incorporated**

**Abstract:** Is public input common in your community? Do citizens have a voice in establishing the direction of your council’s decisions? While municipal governments are closest to the people, engaging citizens is both a privilege and a challenge for municipal leaders. This session will provide an overview of the AAMDC/AUMA Citizen Engagement Toolkit and offer advice on how to remove common barriers to community engagement and how to create a culture of collaboration amongst municipal leaders and citizens.

Citizen Engagement
- Directive Decisions
- Consultative Decisions
- Deliberative Decisions
- Participatory Decisions
- Citizen-led Decisions

Clarifying Citizen Engagement
- Municipal Government Act
  - Council Meetings
  - Petition Council
  - Petition the Minister of Municipal Affairs

Other opportunities for citizens:
- Boards committees or commissions
- Presentations to Council
- Participation in town halls, open houses, etc
- Write a letter, email or make a phone call
- Be a community volunteer

Foundations of citizen engagement framework
Key components:
  - Vision statement
  - Guiding principles
  - Spectrum of engagement
  - Description of engagement planning and implementation components; and
  - Evaluation process requirements.

Investing in a citizen engagement policy
  - Demonstrates organizational values and beliefs
  - Provides guidelines or ground rules
  - Articulates principles that guide actions
  - Clarifies the roles and responsibilities.

Meeting expectations
  - The decision to be made drives your citizen engagement project.

Setting Outcomes:
  - S.M.A.R.T
    - Specific
    - Measurable
    - Achievable
    - Realistic
    - Timely

Techniques and tools for engaging
  - Considering Digital
  - Reposrt
  - Understanding the Impact
Concurrent Session 5

a) Jordan Webber, Local Leadership Key to Addressing Community Energy Needs. Starland County

Abstract: Jordan will share Starland County’s experiences to adopt and promote the use of solar photovoltaic systems within its own organization as well as in farms, homes and businesses across the district. It’s an example how Starland County is taking a leadership role in meeting its community’s energy needs in an efficient, affordable, sustainable way, while managing greenhouse gas emissions and air quality. A finalist in the 2014 Alberta Emerald Awards, Starland demonstrates its leadership by offering incentives and grants to area residents and farmers interested in adding solar arrays to their homes and operations, as well as an energy toolkit to help roll-out the program to other communities.

b) Kristen Cumming, Changing Rural Demography. Cantos Consulting

Abstract: Changing Rural Demography: This session will use contrast census information collected over the past 100 years to examining shifts in rural demography. Relevant economic indicators will be linked to demographic 'landmarks' and will support an exploration of how rural economies and communities have changed over the past four generations. Looking forward using current demographic patterns, this session will question how rural communities and economies will remain healthy and robust. Areas of discussion will include impacts in education, health care, social services as well as business succession and youth career development. Finally, this session will invite collaboration and insights from audience members to define a preferred future for rural communities and identify several possible next steps to engage capacity and commitment.

Please visit our website for more information about this presentation.
c) Dee Patriquin and Glen Lawrence, Building Trust: Lessons from a Long-Term Collaboration. Beaver Hills Initiative

Abstract: Sustainability and regional cooperation are vital to many rural municipalities, which must balance community needs with limited resources in a changing social and economic context. Despite the advantages of regional cooperation, successful collaborations have been few. Access to networks offering political support, knowledge and funding can be enticing, but may not be enough to overcome barriers. The Beaverhills Initiative (BHI) began in the early 2000s as a loose collaboration of three levels of government, the University of Alberta and ENGOs, recognizing need for regional management of an ecologically significant area in the Edmonton metropolitan area. Now a committed voluntary partnership of 30 member organizations, it has been nominated as a UNESCO Biosphere Reserve in recognition of its community engagement and sustainability initiatives. How has this voluntary, multi-jurisdictional organization become a strong regional influence? In this presentation, we will describe the strategies that led to the BHI's emergence as a trusted regional organization.

Beaver Hills Initiative (BHI) - Vision
The Beaver Hills Initiative values the region for its natural beauty, quality of life, and supports cooperative efforts to sustain the quality of water, land, air, natural resources, and community development.

