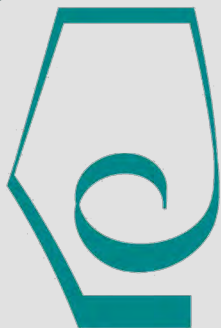


Annual Report

2015 - 2016



caepTM
CENTRAL ALBERTA
ECONOMIC PARTNERSHIP

Thriving Business... Vibrant Communities

Your Regional Economic Development Authority

ANNUAL REPORT 2015-2016

PREFACE

The Annual Report of the Central Alberta Economic Partnership Ltd. (CAEP) presents a summary of the partnerships, strategies, initiatives, and tactics, as well as key performance results. The CAEP Strategic Direction and the CAEP 2015-2016 Operations Plan provide the structure for this review.

The Annual Report contains the Chair's Accountability Statement, Management's Responsibility for Reporting, financial statements, and a summary of project activities and results.

The Annual Report also includes other information as required by the *Companies Act of Alberta*, either as separate reports or as part of the financial statements, to the extent that the partnership has responsibility to report.

Utilizing shared resources, training, and strategies, CAEP has the ability to represent a broad cross section of the region and its economic activities to potential investors and to enable the region to compete more effectively in the global market. To accomplish this, CAEP engaged its membership through diverse committees, surveys, planning exchanges, communications, and training. More information about CAEP and its resources for members, businesses, and the public are available on-line at www.centralalberta.ab.ca.

CHAIR'S ACCOUNTABILITY STATEMENT

The Central Alberta Economic Partnership Ltd. (CAEP) Annual Report for the year ended March 31, 2016 was prepared under my direction and in accordance with generally accepted financial reporting procedures. All of the CAEP Board of Director's policy decisions and fiscal implications during the 2015-2016 fiscal year have also been considered in the preparation of this report.



Patricia MacQuarrie
CAEP Chair

MESSAGE FROM THE CHAIR



This has been a year of change and opportunity for the Central Alberta Economic Partnership. We have welcomed our new Executive Director, Kimberley Worthington, and she immediately began meeting with communities, welcoming new communities to the organization, and representing the Central Alberta region nationally and internationally.

One of our focuses this year has been on building community readiness capacity throughout our region. By providing workshops and training opportunities and the Community Wellbeing and Community Economic Indicator reports, we are providing high level tools for each community to utilize.

Again, community engagement has been a major part of our work with visits to 50% of our communities, committee planning exchanges, and comprehensive membership surveys which have helped us to better understand the needs of our members. This understanding helps elevate our level of service to our communities as well as have informed the CAEP Board members for long-term strategic planning.

We have continued to raise the regional profile for Central Alberta through attendance and presentations at regional, provincial, and international events, and through the creation of regional economic development tools such as the Community Showcase and the Tourism Investment Opportunity Identification project.

Our largest project this year was to provide our membership with an online tool that would provide comprehensive information to help new, expanding and relocating businesses find the optimal location for success in our communities. In the spring, we launched investcentralalberta.ca, a web mapping tool which incorporates our communities' GIS and statistical information with properties that are for sale. It is an exciting tool for business retention and expansion in our region.

We, at The Central Alberta Economic Partnership, are firm believers in regional partnerships and are proud of the consistently strong collaboration between our communities. It is that collaboration that will make each member stronger and grow the region as a whole. We strive to focus on projects that are relevant to our region to ensure we are perfectly situated to take advantage of the economic climate in our province and continue to grow our region.

Thank you to the CAEP Board of Directors and our committee members for all the time and dedication they have shown to the organization. I also need to recognize that we have an incredible staff and group of contractors that we work with to continue setting the standard for REDAs in our province.

Our strength is in our membership and your participation.

