

**THE COMMUNITY
COLLABORATION
PROJECT: A REVIEW
April 1 2002 - March 31, 2003**

Submitted to:

Community Collaboration Project Steering Committee
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Executive Summary

The Community Collaboration Project (CCP) was initiated in 1999. Its purpose was to design and model a multi-agency approach to support regional community economic development. The CCP is a collaborative arrangement between selected communities, the Rural Development Institute (RDI) of Brandon University, federal and provincial government agencies and a community development association. Upon completion of its fourth year of operation, the CCP has successfully engaged four regions. The four regional round tables (RRT's) involved in the CCP are very diverse and were chosen for that very reason. The Northern Vision Regional Round Table includes northern industrial communities and remote First Nation communities. The Southwest RRT is comprised of agro-based communities. The Bayline RRT is primarily isolated communities along the Bayline rail line that runs from The Pas to Churchill. Within the Hudson Bay Neighbours RRT, the Kivalliq sub-region encompasses a huge expanse that crosses provincial-territorial boundaries and includes Aboriginal, Inuit and other communities in northern Manitoba and Nunavut.

The vision of the CCP continues to be: *“communities exploring and implementing processes to assist them in working towards becoming resilient, healthy and sustainable. Through a multi-agency and cross-departmental collaborative approach to facilitate joint planning and project development activities, communities will develop regional social, environmental and economic development strategies, often building from the individual communities' community round tables.”* This vision is based upon values expressed in similar community based approaches expressed by its members, specifically “Population Health”, “Community Economic Development”, and “Sustainable Development”. The CCP has combined these community-based approaches and adapted what is known as the “round table” process as its model for implementation.

Initially the CCP Steering Committee was an ad hoc management committee of federal and provincial representatives who undertook to facilitate the formation of regional round tables through a cross-departmental collaborative approach to joint planning and project development activities within regional social, environmental and economic development strategies. During the course of the four years of the project, the ad hoc CCP Management Committee has evolved into a multi-representative, multi-stakeholder steering committee with formal links to an established cross-department, cross-government team.

Community Connections in partnership with other government programs has partnered with the Community Information Management Network (CIM-Net) to provide the support necessary to engage communities in becoming active participants in the emerging knowledge based society. As of 2002, every RRT member community has taken advantage of the Community Connections Public Access site and Internet Connectivity programs as well as the CIM-Net initiative. Each RRT member community has received CIM-Net website technology that has allowed them to have both a public and private Internet presence.

On May 9 and 10, 2002, the CCP Steering Committee met to review the findings of the Year III report and plot a course for the future. At this meeting a series of objectives were developed and specific activities outlined for 2002-2003. The focus for the next year was to consolidate the relationships and lines of communication between all the players: community members including

Youth; provincial and federal government representatives; and other regional agencies and organizations.

To place the CCP in a broader context, the Manitoba Healthy Community Network contracted with Dr. Trevor Hancock to examine the CCP as it related to other community based processes and initiatives in Canada. Dr. Hancock summarized his observations and findings in a report completed in July 2002. Dr. Hancock's recommendation was *"shift from a project managed by a steering committee composed primarily of federal and provincial staff to a partnership in which communities are in the majority, while maintaining a close partnership with federal and provincial governments...move toward...a true governance partnership."* (Hancock, 2002).

Communities have requested greater face-to-face involvement with the members of the CCP Steering Committee. In the past, communities may not have encouraged government involvement in community planning. Now, it seems that they are inviting increased dialogue. They want information from government but they also want to provide information to government. To extend that even further, it was thought that the RRTs could also benefit from interaction with each other and other regional organizations.

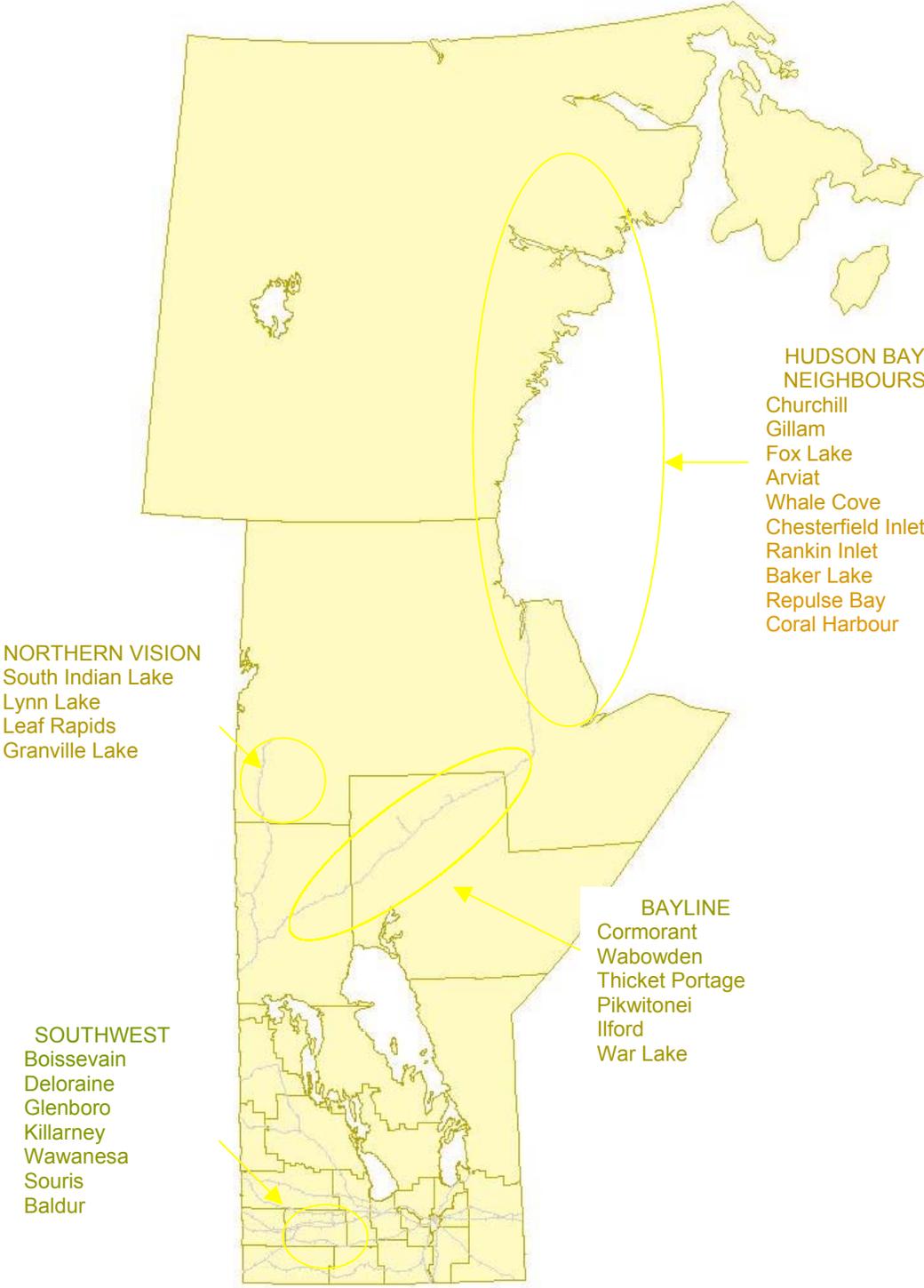
The four RRTs came together for a two-day workshop in February 2003 in Thompson. Through formal presentations as well as informally over dinner and coffee, RRT representatives shared lessons learned with each other as well as with government representatives. The unanimous message from that workshop was that interaction between and amongst the RRTs and with government representatives was a valuable experience. All participants strongly suggested that an annual event such as a regional round table workshop would facilitate interaction, sharing, communication and problem solving.

Members of the steering committee and regional round tables have had the opportunity to share the CCP story at conferences, workshops and meetings. The CCP story was presented at nine conferences throughout Canada between June 2002 and March 2003. Four more are planned between May and October 2003, including two international conferences, one in St. Petersburg Russia and one in Saskatoon, Saskatchewan.

What has become most apparent is that the CCP is dynamic and evolving. The regional round table process has provided opportunities for communities to come together to share experiences. The regions have guided the process within their own timelines according to the needs of the communities involved. The project has changed the relationship between government and communities within the RRTs to interdependent and collaborative.

The Community Collaboration Project, in a dynamic and innovative fashion, has developed and tested a model for a collaborative approach to community development and program delivery. The work is by no means complete. With the experiences and lessons learned to date, the partners within the CCP will continue to learn, examine, assess and revise models and processes to further facilitate collaboration between and among communities and governments bringing the vision of resilient, healthy and sustainable communities closer to reality.

CCP Map



Background

The Community Collaboration Project was initiated in 1999. Its purpose was to design and model a multi-agency approach to support regional community economic development. The CCP is a collaborative arrangement between selected communities, the Rural Development Institute of Brandon University, federal and provincial government agencies including: Health Canada, Environment Canada, Rural Secretariat (Agriculture & Agri-Food Canada), Western Economic Diversification Canada, Manitoba Intergovernmental Affairs, Manitoba Aboriginal and Northern Affairs and Manitoba Community Connections, Community Information Management Network; and a community development association, Community Futures Partners of Manitoba. The Community Animation Program (CAP) has supported the CCP with additional assistance provided through the Rural Dialogue component of the Canadian Rural Partnership Initiative. In-kind contributions have also been provided by Manitoba Intergovernmental Affairs.

The Rural Development Institute of Brandon University is the project sponsor. Throughout the past three years, RDI has facilitated the initial community meetings, provided support and meeting facilitation for the steering committee and conducted an ongoing review of the CCP.

Annual reviews of the project have been conducted by RDI and are documented in:

- “Community Collaboration Project Year I, 1999 - 2000: Review and Lessons Learned” May 2000;
- “Community Collaboration Project Year II, 2000 – 2001: Review and Lessons Learned” March 2001; and
- “The Community Collaboration Project: A Review of Year III” May 2002.

Upon completion of its fourth year of operation, the CCP has successfully engaged four regions:

- Northern Vision Regional Round Table;
- Southwest Regional Round Table;
- Bayline Regional Round Table; and
- Hudson Bay Neighbours Regional Round Table.

The four regional round tables involved in the CCP are very diverse and were chosen for that very reason. The Northern Vision RRT includes northern industrial communities and remote First Nation communities. The Bayline RRT is made up of primarily isolated communities along the Bayline rail line that runs from The Pas to Churchill. The Southwest RRT is comprised of agro-based communities. Within the Hudson Bay Neighbours RRT, the Kivalliq sub-region encompasses a huge expanse that crosses provincial-territorial boundaries and includes Aboriginal, Inuit and other communities in northern Manitoba and Nunavut.