BHI - Mission
Working together for a sustainable region, through shared initiatives and coordinated action.

BHI Benefits
- Sustainable Land Management
  - Application of science based information to strategic and site specific land use planning (LMF)
  - Transfer of Development Credits (TDC) Model
  - Diversification of Economic Opportunity - Sustainable Tourism (TDOA)
- Collaboration Capacity
  - Miquelon Growth Management Plan
  - Protected Areas Cooperation Plans
  - Miquelon Lake Research Centre
- Public - Private Collaboration
  - Stewardship Engagement Strategy
  - Mesocarnivore Project
  - Golden Ranches Conservation Site

2012 – 2015 Business Plan
- Three key goals –
  - Data sharing
  - Land management tools
- Partnership building
  - Prioritized 22 projects
    - Transfer of Development Credits Pilot
    - Sustainable Nature Based Tourism Development Implementation Strategy
    - Biosphere Reserve Nomination

Building Trust
  - Develop common understanding
    - Moraine values
    - Benefits of cooperation
    - Benefits of regional management
  - Break down barriers
    - Regionalism & landscape management

Role of Social Capital
  - Networks and Resources
    - Active facilitation / recruitment
  - Key Actors (Champions)
    - Consistent core group of champions

Strategic Social Capital
  - Strategies to building trust, expand resources and network
    - Social learning
    - Peer-to-peer communication
    - Show, don’t tell
    - Voluntary adoption
    - Patience
    - Consistency

Role of Place
  - Moraine as a Place
    - Unique ecosystem
    - Quality of life
    - Sense of place
    - Generational legacy
  - Personal motivation
    - Common definition of moraine
    - Potential of moraine
Lessons Learned… Starting is easy (relatively). Sustaining is hard. But not impossible!

Speaker: Dee Patriquin & Glen Lawrence
Email: dpatriquin@solsticecanada.com


Rural Physicians Action Plan

Abstract: The RPAP Health Workforce for Alberta focuses a large part of its work on attracting and retaining healthcare practitioners to rural Alberta communities. Over 20 years of experience gives RPAP a comprehensive toolkit of best and promising practices that result in success stories in a growing number of Alberta’s rural communities. RPAP places a focus on supporting the provision of family medicine physicians to rural Alberta, beginning with the education pipeline. RPAP consultants will offer an interactive session which reviews what has shaped RPAP’s community support work over the years, and explores how communities can play an active part of the successful attraction and retention of rural physicians. Information, resources and practices helpful to rural communities; and data on the education pipeline and physician recruitment outcomes will be shared with participants. Community participants who know of and/or are part of this work will also be asked to share their experiences.

RPAP | Health Workforce for Alberta

- Vision: Having the right number of health practitioners in the right places, offering the right services.
- Our Mission: To support Alberta’s rural/regional health practitioners, their families and communities in having access to quality health care by offering comprehensive, integrated initiatives to enhance health services training, attraction, recruitment and retention.
Attract and Retain: RPAP offers a variety of resources to help people start and manage rural community physician attraction and retention committees.

Toolkits
Toolkits cover a variety of topics including how to:
• Start and maintain a committee
• Manage committee meetings
• Physician appreciation and recognition
• Run a ‘site visit’ for prospective physicians

Workshops
RPAP Community Physician Recruitment Consultants conduct workshops to help community residents understand and gain awareness of challenges for both the new physician and the community.

Grants
• Development of a formal Community Physician Attraction and Recruitment Plan
• Development and production of marketing materials
• Committee administrative supports
• Support for an attraction or retention event RPAP

Rural Alberta Community Physician Attraction and Retention Conference
• RPAP and NADC support
• Provincial in nature • Sharing practices
• Session examples

Applying and Integrating Data to Inform Program Decisions
- Example 1 – RPAP Use of Dashboards
  http://www.rpap.ab.ca/about/thelandscape-of-rural-health.aspx
- Example 2 – Choosing the Rural Route (see handout) Physicians who complete their residency with ARFMN’s two branches, Rural Alberta North (RAN) and Rural Alberta South (RAS), are far more likely to settle in and remain in rural Alberta than their traditional residency counterparts.

