

**THE COMMUNITY
COLLABORATION
PROJECT: A REVIEW**
April 1 2003 - March 31 2004

Submitted to:

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Table of Contents

Table of Contents.....	2
Executive Summary.....	3
Map.....	5
Background.....	6
Steering Committee.....	7
Communicating the CCP Story.....	8
Information Technology: CIMnet and the Regional Round Tables.....	9
2004 Annual Meeting.....	10
2003-2004 Regional Round Table Activities.....	11
Northern Vision Regional Round Table.....	11
Southwest Regional Round Table.....	16
Bayline Regional Round Table.....	20
Hudson Bay Neighbours Regional Round Table.....	23
Future Direction.....	24
Moving Forward.....	25
Potential Partnerships and Alliances.....	25
Lessons Learned.....	27
Conclusion.....	27
References.....	28

Executive Summary

The Community Collaboration Project (CCP), initiated in 1999, is a collaborative arrangement between communities in four regions of Manitoba and the Kivalliq region of Nunavut; the Rural Development Institute of Brandon University; federal, provincial and territorial government agencies and a community development association. The CCP is an operational example of a cross-government collaborative horizontal management model that supports regional community social, environmental and economic development.

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

The CCP Steering Committee evolved as a result of a series of dialogues among federal and provincial government departments and agencies exploring alternative means of working with communities to address mutually relevant issues. Over the past five years, membership in the CCP Steering Committee has expanded to include representatives from: Agriculture and Agri-Food Canada (Rural Secretariat); Community Futures Partners of Manitoba Inc.; Community Information Management Network (CIMnet); Environment Canada; Health Canada; Manitoba Agriculture, Food and Rural Initiatives; Manitoba Aboriginal and Northern Affairs; Manitoba Community Connections; Manitoba Intergovernmental Affairs and Western Economic Diversification Canada. The Rural Development Institute of Brandon University is the project sponsor and has facilitated the initial community meetings, provided support and meeting facilitation for the Steering Committee and conducted an ongoing review of the CCP.

Upon completion of its fifth year of operation, the CCP has successfully engaged four regions. The four Regional Round Tables involved are diverse. The Northern Vision Regional Round Table is comprised of four northern Manitoba member communities: Lynn Lake, Leaf Rapids, South Indian Lake and Granville Lake. The Southwest Regional Round Table has six member communities in southwestern Manitoba: Baldur, Boissevain, Deloraine, Glenboro, Killarney, and Souris. The Bayline Regional Round Table is comprised of communities along the Bayline rail line with six member communities: Ilford, Cormorant, Pikwitonei, Thicket Portage, Wabowden and War Lake First Nation. The Hudson Bay Neighbours Regional Round Table is a unique blend of three northern Manitoba communities: Gilliam, Churchill and Fox Lake First Nation, and seven communities from Nunavut's Kivalliq region: Arviat, Baker Lake, Chesterfield Inlet, Coral Harbour, Rankin Inlet, Repulse Bay and Whale Cove. All of the Regional Round Tables have evolved over the past five years, with their own membership requirements of the participant communities. Each Regional Round Table has identified issues and projects to work on that are important to their region. At the 2003 and 2004 Annual Meetings held in Thompson, the Regional Round Tables explored issues of common concern. The northern Regional Round Tables devised strategies to work together on projects for mutual benefit. Members of the Regional Round Tables and the Steering Committee have had the opportunity to share the CCP story nationally and internationally at conferences, workshops and meetings.