Over the past four years, membership in the CCP Steering Committee has expanded to include representatives from:

- Community Futures Partners of Manitoba Inc.;
- Community Information Management Network (CIM – net);
- Community and Regional Development Initiative, Manitoba Intergovernmental Affairs;
- Environment Canada;
- Health Canada;
- Manitoba Aboriginal and Northern Affairs;
- Manitoba Community Connections;
- Rural Development Institute, Brandon University;
- Rural Secretariat (Agriculture & Agri-Food Canada); and
- Western Economic Diversification Canada.

The vision of the CCP continues to be: *“communities exploring and implementing processes to assist them in working towards becoming resilient, healthy and sustainable. Through a multi-agency and cross-departmental collaborative approach to facilitate joint planning and project development activities, communities will develop regional social, environmental and economic development strategies, often building from the individual communities’ community round tables”* This vision is based upon values expressed in similar community based approaches expressed by its members, specifically “Population Health”, “Community Economic Development”, and “Sustainable Development”. The CCP has combined these community-based approaches and adapted what is known as the “round table” process as its model for implementation. In the model developed by the Province of Manitoba’s Community Choices Program, a round table is a gathering of local community leaders representing the various interest groups in the community. Each round table prepares a community vision statement and development strategy that reflects the people and the priorities of the community.

The goals of the CCP are and continue to be:

- to build an understanding of sustainability;
- to build capacity for community-based sustainability;
- to identify and access information resources and applicability for community planning;
- to build understanding of and improve access to government programs and services;
- to explore ways for governments to better serve rural and remote communities;
- to facilitate collaboration between and among federal and provincial government departments;
- and
- to provide further exposure to and assistance in utilizing information technologies for community building processes.

The CCP has taken the round table process and offered it as a community development process to regions within the province of Manitoba and more recently in a region that includes portions of Manitoba and the territory of Nunavut. In this process, the CCP provides a number of supports to the regional round tables including:

- financial grants;
- facilitators to assist in the initial organization of the RRT and its visioning exercises; and
- access and liaison with a wide variety of government departments, programs and services.

The CCP, through the regional round table process, provides those federal and provincial departments involved with an opportunity to work together with the common objective of initially encouraging the formation of new RRTs and of supporting the existing regional round tables. The CCP is an operational example of a collaborative program delivery model that meets the needs of federal, provincial and municipal government departments and local communities.

CCP Steering Committee Evolution and Development

Initially the steering committee was an ad hoc management committee of federal and provincial representatives who undertook to facilitate the formation of regional round tables through a cross-departmental collaborative approach to joint planning and project development activities within regional social, environmental and economic development strategies. Over the past four years, membership in the CCP Steering Committee has expanded from the original members and now includes representatives from Health Canada; Environment Canada; Rural Secretariat, Agriculture & Agri-Food Canada; Manitoba Community Connections; Community Futures Partners of Manitoba Inc.; Manitoba Aboriginal and Northern Affairs; Community Information Management Network (CIM-net); Community and Regional Development Initiative, Manitoba Intergovernmental Affairs; Western Economic Diversification Canada. The Rural Development Institute, Brandon University, is the project sponsor in partnership with the steering committee.

At the same time as the CCP Management Committee was forming, Rural Team Manitoba was getting organized. Rural Team Manitoba, whose mission is to advocate and support sustainable, healthy communities for citizens of rural, remote and northern Manitoba, is a team of representatives from the federal and provincial governments and others who have an interest in rural, remote and northern Manitoba. Because Rural Team Manitoba's mandate of "*working together to advance community capacity through collaborative actions in response to community driven initiatives*" harmonizes with the goals and objectives of the CCP, and because several CCP Steering Committee members were also members of Rural Team Manitoba, progress on regional round table formations and projects were reported back to Rural Team Manitoba at its team meetings. Over time, the status of the CCP at the Rural Team Manitoba meetings changed from "interest" to "participation".

At the Rural Team Manitoba Advance II held in March 2003, invited representation from the regional round tables, namely Frank Bloodworth from Northern Vision RRT, was asked to participate in and comment on the Rural Team's planning for 2003 - 2004. During the action-

planning phase of this workshop, Rural Team Manitoba set an objective of “*establishing a relationship linkage with the Community Collaboration Project*”. The working group for this objective is the current Rural Team Manitoba members on the CCP Steering Committee, thus forming a formal linkage between the two teams. Rural Team Manitoba’s planned activities for this objective in the coming year include:

- establishing a working group;
- establishing a role for the Rural Team Manitoba in emerging RRTs;
- facilitating support for existing RRTs; and
- packaging the CCP as a “best practice” for testing as an innovative model.

Thus in the four years of the project, the ad hoc CCP Management Committee has evolved into a multi-representative, multi-stakeholder steering committee with formal links to an established cross-department, cross-government team.

Information Technology

Manitoba Community Connections has extended its initial scope of providing public internet access sites to include providing the support necessary to engage communities in becoming active participants in the emerging knowledge based society. Community Connections in partnership with other government programs has partnered with the Community Information Management Network to address this need. The strength of CIM-Net is that it is a strategic alliance of communities and community-serving organizations working together to strengthen communities through partnership, information sharing, and through the effective use of information technology. The core guiding principle is that partnerships with a shared value in the strength of community interconnectedness provide the best and most promising path toward sustainable community development for the future. CIM-Net offers communities:

- a framework for building mutually beneficial partnerships;
- a process for collaborative decision-making; and
- common tools to create, store and manage community information more effectively.

As of 2002, every RRT member community had taken advantage of both the Community Connections Public Access site and Internet Connectivity programs as well as the CIM-Net initiative. Each RRT member community has received CIM-Net website technology that has allowed them to have both a public and private (secure working group collaboration space) in the form of an Internet presence.

RRT/CIM-Net partnership benefits include:

- access to information that can help drive successful community planning initiatives;
- links with other communities facing similar challenges and embracing similar opportunities;

- access to internet accessible software programs that make managing and sharing information simpler; and
- participation in a process that respects diversity while trying to meet different needs.

A board of directors, which has a strategic relationship with the CCP Steering Committee, governs CIM-Net. Current technology in use by CIM-Net was created by youth/students who are current and former Brandon University students. RDI maintains contact with CIM-Net, as it is an integral component of RDI's facilitation of the Community Collaboration Project.

Regional Round Table Profiles and Activities

Northern Vision Regional Round Table

The Northern Vision Regional Round Table (NVRRT) (<http://www.northernvision.ca>) was established in October 1999 under the name SLL Regional Round Table (RRT). It was the first RRT to be established under the Community Collaboration Project. At its inauguration it included the communities of South Indian Lake, Leaf Rapids and Lynn Lake. In 2000, it grew to include the Village of Granville Lake and the group adopted its new name, Northern Vision Regional Round Table. The purpose of the organization, as defined by the members of the Northern Vision RRT is *“to strengthen our (Northern Region) by coordinating and implementing culturally sensitive goals that are identified through action oriented partnerships”*.

South Indian Lake is an incorporated community within Manitoba Northern Affairs with a Mayor and Council. With a population of more than 1000, it is the largest of the NVRRT communities. South Indian Lake is accessible by an all weather road and a year-round ferry crossing. Granville Lake is a small Aboriginal community accessible only by air or boat. Lynn Lake and Leaf Rapids were established as mining communities and are accessible by road and air. While the region faces many community development challenges, recent mine closures in both Lynn Lake and Leaf Rapids have had the greatest impact on the area.

Formation of the Northern Vision RRT

The first joint community meeting took place on October 27, 1999 in Leaf Rapids. Community Round Table (CRT) members from each of the three original communities participated, together with the mayors of the communities and representatives from the federal departments of Environment; Health; Agriculture and Agri-Food; the Province of Manitoba Department of Intergovernmental Affairs; and Rural Development Institute, Brandon University. The intent of the session was to explore the formation of a northern regional round table.

Major activities covered during the initial meeting included:

- the review of CRT activities within the three communities;
- establishment and organization issues; and
- the formation of the determinants of success.

At this first meeting, it was acknowledged that the three communities were already working together on joint tourism activities and they unanimously endorsed the establishment of the SLL Regional Round Table. Those in attendance agreed to ask each of the three Community Round Tables to name three to five members per community to form the membership base for the SLL Regional Round Table. It was decided that subsequent meetings were to be rotated between the communities and chaired by the local CRT Chair.

At the onset, the members identified several factors that would determine the success of the NVRRT. They included:

- efficient use of the region's resources;
- improved infrastructure and community resources;
- increased local and regional decision-making;
- increased utilization of government programs and services;
- effectiveness of the RRT as a proactive forum for regional development;
- increased knowledge and evidence in linking human health and the environment; and
- increased activity on human health and environmental issues.

During these formative meetings of the NVRRT, Dr. Robert Annis, Director of Rural Development Institute, provided initial facilitation services with assistance from government resource person, Craig Hanley. Craig Hanley, Senior Community Development Officer, Community Economic Development Services (Thompson) also provided supports to the RRT including organization of meetings, production of meeting minutes and agendas.

Subsequent formative meetings of the NVRRT occurred on December 2, 1999 in Lynn Lake, January 26 and 27, 2000 in South Indian Lake and on April 7 and 8, 2000 in Leaf Rapids. Key items covered during these sessions included:

- identification of the areas where they could work collaboratively and of those which were regional priorities;
- identification of the principles against which actions should be measured;
- development of an action plan and organizational approach for the group;
- discussion of potential value-added opportunities; and
- initial development of a regional vision and operational guidelines.

As was intended by the CCP Steering Committee, the transfer of roles and responsibilities from key resource persons to SLL members was initiated. Over the course of the first four RRT meetings, SLL representatives took on the activities that had initially been supported by Robert Annis and Craig Hanley, including facilitation, meeting organization, scheduling, minute taking and overall management.

Development and Continuance of the NVRRT

In 2000, the South Indian Lake, Lynn Lake and Leaf Rapids (SLL) Regional Round Table grew to include the village of Granville Lake. With the addition of a new community to the RRT, the members chose a new name – Northern Vision Regional Round Table. Development meetings of

the NVRRT took place on June 16, 2000 in Leaf Rapids, September 15, 2000 in Lynn Lake and November 23, 2000 in Leaf Rapids.

During the 2000 meetings, organizational issues, operational guidelines, development of a regional vision statement and goal setting for future success-failure indicators were discussed. The use of technology by the RRT's has been an important component of the CCP and presentations of the technological resources that are available to assist with community capacity building (i.e. web-based and GIS technology) were made. Northern Vision developed a "working website" early on in their formation. The Northern Vision RRT is currently struggling to expand and develop its website due to a lack of personnel who are trained and have the time to work on the website.

