

# Rural Report

## Rural Immigration: Big Changes to Small Places

by Jill Bucklaschuk and Monika Sormova

**R**ural Canada is becoming increasingly diverse as immigration continues to be an important strategy to address demographic challenges and labour shortages. Rural communities face challenges around infrastructure, funding, and the provision of public services that can make it difficult to successfully attract and retain immigrants. These challenges have an impact on how well or to what degree rural communities are able to provide services for the economic and social integration of immigrants.

In May 2007, RDI embarked on a new research initiative building on past rural immigration projects. Interest in further developing knowledge on rural immigration emerged from observing recent demographic changes in the city of Brandon as nearly 1,000 temporary foreign workers have arrived to work at Maple Leaf Foods.

It is estimated that more than half of the foreign workers have been approved for Provincial Nominee status while the other half is in the process of applying. Upon receiving Provincial Nominee status, foreign workers can initiate family reunification; it is anticipated that more than 3,400

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## E-Publications Launched

by Ryan Gibson and Sylvia Henry

**R**DI launched two e-books and celebrated a new edition of the online journal at an Open House in September 2008. The electronic book (e-book) format has many advantages, such as the ability to be continually edited/updated and publications are freely available online to all.

**Manitoba from the Air: A Geographical Interpretation** by John Welsted (Professor Emeritus, Department of Geography, Brandon University) is the culmination of

over 40 years of collecting aerial and remotely sensed images that depict the geography of Manitoba. Over 550 images were selected for presentation. The “remoteness” of the sensing varies from a few tens of metres (from building tops) to hundreds of kilometres (from satellites). The aim was to use remotely sensed images to display and describe the geography of Manitoba which would be made readily and freely available to all interested people. The electronic format provides a dynamic and interactive environment for the reader and has already been introduced in classrooms.

The collection is intended as a companion to *The Geography of Manitoba*:  
*continued on page 3*



Pati Rao / iStockphoto.com

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# Director's Message

by Robert C. Annis

**W**elcome to the Winter 2009 edition of the *Rural Report*. I am pleased to provide an update of our projects and the Rural Development Institute's (RDI) team. RDI's research and community development activities are conducted by individuals from a variety of academic disciplines and by community development practitioners with skills and experience in rural research and community development. Beverley Lischka supports the operation and management of RDI and Sylvia Henry provides support for the projects. Students are integral to RDI. By assisting with projects and activities, students have opportunities to work in the field and to develop and present findings through discussion papers, reports and presentations. During this past year we have been fortunate to have three Master of Rural Development students and five undergraduate students engaged in RDI projects. A Faculty of Arts student is also engaged as the current Brandon University Community Outreach Coordinator.

Over the past months, RDI has been engaged with many stakeholders in rural and northern communities in western Canada, as well as with government representatives and academic



researchers both at Brandon University and from other institutions. 2008 saw the completion of two multi-year projects, one on communities collaborating regionally to achieve common goals and the other studying access

to health services in northern Manitoba and Saskatchewan. We also completed a study of youth mobility in selected regions of Manitoba on behalf of Rural Team Manitoba. RDI actively worked to facilitate cooperation with our groups across Western Canada as they dealt with invasive plants species and we also undertook a project which aimed to increase the adoption of beneficial management practices to combat spurge, an invasive plant. In 2008, RDI continued to study rural immigration, especially temporary foreign workers in Brandon.

An important aspect of RDI's mandate is mobilization of knowledge. For several years RDI has provided open-access through its website so that rural citizens, community and government leaders and other interested people are able to access our reports, discussion papers, presentations and other pertinent information.

In 2008, RDI published fourteen reports and discussion papers, two editions of the online *Journal of Rural and Community Development* and two e-books. RDI representatives were invited to present at twenty-eight conferences and workshops: three international, eighteen national, six provincial and one local.