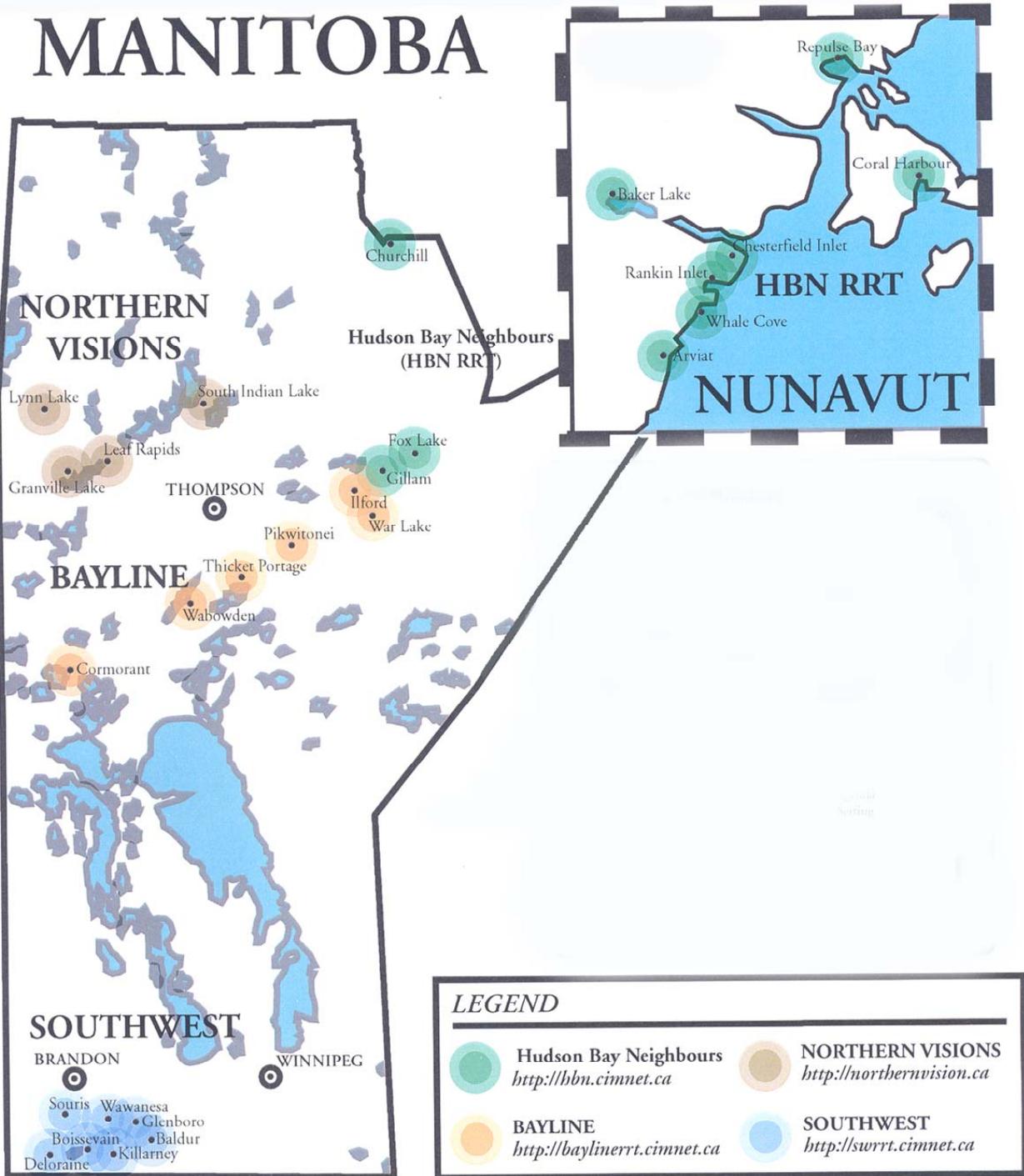
A key to promoting sustainability at the community level is in managing information. The Community Information Management Network (CIMnet) was developed as a vehicle to provide usable, affordable information communication technology services and infrastructure for rural, remote and urban organizations. CIMnet has become an active member of the CCP and plays an important role in supporting CCP communities' access and use of enabling technology to assist in their community building processes.

During the 2004 Annual Meeting, discussions were held regarding the future of the CCP and the Regional Round Tables, largely because at the end of March 2004, the CCP's structure will change. Because the Community Animation Project has sunsetted, project funding will no longer be available. As a result, Regional Round Table members expressed concern about the future of the program and their own existence. The relationship between Regional Round Tables, the Steering Committee and the Rural Development Institute will not be the same as it was in the past. While some roles are changing, the Steering Committee is committed to staying in place, attending Regional Round Table meetings and providing support to them. CIMnet will continue to support technology applications to RRT communities. In the absence of core operational funding, Regional Round Tables will be operating on a project-to-project funding basis and will be required to factor their funding and administrative needs into project planning and proposals. During the discussions, Steering Committee representatives indicated several funding options for the Regional Round Tables. Health Canada and Agriculture and Agri-Food Canada (Rural Secretariat) are committed to supporting the Regional Round Tables, particularly through the food security initiative. Energy and water are priorities with Environment Canada and there are potential opportunities for projects.