Patricia MacQuarrie
CAEP Chair

MESSAGE FROM THE EXECUTIVE DIRECTOR

It has been my pleasure to serve CAEP over the past ten months. Even with gaps in administration, CAEP has had a successful year and I am pleased to report that we not only achieved many goals within budget but we also completed a long term strategic plan with engagement at all levels of membership. With a refreshed focus, CAEP continues to deliver tools, resources, and training to empower our member communities to advance sustainable regional economic development. I would like to thank the CAEP members who participate in committees, training, and regional projects for their time and expertise on each project. Together, we are better.



Success is only possible with commitment, and I would like to thank the CAEP Board for all their hard work and efforts to support CAEP members. With their leadership, we have seen significant accomplishments again this year.

A special thank you to the CAEP team; Lorna Lansard, Janet Sween, and Dena Mannerfeldt for all their assistance and support.

A handwritten signature in dark ink that reads "KWorthington".

Kimberley Worthington
CAEP Executive Director

Administration

In 2015-2016, the CAEP administration consisted of Kimberley Worthington, our Executive Director and Janet Sween, our Administrative Assistant. Lorna Lansard of StoneBlue Management provided contract services for events, marketing, and special projects, including the 2015 Economic Indicator Reports and Showcase Central Alberta. The accounting firm of Downey Roth Hrywkiw Fidek and Dena Mannerfeldt of Sundry Bookkeeping were contracted to fulfill additional financial and accounting needs.

GOVERNANCE

The CAEP Board is comprised of 15 members representing the following categories:

1 City Representative (pop > 20,000)	1 City Representative (pop < 20,000)
5 Town / Village Representatives	3 Rural Representatives
1 Indian Band Representative	3 Business Representatives
1 Associate Member Representative	

At the Fall General Meeting, Councillor Patricia MacQuarrie moderated the director elections where new and returning members were welcomed:

Jim Wood	Mayor	Red Deer County	Rural Representative	Returning
Rachele Peters	Mayor	Village of Caroline	Towns/Villages Representative	Newly Elected

Councillor Lawrence Lee was once again appointed to the board to represent The City of Red Deer.

In September 2015, Councillor Joyce McCoy was welcomed to the CAEP board representing the Town of Didsbury as it's Business Representative. In January 2016, it was announced that Garrett Cupples, Red Deer County Business Representative was appointed to the CAEP board. At the March 2nd Board of Directors meeting, Town of Sundre Councillor Jodi Orr resigned her position on the CAEP board. In accordance with the Articles of Association, the Town of Sundre appointed Mayor Terry Leslie to occupy Councillor Orr's position until the next General Meeting.

At the Organizational Meeting on December 7th, the Board of Directors elected the following executive: Councillor Patricia MacQuarrie - Chair, Mayor Fred Nash – Vice Chair, Mayor Jim Wood – Treasurer, and Mayor Dennis Cooper - Secretary.



At the Fall General Meeting, Town of Olds Councillor Harvey Walsh was recognized for his long-standing commitment to CAEP as a Municipal Representative, CAEP Director, Vice-Chair, and Chair.

CAEP had a successful year with changes in management and in governance. We hired a new and experienced Executive Director, appointed a new Chair, and renewed our long term strategic plan.

Success was also contingent upon acting quickly, effectively, and positively to garner membership input for the renewed strategic plan, retaining many excellent volunteers for our board, Executive Committee and our Committees, engaging other organizations to partner with us in carrying out our Operations Plan, moving projects forward that were meaningful to our members, and sticking within our budget. Although the conversation has occurred at the Board level, CAEP did not raise its per capita membership rate in 2015-2016 and continues to look at alternate ways to increase revenues.

STRATEGIC DIRECTION 2016-2019

OUR FOUR AREAS OF FOCUS

When we take a close look at the needs of our members and our strengths and capabilities as a Partnership, we believe that we are best positioned to empower Central Alberta communities by:

Influential Relationships

We are catalysts for collaborative, community-minded relationships focused on advancing sustainable, regional development.

Knowledge-sharing and Resources

We create, share, and foster knowledge-sharing and the use of economic development tools to ensure communities are enabled and supported to advance innovative practices and prosperity.