Speaker: Rebekah Seidel Community Recruitment Consultant
Phone: 780.423.9911 ext. 117
Email: Rebekah.Seidel@rpap.ab.ca

Speaker: Chris Carr Senior Management and Analysis Consultant
Phone: 780.423.9911 ext. 111
Email: Chris.Carr@rpap.ab.ca
e) Darlene Chuka, Doing Business with the Government of Canada. Office of Small and Medium Enterprise

Abstract: The Office of Small and Medium Enterprises (OSME) at Public Works and Government Services Canada (PWGSC) supports the Government of Canada’s commitment to a procurement system open to small and medium and regionally based businesses. OSME also manages the Build in Canada Innovation Program (BCIP), which is a procurement program that was created to bolster innovation in Canada’s business sector and to help companies bridge the pre-commercialization gap for their innovative products and services. As of 2016, $40 million will be permanently dedicated to the BCIP annually. The program also now includes a military procurement component. The Government of Canada purchases between $15-$20 billion of goods and services each year.

Doing Business with the Government of Canada: Build in Canada Innovation Program (BCIP)

Objectives

HELP PARTICIPANTS UNDERSTAND HOW TO MAKE DECISIONS ABOUT:
• WHETHER TO DO BUSINESS WITH THE GOVERNMENT OF CANADA; AND
• HOW TO DO BUSINESS WITH THE GOVERNMENT OF CANADA.

Office of Small and Medium Enterprises

• OSME was created to support small and medium enterprises through the federal procurement process.
• Role is to engage, assist and inform SMEs on how to sell goods and services to the Government of Canada.
• OSME will work to reduce barriers to ensure fairness in the process.

Opportunities for SMEs

• One of the largest buyers of goods and services in Canada.
• Buys billions of dollars of a wide range of goods and services each year.
• Opportunities for contracts exist ranging from hundreds to billions of dollars.
• Small and Medium Enterprises received approximately threequarters (more than 14,000 of the close to 18,000 contracts) awarded annually to suppliers in Canada, by PWGSC

Delegated Purchasing Authorities within the Government of Canada

Delegated purchasing authorities of departments and agencies

- Goods up to $25,000
- Services and Construction Projects up to $2,000,000

For procurements over these levels, departments and agencies work with PWGSC.

Registering in the Supplier Registration Information System

• You will require a Procurement Business Number (PBN) in order to receive payment from PWGSC.
• A PBN will be supplied to you through the registration process in the Supplier Registration Information (SRI) System.
• Refer to registration information on Buyandsell.gc.ca

Registering in Databases and/or Methods of Supply
- ProServices: Informatics professional services and professional (IT and non-IT) services
- Task Based Informatics Professional Services: Specific information technology services
- Task and Solutions Professional Services: Human Resources, business consulting, change and project management
- Temporary Help Services
- Select: Construction, Architectural and Engineering, and related Maintenance and Consulting services
- Directory of Linguistic Service Providers: Translation, interpretation, terminology and word processing
- Aboriginal Business Directory: Businesses registered under the Procurement Strategy for Aboriginal Business (PSAB)

Procurement under $25,000
- Although the majority of contracts under $25,000 are awarded using a competitive process, non-competitive approaches are used in some circumstances.
- Aims to get best value for Canadians while enhancing access, competition and fairness to businesses.
- Familiar way of working, but an exhaustive list of potential clients can make it challenging to identify the best fit.
- Suppliers may be identified through networks and research as well as various federal supplier registration systems.