In addition to meetings of the RRT, Northern Vision members have also participated in a number of working sessions as well as delivered several presentations to other groups. In October 2000, RRT members participated in a session with Dr. David Darling, Community Development Economist, Kansas State University and Dr. Robert Annis, RDI, Brandon University in South Indian Lake. The one-day workshop on community development led participants through topics covering local assets, understanding the forces of change, building a healthy community and becoming a learning community.

A representative of SLL presented the regional "story" at the Rural Forum in Brandon, Manitoba on April 28th, 2000. During the presentation, SLL identified the need for diversifying the economy, the sharing of resources and the importance of not working in isolation, as the driving forces behind the creation of the RRT.

The SLL Regional Round Table was also chosen to speak about their experience at the National Rural Conference: Building Our Future Together. The conference was held April 2000 in Québec. The presenter provided a synopsis of the economic condition of the three communities and the north in general as well as the historical relationship between first nations and mining communities. The need to diversify the economies of SLL and the requirement to share resources and develop new strategies together in order to ensure long term sustainability were offered as the reasons why the RRT was created. Representatives of the NVRRT also attended and made a presentation at the 2002 National Rural Conference in Prince Edward Island.

In 2001-2002, the NVRRT members met on four occasions: May 10 and 11, 2001; November 1 and 2, 2001; February 28 and March 1, 2002 and October 10, 2002.

During this time period, the mine closure in Leaf Rapids has continued to have a major impact on the region. The town of Leaf Rapids is undergoing transition and rebirth since the mine closure. The population of Leaf Rapids has dropped from approximately 1200 to 400 people. This situation has made regular meetings of the NVRRT difficult. At their most recent meeting in October 2002, a discussion regarding RRT continuance was undertaken. Following the discussion it was decided that the members were in favour of continuing with the RRT process.

Since the inception of the NVRRT, several main goals have evolved, including:

- Youth Initiative (bring the Youth of the region together to develop their own strategy);

- Regional Communication Plan (draft a communication plan);
- Fishing Industry (ensure fish processing is established in the region);
- Mineral Sustainability (draft plan to ensure mineral sustainability in the region);
- Regional Addictions Treatment Centre (establishment of a treatment centre);
- Regional Tourism (development of a regional tourism strategy);
- Regional Infrastructure (determine and prioritize regional infrastructure requirements and concerns (roads, water treatment, sewer)); and
- Funding (ensure that a funding agreement is in place for regional development).

Progress on each of the identified goals is as follows:

Youth Initiative – A Youth regional round table was established with eight members, two Youth from each of the four communities. One Youth from each community also sits at the NVRRT meetings. In May 2002, the Youth members, through assistance from Health Canada, the NVRRT, Rural Secretariat and the Province of Manitoba attended and took part in the Vision Quest Conference in Winnipeg as well as the Manitoba Rural Forum in Brandon.

In 2002, the Community Access Program (CAP) program sponsored two Youth coordinators for a period of three months. In 2003, the CAP Youth initiative through Junior Achievement again has been able to sponsor two Youth (until March 31, 2003). This program due to its sporadic nature of funding periods has created problems in attempting to provide long-term Youth development in the region.

The NVRRT is planning a Youth Leadership Conference for the region. Youth coordinators and others from the region attended a Youth Conference in Winnipeg in February 2003.

Regional Communication Plan – In seeking alternatives to the present telecommunications service provider, MTS, representatives of the Northern Vision RRT met with the Project Manager for Broadband and ICT, Province of Manitoba and a representative from the company, Vancouver Teleport. Vancouver Teleport is marketing a satellite-based full-service network that delivers voice, data, fax, Internet and video conferencing to remote locations. It is presently working in Churchill. A proposal for funding has been developed and submitted. One specific objective for the RRT is to secure “same area calling” for the four member communities. At another level, Leaf Rapids applied to the CRTC for licensing to bring in regional radio programming. This was granted. Lynn Lake now has high-speed wireless Internet connection for downloading through a private company in Lynn Lake. More data is coming from Industry Trade and Mines to make the connection with Community Connections and other contacts.

Fishing Industry – Funding has been approved from the Sherritt Development Fund to support the development of a business proposal for the processing of lake trout in Lynn Lake. Discussions with the Canadian Food Inspection Agency and the Freshwater Fish Marketing Corporation are continuing. Fish Processing market studies and feasibility studies have been done. The search is on for someone that knows the processing business. Processors from coast to coast have been contacted. Two have shown interest and are reviewing the business plan.

Mineral Sustainability - The goal was rewritten at the meeting of November 1, 2001 to read “to promote and strive for mineral exploration in our region by May 31, 2002.” Representatives of the RRT have attended meetings and made presentations to the Mining Task Force.

Regional Addictions Treatment Centre – The Addiction Health Foundation (AHF) Ottawa was to develop a model Healing Centre for implementation across Canada. After six months of study they abandoned the idea due to many variables across the country to make one format workable. Funding cutbacks have eliminated NVRRT chances for support from the AHF for new facilities as all proposals are to be from existing healing centres. The NVRRT continues to explore other possibilities via other independent healing centres.

Regional Tourism – A sub committee was struck with representatives from all four communities to deal with Tourism in the region. The sub-committee of the NVRRT is now working with the NWM Community Futures on a collaborative project for tourism in northwest Manitoba (this group encompasses a lot more than just the four NVRRT communities).

Regional Infrastructure – These activities are essentially a lobbying effort. Efforts continue to focus on the preservation of the rail line to Lynn Lake and upgrades to Highway 391. There are also concerns relating to air service as Calm Air ceased service to the area. Members are investigating other options.

Funding Agreement – The NVRRT represents an area of four communities and would like to be recognized as such under the Northern Development Strategy. Specific activities for this objective have been tabled for the time being.

Lessons Learned

During the formative year of the Northern Vision RRT several lessons learned arose from the process. Members themselves noted the following:

- the awareness that no one could do sustainable development better than the people who live within the region;
- cultural diversity is important;
- to be patient;
- to stop looking for scape goats and take responsibility for development;
- local development requires community ownership;
- need to reach consensus and to work as a collaborative team; and
- most importantly, to have fun, laugh and maintain a sense of humour.

During the creation of the NVRRT, it became apparent that a great deal had been accomplished within a short time. Most importantly, the process had changed the attitudes and approaches of the four communities – all four communities now looked at things regionally, as opposed to community only. Simply “bringing the communities together” was seen as a very beneficial aspect of the process as most of the NVRRT participants had never before been in the same room, let alone gathered to discuss common issues. The initial supports of RRT coordination, organization, funding, resources and facilitation were seen as highly valuable.

The main challenges and barriers to the process that had emerged during formation of the NVRRT were:

- distance, the difficulty of “getting people together”;
- volunteer commitment;
- time;
- the challenge of reaching consensus;
- the need for more funding and resources for the RRT; and
- the need for clarification of federal and provincial roles and supports.

Some of the lessons learned and challenges that emerged during the formation of the NVRRT have continued with the ongoing development and continuance of the RRT. Specifically, the continuing need for ongoing funding, resources and support for the RRT, challenges of getting people together, and lack of time of RRT members have remained at the forefront. Since the inception of the NVRRT, the bringing together of the four communities has continued to be seen as the most helpful aspect of the RRT. The four communities coming together at one time to discuss common issues, learn about one another and exchange ideas are key elements of the NVRRT.

Southwest Regional Round Table

The Southwest Regional Round Table (SWRRT) (<http://swrrt.cimnet.ca>) was formed in April 2000 with the communities of Boissevain, Deloraine, Killarney and Souris; and later the same year expanded to include: Baldur, Wawanesa and Glenboro. The southwest area of Manitoba is predominantly an agricultural region populated by small rural communities. Similar to other rural areas of the country, the region is dealing with issues of rural depopulation, the industrialization of agriculture and isolation from major services.

The SWRRT adopted its mission statement in June 2000:

“Enlisting committed, community-based stakeholders, the Southwest Regional Round Table will use a creative, coordinated and cooperative approach to developing a regional vision which identifies issues, strengths and opportunities. We will provide guidance and support to regional organizations and groups for the implementation of these goals and strategies and are committed to assisting in the communication, coordination and support of healthy communities for our region.”

Formation of the Southwest RRT

The initial meeting of the Southwest communities took place on February 17, 2000 in Boissevain. More than 30 representatives from the communities of Boissevain, Deloraine, Killarney and Souris as well as Federal government members of Health Canada, Agriculture and Agri-Food Canada, and Environment Canada, met to discuss the possibility of forming a regional round table in Southwestern Manitoba.

A second meeting took place on April 12, 2000 in Deloraine. The representatives decided to proceed with the regional round table process and began discussing organizational approaches, mission and goals, as well as the region’s main issues and concerns.

The next formative meeting was scheduled for May 15, 2000 in Souris. The agenda topics for the meeting included: organizational issues, roles and responsibilities, determination of the geographic region, regional issues and concerns, goals, development of a vision/mission statement and projects/actions to be undertaken by the RRT. Other items under discussion included a regional website that would build on existing community websites and federal/provincial websites.

At the May 2000 meeting, Southwest RRT finalized a number of goals for the regional round table process. The three primary goals included:

- to identify a regional vision to guide in the development of regional actions, projects and initiatives and to identify the organizations/agencies to implement projects;
- to identify the boundaries of the region; and
- to coordinate regional and other organizations to implement goals.

Additional goals identified by the members of the SWRRT included:

- improve communication;
- implementation of community round table visions;
- provide streamlining and efficiency (avoid duplication);
- provide partnerships in programs and dollars;
- promote healthy community development;
- coordinate and improve community and regional databases;
- identify strengths and opportunities for the region; and
- guide, support and assist regional organizations in implementation of goals and projects.

Development and Continuance of the SWRRT

The Southwest RRT has been able to hold fairly regular monthly meetings since April 2000 to the present, generally adjourning only for the summer months and for Christmas. Meeting locations are rotated between the member communities. The Southwest RRT also formed an executive committee that meets to discuss RRT issues. The executive committee is comprised of representatives from each of the communities involved.

In 2000, Southwest RRT members identified issues and concerns common to the region. They were:

- housing;
- highway upgrades;
- attracting industry/trade fairs;
- fibre optic links; and
- identifying investment partners, government funding programs, etc. for business opportunities.

Several presentations and sessions also occurred with the members of the SWRRT. In 2000, RDI supported a presentation by Darren Ottaway of the Northern Vision Regional Round Table. He presented an overview of the NVRRT (at that time under the name SLL RRT) process to the Southwest members emphasizing that prior to the formation of the RRT, there had been no communication between the three communities of South Indian Lake, Lynn Lake and Leaf Rapids.