Capacity Building

We create learning and training opportunities, lead research, and identify regional trends that enable communities, including their economic development professionals, to identify, pursue, and achieve economic development opportunities.

Reflecting Regional Interests

We work to understand and reflect the collective and unique interests of our region and communities, sharing, promoting, and actively representing our opportunities, successes, and desired outcomes.

Renewed Strategic Direction

CAEP engaged our membership to support a renewed strategic direction in 2015-2016. Our new vision, mission, and areas of focus are presented here:

Vision

Be recognized across Canada as an innovative and prosperous region.

Mission

Empower our communities to advance sustainable regional economic development.

Values

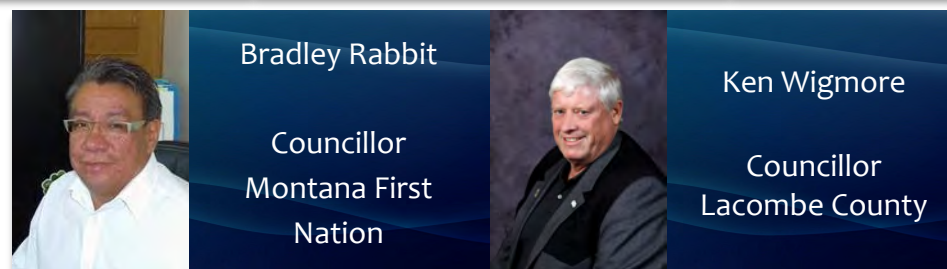
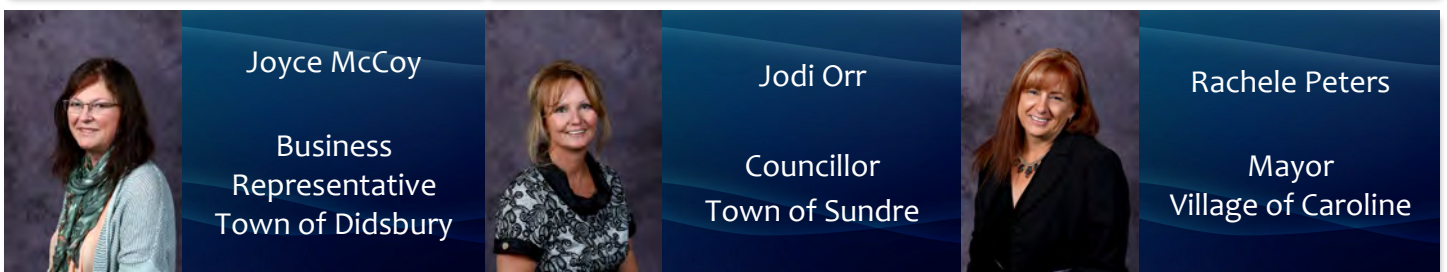
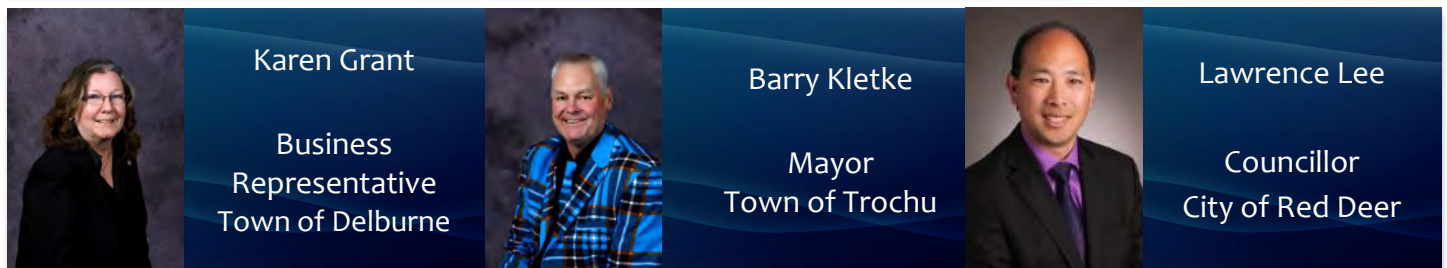
CAEP puts communities first
CAEP conducts business in an open and inclusive manner
CAEP acts with integrity
CAEP provides leadership