The CCP is changing. As a result, the role and composition of the Steering Committee may also change. Following the Thompson Annual Meeting, several Steering Committee members gathered for a debriefing and future directions discussion. Steering Committee members affirmed that the CCP has been a successful exercise in fostering stronger community-government relationships in the community development process. Equally, it has been a valuable process to explore means to achieve horizontal management across and between municipal, provincial, territorial and the Federal Government. While the formalized CCP structure will end as of March 31, 2004, Steering Committee members are committed to remaining in place as a support for the CCP Regional Round Tables, however they are uncertain whether the committee will remain as it is or evolve into something different. This is particularly relevant given the relationship that has developed between the Steering Committee and Rural Team Manitoba. To address this issue, Steering Committee members expressed interest in developing a strategic plan for future action. In addition, they felt the need to formalize a communication strategy for sharing the successes and lessons learned of both their experience as a Steering Committee and for the overall project.

The CCP evolution is happening the way it was anticipated to happen. This is a growth experience. There is now the opportunity to use the experience to move forward.

MANITOBA



Map

Graphic courtesy of CIMnet

Background

The Community Collaboration Project (CCP), initiated in 1999, is a collaborative arrangement between communities in four regions of Manitoba and the Kivalliq region of Nunavut; federal, provincial and territorial government agencies including a community development association, with the Rural Development Institute (RDI), Brandon University as the sponsoring agency. The CCP is an operational example of a cross-government collaborative horizontal management model that supports regional community economic development.

The vision of the CCP is: *“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”*.

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

Over the past five years, membership in the CCP Steering Committee has expanded to include representatives from: Agriculture and Agri-Food Canada (Rural Secretariat); Community Futures Partners of Manitoba Inc.; Community Information Management Network (CIMnet); Environment Canada; Health Canada; Manitoba Agriculture, Food and Rural Initiatives; Manitoba Aboriginal and Northern Affairs; Manitoba Community Connections; Manitoba Intergovernmental Affairs and Western Economic Diversification Canada. The Rural Development Institute of Brandon University is the project sponsor. The Rural Development Institute 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;
- “The Community Collaboration Project: A Review of Year III” May 2002; and
- “The Community Collaboration Project: A Review of Year IV April 1 2002 – March 31, 2003” August 2003.

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

- Northern Vision Regional Round Table (NVRRT);
- Southwest Regional Round Table (SWRRT);
- Bayline Regional Round Table (BRRT); and
- Hudson Bay Neighbours Regional Round Table (HBNRRT).

The four Regional Round Tables (RRT) involved in the CCP are diverse and were chosen to reflect this diversity. The NVRRT is comprised of four northern Manitoba member communities: Lynn Lake, Leaf Rapids, South Indian Lake and Granville Lake. The SWRRT has six member communities in southwestern Manitoba: Baldur, Boissevain, Deloraine, Glenboro, Killarney, and Souris. The BRRT comprised of communities along the Bayline with six member communities: Ilford, Cormorant, Pikwitonei, Thicket Portage, Wabowden and War Lake First Nation. The HBNRRT is a unique blend of three northern Manitoba communities: Gilliam, Churchill and Fox Lake First Nation, and seven communities from Nunavut's Kivalliq region: Arviat, Baker Lake, Chesterfield Inlet, Coral Harbour, Rankin Inlet, Repulse Bay, Whale Cove. Tadouly Lake First Nation has been invited to join HBNRRT.