Finding Key Government Contacts
- The Government Electronic Directory Services
  Provides a directory of most federal public servants across Canada (except for the Department of National Defence, RCMP and the Canadian Security Intelligence Service).
- PWGSC Regional Offices
  Can provide information about selling opportunities in your specific area

Competitive Procurement over $25,000
- Procurement of goods and services over $25,000 is done through the solicitation of bids and quotes from potential suppliers using a variety of methods.
- The four most commonly used are:
  - An Invitation to Tender (ITT)
  - A Request for Proposal (RFP)
  - A Request for Standing Offer (RFSO)
  - A Request for Supply Arrangement (RFSA)
- The tender notice will indicate the method of procurement being used and will outline the solicitation documents.

Invitation to Tender
- When a buyer has a straightforward need (e.g. off-the-shelf goods), they can issue an Invitation to Tender (ITT).
- Evaluation is based on Lowest Priced Bid meeting all mandatory requirements.
- Typically used for construction.

Request for Proposal
- There are times when the selection of a supplier cannot be made only on the basis of the lowest priced bid received.
- For more complex contracts, a Request for Proposal can be issued to solicit a solution based on a combination of price, technical expertise, years of experience, etc.

Request for Standing Offer
- When a buyer needs to purchase goods or services on a repetitive basis, they may issue a Request for Standing Offer (RFSO).
- If you qualify in the RFSO process, this means you agree to provide your good or service for a fixed price over a certain time frame.

Request for Supply Arrangement
- A buyer may issue a Request for Supply Arrangement (RFSA) when:
  - There is a need to purchase goods or services on a repetitive basis, and
  - There are variables such as statements of work or requirements that cannot be defined in advance.
- Bids are solicited from prequalified suppliers for specific requirements.

The Non-Competitive Approach
Pressing Emergency:
- Delays could be injurious to public interest.
- Example: boats needed for an emergency evacuation.

Not in Public Interest
- For example: national security.

Cost not exceeding $25,000
- Not considered cost effective to compete.
- Adjusted to $100,000 for architectural, engineering services as well as international development assistance projects.

One Known Supplier
- In cases such as copyright, licence or patent.
Advance Contract Award Notice
- When there is only one known supplier for a requirement (for example when only one company holds the IP or for a particular security requirement), a buyer may choose to post an Advance Contract Award Notice (ACAN).
- This is a public notice posted on Buyandsell.gc.ca/tenders allowing other suppliers to signal their interest in bidding on the opportunity and to demonstrate their ability to meet the requirement.

Requests for Information (RFI)
- Requests for Information (RFI) are an opportunity for businesses to help shape the resulting requirements and provide input into the procurement process.

Bidding on Opportunities
  Attention to Detail
  - Follow the instructions and read all the terms and conditions thoroughly.
  - Ensure you address ALL of the evaluation criteria. Mandatory requirements are especially important, as only bids that meet these terms and conditions will be further evaluated.
  - Be sure to complete and sign each certification completely and accurately.

Asking Questions During the Procurement Process
- Once a statement of work is being prepared, for fairness, you may only communicate with the contracting authority indicated in the solicitation document.
- An exception exists for Public Private Partnerships, where there is competitive dialogue during the procurement process, overseen by a fairness monitor.

Security Clearance and Screening
  Security Requirements
  - A security clearance is necessary when a Government of Canada contract requires your personnel to access classified or protected information, assets or sensitive federal work sites.
  - Security requirements are identified in the solicitation document. If the opportunity that you are interested in requires a security clearance and you do not have one, contact the contracting authority as soon as possible to get the process started.
  - The time required to obtain a security clearance will vary and in some cases may take up to 12 months. Delays in the security process could result in your bid being declared non-responsive.

Other Seminars
- Finding Opportunities on Buyandsell.gc.ca
- Bidding on Opportunities
- Defence and Security Procurement
- Obtaining Security Clearance
- Supplying Professional Services to the Government of Canada
Program Profile

- **Background**
  - The Build in Canada Innovation Program was made permanent in 2012.
  - As of 2016, annual funding will be $40 million.

- **What the Program Does**
  - Through a competitive procurement process, the government buys innovative pre-commercial goods and services, and tests them in government departments and through other partners.