External funding, which is the majority of RDI's funding, is critical to the Institute's success as a rural research institute. In addition to the many project funders, Manitoba Agriculture, Food & Rural Initiatives provides \$100,000 per year to support RDI's research, community development initiatives and knowledge mobilization. In 2008, the Institute's external funding was more than \$800,000 which represented seventy-eight percent of the total funding. To our funders, thank you for your continued support.

This is the last *Rural Report* that I will issue. On June 30, 2009, I will step away from being RDI's Director. I have been privileged in my ten years as Director to associate with many outstanding contributors to rural research and community development. To all of you, thank you for the opportunities and friendships. I will undoubtedly still encounter you from time to time.

## Rural Immigration: Big Changes to Small Places

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family members will arrive in Brandon by 2011. In light of these estimates, the city of Brandon can anticipate 5,140 new residents in the next two years, representing nearly 12% of its total current population (41,511).

Demographic analyses and population projections are the foundation of the research project, providing information to community leaders, service providers, and policy makers. This research also seeks to identify the implications of rapid demographic change on rural communities, service providers, and public infrastructure within a framework that explores the concept of 'welcoming communities'.

The RDI Temporary Foreign Worker Dialogue Group was established in September 2007, resulting from discussions with government, community, and industry representatives about communication chal-

lenges, information gaps, and the need for building collaborative partnerships. The purpose of the group is to create a forum that encourages open discussion and develops a network of expertise and knowledge sharing. To date there have been five meetings focusing on such topics as roles and responsibilities of key stakeholders, issues of settlement and service provision, and experiences of family reunification. Partnering with industry has proven to be an effective means to share information on recruitment efforts, hiring practices, and settlement strategies. The value of increased communication and information sharing has benefited all involved in the group. Visit [www.brandonu.ca/rdi/tfw.asp](http://www.brandonu.ca/rdi/tfw.asp) for more information.

The Ethnocultural Organizations and Communities research project was initiated by RDI in January 2008. The project explores ethnocultural communities and organizations in rural Manitoba. With the

support of Manitoba Labour and Immigration and the Winnipeg Inner-City Research Alliance, this project develops an understanding of ethnocultural groups, what they need to be vibrant and successful, and the challenges they face as a community. Developing strong, resourceful ethnocultural communities contributes to successful settlement of newcomers and leads to more inclusive, active communities. This project is multi-phased and adopts a case study approach. The first phase explored ethnocultural organizations and related non-government organizations in Brandon while the second phase focuses on Steinbach. The results of each case study will be compared to develop a comprehensive analysis of what is needed for ethnocultural organizations and communities to become or remain vibrant and active elements of Manitoba's increasingly diverse rural communities. For more information visit [www.brandonu.ca/rdi/ethnocultural.asp](http://www.brandonu.ca/rdi/ethnocultural.asp).



## E-Publications Launched

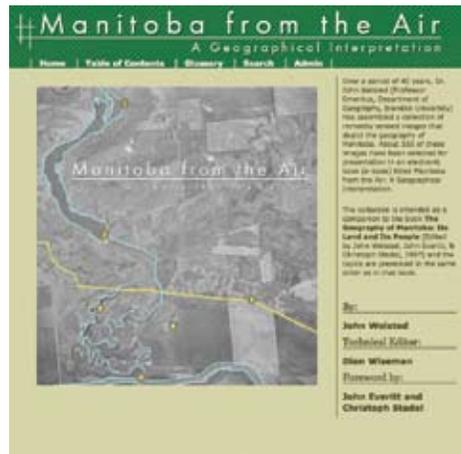
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*Its Land and Its People* (Edited by John Welsted, John Everitt, & Christoph Stadel, 1997) with the topics presented in the same order. Welsted's collection was the basis of the e-book; however, it was supplemented by other images obtained specifically for the e-book.

The e-book can be accessed at <http://mbair.brandonu.ca/>.

**Revitalization: Fate and Choice** is the outcome of five years of joint research by Canadian and Japanese social researchers, working on rural revitalization in the Canada-Japan Project. The e-book was edited by Leonard P. Apedaile (Professor Emeritus, University of Alberta) and Nobuhiro Tsuboi (Professor, Agricultural Economics (retired), Tsukuba University, Japan). The e-book is an investigation of concrete matters of investment, social capital, effectiveness of volunteering, the rural household economy, governance and policy issues.