Steering Committee

The CCP Steering Committee evolved as a result of a series of dialogues among federal and provincial government departments and agencies exploring alternative means of working with communities to address mutually relevant issues. Four regions were identified over a period of three years, with Steering Committee members focusing on a regional approach. At the onset, CCP Steering Committee members posed the question: *“Why don't we just go with an idea and see if we can identify a group of communities in a region to come together and identify concerns that were common to the region?”*

At the same time as the CCP Management Committee (later Steering Committee) was forming, Rural Team Manitoba (RTM) was organizing itself. The RTM, 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 RTM's mandate of *working together to advance community capacity through collaborative actions in response to community driven initiatives* harmonized with the goals and objectives of the CCP, as well as the fact that several CCP Steering Committee members were also members of RTM, progress on RRT formations and projects were shared at the RTM team meetings. Over time, the status of the CCP at the RTM meetings changed from “interest” to “participation” and then to a working group of the RTM. The Steering Committee ensured that there was at least one federal and one provincial government representative assigned to each RRT. These representatives assisted the RRTs through government programs and funding opportunities.

At the CCP Annual Meeting held in Thompson in January 2004, Darell Pack, a senior policy advisor with the Agriculture and Agri-Food Canada (Rural Secretariat), and a member of the Steering Committee stated: “It is challenging to get a project from dream to reality. We firmly believe that we are there to help you. There are ongoing challenges within government, ministers change, and departments change. Our responsibility is to help you find your way through that maze and provide continuity around the table. It is a challenge to make sure we are always there and

making sure that the RRTs have the tools that are available to them. The Steering Committee hopes that as you learn more about the tools, you will use them.”

As indicated at the onset, the CCP is changing. As a result, the role and composition of the Steering Committee may also change. Following the Thompson Annual Meeting, several Steering Committee members gathered for a debriefing and future directions discussion. Steering Committee members affirmed that the CCP has been a successful exercise in fostering stronger community-government relationships in the community development process. Equally, it has been a valuable process to explore means to achieve horizontal management across and between municipal, provincial, territorial and the Federal Government. While the formalized CCP structure will end as of March 31, 2004, Steering Committee members are committed to remaining in place as a support for the RRTs, however they are uncertain whether the committee will remain as it is or evolve into something different. This is particularly relevant giving the relationship that has developed between the Steering Committee and RTM.

To address this issue, Steering Committee members expressed interest in developing a strategic plan for future action. In addition, they felt the need to formalize a communication strategy for sharing the successes and lessons learned of both their experience as a Steering Committee and for the overall project.

Communicating the CCP Story

During 2003-2004, RRT and Steering Committee members have had the opportunity to share the CCP story at conferences, workshops and meetings. These included:

- May, 2003, Robert Annis (RDI) presented 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 Agriculture and Agri-Food Canada (Rural Secretariat), Edmonton Alberta.
- June 2003, Robert Annis (RDI), Pat Lachance (Health Canada, Agriculture and Agri-Food Canada (Rural Secretariat)), Bruce Hardy, (Function Four Ltd.) and Wayne Kelly (Masters Student Rural Development, Function Four Ltd.) presented Lessons Learned: Community Collaboration Project at Building the Information Commonwealth Conference, St. Petersburg, Russia.
- October, 2003, Darren Ottaway (HBNRRT) and Robert Annis (RDI) presented Resilient Healthy Sustainable Collaborative Communities at 10th Canadian Conference on International Health (CCIH), Ottawa, Ontario.
- October, 2003, Pat Lachance (Health Canada, Agriculture and Agri-Food Canada (Rural Secretariat)) and Robert Annis (RDI) presented The Community Collaboration Project, at the 5th International Symposium, The Future of Rural Peoples, Saskatoon, Saskatchewan.
- December, 2003, Robert Annis (RDI), Bruce Hardy (CIMnet), Wayne Kelly (CIMnet) and Darren Ottaway (HBNRRT) presented The Community Collaboration Project: Lessons Learned at the World Summit of Cities and Local Authorities of the Information Society, Lyon, France.
- December, 2003, Robert Annis (RDI), Bruce Hardy (CIMnet), Wayne Kelly (CIMnet) and Darren Ottaway (HBNRRT) presented The Community Collaboration Project: Lessons Learned at the United Nations first World Summit on the Information Society, Geneva, Switzerland.