- **The result**
  - A win-win for both Canadian businesses and testing partners
  - Businesses are better able to bridge the pre-commercialization gap and enter the marketplace
  - Partners test, assess and keep innovations that are not yet commercially available

---

**How the Program Works**

- Testing is carried out with a test partner and feedback is provided.
- Good/Bad Testing
- Contracting/Negotiations
- Marketing to Test Partners
- RFP/Request for Proposal
- Call for Proposals Process
- BCIP uses a continuous intake process where suppliers can submit to the program at anytime.
- After the initial BCIP contract, suppliers and test partners can expand the test with additional sales.

---

**Program Benefits**

- **Canadian Businesses**
  - Receive Feedback on innovations tested in an operational setting
  - Provide a first reference sale and connect with potential clients
  - Learn how to sell to the Government of Canada

- **Testing Partners**
  - Find innovations not yet available in the market to address departmental challenges
  - Test, use and assess the latest Canadian innovations, improving government operations
  - Benefit from a specialized innovation procurement method

---

**What the Program Supports**

- Fit into an identified Priority Area
  - Are at an advanced stage of R&D (Technology Readiness Levels 7-9)
- Advance on the State of the Art
  
  **Eligibility Requirements:**
  
  - Innovation cannot have been sold commercially
  - Innovation must be 80% Canadian and provided by a Canadian bidder

- Bidder must be able to demonstrate IP ownership or rights

**Advance on the State of the Art**

- **Commercially Available Products or Services**
  
  - Invention, new technology or process that is not currently available in the marketplace.
  - Significant modifications to existing technologies applied in a previously impossible setting or condition
  - Improvement to an existing technology representing significant/patentable progress in cost, functionality or performance

**Call for Proposals**

- **Information on the BCIP**
  
  - To sign up for an event, learn about key definitions, read the FAQs, or view pre-qualified innovations.
  - Buyandsell.gc.ca/innovation

- **Call for Proposals notice**
  
  - Competitive process launched by issuing a solicitation on Buy and Sell. This is also where amendments are posted.
  - Buyandsell.gc.ca/tenders

- **Web-based submission**
  
  - Make an account and complete a proposal in the online submission system.
  - Link can be found on the tender notice
Evaluations: How will a proposal be evaluated?
- **Innovation**
  - Must demonstrate that the innovation is an advance on the state of the art.
- **Test Plan**
  - Must demonstrate that the test plan is well thought out with clear objectives, risk mitigation strategy and realistic timelines.
- **Commercialization**
  - Must demonstrate that there is sufficient market potential for the innovation to sustain profitability
- **Benefits**
  - Must demonstrate that the innovation provides financial and non-financial benefits to Canadian society or the testing department

Matching & Contracting
- **Standard Component Matching**
- BCIP’s Innovation Management team will assist Standard Component innovations to find a testing partner.
- **Defence Validation Committee (DVC)**
  - All Military Component innovations are sent to the DVC
  - Comprised of DND/CAF personnel
  - Identifies potential testers within DND/CAF

How does a contract get signed?
- Pre-qualified innovations are eligible to be matched.
- Contracting requires a test plan and supporting information.
- Pre-qualified bidders are not guaranteed contracts.

**Speaker:** Darlene Chuka
Tel: 780-690-7498
Email: Darlene.m.chuka@pwgsctpsgc.gc.ca
Concurrent Session 6
SATURDAY, OCT 4th


Abstract: Rural communities in Canada need to consider new approaches to development if they are to maximize their development opportunities. Neighbouring communities, rural and urban, constitute economic regions, which must form the basis for development planning and implementation. Governance structures must reflect this regional reality, enabling communities to retain their independence while fostering collaboration. And development strategies must focus on increasing innovation and enhancing productivity if rural enterprises are to be competitive. Finally, rural leaders and organizations need the tools to do the job, and move from planning to implementation.