Key Strategies

CAEP strategies build on existing efforts and successes and provide a solid direction for future collaboration to ensure regional success in the global market. The CAEP 2015-2016 Operations Plan draws from three strategies:

Community Readiness
Regional Economic Development
Marketing & Communications

2015-2016 BOARD OF DIRECTORS



CAEP is one of 11 Regional Economic Development Alliances (REDA) located across Alberta. Members represent urban and rural municipalities, First Nations, and associate members from industry, education, and economic development organizations.

CAEP Membership

CAEP members serve a population base of 298,247.

Community Members

Town of Bentley
Village of Big Valley
Town of Blackfalds
Village of Caroline
Town of Carstairs
Clearwater County
Village of Clive
Village of Cremona
Village of Delburne
Town of Didsbury
Village of Donalda
Town of Drumheller
Town of Eckville
Village of Elnora
Village of Halkirk
Town of Innisfail
Kneehill County
City of Lacombe
Lacombe County

Town of Millet
Montana First Nation
Mountain View County
Town of Olds
Town of Penhold
Town of Ponoka
Ponoka County
City of Red Deer
Red Deer County
Town of Rimbey
Town of Rocky Mountain House
Town of Stettler
County of Stettler
Town of Sundre
Town of Sylvan Lake
Town of Three Hills
Town of Trochu
City of Wetaskiwin
County of Wetaskiwin

Each community member has two voting representatives; one represents the business community, and one represents the member itself.

Associate Members

Associate membership is available to organizations that support economic development in Central Alberta. Associate members have one voting representative.

Canadian Home Builders' Association Central Alberta
Central Alberta: Access Prosperity
Central Alberta Realtors Association
Community Futures Central Alberta
Community Futures East Parkland
Joint Economic Development Initiative
Olds Institute for Community and Regional Development
Red Deer Advocate
Red Deer Airport
Red Deer & District Chamber of Commerce
Red Deer College
Dennis Roszell - Sutton Landmark Realty Commercial Division

ENGAGING OUR MEMBERSHIP

Fall General Meeting

There were 75 participants attending the Fall General Meeting, where two speakers engaged the audience on topics of interest. Keynote speaker, Cathy Goulet's presentation, 'Regional Economic Development: More than a Nice To Do' was very well received, while guest speaker Tom Mansfield, Executive Director of the Entrepreneurship and Regional Development Branch offered an informative update from Alberta Economic Development and Trade.

For the first time, the *Showcase Central Alberta* project and booklet was unveiled for members. Members also recognized contributing members, and welcomed new and returning board members.



Members gathered to learn from engaging speakers, see what CAEP has been up to, and exchange ideas with other members.

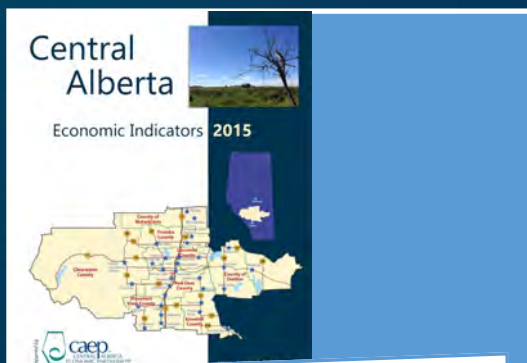
Committee Recognitions

Community Needs Advisory Committee – Councillor Patricia MacQuarrie, Chair
Marketing & Communications Committee – Councillor Ken Wigmore, Chair
Community Wellbeing Committee – Councillor Joyce McCoy, Chair
Regional Labour Force Working Group - Councillor Patricia MacQuarrie, Chair
Howse Pass Committee - Mayor Fred Nash, Chair