Now the three communities have identified and begun to implement several regional initiatives and developed a regional website.

After the regular meeting of the RRT in November 2000, RRT members participated in a session with Dr. David Darling, Community Development Economist, Kansas State University. The session was arranged by RDI. The three-hour presentation called “Building A Healthy Economy” led participants through topics covering local assets, a community and economic development change model, understanding community’s economic function and combining the vision with action planning.

At a planning session held In February 2001, the SWRRT set the following as initiatives and projects:

- affordable housing;
- regional promotion;
- regional website;
- marketing tool for the region;
- professional recruitment for the Health sector;
- infrastructure (high speed Internet); and
- information sharing on P-Census (a Statistics Canada information program).

Since the planning session, most of these initiatives have continued to be developed by the SWRRT. The affordable housing initiative has gone local for each of the communities involved. Three new projects have been added including investment development partnering with the Estey Centre, leakage study, and Youth inclusion in rural Manitoba. The marketing tool for the region is now covered by the investment development and leakage study initiatives.

Progress on each of the active SWRRT initiatives is as follows:

Regional Promotion - To raise interest in the south western area of the province, SWRRT participated in the Thompson Nickel Days trade show, providing employment and tourism information, and other promotional materials from member communities of the SWRRT.

Regional Website – In early 2001, a Community Connections representative attended a SWRRT meeting to further clarify what services and resources could be provided to the RRT with regards to developing websites. Examples of maps, pictures and other information were shared with participants. To date, a draft regional website has been established. The RRT received a grant of \$1,000 from Community Connections to coordinate a CIM-Net training session. The regional website continues to be worked upon by the SWRRT.

Professional Recruitment for the Health Sector – The Southwest members are exploring the creation of a scholarship fund or a similar initiative within the southwest in cooperation with the Assiniboine Regional Health Authority. The intent is to try to attract health care professionals to the region.

Infrastructure (High Speed Internet) - Most communities at the table are now served with high speed. It is uncertain when the other communities will be served.

Information Sharing with P-Census – P-Census is a computer program that contains Statistics Canada information. The P-Census software and data have made it easier to profile locations and find target market areas. The RRT purchased this program and distributed it throughout the 7 member communities. All have received program training. This information has been used to support various RRT projects including the Leakage Study.

Investment Development Partnering with the Estey Centre – Based in Saskatoon, the Estey Centre for Law and Economics in International Trade is an independent, interdisciplinary centre for research and training in issues related to international trade, trade policy, law and economics. The SWRRT is working with the Estey Centre to develop a pilot training project for Economic Development Officers. The training will include three modules on investment development and would focus on foreign, national and provincial investment development opportunities. The Estey Centre and the SWRRT are jointly seeking funding to support this initiative. Members of the SWRRT met with the Estey Centre team in November 2002 – at this working session, participants brainstormed ideas that evolved into five themes that will serve as the basis to structure the initial needs analysis for the development of the training program.

Leakage Study - The SWRRT developed a call for proposals to conduct a consumer spending leakage study that would examine the type and amount of consumer spending by residents of the region that occurs outside the region. The Stats Canada P-Census data was used to support the study. A consulting group responded to the call for proposals and partnered with the SWRRT. On February 17, 2003, the final step in the Leakage Study will involve a workshop with community people and the business community to work through the Leakage Study report and to utilize a tool to assist in locating and developing potential business opportunities.

Youth Inclusion in Rural Manitoba – The SWRRT’s newest activity is a proposed examination of Youth inclusion in rural Manitoba. SWRRT submitted their proposal to the Canadian Agricultural Rural Communities Initiative (CARCI) in January 2003. The proposal includes partnership and collaboration with a number of organizations including the Community Collaboration Project, Rural Development Institute, Manitoba Metis Federation, CIM-Net and Function Four Ltd. The project will focus on three key issues surrounding rural Youth out-migration. The main priority of this project will be increased Youth civic engagement. It is anticipated that the project will also explore and examine opportunities provided by the knowledge-based economy for alternative rural employment and education.

Lessons Learned

During the formation of the SWRRT, the most significant accomplishment was the ability to work regionally and as some members noted “to leave our personal/community agenda at the door.” The improved communication and sharing of information within the region was also seen as important, particularly with moving forward the goals of the RRT.

While working regionally has been a significant accomplishment of the SWRRT, it has also been considered one of the greater challenges. The region encompasses large and small communities. As

each community has different issues and priorities, it has been difficult to identify projects that will benefit all members.

Most Southwest RRT members felt that the assistance and support received from provincial, federal and RDI representatives during formation was helpful. SWRRT members specifically noted the assistance from Marshall Paxton of Intergovernmental Affairs, Dr. Robert Annis of RDI and Bruce Hardy.

Challenges that arose during formation of the RRT included:

- a lack of cooperation by some parties;
- sometimes priority was given to individual communities instead of the region; and
- transition from idea and discussion to action and implementation was not occurring.

Another issue faced by the SWRRT during their formation, development and continuance has been the dissolution of the regional economic development association - the Westman Economic Development Association (WEDA). There are indications that WEDA in another form may emerge. This formation would no doubt have an impact on the Southwest Regional Round Table. The development of a regional development corporation could render the RRT redundant, but it may also provide the opportunity for the RRT to serve as a guide for the rejuvenation of a regional development corporation. The two organizations may be able to support each other.

Since inception, the availability of human resources to support the activities of the RRT has been another challenge faced by Southwest. Presently, a part time employee of the Community Development Corporation in the Town of Souris is undertaking this responsibility for a small honorarium. As this individual works two days per week, it is difficult to find time to complete some of the RRT tasks, for example the development of the web site.

Ongoing issues and challenges of the Southwest RRT include:

- the need for financial support for its projects;
- human resources to administer its activities;
- further participation and support from its member communities; and
- greater direction and assistance from the CCP management committee.

Bayline Regional Round Table

The Bayline Regional Round Table (<http://baylinerrt.cimnet.ca>) was formed in November 2001 with the communities of Pikwitonei, Ilford, Cormorant, and Wabowden. The community of Thicket Portage joined the RRT in December 2001 and War Lake First Nation joined the group in February 2002. The region is named Bayline after the rail line that connects these communities and is the primary mode of transportation between the member communities. The Bayline runs from The Pas to the Port of Churchill and is a major transportation and communication link in northern Manitoba.

Formation of the Bayline RRT

Including their initial meeting, formative meetings of the Bayline RRT were held on: November 21 and 22, 2001; December 5 and 6, 2001; January 16 and 17, 2002; March 7 and 8, 2002; June 17 and 18, 2002; and most recently January 30 and 31, 2003. Thompson served as the meeting site due to its central location. It was the intention of the Bayline RRT to rotate the meetings from community to community but due to train schedules, winter roads and distance it was determined that this was not possible due to the limited funds and time commitments.

At its first meeting, the members did some preliminary visioning. Representatives listed issues that affect their particular community that they felt they might have in common, including:

All weather roads	Lighthouse School	Telecommunications (phone, internet)
Commercial fishing	Logging	Tourism
Community Economic Development Officers	Mining	Training
Development of Transfer Station	Northern Forum	Vandalism
Health	Northern Manitoba Round Table	Water Bottling
Housing	Seniors/Elders	Youth Initiatives
Hydro Development	Sewer/Water Services	

The second meeting was used to develop an organizational structure including decision-making processes, guiding principals, financial processes and meeting structures. The Wabowden Community Development Corporation offered to house the financial resources and the services of their Community Economic Development Officer as a resource to the RRT.

In preliminary discussions, it was revealed that the most common and pressing concerns for these communities were related to health care. Great distances separate communities in the north of Manitoba. Transportation links are often either very expensive or substandard. Therefore, there is little opportunity for community members and service providers to meet. In light of this, the CEO of the Burntwood Regional Health Authority (RHA) was invited to the second meeting of the Bayline RRT. After an open and frank discussion, some concerns were very quickly resolved.

With this initial meeting between the Bayline RRT and the Burntwood RHA as an indicator, Bayline RRT members thought that a facilitated dialogue between service providers and community members could be very productive. Therefore, the Bayline RRT decided to coordinate a day long Health Forum. The purpose of the forum was to bring community members and service providers together for a facilitated discussion on common issues related to the health care process and delivery. The Bayline communities brought 15 community members to Thompson to meet with representatives of Burntwood and NOR-MAN Regional Health Authorities, and Manitoba Health.

As most communities in the RRT fall under the jurisdiction of Aboriginal and Northern Affairs, members were anxious to use the RRT as a forum to discuss their Northern Affairs Community Funding Agreements. This along with a computer training session formed the basis of the third meeting of the Bayline RRT.

Since its establishment in December 2001, the Bayline RRT has developed a website and has accessed the CAP Youth Initiative with four Youth serving as community based interns in Wabowden (<http://wabowden.cimnet.ca>) (2 interns), Thicket Portage and Pikwitonei. These three communities have each in turn developed websites that are linked to the Bayline RRT website. Members of the Bayline RRT and the Youth interns have undergone training in CIM-Net tools so that they will be able to edit, update and modify the web site. Wabowden has also developed a Youth site at geocities.com/ways_wabowden.

Inclement weather was a significant factor in the communities' ability to meet with one another. Until all communities could be in attendance, members were reluctant to do a formal visioning process. They chose to wait until War Lake First Nation and Thicket Portage were able to join the RRT. All the communities have obtained a resolution from their Council indicating their support to/for the activities of the Bayline RRT. Once all the communities had indicated their interest and willingness to participate, the Bayline RRT undertook a visioning and planning session in June 2002. This two-day session included the development of a vision statement, identification of priority issues and opportunities and preliminary development of goals and action plans.

Lessons Learned

Prior to the formation of the Bayline RRT, community leaders did not have a venue in which to meet and discuss issues of common concern. This venue has also proven to be a value to those businesses and agencies that need to meet and work with community leaders. The meetings of the Bayline RRT provide an opportunity to meet with community leaders without taking the time and expense of traveling to each community.

The expansion of the Bayline RRT was discussed but members came to the conclusion that the current size, with regards to representation, is a workable group. It is felt that everyone involved with the Bayline RRT rolls up their sleeves and gets to the tasks and challenges at hand.

Establishing partnerships with existing organizations is very crucial to the success of the RRT to be able to advance its goals and objectives. Also, the Bayline RRT strongly identified that there must be a staff person committed to the coordination of operations. It is anticipated that this will ensure sustainability and continuity within the structure of the Roundtable. The RRT has the support of a Bayline Community Animator at the present time.

It must be "locals" that sit around the table to discuss the issues of common concerns. In the beginning, members of the RRT must take ownership and identify where the strengths and weaknesses are and what could and could not work in the Bayline communities. All in all, RRT representatives must have open minds and a good sense of humour. This allows for people to deal with the issues at hand and to move ahead.