Defining Rural & Regional (1)
- Rural = density and distance
- 4 “rurals” – at least!
  1. Rural Adjacent (mixed economy; daily commuting to urban)
  2. Rural Non-Adjacent (mostly primary resource)
  3. Rural Remote (mostly single industry, northern; aboriginal)
  4. Rural Amenity (cottage country, retirement communities, resorts)

Defining Rural & Regional (2)
- Regions are sub-provincial (or cross provincial boundaries) geographic areas with something in common
  - eco-system / geography
  - labour market / economy
  - social / cultural / identity
  - administrative / political

Defining Functional Economic Regions
- Labour Market Demography
  - Age Structure (+)
  - Participation Rate (+)
  - High School Completion (+)
  - Work Age population (+) • Education Level (Mixed Best) (+)
  - Non University but Post-Secondary (+)
- Economic Structure
  - % in Primary/Secondary Industries (-) Self-Employment Ratio (+)
  - % On Employment Insurance (-)
  - Distance to Retail Centre (+)
- Share of Employment in Largest 3 Employers (-)

- Income
  - Earnings (waged Employment by Year)
  - Transfer Payments (Unemployment Level/Old Age payments)

- Governance
  - Grants Received (+)
  - Turnover in Elected Officials (Middle #’s best)
  - Volunteer Organizations (+)
  - Part of Multi-Community Organization
  - Located in Active RDA

Regional Development: Definitions
- Sectoral Development (agriculture, fishery, forestry, mining, oil & gas)
- Diversification (1) building on primary sectors: capturing linkages (upstream and downstream)
- Diversification (2) into new sectors (tourism, nonresource based manufacturing, “new-economy”)
- Capacity building (human resources, organizational capabilities)

Integrating Local Development Strategies

Sector Strategies: A Combination of Old and New Industries will Drive Future Prosperity … (examples from Saskatchewan)

Strategic Sectors
- Some New Growth
- Additional Benefits
  - Tourism / Hospitality
  - Cultural Services Apparels / Textiles
- Environmental Technology
- Health Science
- New / Emerging Crops

Mature Sectors
- Significant Contribution
- Foundation for other Sectors
  - Primary Agriculture
  - Mining
  - Oil and Gas

Emerging Sectors
- Growth in medium to long term
  - Biotechnology
  - Electronics / Instrumentation
  - Information / Communication
  - Intensive Livestock Operations
  - Value Added Wood products

Key Growth Sectors
- Significant New Growth
- Existing Base to Build on
  - Agrivalue
  - Forestry
  - Machinery / Metal
  - Fabrication

Innovation is the Key
Innovation can occur in any firm, in any sector and in all aspects of an enterprise’s operation

Innovation: OECD
“An innovation is the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organisational method in business practices, workplace organisation or external relations” (OECD 2005: 46)

Innovation is a social process
Innovation is NOT a linear process!
Firms do not innovate in isolation (Nauwelaers 2011: 468)

Quadruple Helix
- Innovation
  - Postsecondary Institutions
  - All Levels of Government
  - Citizens/Civil Society
  - Business/ Industry
Culture of Innovation
- Employees are encouraged to take risks
- Ask questions
- Accept feedback
- Seek novel solutions
- Take time to be creative
- Collaborate and engage in team work
- Share knowledge

Creating the Conditions for Local Development
- Infrastructure • Human resource development
- Social Development / Healthy Communities
- Clusters / Learning Regions
- Community Development: capacity building
- Run with champions: who are your local entrepreneurs?
  - How do you enhance innovation and productivity in your community and region?
  - Do you have the tools?

Rural and Regional Development: Strategy vs. Structure
Structures:
- Federal and Provincial governments: departments / agencies
- Municipal / County
- Industry Associations / Cluster Organizations
- Community / Regional “Third Sector” organizations
“De-centralization” ≠ “De-concentration”

<table>
<thead>
<tr>
<th>Organizational Structures for Development: Political Power vs. Political Will</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specialized Knowledge vs. Local Knowledge</td>
</tr>
</tbody>
</table>
Community Capital: Assets to Build On

An Integrated Approach: Linkages between Economic, Social and Environmental
- Sustainable Development requires an Integrated Approach, understanding and developing all forms of capital
- Community Capacity is the ability to use your assets: do you have the governance tools?