Three fundamental themes emerge in this e-book. First, the real differences in



factors characterizing rural devitalization and influencing the likelihood of revitalization in the future were not as great as expected, despite the apparent and definite historical differences between Japan and Canada. Second, revitalization is a choice; continuing devitalization is not fate. Third, revitalization seems to be mostly about reorganization of rural assets and human energies to increase productivity and therefore to strengthen rural claims on global income and wealth.

The e-book can be found at <http://revitalization.brandonu.ca/>.

Doug Ramsey (Associate Professor, Department of Rural Development, Brandon University) announced the release of the latest issue of the **Journal of Rural and Community Development (JRCD)** at RDI's Open House. The new issue focuses on adaptation to climate and environmental change in rural Canada. The impacts of climate change are increasingly dominating policy discourse around the world, and the JRCD offers some insights from the rural Canadian perspective.

The JRCD includes a range of subject areas, such as: economic restructuring and diversification; social capital, capacity and cohesion; resource development and environmental condition; community and regional development; local economic development; condition (health, well-being, quality of life, sustainability); gender issues in development; land-use, environmental and community planning; and rural governance and service provision.

Access the journal at [www.jrcd.ca](http://www.jrcd.ca).

## Collaborating to Improve Northern Access to Health Services

*by Alison Moss and Fran Racher*

Community health and wellness is directly linked to the availability of health services and the capacity to access those services. Accessing health services in northern Manitoba and Saskatchewan can be fraught with difficulty, often owing to large distances, with sparse populations distributed over vast geography. Understand-

ing difficulties associated with navigating the health care system from a community perspective enhances the potential to generate meaningful and appropriate solutions. Emphasis is on understanding the unique needs of isolated communities in the north, as policies developed in the south often are not a good 'fit' in the north.

Researchers conducted conversations, interviews and focus groups with com-

munity members, service providers and government representatives. Inclusion of personal experiences and community knowledge to empower participants is a fundamental principle of participatory action research. Participatory action research is a type of research activity that values the process through which awareness and consciousness of issues is raised. *continued on page 8*

*MB/SK Cross-Border workshop participants. April 16 & 17, 2008 Saskatoon, SK*



# Communities Connect in Regional Round Tables

by Marian Beattie

RDI's involvement in multi-community regional collaborations began in 1999 when it facilitated the formation of the Northern Vision Regional Round Table in northern Manitoba. Over the next four years, RDI facilitated the formation of two more regional round tables in Manitoba and a fourth regional round table that crossed the boundaries of Manitoba and Nunavut. RDI then articulated the community development practices and lessons learned that had emerged in Manitoba/Nunavut into a vision and model for the Community Collaboration Model Project. With funding from the Government of Canada's Rural Secretariat, RDI facilitated the establishment of new regional round tables in Saskatchewan and the Yukon.

The Community Collaboration Model Project provided a unique opportunity to continue to interact with the Manitoba regional round tables to learn more about regional round table sustainability. Lessons emerged from this multi-community collaborative process with eighty-five communities, six regional round tables, three Rural Teams and four academic institutions participating in the project.

## Partnerships and Capacity Development

Over the past nine years, the project demonstrated that developing trusting and valued relationships and partnerships within and between communities, governments and academic institutions requires persistence, deliberate effort, time, resources, and committed skilled and sustained leadership. Communities need to overcome historic rivalries for attention and resources from government. Governments need to better manage files horizontally across departments and across governments. Academic institutions need to find new and creative ways to engage the human and capital resources of universities and colleges with communities.