Hudson Bay Neighbours Regional Round Table

Hudson Bay Neighbours Regional Round Table – originally known as the Northern Manitoba-Kivalliq Regional Round Table) consists of Churchill, Fox Lake and Gillam in northern Manitoba; and Arviat, Baker Lake, Chesterfield Inlet, Coral Harbour, Rankin Inlet, Repulse Bay, and Whale Cove in Nunavut.

The Hudson Bay Neighbours RRT is comprised of two individuals from each of the communities involved. Member communities appoint their representatives by resolution. The RRT intends to hold regular meetings, no less than twice per year with the location of RRT meetings rotating between member communities and alternating between Manitoba and Nunavut. The community that hosts the RRT meetings is responsible for the organization of the session, the general coordination of travel, accommodations and the provision of supporting resources.

The Mission of the HBNRRT is: *“To establish a viable roundtable to promote the communities of Northern Manitoba and the Kivalliq region of Nunavut in order to coordinate efforts and advance issues of mutual concern.”*

The members of HBNRRT have also developed their Vision Statement: *“To become an active, sustainable group that will make a meaningful contribution to the health and prosperity of member communities and organizations.”* The Vision Statement was recently augmented by a “mosaic picture” exercise whereby working groups created posters of healthy communities. As this RRT crosses political and jurisdictional boundaries, it provides a unique opportunity and challenge for the CCP. The region includes incorporated municipal communities, First Nations and Inuit communities.

Formation of the Hudson Bay Neighbours RRT

The HBNRRT held its inaugural meeting in January 2002 with representatives from: Churchill, Gillam, Baker Lake, Coral Harbour, Rankin Inlet, Repulse Bay and Whale Cove. Representatives from Chesterfield Inlet, Arviat and Fox Lake expressed interest but were unable to attend due to bad weather. During the meeting, it was also decided to extend an invitation to the Kivalliq Chamber of Commerce to participate as a full member.

During the inaugural meeting, the group made preliminary decisions regarding the organizational structure and identified key issues of common interest. The selected five priority areas were identified as:

- transportation (services, cost, infrastructure, roads);
- Youth (education and training for Youth and elders, suicide prevention, substance abuse);
- energy (infrastructure, fuel – quality and costs);
- health (education, services, attitudes, nutrition, habits, parenting) and;
- technology (development and coordination, utilities, communication – phones and Internet).

Members of the CCP Steering Committee attended the initial meeting. Since the meeting, work has commenced on a RRT web page.

Members of the HBNRRT traveled to Rural Forum 2002 in Brandon and met informally with other regional round table participants. The next formal meeting of the HBNRRT was held in August 2002 in Baker Lake, Nunavut. Ministers Jean Friesen (Intergovernmental Affairs) and Eric Robinson (Aboriginal and Northern Affairs) from Manitoba attended the meeting. At this session, there was discussion regarding Manitoba Chamber of Commerce involvement. It was decided that the HBNRRT would not formally invite the Manitoba Chamber to be involved but the RRT would share minutes with this group to keep them informed of HBNRRT activities.

The agenda for the August 2002 meeting included discussion regarding RRT terms of reference (including a mission and vision statement as well as roundtable objectives), working group reports and presentations and financial reports.

The objectives identified by the members of the HBNRRT are to:

- build regional capacity;
- increase knowledge and skills;
- nurture community/regional pride;
- foster sustainable economic development;
- develop businesses that are needed;
- promote community based planning;
- inspire self determination that leads to self reliance;
- work at key issues from the bottom up;
- find a social-environmental-economic balance; and
- inspire strong people that will build a strong future.

The HBNRRT members developed five working groups based on their priority areas. Updates from the working groups are as follows:

Transportation Working Group (TWG) – This group has been working on issues surrounding the airline industry, mail hauling, dry cargo/fuel, bulk shipping/containerization, roadways and transportation policy. A significant accomplishment for the TWG was its successful lobbying efforts that led to the reinstatement of certain flights throughout the Kivalliq region.

Youth Working Group (YWG) – This group reported on the successful Youth RRT that occurred in Brandon at Rural Forum 2002. This session covered aspects of getting Youth involved including: what Youth think is the best thing(s) in their community; things Youth think need to improve in their community; Youth consensus on the major issues identified by the senior RRT; identification of Youth priorities; and discussion about whether or not Youth should be involved in the RRT process. Some of the Youth discussion from Rural Forum covered topics that included, culture, elders, recreation and entertainment, parenting skills and education and training.

The YWG compared the Youth RRT priority issues with those of the senior RRT. This analysis showed that Youth have unique issues, separate and distinct from those of their senior counterparts. A recommendation from the YWG was that the RRT work to include the Youth RRT at the next

and future sessions of the HBNRRT. A profound quote came from the Youth: “We are not the leaders of tomorrow; we are the leaders of today!”

Energy Working Group (EWG) – Key topics covered by the EWG were energy infrastructure and fuel quality/cost. The EWG felt that the RRT should assume a leadership role in initiating dialogue amongst stakeholders and to serve as a catalyst in lobbying regional issues. The EWG indicated that the development of a secure energy supply that is sustainable, efficient and varied; the completion of the Manitoba-Nunavut energy study; and local involvement in energy decisions were their top priority issues.

Health Working Group (HWG) – The HWG reported that it had worked to identify a number of determinants of health for the region. These determinants were then used to specify health issues to be considered by the HWG. These issues included income and social status, social support systems, employment and working conditions, personal health practices, health services, physical environment, education, biology and genetic endowment, and healthy child development. The HWG further identified a number of key health status concerns that it would actively address. Priorities of the group included food security and youth (because of high suicide rates). The HWG stated that it would serve as a lobbyist for the identified health issues and work to develop partnerships with various stakeholders so as to promote regional cooperation in the provision of health services.

Technology Working Group (TECHWG) – The TECHWG conducted a presentation on an Internet website initiative it is undertaking in the Town of Churchill. Discussion about the opportunities surrounding the development of a HBNRRT website also took place, with Churchill volunteering to share expertise, experience and mentorship to the other communities. The TECHWG also discussed the importance of developing infrastructure that is capable of enabling and enhancing broadband access and high-speed wireless networks.

The most recent meeting of the HBNRRT occurred on February 11 and 12, 2003 in Gillam. The agenda for the two-day session included: Youth orientation to the regional round table; remarks from attending dignitaries; an update on the upcoming CCP planning workshop (held in Thompson); updates from the communities and organizations involved; working group discussions and action planning; reports (and resolutions) from the working groups; and future needs discussion.

Two dignitaries participated with the HBNRRT members during this meeting – Eric Robinson the Minister of Culture, Heritage & Tourism for Manitoba and Minister of Community Government and Transportation for Nunavut, Manik Thompson. The Minister of Culture, Heritage & Tourism noted that the items the HBNRRT are dealing with are also common strategy areas of the Manitoba Northern Development Strategy. The Minister commented, “the Kivalliq Region and Northern Manitoba are neighbours, not strangers”. The Minister discussed the opportunities that arise from the Manitoba-Nunavut Memorandum Of Understanding (MOU), as well as the potential for developing more sector-specific MOU’s, including Tourism (April 2003). The Minister also noted that transportation is key to the region and encouraged the group to not lose sight of the dream of a Manitoba-Nunavut road link. Minister Thompson also spoke about the potential to build on the

Manitoba-Nunavut MOU. The Minister discussed the need to further investigate feasibility studies for roads and energy.

A general group discussion about additional sectors and initiatives that the HBNRRT might wish to address took place. A number of other potential initiatives were identified including:

- tourism (strategy, scientific tourism, etc.);
- training;
- arts & crafts;
- joint festivals, trade shows and missions;
- information officer/point person to collect and disseminate information on issues, programs and research;
- the importance of Youth involvement at every stage and the use of per diems for Youth;
- information technology; use of the website and information sharing; and
- possible role for Churchill Northern Studies Centre.

The terms of reference for the HBNRRT were discussed and reviewed. It was decided that the terms of reference will be amended to ensure minutes and resolutions are timely. It was reaffirmed by the members that decisions are made by consensus and by resolution, as necessary. Currently the HBNRRT decision-making is based upon 11 votes; one per community and one for the Kivalliq Chamber of Commerce. It was decided that if Tadoule Lake confirms its interest in participating, it would be given one vote as well.

Several resolutions were put forward by the RRT working groups at the session including:

Energy Working Group – The EWG put forward the resolution that the HBNRRT encourage the Government of Nunavut to maintain a high priority on implementing IKUMA II (deals with significant activities in energy coordination, development and conservation involving electricity, fuel and energy opportunities) and keep the HBNRRT informed of progress and opportunities.

The EWG also discussed and recognized the impact of the Dene land claims on potential developments, including roads and power lines. It was felt that the RRT should recognize the importance of coordinating communication, consultations and dialogue on options and potential solutions with regards to this matter. With this in mind, the group put forward the resolution to continue its efforts to include Tadoule Lake as a voting member of the RRT.

Other items discussed by the EWG included the potential development of a power transmission line from Manitoba to Nunavut, as well as the need to confirm appointees to the Manitoba-Nunavut MOI Steering Committee.

Health Working Group – The HWG put forth three resolutions for consideration at the February 2003 session. Two resolutions dealt with issues surrounding nutritious foods. The HWG resolved that the HBNRRT petition the appropriate governmental authorities to provide increased funding and support for community based education programs for people in the Northern Communities about nutritious food selection, preparation, identification of food alternatives and indigenous food

supplies. An evaluation/study of the issues raised by the Auditor-General with regards to the Northern Food Mail Program will be requested by the RRT (from the Minister of Indian and Northern Affairs).

Discussion regarding the increased prevalence in the Northern Communities of major health conditions such as diabetes, nutrient deficiencies and obesity was undertaken by the HWG. It was resolved that the HBNRRT petition the appropriate governmental authorities for regulation and control of nutritious food prices and for the implementation of incentives for selection of nutritious foods.

Transportation Working Group – The TWG discussed the need for a Nunavut-Manitoba road. Currently the governments of Nunavut and Manitoba along with the Kivalliq Inuit Association have formed a partnership to further the planning and development of the road. It is felt that the road could be a vital link in the future economic and social development of these areas. It was resolved by the TWG that the HBNRRT request that the Federal Department of Indian and Northern Affairs Canada be requested to proceed with a timely and positive response to the Kivalliq Inuit Association's submission requesting Federal Government contributions to the proposed road study-Phase II.

The TWG reported that air service has been reestablished in Coral Harbour and Repulse Bay. The TWG also noted that little progress on streamlined rates and lower costs for freight and airfare between Manitoba and the Kivalliq Region had been made.