An Integrated Approach to building on your assets: Organizational Capacity within regions
Regional Economic Development Organization
- Environmental / Resource Stewardship
- Public Participation and Community Education
- Human Resource Development
- Infrastructure Development
- Research and Development
- Business Investment
- Strategic Economic Planning
- Entrepreneurial Development

Conclusions: Moving from Strategy to Action (1)
Rural and Regional Development Requires Local / Regional Organizational Capacity
- Implementing appropriate entrepreneurship / SME supports
- Setting infrastructure priorities
- Coordinating labour market responses
- Facilitating inter-community collaboration
- Building local capacity / resilience to respond to downturns and upturns
Conclusions: Moving from Strategy to Action (2)
Rural and Regional Development Requires Local / Regional Organizational Capacity (2)
- Tapping into university / college / industry associations: R&D and management best practices - innovation, productivity gains
- Better management skills: in NGOs, Social Enterprise, Municipalities, Regional Partnerships
- Represent the region in dealing with the federal and provincial governments, industry: rural – urban cooperation

Priority Setting: Impact vs. Ease of Implementation

**Speaker:** Rob Greenwood

**b) Brian Siddle, Online Marketing on a Budget. Strong Coffee Marketing**

**Abstract:** There are no shortage of online options for marketing your business or community but most of them require some level of time and money. Unfortunately many small organizations with limited resources find it difficult to compete on a local, provincial and national level. Developing a marketing strategy that allows your organization to stay quick and nimble will help ensure you stay ahead of the competition (regardless of their size). During this presentation, we’ll examine:
- Understanding your marketing goals and audience
- Deciding which online marketing channels are most effective for your business
- Developing a marketing strategy with limited resources
- Ensuring your company stays quick and nimble online
c) Jenn Beyer, Three Key Pieces to the Non-Profit Governance Puzzle: Fiduciary, Strategic, Generative. Alberta Culture and Tourism

Abstract: The governance of a non-profit is complicated, multi-faceted work. There are a wide variety of expectations and responsibilities to keep in mind at all times. In this session we are going to look at three key pieces of the non-profit governance model - fiduciary, strategic and generative governance - how they are different, how they work together, and how they provide a useful frame for non-profit governance.

d) Ryan Mason, Being intentionally political: implementing creativity to create public hype, an example of an urban farmer.

Abstract: Before the ground was broken or a plant was grown, Reclaim Urban Farm Inc. hit the newsstand on the front page of the Edmonton Journal. Since this early media piece, Reclaim Urban Farm has generated almost a dozen major media pieces a year about agriculture, community and their business. While Reclaim Urban Farm has worked hard on branding themselves well using terms like urban agriculture, multi-location microfarm, pedal powered farm, Small Plot Intensive Farming, and nutrition-sensitive agriculture, the truth is it is only a market garden. Despite this, media attention from radio, television, bloggers, and journalists continues to write about the farm regularly, generating excitement about the business and driving conversation about agriculture. While many factors play into how this happened this presentation will highlight some of the main reflections of where the media fascination comes from including: going beyond business, tapping into actionable ideas, following trends, staying relatable, thinking outside the box and being intentionally political. Finally, this presentation will share some lessons learned about how ideas in other places, communities and sectors could similarly drive media attention.

e) Colin Holloway, Assessing the Factors Impacting the Sustainability of the Clarenville-Bonavista Region. Office of Public Engagement, Government of Newfoundland and Labrador

Abstract: This presentation will highlight the results on a community-based research study which looked at the critical factors impacting the sustainability of a rural region in Eastern Newfoundland. The research was funded by the Government of Newfoundland and Labrador and carried out in partnership with Dr. Kelly Vodden, an Associate Professor at Memorial University-Grenfell Campus, and the Regional Council for the Clarenville-Bonavista Rural Secretariat region. This research was completed in two phases between October, 2013 and March 31, 2015. The main components of the study included: a jurisdictional scan of key sustainability criteria; developing a common definition of regional sustainability; identifying a list of critical factors impacting the region; completing a Gap Analysis; defining a set of measures and indicators; administering a household public survey; conducting public information sessions; and finalizing a set of critical areas impacting sustainability of the region as well as a set of key public policy recommendations for the Government of Newfoundland and Labrador.
Concurrent Session 7