Information Technology: CIMnet and the Regional Round Tables

A key to promoting sustainability at the community level is in managing information. The appropriate use of information technology supports rather than drives the development of programs leading to environmentally strong, economically prosperous and socially equitable communities. The Community Information Management Network (CIMnet) was developed as a vehicle to provide usable affordable information communication technology (ICT) services and infrastructure for rural, remote and urban organizations.

CIMnet is a strategic alliance of communities and community-serving organizations working together to strengthen communities through partnerships and information sharing. The core guiding principle is that partnerships with a shared value in the strength of community interconnectedness provide the best and most promising path towards viable regions, cities and neighbourhoods. CIMnet offers communities a framework for building mutually beneficial partnerships, a process for collaborative decision-making and common tools to create, store and manage locally relevant information.

CIMnet, through the use of ICT, has become an active member with the CCP. Building on the support that local communities received through Manitoba Community Connections, CIMnet has played an important role in supporting CCP communities to access and use enabling technology in their community building processes.

The partnership between CCP and CIMnet is one mechanism communities can use to become active participants in the emerging knowledge-based society. CIMnet technology has allowed each RRT to develop Internet websites that manage public information as well as secure content intended for internal audiences. In addition to website technology, CIMnet has also developed a series of web-based resources known as CIMtools. These resources allow communities Internet access to information and programs needed for successful community planning initiatives. CIMtools can also be used to establish linkages between communities facing similar issues. Participation in CCP has allowed CIMnet to work in partnership with communities and jointly build capacity through technology.

The role of CIMnet in the CCP continues to evolve as it becomes clearer how to best utilize ICT to augment the information and social needs of the community development process. In 2002, CIMnet joined the CCP Steering Committee. Over the past year, many RRT communities have begun to use CIMnet's web-based resources in practical ways, including online surveys to develop a regional Youth Inclusion Strategy.

Bruce Hardy of CIMnet, along with other members of the CCP, actively promoted the use of ICT, the CCP approach and RRT communities at a number of venues. In July 2003 a presentation was made at the Building Information Commonwealth conference (St. Petersburg, Russia) and in December 2003, presentations were made at the World Summit of Cities and Local Authorities of the Information Society (Lyon, France) and the United Nations first World Summit on the Information Society (Geneva, Switzerland). It is expected that CIMnet will continue to be busy throughout the upcoming year.

2004 Annual Meeting

On January 27 and 28 2004 in Thompson Manitoba, RDI facilitated a meeting of the CCP's four RRTs. At the Annual Meeting planning meeting the Steering Committee identified the workshop the goals to be: *telling the RRT stories, showcasing technology applications and exploring new opportunities for sustainability.*



Each RRT was invited to send representation and provide an update of their projects and activities at the meeting. Provincial and federal government partners, Manitoba Keewatinowi Okinakanak Inc. (MKO), Economic Development Council for Manitoba Bilingual Municipalities (CDEM) and North Central Community Futures Development Corporation Inc. also participated in the discussions at the meeting.

Representatives of CIMnet shared the CIMnet story with meeting participants. Tyler King and Ian Richards of SWRRT and Wayne Kelly of CIMnet described the Youth Inclusion Project of SWRRT which involved an examination of youth concerns in rural Manitoba.

Diana DeLaronde-Colombe of BRRT described the Community Profiles project which is compiling community profiles of their member communities' with the goal of putting the profiles on the BRRT website. The long-term vision is for the communities to collect and update the information themselves, and for the sites to include locally generated data on areas of regional interest and importance that may not be adequately reflected in provincial and federal level data.

Bruce Hardy of CIMnet, on behalf of Darren Ottaway of HBNRRT, presented an overview of the Churchill community calendar. CIMnet worked with Churchill very closely on the calendar to facilitate communication within the community. The calendar is up and working in Churchill and its template will be available to other RRTs desiring a similar CIMtool and processes surrounding its implementation and usage.

2003-2004 Regional Round Table Activities

Northern Vision Regional Round Table

The first RRT to be established within the CCP was The Northern Vision Regional Round Table in October 1999. The communities of South Indian Lake, Leaf Rapids, Lynn Lake and Granville Lake form the RRT.