Lessons Learned

Although the HBNRRT is early in its formation, this initiative will provide interesting lessons learned with regards to collaboration across provincial/territorial jurisdictions as well as across departments within governments. While other RRT's deal with government agencies whose offices for the most part located locally, the HBNRRT has the additional challenge of dealing with disbursed agencies of government that are based in Edmonton, Winnipeg, Iqaluit and Rankin Inlet.

Also, this RRT has the potential to develop individual and community capacity within the key components of community economic development (including communication, issue analysis, consensus building, strategic planning and project management) because of the support and involvement of communities, governments, educational institutions and various private sector organizations.

Initiatives and Activities

On May 9 and 10, 2002, the Steering Committee of the Community Collaboration Project met to review the findings of the Year III report and plot a course for the future. At this meeting a series of objectives were developed and specific activities outlined for 2002-2003:

- to continue to support community and regional development activities for existing CCP regional round tables;

- to explore and implement innovative mechanisms and models to deliver programs in rural, remote and northern areas;
- to continue to facilitate collaboration between and among Federal and Provincial government departments, regional round tables and other development groups;
- to share lessons learned with CAP Manitoba/Saskatchewan including community groups, provincial and federal partners and sponsors;
- to continue to introduce and foster the use of innovative technology as a community capacity building tool;
- to encourage communities to engage Youth in CCP regional round table activities; and
- to continue to support community and regional development activities for existing CCP regional round tables.

Communities had requested greater face-to-face involvement with the members of the CCP Steering Committee. In the past, communities may not have encouraged government involvement in community planning. Now, it seemed that they were inviting increased dialogue. They want information from government but they also want to provide information to government. To extend that even further, it was thought that the RRTs could also benefit from interaction with each other and other regional organizations.

The four RRTs came together for a two-day workshop in February 2003 in Thompson. Through formal presentations as well as informally over dinner and coffee, RRT representatives shared lessons learned with each other as well as with government representatives. The unanimous message from that workshop was that interaction between and amongst the RRTs and with government representatives was a valuable experience. All participants strongly suggested that an annual event such as a regional round table workshop would facilitate interaction, sharing, communication and problem solving.

Planning Our Future – The Next Steps

A two –day workshop, facilitated by the Rural Development Institute, was held in Thompson MB in February 2003. Workshop participants included representatives from the four RRTs, provincial and federal government partners, as well as representatives from Community Futures Partners of Manitoba, and the Centre for Rural Studies and Enrichment, University of Saskatchewan.

Workshop objectives included:

- facilitating interaction among and between regional round tables, steering committee members, government partners and others;
- celebrating RRT successes, best practices and transfer lessons learned from one RRT to another;
- discussing ways of improving RRTs;
- discussing ways for RRTs to transition out of the CCP pilot to be sustainable;
- providing information to federal and provincial governments as to how they can support these kinds of initiatives in the future; and
- developing action plans for each RRT to move forward.

Each RRT provided an overview and summary of their regional round table and its activities. An historical overview, the CCP project process and outcomes, the Saskatchewan experience in sustainable community planning, highlights of Dr. Trevor Hancock's report and an overview of the relationships and resources from federal and provincial perspectives were presented in plenary sessions.

Following the plenary sessions, each RRT met together in small groups to discuss their future and strategize how to move forward. A federal and provincial partner participated in each of these discussion groups. Discussion questions had been pre-circulated to the RRTs so they could gather input from their membership prior to attending the workshop. The small group discussions were summarized and reported back to all the workshop participants. The federal and provincial government partners in each RRT discussion group pledged to follow-up and provide a response to each RRT from the CCP Steering Committee.

Northern Vision RRT

The NVRRT's goal is to get back to where they were twelve months ago. They need to redo their strategies and goals. They need more than one person from each community as members of the regional round table, and these need to be citizen representatives, not just Council members. They previously had Youth at the table, and now they need to get Youth back at the table.



Twenty-four months from now they would like to have a major project completed in each of the communities that has a regional impact, such as tourism, fish processing, communication and transportation. Other projects could include a healing/treatment center; non-timber forest products; a community needs assessment; and community web sites. There needs to be a regional Youth strategy.

The NVRRT needs people at the table who can make decisions at the meeting without having to go back to their communities for permission. They also need a “will to survive”. They feel they will move forward by maintaining understanding and “bridging” communities while maintaining the trust and confidence they have developed.

In order to move forward, they need time and people, especially a dedicated staff person to communicate with each community and to shepherd projects. They also need more finances for travel and technology. There needs to be increased communication between NVRRT and government. They need the continued support from provincial and federal governments for the large amount of work that has been identified. There is a need to coordinate northern priorities such as transportation and tourism with the other RRTs.

Steering Committee Response

As the first regional roundtable established under the Community Collaboration Project, the Northern Visions Regional Roundtable (NVRRT) has experienced many growing pains, the learnings of which have benefited the other roundtables. Additionally, each community continues to be under stress from external factors over which the community has very little, if any, control. It has been difficult to retain continuity in support staff to facilitate the logistical requirements for the meetings. The community members are to be commended for their ongoing commitment to the process.

At the February 2003 workshop, the NVRRT community members expressed a strong desire to return to the beginning of the process and re-establish the roundtable as a priority and to recommit to regular, productive meetings. This was manifested in the setting of a meeting date for April 3-4, 2003 in South Indian Lake.

NVRRT has coalesced around a regional tourism initiative that is helping to focus their efforts on a common project. The April 3-4 meeting was the beginning of the rebirth of the NVRRT.

The federal and provincial ex-officio members of the RRT committed to the NVRRT member communities that they would consistently attend future meetings and provide assistance in identifying funding programs for projects initiated by the round table, including keeping Rural Team Manitoba abreast of ongoing developments.

One pressing need that must be addressed is the chairing/facilitating of the NVRRT meeting and the recording of minutes. To ensure that capacity remains within the NVRRT, the member communities must provide these services.

Southwest RRT

Over the next twelve months, SWRRT will be preparing a regional website, so they will need to find a person to lead this. They will be continuing with ongoing projects such as the Estay Training project and the Leakage study.



The SWRRT needs to strengthen its membership and participate in developing a regional development strategy to clarify roles because there is a need for formal buy-in from member Councils. Over the next two years, they expect to revisit the round table process by visioning, assessing membership, and using asset mapping.

They feel they can move forward because there is a desire to improve themselves and a willingness to work together in the region and with the province. They do need to educate local governments to ensure that they are on side and to continue the government partnerships that have been established. They need cooperation with other CED stakeholders in the region.

There is enough funding in place for six months administrative support, however more financial resources are needed for administrative support and project implementation. Facilitation has taken a lot of time and effort to get them where they are, and without support (financial and framework) it will be difficult to continue. Financial support is needed for administrative support and project implementation.

Steering Committee Response

The SWRRT is currently working several projects for which they have secured funding. In order to be eligible for other ongoing funding, they need to become incorporated as a non-profit organization. The CCP Steering Committee is awaiting confirmation of the costs for the SWRRT to become incorporated as non-profit organization.

Bayline RRT

Bayline RRT's priorities are transportation, communication, technical assistance, data collection and business development. Their key project over the next twelve months is Community Profiling, and has received financial and human resources support to complete this. Six Community Profiles have been completed. They are also working on a Broadband proposal and securing funding for a Community Animator position.



Priorities for the next two years are a fuel co-op feasibility study, a grocery co-op and transportation – all weather road access to the communities. They would also like to collaborate with other regional round tables regarding common issues such as transportation.

There is a willingness to build their own capacity (in time) with the RRT. They will move forward by maintaining continuity through regular meetings, and by building partnerships with funding sources. BRRT will need financial and facilitation assistance from government and non-government partners. There are currently financial resources in place to fund a Community Animator until September 2003. They will need funding for this position after September 2003 as well as \$5000 per quarterly meeting. BRRT needs continued government involvement at the table to assist, but not drive, the process.

Identified resources include:

Aboriginal and Northern Affairs

Elected officials (MP/MLA)

CEDF

North Central and Cedar Lake CFDCs

CDCs

Manitoba Intergovernmental Affairs
(Cormorant)

Regional health authorities (NOR-MAN
and Burntwood)

INAC and Aboriginal Business Canada

Coalition of Aboriginal People (The Pas)

Hudson Bay Rail (train tickets)

Individual Community / First Nation
Councils

Northern Association of community
councils

Steering Committee Response

The members of the BRRT indicated that they would require approximately \$20,000 to host four meetings annually and funding for a community animator (\$20,000).

In order that the RRT complete their current projects the members of the Steering Committee agreed that a reasonable response would be to fund:

- one meeting estimated at \$5000 and;
- provide \$ 10,000 if required, to extend the community animator to March 2004.

In the spirit of co-operation the group agreed to pool both federal and provincial resources to meet the short- term amount of \$ 15,000.00 and as well as try to source other funding opportunities.

The BRRT has also requested support for the completion and development of a project delivery based organizational model. This would mean that they have to develop plans that are long term and provide agencies and departments with annual request for funding. Manitoba Aboriginal and Northern Affairs will assist by providing Robert Bushey to assist in:

- creating a 5 year plan;
- listing all possible funding alternatives, agencies and departments that could collaborate on specific projects; and
- developing plans and outcomes required for funding to be provided.

Both the province and the federal governments are committed to supporting the BRRT in any way possible to further the vision of the BRRT.

Hudson Bay Neighbours RRT

Over the next twelve months, HBNRRT intends hold two meetings, follow-up on sector resolutions, seek an additional member (Tadoule Lake) and prepare proposals for partnership agreements. Over the next two years the will seek coordination of resolutions with other organizations such as Association of Manitoba Municipalities, NOR-MAN RHA, Nunavut Association of Municipalities.



To move forward, they will share experiences, information, technology and program information that has helped communities. They will have confirmation of commitment by municipal resolution. They will need “hub” persons; coordination and follow-up; and integration with other organizations.

HBNRRT will explore linkages with other RRTs on northern issues such as transportation and energy, Youth, technology, and health.

In order to move forward, HBNRRT will need action-oriented dialogue; project identification and detailed work; and additional partners. To support the meeting process they need facilitation and facilitator support, translations/interpretation services, technology to replace/augment the round table process, additional institutional participation and sector-specific assistance. Financial resource needs include \$50,000 per meeting, \$10,000 for a coordinator, and \$150,000 over the next twelve months.

Steering Committee Response

The federal, provincial and agency steering committee working with the HBNRRT commended all the participating communities and members on the effort and commitment they demonstrated. It is apparent that this group of communities who are often challenged by geographical, jurisdictional and communication boundaries has accomplished a significant amount of work. The HBNRRT has clearly defined the bonds that bind the communities and the people together and the importance of working collectively to enrich the region as a whole.