PROGRESS & ACCOMPLISHMENTS

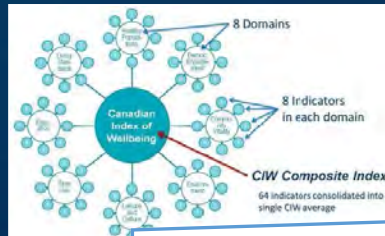
COMMUNITY READINESS STRATEGY

The strategic role of supporting community readiness is the foundation for both local and regional success. CAEP develops economic development resources and through best practices acts as a conduit to build capacity for its members to build their economic development strategies and tactics.



2015 ECONOMIC INDICATORS

- ~ Customized reports distributed to each community member and released at the 2015 Fall General Meeting
- ~ Regional report was prepared and released to members
- ~ Used as a marketing tool in conjunction with ZoomProspector (investcentralalberta.ca) project and at the ICSC Conference
- ~ Used as marketing materials at AUMA and P2S Conferences



COMMUNITY WELLBEING REPORT

- ~ This report identifies options for measuring wellbeing and possible next steps



WORKSHOPS & TRAINING

- ~ Business and Investment Attraction Training (17 attendees)
- ~ Zoom Prospector training
 - ~ Lacombe, Didsbury, Olds, and three sessions in Red Deer
 - ~ 60 plus attendees including developers, realtors, and economic development practitioners
- ~ Executive Director and a CAEP director attended 2015 EDAC Conference in Whitehorse, Yukon
- ~ Seven directors and the Executive Director attended 2015 EDA Conference

MARKETING & COMMUNICATIONS STRATEGY

This strategy continues to provide a strong emphasis on promoting the awareness of the Central Alberta region, internal support, and membership retention and recruitment.

COMMUNITY ENGAGEMENT

- ~ CAEP Executive Director met one to one with 50% of member communities
- ~ The AGM, held June 12, was attended by 63 participants with guest speaker Mark Shand, Rural Business Specialist, Alberta Agriculture and Forestry.
- ~ On June 12, 10 CAOs and Business Representatives met to discuss CAEP moving forward, training, and EcDev in the community.
- ~ 75 participants attended the Fall General Meeting, November 26 where Cathy Goulet of Killick Leadership Group was the keynote speaker.
- ~ The first Showcase Central Alberta project garnered stories from 87% of members. Initiated by the Marketing & Communications Committee, this project was meant as an alternative engagement tool to the Annual Achievement Awards. The final product was well received at the Fall General Meeting.
- ~ Three issues of Quicknotes were released to an average of 587 contacts per release.

BUSINESS ATTRACTION

International Council of Shopping Centres (ICSC) Conference

- ~ Connected with approximately 100 retailers and developers
- ~ Provided Central Alberta economic statistics to 50 interested parties
- ~ Supported members with the distribution of materials
- ~ Hosted Cities of Canada Pavilion navigating 22 unique inquires within 1.5 hrs for members
- ~ CAEP region had 24/7 exposure with a program spot and a display poster within the Pavillion



LONG TERM STRATEGIC PLANNING

A Strategic Planning session, held February 3, attended by 12 directors, focused on creating a refreshed vision, mission, and areas of focus.

- ~ Hosted by Red Deer Regional Airport @ Fire Hall including a tour of Air Spray
- ~ Facilitated by Emerge Solutions Inc.