Meetings

In 2003, the NVRRT met four times – in April, June, September and December. At the April 2003 meeting, members of the RRT reviewed and discussed: the Youth at Risk Project; Community Access Program (CAP); the community/regional web sites; regional Tourism strategy; communications systems and issues; infrastructure; commercial fishing; Manitoba Hydro developments; regional health issues and healing centres; transportation; non-timber forest products; business training; policing; and long-term funding for the NVRRT.

Non-timber forest products were discussed during the April 2003 meeting. Birch syrup and wild berries are potential products. The Northern Forest Diversification Centre was contracted by the North West Community Futures Development Corporation (NWCFCDC) to conduct a 10-day training course in Lynn Lake. This was the base to establish a committee and a company. The NWCFCDC explored the possibility of establishing a satellite site of the Northern Forest Diversification Centre.

During the June 2003 meeting of the NVRRT, many of the items covered during the April meeting were updated and discussed. Updates from each of the member communities were also given. Leaf Rapids reported that the mine demolition would be completed by the end of November 2003, and it is expected that there will be nothing left on the site by March 2004.

Lynn Lake reported that the fish processing plant was currently on hold. Mine clean up within the community had been going on for several years. The rail line to Lynn Lake was slated to close at the end of July.

South Indian Lake reported their water plant was almost complete. Fishing season had begun and the local lodge was open; however, bookings were down due to the global situation.

Granville Lake residents moved to Leaf Rapids two months previously when the sewer system failed. A water treatment plant and sewage treatment should be in place in the next year and a half. Fishing mostly stopped due to the cost of operating from Leaf Rapids.

At the June meeting, it was reported that the 10-day non-timber forest products training went well; however, it was difficult to find people motivated to continue due to the lack of assured salary. Another challenge encountered was that provincial restrictions meant people could not qualify for the training.

A NVRRT Youth representative reported on their attendance at the “Vision Quest” conference that was held in Winnipeg in May 2003. The Youth reported that the workshops were excellent, particularly one called “Economic Development in Your Community”. This workshop discussed ideas such as promoting business marketing to Youth and the employment of aboriginal people by the company.

At the September 2003 meeting, members of the NVRRT covered updates from the member communities of the RRT as well as provided their strategic objectives. Reports from the NWCFCDC, Rural Team and Burntwood Regional Health Authority (BRHA) were also given during the meeting.

As of the September meeting, Granville Lake residents were still waiting for clearance from health officials to return home. It was discussed that the dislocation of Granville Lake residents along with a lack of social services in Leaf Rapids has resulted in a growing number of problems. Leaf Rapids lacks appropriate social services – Child and Family Services, parole and probation and social workers were in the community less than one day a month. Leaf Rapids reported that meetings would be held with the BRHA and other provincial agencies to discuss improving social services in the community.

Lynn Lake reported that Tourism levels were good for most lodges and the town and that the work on the water treatment plant was on track. It was also reported that a new economic development officer for Lynn Lake had been hired.

There was a review of the financial funding and expenditures of the NVRRT at the September meeting. It was discussed that given the current funds and expenditures, the round table can continue for another 8 months. It was felt that the round table would be more effective with dedicated staff; however, no decision was reached on how, or if, staff should be funded.

Also during the September meeting, it was discussed that some RRT's are incorporating in order to apply for grants for various projects. The NWCFCDC agreed to initiate projects on behalf of the RRT. For projects that the NWCFCDC assists the NVRRT with, and the CFDC will act as a "banker" for funding received.

The most recent meeting of the NVRRT took place on December 10, 2003. South Indian Lake was unable to attend the meeting. Project and community updates, along with discussions about the upcoming CCP joint RRT meeting in January 2004 in Thompson, formed the agenda for the meeting. It was decided that Frank Bloodworth and Mark Matiassek would attend the CCP meeting in Thompson with Leo Baker as an alternate.

Granville Lake reported that community residents would be in Leaf Rapids until September 2004. Granville Lake residents are actively involved in Leaf Rapids including helping at the Youth Centre. Many Granville Lake residents have been buying homes in Leaf Rapids but they still want to return home.