The HBNRRT has explored many common issues and concerns and has been successful in identifying key sectors and priorities that are shared by all participants. The ability to determine those priorities speaks directly to the leadership; knowledge and skill that they brought to the table. It is through this type of cooperation that a solid foundation has been built that will impact the many generations yet to come.

Although many important topics arose through early dialogue, the HBNRRT developed an agenda comprised of five main considerations; Energy, Health, Technology, Transportation and Youth. It should be acknowledged that Youth became an integral part of each sector and it has become a common thread woven through all discussions related to HBNRRT. In each of these sectors there are working groups dedicated to the pursuit of projects and initiatives that will further both the area of concentration and the RRT overall. Many of the working groups are developing critical paths to follow and have focused on several tangible undertakings that will help to continue to build and strengthen these pillars.

At the CCP workshop held in Thompson in February of 2003 there was an opportunity to review and reflect on all of the RRTs activities including the HBNRRT. As this phase of the CCP pilot sunsets, it has become vital to explore the options and opportunities that will allow for this process to continue in some form as has been clearly communicated by all the participating RRTs. There is no present or sole funding mechanism that exists that can meet all the demands of the future for each of the RRTs, however there is a will to find a suitable set of solutions that can appease the needs of many of the communities and supporting agencies.

It has been acknowledged through the ongoing discussions that planning is imperative to development and that planning must give way to implementation. The planning process is a living exercise that must be re-visited to ensure applicability, but it is the project development that will be the true test of these discussions and designs. There is always a greater ability to garner support for project-based activities within each of the pillars then to source out resources for the continued dialogue and planning. The steering committee encourages all parties to work hard to realize tangible outcomes from each of the sectors, and, that within these projects there may be ways and

means to coordinate the sector based working groups to accommodate larger overall gatherings that will benefit and advance the HBNRRT.

The importance in any planning exercise, particularly where it applies to the community residence lies solely in their ability to realize tangible benefits or to see demonstrations of accomplishments that have a direct effect on their lives. Some of the HBNRRT considerations are of a magnitude and timeframe that does not lend itself to this type of immediate local impact. It is important not to lose sight of the major initiatives but it will be equally important to keep a focus on the more immediate and obtainable opportunities. It will be through these fundamental actions that continued consensus building, community enthusiasm and agency support will be established. These successes will become the stepping-stones for those more eminent future undertakings.

The CCP Steering Committee acknowledges that there are various levels of response required to address the many facets of this particular RRT. There is consideration required for the next scheduled HBNRRT meeting, which has been slated for August of this year. This, above all else, is perhaps our most pressing issue, and one that will require a wide range of support and commitment by all parties and stakeholders. In addition to this more immediate event the steering committee has identified three key areas that must be addressed.

The regional round table includes three Manitoba (possibly a fourth), and seven Nunavut communities and as well as one Nunavut Association. The five Working Groups or Pillars are Health, Technology, Energy, Infrastructure and Youth. There are four Energy, three Health and one Transportation Resolution.

These three components of communities, working groups and pillars are interconnected yet separate and each has it's own unique circumstances and interest groups that will play a key part in seeing them to fruition. The overall RRT has a large number of members and affiliates that are supportive yet will be challenged to be able to sustain this endeavor on a long-term basis. However it should be made clear that the CCP Steering Committee acknowledges the importance of the next meeting in August and is committed to seeing this event occur. This support will include travel costs, the development of an agenda, as well as facilitation service similar to those of past HBNRRT meetings. It should be stressed that this meeting will create a sector based, business oriented approach with corresponding strategic or business plans. There must be clear objectives, timelines, roles, responsibilities and some consideration to budget requirements. The working groups are more projects specific and will see a more clearly defined set of agencies aligned with projects akin to their mandate. The HBNRRT resolutions are a variable best addressed by the elected leadership and related organizations that are in a position to provide direction to the process.

Another component that must be considered in the HBNRRT, and has been brought forward on several occasions is that of an animator or facilitator for this process. To date we have seen gracious efforts on behalf of communities to host and assume responsibility for various aspects of coordination and administration. This approach has merit but it has become clear that there needs to be some form of central management to better serve all the member communities. This is a sizable challenge and beyond the reasonable expectation of any one group, and perhaps more suited to a contractor or dedicated position. It is reasonable to estimate that there are a number of suitable candidates for this type of role and it will be imperative that the RRT finds a course of action to

address this need. It has been suggested that the natural evolution may be toward a Regional Development Corporation that will carry this responsibility. Again, this type of vision is worth further discussion and will have a hand in the final view of a long-term strategy.

It is important to reiterate what the steering committee has heard to ensure that we are all speaking from the same page. Through the last RRT meeting and the Thompson workshop a general checklist has been developed. The following list is a brief summary and speaks to some of the key points identified:

- two meetings over the next 12 months;
- follow-up on sector resolutions;
- explore additional membership;
- proposal development for Partnership agreements;
- development of a “Hub” or coordinator;
- link to other RRT’s to create a common front;
- confirm community interest and commitment;
- develop linkages to other related organizations;
- identify successes and accomplishments;
- focus on project development;
- seek resources to continue the process; and
- incorporate additional agencies.

Many of these points speak directly to the future elements emphasized by the steering committee and it will be important that the process adhere to these types of objectives.

It has also been deemed important by the steering committee to identify the many important contributions that have been made to date. The various agencies involved have been directly and indirectly supporting many activities identified by the RRT both within the key sectors and throughout the other sectors. The following sections give an indication of what some of the agencies have been involved in whether in the development stage or finalized. This listing is not a complete overview of all departments and activities but helps to illustrate the essence of the partnerships the HBNRRT has created.

Environment and Health Canada:

- major contributor to the HBNRRT process;
- working to bring additional Environment Branches to the process;
- Atmospheric Branch providing data and expertise to Energy Working Group;
- exploring a regionally coordinated community energy management program; and
- coordinating and providing support for teleconferences as a means of communication for the Health Working Group; distributing information pertaining to group discussions.

Rural Secretariat, Agriculture and Agri-Food Canada:

- working through Rural Team Manitoba, provided multi-year collaborative community planning support.

Manitoba Intergovernmental Affairs:

- provided a Nunavut / Manitoba Business Liaison Officer;
- coordinated Manitoba / Nunavut Trade Missions;
- facilitated and coordinated RRT process;
- hosted Kivalliq Region delegations to Manitoba;
- cost-shared pre-feasibility studies on Transportation and Energy;
- developed and delivered CED training workshops to Kivalliq; and
- hosted Kivalliq Rural Forum delegations from Nunavut.

Manitoba Community Connections/CIM-Net:

- provided funding for public community Internet sites in round table communities;
- supported the inclusion of technology and Youth in the RRT process by providing funding for community CIM-Net websites;
- provided funding and support for the development of the Hudson Bay Neighbours Website. <http://hbn.cimnet.ca>;
- committed funding for this fiscal year for the further development of the Hudson Bay Neighbours Website; and
- is a partner in the development of the community learning network proposal to HRDC Office of Learning Technology.

The above note activities are a demonstration of the level of commitment that the participating agencies have had and will continue to have. The steering committee continues to try to identify resources to enable the HBNRRT to continue to further the communities and the region that it has so aptly done to date. It will become increasingly vital that the communities take a strong leadership role and design a long-term plan that the steering committee can adopt and promote with each respective agency. As with any undertaking of this nature there needs to be a clear scope of work, timeframes and outcomes. We trust that the next gathering will focus its attention on these matters and that we will have a clear road map for the future of the HBNRRT.

The CCP Steering Committee maintains a collective will to see this initiative perpetuated and we trust that the will of the communities is also as determined. We look forward to being together again to discuss many of the items addressed in this response and a range of other pressing matters.

Outcomes

Process

The regions have guided the process within their own timelines according to the needs of the communities involved and each RRT has unfolded differently. There are some issues common to all. In general, common issues are communication; tourism development and marketing; housing; medical services; information technology; web page development; training; developing benchmarks; improved community access to resources; and improved government coordination. Because of their diversity, the RRTs have implemented many diverse activities and projects.

Regional Round Table Partners

The regional round table process has provided opportunities for communities to come together to share experiences. They have identified regional issues & concerns, while enhancing regional pride. Common approaches and collaborative actions have been developed. The RRTs have become powerful voices within and for their communities. They have served as information clearinghouses, as well as central directories of their collective resources.

Government Partners

The regional round table process with the CCP Steering Committee having representation from various government departments has resulted in more efficient communication in all directions as well as “one-stop shopping” for the RRTs. This process has changed the relationship between government and communities to interdependent and collaborative. There is a shared responsibility for programs, which have a more flexible approach. There is better understanding of community resource needs and resource availability. A significant outcome is the enhanced cross-departmental and cross-government communication.

Selected Excerpts from “From Governing to Governance: Reflections on the Community Collaboration Project”

To place the CCP in a broader context, Dr. Trevor Hancock examined the CCP as it related to other community based processes and initiatives in Canada. Dr. Hancock summarized his observations and findings in a report completed in July 2002 (Hancock, 2002).

Communities’ Perspectives

Process

“The communities saw the CCP as a positive initiative over which they had considerable, if not complete control...most of the RRTs agreed that they set the agenda for their process.”

Benefits

“The key benefit was simply getting together to share concerns, views, and ultimately to have a more effective unified voice...more ‘exposure’ of the communities’ issues and concerns to the

federal and provincial government departments...the ability to find out about federal and provincial government programs and funding opportunities.”

Issues/Concerns

“There is clearly an appetite for a deeper and fuller partnership between communities and federal and provincial governments...funding and other forms of support to the communities and the RRTs are generally considered to be vital.”

Next Steps

“ There seems to be a real thirst for a deeper and fuller partnership in which federal and provincial staff participate in the work of the RRT’s, provide information and advice on programs and provide a voice back to government departments to ensure that programs are tailored to the needs of the community.”

Steering Committee’s Perspective

Process

“It was noted that ‘the value of a horizontal approach is clear’ and that the federal/provincial collaboration in the Rural Team is ‘unique’ in Canada...in dealing with communities, it was noted, ‘it was more than information sharing’.”

Benefits

“The CCP was a valuable and important initiative, and provided important lessons about working in communities.”

Issues/Concerns

“How to provide stability and resources to communities without getting involved in core funding and creating a sense of entitlement and/or dependence.”

Next Steps

“ ‘If we are serious about listening to community, we have to respond to local needs’, and this entails reviewing services and providing resources in ways that are ‘flexible and responsive’...the Management [Steering] Committee saw the potential for the CCP to evolve into a vehicle for sustained civic engagement.”