## Resources

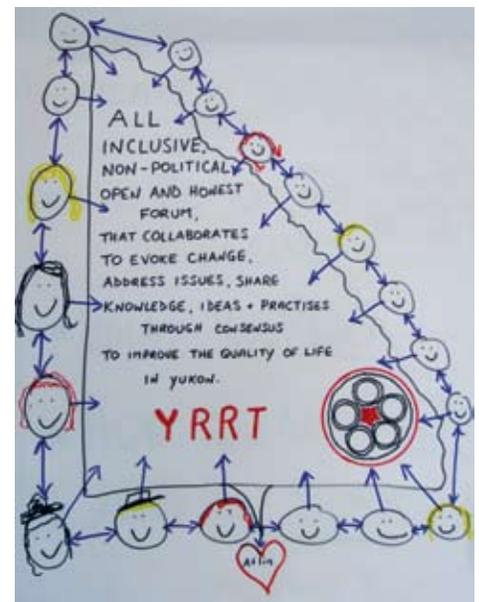
Resources, both human and financial, were critical to the success of regional round tables' formation and sustainability. The funding provided by the Rural



Secretariat enabled regional round table members to meet face-to-face and to create the relationships and partnerships that were foundational to the collaborative process. The Rural Secretariat's funding was an investment that allowed for flexibility and decision-making within each regional round table. The in-kind contributions of the regional round table communities were pivotal to the overall success of the project, not only from the hard dollar value, but also intrinsically because they quantified the trust, relationship, partnership and capacity building that occurred. This project illustrated that governments need to see that investing in community development processes is an appropriate use of public funds and move from funding deliverables to supporting capacity development.

## Community Development Practice, Research and Policy

RDI's collaborative research approach ensured that each regional round table determined its unique vision, and through the community collaboration process developed infrastructure and processes to achieve goals and objectives. The regional round tables connected to governments and academic institutions in new and different ways and similarly, governments and academic institutions engaged with communities in ways that had not been initiated before. The WaterWolf Regional Round Table in Saskatchewan was able to dream large and go beyond the mandates of



its founding organizations. The Yukon Regional Round Table is a first-ever inclusive community-based regional organization that includes First Nations, incorporated and non-incorporated communities. The Bayline Regional Round Table in northern Manitoba is a strong regional organization that has made a difference in food security for its member communities. However, the work is not completed; this project demonstrated the need for continuing the research to investigate multi-community collaborations and regional governance.

For further detail on the Community Collaboration Model Project, visit [www.brandonu.ca/rdi/ccp.asp](http://www.brandonu.ca/rdi/ccp.asp).



# Invasive Plant Species Grow at Alarming Rate

by Karen Rempel

The threat of invasive species is continuing to grow at an alarming rate. The impacts of these foreign species include the loss of native plant and animal species, high economic costs to eradicate or control the spread, the degradation of riparian or terrestrial habitats and increased risk of environmental hazards including fire and loss of water quality. For nearly a decade, RDI has helped coordinate and facilitate collaborative efforts aimed at helping to manage or prevent the spread of invasive species.

In 2008, RDI actively worked to facilitate cooperation with other groups across Western Canada. The most visible outcome of these efforts was the *Breaking Down Borders Forum* and the Prairie Region Invasive Plant Species (PRIPS) inventory and map display website.

The *Breaking Down Borders Forum* was held in February in Winnipeg. The forum brought together over 50 key individuals from each of the Western Provinces and Ontario to discuss common issues, establish networks and identify potential opportunities for collaboration. The major recommendation coming out of this forum was the decision to move forward on the development of a Western Regional network for collaboration on invasive species.

The Prairie Region Invasive Plant Species inventory and map display website is a comprehensive and standardized database that encourages mapping and monitoring the spread of invasive plant species. These activities are critical for agencies and organizations to develop, implement and evaluate weed management plans. Development of the database was coordinated with input from various agencies across Western Canada. GIServices at the University of Saskatchewan houses and maintains the infrastructure of the site and provides technical support.

In 2008, more than 35 users entered approximately 3,400 entries for invasive species. One of the most significant findings in 2008 was the rapid spread of downy and Japanese brome. These two grass species are highly invasive in range, pasture and forage crops as well as winter cereal crops. Without control these species become well

established and a major source of fuel for grass fires.