Comprehensive Survey

- ~ Sent to 147 member contacts following Fall GM 2015
- ~ 30% response rate

Planning Exchanges: Membership and Regional Labour Force Working Group

- ~ 2/3 membership turnout
- ~ 15 participants at RLFWG exchange
- ~ Supported by:

- ~ GoA Culture & Tourism, Community Development Officers
- ~ Red Deer College, Strategic Planning & Analysis
- ~ GoA Economic Development and Trade

- ~ CNAC & MCC also participated in breakout groups
- ~ Information from survey and all planning exchanges was considered at the Board's strategic planning day
- ~ CAEP received about \$7000 in in-kind contributions for this project

PRESENTATIONS

Pathways 2 Sustainability Conference:

- ~ Panel: Creating the Space to Empower Creative Solutions
- ~ Title: The Case of Zoom Prospector
- ~ Approximately 200 delegates

Heads of Mission Delegation

- ~ High Commissioners & Ambassadors
- ~ Collaborative with Central Alberta: Access Prosperity, Alberta Innovates Technology Futures, Global Affairs Canada, and Head of Protocol (GOA)
- ~ First visit to Central Alberta
- ~ Approximately 80 delegates
- ~ Toured Olds College, Red Deer College, and TKS Industries

Presentations to councils

- ~ Village of Alix
- ~ City of Lacombe
- ~ Town of Innisfail
- ~ Village of Cremona
- ~ City of Red Deer

REGIONAL ECONOMIC DEVELOPMENT STRATEGY

"Coming together is a beginning, keeping together is progress, and working together is success"
~ Henry Ford

This strategy identifies new investment by harnessing regional strengths and addressing potential barriers to growth. Initiatives are collaborative and benefit the region as a whole, including promotion and attraction strategies.

OPPORTUNITY IDENTIFICATION & FDI

Central Alberta: Access Prosperity Activity Log

INBOUND DELEGATIONS

- ~ Ad Hoc India Delegation
- ~ Mexican Delegation with GPS
- ~ Sichuan Ruifeng (SR) Investment Management Group (China)
- ~ Fujian Energy and Petrochemical Delegation
- ~ Heads of Mission

OUTBOUND MISSIONS

- ~ Mission to China Shanghai, Tokyo, Hong Kong, Singapore

CONFERENCES

- ~ Williston Basin Petroleum Conference (Gold Sponsor with 4 companies attended the booth)
- ~ Port of Plains
- ~ Central Alberta Business & Innovation Conference
- ~ Globe Conference

TRADE SHOWS

- ~ Global Petroleum Show (GPS)
- ~ Red Deer Oil and Gas Expo
- ~ GEDO (Green Energy Doors Open)
- ~ Bakken Oil Product & Service Show
- ~ Agri-Trade
- ~ Red Deer & District COC Business After Hours participant x2

INVESTCENTRALALBERTA.CA

Commercial and Industrial Land Mapping Software/Zoom Prospector

- ~ Leveraged \$21,875 ICCI funding
- ~ 5 training sessions with 65 attendees (developers, realtors/brokers, EDOs)
- ~ 98% member participation rate with Land Use Zoning
- ~ Currently 36 users, plus Calgary Real Estate Board automated RETS feed
- ~ Presentations to Central Alberta Realtors Association Board

JOB DEMAND REPORTING SYSTEM

- ~ Provides monthly and quarterly reports from monitoring of online job postings

EXECUTIVE PULSE

Customer Relationship Management Software

- ~ Complimentary to all members for Business Retention, Expansion, and Attraction
- ~ Cost savings with provincial licensing agreement
- ~ Share with *Central Alberta: Access Prosperity* as a web-based application

TOURISM INVESTMENT OPPORTUNITY IDENTIFICATION

- ~ Partnership with GOA Culture and Tourism
- ~ Engaged members with 5 partaking in steering committee
- ~ Received 21 submissions
- ~ Final 10 Prospectuses from 7 communities
- ~ Developed investment attraction plan

THANK YOU!

It is with sincere gratitude that CAEP acknowledges the support from Alberta Economic Development and Trade as well as the guidance from Dawna Allard. By means of the \$100,000 per year, 5 year Memorandum of Understanding with Alberta Economic Development and Trade, CAEP will assuredly plan for the future.

FINANCIAL REPORTS

DOWNEY ROTH HRYWKIWIW FIDEK LLP

CHARTERED ACCOUNTANTS

Jerome J. Roth, C.A.

Joelle R. Hrywkiw, C.A.