Dr. Hancock’s Recommendation

“Shift from a project managed by a steering committee composed primarily of federal and provincial staff to a partnership in which communities are in the majority, while maintaining a close partnership with federal and provincial governments...move toward...a true governance partnership.”

Communicating the CCP Story

Members of the steering committee and regional round tables have had the opportunity to share the CCP story at conferences, workshops and meetings. These include:

- June, 2002, Robert Annis (RDI) presented Regional Cooperation for Community Development at the Winnipeg River Brokenhead Community Futures Development Corporation Annual General Meeting, in Winnipeg, Manitoba.
- July 2002, Robert Annis (RDI), Pat Lachance (Health Canada, Rural Secretariat), and Rick Slasor (Environment Canada) presented What is the Community Collaboration Project? at Canadian Public Health Association's 93rd Annual Conference, Yellowknife, North West Territories.
- October, 2002, Robert Annis (RDI) presented Community Capacity & Collaborative Partnerships for Rural Community Development at 5th Rural Development Conference of The Ontario Rural Council, Alliston, Ontario.
- November, 2002, Robert Annis (RDI) and Darren Ottaway (HBNRRT) presented Communities and Government Working Together at Engage, Ignite, Declare the Strength of Communities at the Ontario Healthy Communities Coalition Conference. Toronto, Ontario.
- February, 2003, Southwest, Bayline, Northern Vision and Hudson Bay Neighbours RRTs shared their stories at the Planning Our Future—The Next Steps workshop, Thompson, Manitoba.
- February, 2003, Robert Annis (RDI) presented The Community Collaboration Project at the CCP Planning Our Future—The Next Steps workshop, Thompson, Manitoba.
- February, 2003, Robert Annis (RDI) presented Selected Excerpts from “From Governing to Governance: Reflections on the Community Collaboration Project, A Report by Dr. Trevor Hancock” at the CCP Planning Our Future—The Next Steps workshop, Thompson, Manitoba.
- March 2003, Rick Slasor (Environment Canada) presented The Community Collaboration Project at the Rural Team Manitoba Advance II, Pinawa, Manitoba.
- March 2003, Robert Annis (RDI) presented Selected Excerpts from “From Governing to Governance: Reflections on the Community Collaboration Project, A Report by Dr. Trevor Hancock” at the Rural Team Manitoba Advance II, Pinawa, Manitoba.

Building for the Future

What has become most apparent is that the Community Collaboration Project is dynamic and evolving. The focus in the next year will be on consolidating the relationships and lines of communication between all the players: community members including Youth, provincial and federal government representatives and other regional agencies and organizations. The flow of information needs to go in all directions.

Previously, it was thought that a regional round table progresses through three stages: formation, development and continuance. Formation refers to the initial start up and first few meetings; development refers to the visioning and priority setting activities, and continuance refers to the ongoing meetings and activities of the established. Upon reflection, and based on the experiences of the RRTs, another stage has emerged which could be referred to as implementation. This stage goes beyond ongoing meetings and could be described as the actual functioning of a dynamic, effective regional round table. The RRT begins to go full circle and revisits the other stages of visioning and priority setting as it meets its previous objectives and works to set new ones.

Each of the RRTs are in various stages of the process and will require new and different forms of support. For these reasons, the CCP Steering Committee chose to focus on existing RRTs, rather than forming new RRTs. The Province of Manitoba will continue to encourage the formation of other regional round tables and in turn share their knowledge and experience through their membership in the CCP.

The continuing call for greater Youth involvement, especially in the northern regions, has led the steering committee to consider supporting the formation of Youth regional round tables, possibly linked to the existing RRTs. In Nunavut, for example, more than half of the population is school age. Developing leadership skills in Youth is seen to be a key objective in building community capacity.

Issues to attend to identified at the “Planning Our Future—The Next Steps” workshop include:

- Municipal governments need to understand the process:
- communication; and
- relative value – roles clarity.
- Keeping the communities at the RRT table.
- Time and effort to support and coordinate RRTs:
- proposal writing; and
- managing.
- Time and energy required for communication.
- RRT representation on/influence Steering committee.
- What are the RRT relationships with RDCs, CDCs and others?
- What is the provincial role in the future?
- What provincial departments are involved in the future?
- Availability of funding and ongoing technical supports.

- “Government” as partner.
- “Community” as partner.
- Common understanding of goals, roles and process needs.
- Regional voice is a powerful voice.
- Employment of information technologies.
- Formalize RRT development framework & process.
- Community capacity building.

Based upon past experience and looking to the future, the CCP objectives continue to be:

Continue to support community and regional development activities for existing CCP regional round tables.

With this objective, the CCP Steering Committee has reaffirmed their commitment to support the existing regional round tables as they go through the development and implementation processes. Specific activities are:

- to assist RRTs in addressing resource needs;
- to assign lead contact people from the Steering Committee to each RRT;
- to clearly define the roles of these individuals to each RRT;
- to clarify the role of local regional staff in RRTs;
- to facilitate communication between the Steering Committee; RRT leaders and local regional staff;
- to publicize RRT activities and issues to the Rural Team; and
- to provide facilitation and reporting services for the Hudson Bay Neighbours RRT.

Explore and implement innovative mechanisms and models to deliver programs in rural, remote and northern areas.

While the model used by the CCP is proving to be effective, the CCP Steering Committee acknowledges that there may be other alterations to the model or indeed other models and processes that may be applicable. The activities outlined for this objective are:

- to encourage governments and development organizations to explore new models in regional planning;
- to collaborate with Rural Team Manitoba in the development of an integrated service delivery models;
- to gather information and lessons learned from other regions;
- to investigate opportunities for research funding;
- to review findings and recommendations of Trevor Hancock’s report and relate its relevance to this project;
- to bring CAP Manitoba/Saskatchewan, community groups, provincial and federal partners and sponsors together in order to share data that would allow federal and provincial governments to set tasks;
- to continue dialogue, monitor and promote linkages between the CCP Steering Committee and Rural Team Manitoba and other relevant stakeholders;

- to continue to monitor processes whereby citizens can be more engaged in community/government partnership arrangements;
- to continue to facilitate collaboration between and among federal and provincial government departments, regional round tables and other development groups;
- to share lessons learned with CAP Manitoba/Saskatchewan including community groups, provincial and federal partners and sponsors;
- to continue to introduce and foster the use of innovative technology as a community capacity building tool; and
- to encourage communities to consider health and environmental issues.

Continue to facilitate collaboration between and among federal and provincial government departments, regional round tables and other development groups.

This objective refers not only to greater collaboration but also to greater communication between all existing stakeholders. Consideration has also been given to the fact that there are other regional organizations and agencies involved in community development that may wish to become involved. The activities for this objective are:

- to determine and clarify the roles of the member of the Steering Committee within the CCP process;
- to inform other regional players of the CCP process (and encourage participation);
- to invite the participation of RRT representatives in the CCP Steering Committee;
- to facilitate and assist stakeholders to explore and discuss:
- to engage Youth and determine effectiveness of processes used;
- to practice horizontal management;
- to pool funding;
- to design, plan, organize and deliver a collaborative workshop involving RRTs, government participants, and representatives of other stakeholder groups; and
- to share lessons learned.

The CCP plays the role of pathfinder and part of this role includes the sharing of the lessons learned with other interested agencies, departments and stakeholders. The activities under this objective are:

- to encourage exchange between RRTs;
- to bring the steering committee, RRTs and local staff all together for joint planning and to information sharing;
- to compose articles for inclusion in newsletters;
- to showcase the CCP at regional and national conferences;
- to develop a strategy for distribution of final reviews;
- to share with the RRTs lessons learned at government levels;
- to share lessons learned with other department and at senior policy levels; and
- to identify case studies that illustrate how present government policy affects collaborative processes.

Several presentations to share the CCP story and lessons learned are planned for 2003. These include:

- May, 2003, Robert Annis (RDI) will present Lessons Learned: A Discussion Of Manitoba's Community Collaboration Project and its Relevance in a Wider Context, at Pan West: Community Capacity Building Seminar, hosted by Rural Secretariat and Agri Food Canada, Edmonton Alberta.
- June 2003, Robert Annis (RDI), Pat Lachance (Health Canada, Rural Secretariat), Bruce Hardy, (Function Four Ltd.) and Wayne Kelly (Masters Student Rural Development, Function Four Ltd.) will present Lessons Learned: Community Collaboration Project at Building the Information Commonwealth Conference, St. Petersburg, Russia.
- October, 2003, Pat Lachance (Health Canada, Rural Secretariat) and Robert Annis (RDI) will present Resilient Healthy Sustainable Collaborative Communities at 10th Canadian Conference on International Health (CCIH), Ottawa, Ontario.
- October, 2003, Pat Lachance (Health Canada, Rural Secretariat) and Robert Annis (RDI) will present The Community Collaboration Project, at the 5th International Symposium, The Future of Rural Peoples, Saskatoon, Saskatchewan.

Continue to introduce and foster the use of innovative technology as a community capacity building tool.

This objective forms a key element of CCP activities in the next year. Funding for this objective is sourced through Community Connections, a federal and provincial initiative funded through Industry, Trade and Mines, Manitoba.

The partnership between the CCP, Community Connections and its private sector partner Function Four, allows regional round tables to access a number of programs and services. The Community Information Management Network is one of these. CIM-Net was formed in part to enable communities to utilize an online centralized framework of shared protocols to search and share community-based information.

The CCP Steering Committee will oversee a separate coordinating group that will include members of the CIM-Net Board and the CCP Steering Committee. This group will manage the activities and budget under this specific objective. This allows the CCP to access the required outside expertise in this field. The activities defined under this objective are:

- to continue to work with Community Connections and CIM-Net as they integrate lessons learned into existing tools and make those available to RRTs;
- to test how government data could be used in community planning processes; and
- to encourage communities to consider health and environmental issues.

This objective has the potential for cross-RRT and multi-regional collaboration. The steering committee will meet with each regional round table to review and discuss how to incorporate health and environmental issues into their agendas.

Conclusion

Communities who undertake the collaborative process can enhance their resiliency, social cohesion and development capacity; be more informed and empowered with increased confidence and regional pride; develop the skills, tools and information needed to pursue required resources; and decide who comes and goes - the process will continue even if partners and processes changes over time.

The Community Collaboration Project, in a dynamic and innovative fashion, has developed and tested a model for a collaborative approach to community development and program delivery. The work is by no means complete. With the experiences and lessons learned to date, the partners within Community Collaboration Project will continue to learn, examine, assess and revise models and processes to further facilitate collaboration between and among communities and governments bringing the vision of resilient, healthy and sustainable communities closer to reality.

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