Karen Rempel, RDI Research Affiliate, and staff members Sylvia Henry, Bev Lischka, and Rural Development graduate student, Paige Rushton McDougall, organized the forum and contribute to data entry and maintenance of the PRIPS website. Karen Rempel is also leading the coordination of the network and the development of the *Collaborative Network for Invasive Species* proposal submitted to Invasive Alien Species Partnership Program.



Prairie Region Invasive Plant Species Inventory and Map Display website  
[www.crerl.usask.ca/prips/](http://www.crerl.usask.ca/prips/)

## Opinion Corner: Rural Poverty

by Lonnie Patterson

People who have experience in remote and rural communities know it is no secret that collaboration is an integral part of community action. Whether the goal is to host the annual fair, enhance local infrastructure, maintain private and public services, or protect against a natural disaster, success is found in bringing different people and organizations together to get the job done. Sometimes collaborative processes occur automatically and sometimes it takes a bit of effort to get everyone on board and going in the same direction.

The importance of collaboration was underscored in the recently released report, *Beyond Freefall: Halting Rural Poverty*. In this document, the Standing Senate Committee on Agriculture and Forestry made over sixty recommendations to the federal government on how to improve the quality of life for Canadians living with little or no income in remote and rural communities. The recommendations were based on information gathered from over two years of public hearings across Canada. Hundreds of submissions came from a variety of individuals and organizations, including RDI.

Statistics Canada, through the Rural and Small Town Analysis Bulletin, has provided statistical insight into poverty in remote and rural Canada. Regional disparities between and within provinces and territories exist. There have been fluctuations, but, in general, the further away from an urban centre one resides, the greater the risk of having a low or no income. Academic and anecdotal evidence in the Senate report highlighted that the roots and experiences of poverty are different in remote and rural Canada than in urban centres. The evidence also showed that, to be effective, solutions must include inter- and intra- governmental collaboration.

For example, the Committee stated on page

141 of the report that, "low income is strongly associated with low educational outcomes which in turn is strongly associated with poor health." The Committee cited reports by research institutes and government agencies that clearly demonstrated people living in Canada's remote and rural regions are more likely to have lower levels of education and poorer health status than their urban counterparts. These low levels are due, in no small part, to lack of access to services because of geographical location. While education and healthcare are primarily a provincial and territorial responsibility, the federal government does have responsibility for education and healthcare delivery in First Nation communities. In addition, the Committee recommended a number of steps the federal government can take to help improve remote and rural access to these important services.

A key recommendation with regard to collaboration was the creation of the Department of Rural Affairs. Recognizing that the people, geography and culture of Canada's remote and rural regions are diverse, this department would provide a lens for policy analysis across the federal government. It would also act as a facilitator and coordinator of action on federal initiatives in remote and rural regions. This new department was given an explicit role in 25 percent of the recommendations, including ones on agriculture, tourism, infrastructure, education, housing, crime, immigration, the small business sector and the volunteer sector.

The complex nature of poverty in remote and rural Canada calls for a collaborative approach to its reduction. Regardless of its political stripe or the current economic situation, the federal government should play a leadership role in creating economic stability for people living in these communities. Actively pursuing recommendations presented in the Senate report, beginning with establishing the Department of Rural Affairs, is a good place to start.

# Strengthening International Collaboration on Rural Policy

by Ryan Gibson and Alison Moss

Since 2004, RDI and the Department of Rural Development have been actively engaged in an international consortium on comparative rural policy.

In November 2008, RDI participated in an international rural policy forum in Puebla, Mexico co-hosted by Colegio México, Colegio Postgraduados-Campus Puebla (Mexico), and the University of Missouri (United States). The meeting brought representatives together from Canada, Italy, Spain and the United States. Discussions focused on developing multilateral comparative research projects, engagement in the International Comparative Rural Policies Studies (ICRPS) Summer Institutes, and building a memorandum of understanding between the universities to encourage faculty and student mobility.