a) Brain Siddle, Using Expertise to Stand Out Online. Strong Coffee Marketing

Abstract: Organizations often hit a creative roadblock when trying to develop their marketing pitch. What makes us different or unique? What should we talk about on social media? How do we tell our story? There are a variety of marketing and branding exercises that can help answer many of these questions but sometimes the answers are right in front of you. The online community is thirsty for knowledge and those individuals, companies and organizations that can be trusted to supply the best information. We’ll use this hour to look at:
- Identifying knowledge that people want
- Delivering knowledge through content
- Examples of organizations that share their knowledge as content

b) Bryon Schwartz and Dustin Baptist, Illuminating the Realities of L.E.D. Streetlight Technology, ATCO

Abstract: Bryon and Dustin will discuss L.E.D. streetlight technology and the benefits, challenges and realities for communities looking at this new technology for reducing energy consumption and light pollution as well as ensuring the safety and security of their communities.

c) Mitch Thomson, Fibre Forward to Today. Olds Institute

Abstract: Every community in rural Alberta is looking for ways to enhance opportunities in their community. We all want a great quality of life that we can afford and to create the space for our children to succeed. Olds is no different. The Olds Institute for Community & Regional Development was formed to help citizens find solutions to the challenges that face our community and to promote sustainable practices and development opportunities. Leveraging the province's investment in the Alberta SuperNet was identified as an opportunity during community engagement sessions in 2003. Fibre forward to today The Olds Connected Community Network is Canada's first 100% community owned fibre optic telecommunications network. Owned by the citizens of Olds, the network enables every home and business in the community to connect with the world using internet speeds a hundred times faster than that available in the average Canadian City. Businesses enjoy lower costs and higher productivity as a result of the community owned infrastructure. The community has an abundance of bandwidth and is not subject to limitations or scarcity pricing. Citizens enjoy benefits they could not imagine just a few short years ago. The profits from this social enterprise help enable and fund community initiatives.
d) Bill Ashton, Innovation Strategies in Rural Manitoba. Rural Development Institute, Brandon University

Abstract: Ideas, risk-taking, and business aptitude are common in rural areas, yet investment in innovation most often is an urban phenomenon rather than a rural one. This presentation identifies three major barriers to commercializing innovation. In the context of Manitoba, it offers a response to these barriers, which are strategies that are emerging to link urban with rural activities and to champion local assets. The specific provincial level and rural practices and strategies are helping to position rural areas as important contributors in innovation. This presentation will feature current rural activities and new research drawing on innovative leaders in food development sectors. From this presentation you will better understand the difference between innovation and commercialization, the three systemic barriers in commercialization and promising rural strategies in Manitoba. The discussion will answer your questions and is aimed to gain insight about commercializing innovation in rural Alberta.

Please visit our website for more information about this presentation.

e) Jen Beyer, Non-Profit Governance: Legalities, Ethics and Membership, Oh My!. Alberta Culture and Tourism

Abstract: Being involved in the governance of a non-profit organization comes with a whole host of responsibilities, some of which are straightforward, some of which are complex, and some of which we often forget about. In this session we will focus on three main areas of responsibility: legal, ethical, and members. Come prepared to ask and explore answers to a variety of questions, some with easy answers, and some that serve to illuminate the complexity inherent in the work of non-profit governance.
RAIL Commons Contact Information

Battle River Alliance for Economic Development (BRAED)
Box 373, 5023-50 st
Killam, AB T0B 2L0
www.braedalberta.ca
Email: shay.barker@braedalberta.ca
Tel: 780.226.9483

Alberta Centre for Sustainable Rural Communities (ACSRC)
4901-46 Ave
Camrose, AB T0B 2M0
www.acsrc.ca
Email: acsrc@ualberta.ca
Tel: 780.679.1672

Website: http://www.rail-commons.ca/