Kerstan J. Fidek, C.A.

C. Neil Downey, C.A. (Retired)

REVIEW ENGAGEMENT REPORT

To the Members of the Board of Central Alberta Economic Partnership Ltd.

We have reviewed the statement of financial position of Central Alberta Economic Partnership Ltd. as at March 31, 2016 and the statements of operations, changes in net assets and cash flows for the year then ended. Our review was made in accordance with Canadian generally accepted standards for review engagements and, accordingly, consisted primarily of inquiry, analytical procedures and discussion related to information supplied to us by the company.

A review does not constitute an audit and, consequently, we do not express an audit opinion on these financial statements.

Based on our review, nothing has come to our attention that causes us to believe that these financial statements are not, in all material respects, in accordance with Canadian accounting standards for not-for-profit organizations.

Downey Roth Hrywkiw Fidek LLP

CHARTERED ACCOUNTANTS

Red Deer, AB

May 27, 2016

100 – 5218 50 Avenue, Red Deer, Alberta T4N 4B5
Phone 403.343.7707 Fax 403.343.7722 www.drhf.ca reception@drhf.ca

CENTRAL ALBERTA ECONOMIC PARTNERSHIP LTD.

Statement of Operations

Year Ended March 31, 2016

(Unaudited)

	2016	2015
REVENUES		
Alberta Innovation & Advanced Education/ Human Services/GOA	\$ 121,317	\$ 209,750
Community Economic Development Training Grant	875	-
Industry and Partner Sponsorship	1,905	8,850
Membership fees - Associate and Municipal	118,863	116,578
Registration fees	1,629	8,748
Fall and annual meetings	6,200	7,609
Sale of CAEP services	1,750	4,600
Interest	710	679
	253,249	356,814
EXPENDITURES		
Bad debts	-	500
Central Alberta Access Prosperity	22,000	27,000
Contractors	54,562	45,289
Employee benefits	4,592	8,138
Insurance	711	812
Marketing and promotion	14,183	10,634
Meetings	12,162	20,537
Memberships	1,292	384
Office	7,206	6,736
Professional fees	3,920	3,429
Rent	6,600	6,600
Repairs and maintenance	1,623	669
Services and bank charges	1,013	970
Supplies	1,687	605
Telephone	1,648	1,996
Travel and parking	8,774	11,290
Wages and benefits	96,767	161,323
Website maintenance	4,636	1,316
Workshops and training	6,742	7,998
Zoom Prospector	42,589	-
	292,707	316,226
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$ (39,458)	\$ 40,588

See Accompanying Notes


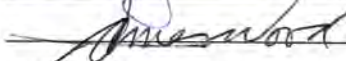
DOWNEY ROTH HRYWKIW FIDEK LLP, CHARTERED ACCOUNTANTS

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CENTRAL ALBERTA ECONOMIC PARTNERSHIP LTD.
Statement of Financial Position
March 31, 2016
(Unaudited)

	2016	2015
ASSETS		
CURRENT		
Cash	\$ 98,278	\$ 133,559
Accounts receivable	21,317	4,549
Prepaid expenses	6,181	5,956
	<u>\$ 125,776</u>	<u>\$ 144,064</u>
LIABILITIES		
CURRENT		
Accounts payable	\$ 14,187	\$ 9,025
Accrued liabilities	7,055	3,200
Goods and services tax payable	246	1,811
Employee deductions payable	4,532	3,073
Deferred revenue	12,259	-
	<u>38,279</u>	<u>17,109</u>
UNRESTRICTED NET ASSETS	<u>87,497</u>	<u>126,955</u>
	<u>\$ 125,776</u>	<u>\$ 144,064</u>

ON BEHALF OF THE BOARD

 Director
 Director

See Accompanying Notes

DOWNEY ROTH HRYWKIW FIDEK LLP, CHARTERED ACCOUNTANTS
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www.centralalberta.ab.ca

www.investcentralalberta.ca

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