The 2009 ICRPS Summer Institute will be hosted by the University of Highlands

and Islands (Inverness, Scotland). From June 21 – July 5 graduate students, faculty members, and policy makers from around the world will gather to discuss, understand, and compare rural policy. Graduate students

in the Department of Rural Development will have the opportunity to participate in this unique program.

Further information on ICRPS is available at [www.icrps.com](http://www.icrps.com).

*International Rural Policy forum group photo*



# Increasing Leafy Spurge Awareness through Collaboration

by Ryan Gibson

Throughout Manitoba, leafy spurge is a threat to biodiversity in nature and agricultural lands. Recognizing this threat, the Leafy Spurge Stakeholders Group (LSSG) is working in collaboration with non-profit organizations and government departments to increase the detection, control, and management of leafy spurge.

In May 2008, the LSSG initiated a leafy spurge project focused on rangeland management and control through the assistance of the Greencover Technical Assistance Program, Prairie Farm Rehabilitation Administration. Agricultural and conservation organizations across southwestern Manitoba and governments have been working on this initiative coordinated by the LSSG. The goal of this project is to increase the adoption of beneficial management practices among producers, land managers, municipalities, and industry for the prevention and management of leafy spurge.

Radio advertisements were aired

throughout the summer to increase awareness and education about leafy spurge. These radio announcements could be heard through southwestern and central Manitoba. Over the fall and winter months, the initiative supported the creation and dissemination of information sheets and participation at key events and workshops throughout Manitoba. These events assist in building a wider understanding of leafy spurge as a noxious weed and promote prevention strategies and control methods. In partnership with the Invasive Species Council of Manitoba, the project supported a presentation and discussion of early detection and rapid response by Randy Westbrooks of the United States Geological Survey. The presentation and discussion took place at Portage la Prairie from November 21-22, 2008.

The LSSG is a diverse base of public, private and non-profit agencies, and it has been actively involved in increasing awareness of the problem of leafy spurge and in promoting the benefits of integrated pest

management for a decade. The LSSG is coordinated by RDI. Further information on this initiative or the LSSG can be found at [www.brandonu.ca/rdi/leafyspurge.html](http://www.brandonu.ca/rdi/leafyspurge.html).

*Ungrazed / Grazed*





## Understanding the Mobility Patterns of Today's Youth



*Paige Rushton McDougall,  
MRD Student*

*by Paige Rushton McDougall*

**T**he desire to understand and account for population and demographic changes in rural and northern communities motivated a Manitoba-focused youth migration study undertaken by provincial and federal government representatives, researchers, students, and community representatives. A key goal of the research was to speak with Manitoban rural and northern youth from a selection of regions to develop a nuanced and multi-perspective understanding of their experiences in rural and northern communities, their intentions to leave or stay, and the motivations for leaving, staying, or returning to these smaller communities.

In the middle of the research project, the opportunity to travel to Inuvik, NWT for the 2008 Canadian Rural Revitalization Foundation and the National Rural Research Network annual policy conference from June 18-21, 2008 allowed for an opportunity to share the results of our research to date. With the conference theme of Boom Bust Economies, we were able to speak of youth's position within communities and how the booms and busts of a community relate directly to youth migration patterns. As we have heard from many communities, youth's position in a community is of great importance.

Throughout this research project, we have looked to Franco-Phone, Parkland and Northern Manitoba communities to better understand the mobility patterns of today's youth. We are very grateful to the many communities that kindly allowed us to come

and chat with them about the youth within their community. Our travels to the North allowed us to take the train to Thicket Portage, where we were able to speak to community members about youth mobility patterns in their community. One of the many conversations that came to us during our stay was how access to roads only in the winter months influences youth's decision of stay, leave or return to the community.

*Lonnie Patterson, MRD Student (left);  
Alison Moss, Research Affiliate (right)*



# Growing the Diverse RDI Team

by Jill Bucklaschuk

The diverse RDI team is a group of individuals interested in rural, remote and northern community development. Research, community development, and community outreach initiatives are conducted by practitioners with expertise, skills, and experience in research design and implementation, data analysis and synthesis, and project management. RDI actively engages new researchers and students in all projects to foster and develop research skills and experiences.

RDI's research, development and outreach activities are conducted by individuals and teams of researchers, research affiliates and project managers from a variety of academic disciplines or by practitioners with skills and experience in project management, group facilitation, research design, data analysis and specific topic domain expertise. Bev Lischka supports the operation and management of RDI and Sylvia Henry provides support for the projects.

RDI offers new researchers and undergraduate/graduate students many unique opportunities to build knowledge and link theory with practice by participating in all

stages of applied research. RDI's mandate and approach to research also introduces new researchers to a collaborative style of research that has immediate practical relevance to policy makers, communities, and rural residents. Students and new researchers are afforded invaluable opportunities to develop networks with other researchers and policy makers, participate in workshops and conferences, and become engaged in all aspects of the research process. Some of the responsibilities of new researchers and students include:

- coordinating stakeholder and consultation meetings;
- developing university ethics applications;
- writing research project proposals;
- assisting with project development and management; and
- developing and disseminating reports, academic publications, and presentations.

RDI engages students in research and community development projects through internships and research assistant positions. Currently, students are engaged with projects on youth migration, rural immigration, ethnocultural organizations, invasive species, and

other rural issues. This involvement greatly benefits students' development and introduces them to practical applied research skills.

Often students' work at RDI fosters the development of potential thesis topics and future employment options. Current students include Paige Rushton McDougall, Lonnie Patterson, Lynn Ferguson, Patience Skinner, all Master of Rural Development students, and Monika Sormova, Bachelor of Fine Arts, as well as Brandon University undergraduate students Yang Gao, Suzanne Wenwen Qui, Xiaolin Ren, Katy Singleton and Leon Lizi Yang.

At RDI, new researchers have a unique and invaluable opportunity to apply and further develop research and theoretical skills while managing and facilitating projects, disseminating results, and building networks. New researchers often lead projects and learn the importance of working in a collaborative environment that encourages independent decision-making, partnership building, and self-guidance. Also, new researchers get numerous opportunities to present research findings and develop extensive publications. Currently, new researchers leading and co-leading RDI projects include Ryan Gibson, Alison Moss, and Jill Bucklaschuk.

## Collaborating to Improve Northern Access to Health Services

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ative solutions and education at all levels are important outcomes of this project. In keeping with the inherent principles of community development, community members actively engaged in the process, gaining skills and knowledge necessary to take charge of their own destiny and build partnerships to improve access to northern health.

In an effort to broadly disseminate research findings, researchers are utilizing a variety of tools and venues. Researchers are developing a number of reports and

articles for publication and distribution. Case studies have been written based on community members' experiences accessing health services and will be used as teaching tools in professional programs to educate health professionals. Look for an upcoming chapter *Transcending boundaries: Collaborating to improve northern access to health services in Manitoba and Saskatchewan in Rural health: A Canadian perspective* an edited book. Presentations have been made at national conferences, most recently at the annual Canadian Rural Revitalization Foundation conference held in Inuvik, Northwest Ter-

ritories, June 2008. Findings and potential solutions have been shared at workshops and meetings over the past two years. RDI and the Saskatchewan Population Health and Evaluation Research Unit, University of Regina co-hosted a cross-jurisdictional workshop April 16 and 17, 2008 to bring community members, provincial government representatives from Manitoba and Saskatchewan and federal government representatives together to discuss research findings and seek ways to further develop and implement creative solutions.

For more information visit [www.brandonu.ca/rdi/cihr.asp](http://www.brandonu.ca/rdi/cihr.asp).



## Contact Us

Rural Development Institute  
Brandon University  
270-18th Street  
McMaster Hall, Lower Level  
Brandon, MB R7A 6A9

Ph: (204) 571-8515  
Fax: (204) 725-0364  
E-mail: [rdi@brandonu.ca](mailto:rdi@brandonu.ca)  
Website: [www.brandonu.ca/rdi/](http://www.brandonu.ca/rdi/)