Leaf Rapids reported that a community meeting was held with the BRHA and the R.C.M.P. As a result of the meeting, there was an improvement in social services within the community, and a committee has been established to ensure that these services continue. Also, a satellite Youth center, an extension of the Lynn Lake Friendship Centre, was in Leaf Rapids.

Lynn Lake reported that a presentation of the Hydroponics Project to the Northern Store had been made and the response was warm. The non-timber forestry centre was being renovated to become a regional centre.

An Intergovernmental Affairs representative attended the December meeting and reported that mandatory land use planning was being considered for each community. This planning would affect Leaf Rapids and Lynn Lake, and some financial assistance may be available. A program to map the communities electronically is being undertaken.

The next meeting of the NVRRT will be held in South Indian Lake during the first week of March 2004.

Strategic Objectives and Activities

Youth, Training and Human Resource Development – 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 2003, the CAP Youth Initiative through Junior Achievement was able to sponsor two youth (until March 31, 2003). This program due, to its sporadic nature of funding has created problems in attempting to provide long-term youth employment in the region. In July and August 2003, there were two CAP youth coordinators in place. As of September, requests had been made for five CAP supervisors, 3 full-time and 2 part-time, for the 2003/2004 fall-winter term.

At the April 2003 meeting, the Youth at Risk Project was discussed, and the RRT was seeking funding to move the project forward. It was envisioned that this project would provide pre-employment skills to at-risk youth in the region. The program would also provide a work-training environment where youth learn and participate in the development of leadership skills, life skills and teamwork. It was anticipated that the project would employ 8 to 12 youth plus a coordinator for a period of up to one year. During the summer, the submission for the Youth at Risk Project was made to the Agriculture and Agri-Food Canada (Rural Secretariat) and Rural Team Manitoba. As of September, Rural Team Manitoba was still reviewing the Youth at Risk Project. At the December meeting of the NVRRT, it was reported that no sources of funding had yet been found for the project.

Communications Infrastructure – At the April meeting of the NVRRT, it was discussed that basic MTS services have deteriorated over the past few months. The NVRRT decided to write MTS with respect to the deterioration of service.

In April 2003, it was reported that the NWCFDC submitted an application under the Northern and Aboriginal Broadband Initiative and that it was currently in the review process. A co-operative between Lynn Lake, Leaf Rapids, Churchill and Barrens River with Global Wireless was looked at, and an agreement was drafted for consideration by the NVRRT. In June 2003, it was reported that a broadband analysis of telephone/Internet needs of the communities would be performed. The communities were to develop their listing of needs for telecommunications/Internet services by the end of June. In September, a business plan for providing telecommunications to Granville Lake and improving the telecommunications in Leaf Rapids was officially commissioned.

The NWCFDC submitted a proposal on modernizing telecommunications in Granville Lake and Leaf Rapids. This would be the first step in improving telecommunications for the region and possibly leading to the formation of a regional telecommunications company.

During the summer, the NVRRT applied for and received a grant to develop and implement a NVRRT web site editorial and advisory committee to determine the direction, content and policies of the NVRRT website. A meeting of this editorial board regarding the website was to be set up by members with Youth CAP supervisors and one adult representative from each community. At the September 2003 meeting, it was reported that Community Connections had contacted the NVRRT to assure them that support for the website will be available.

The RRT also applied for and received tentative approval to install a Community Connections Internet public access site for Granville Lake. At the NVRRT meeting in September, it was reported that \$2,700 had been received for a computer for the Granville Lake CAP site. In addition to the funding, six computers and four printers have been donated by the Hudson Bay Mining and Smelting Company.

Mineral and Natural Resource Development – In April 2003, it was reported that market and feasibility studies on the Lynn Lake lake trout fillet canning facility had been done. The next step was product development. Lynn Lake wanted to work cooperatively with existing facilities.

South Indian Lake wanted to increase processing of stocks taken within the region. It was discussed that the intent of the Leaf Rapids plant needed to be revisited, as there was already an existing facility in South Indian Lake. It was reported that the Government of Manitoba is concerned that fish stocks will not be adequate. The NVRRT would contact all concerned parties with respect to northern fish processing to set up a meeting to begin developing a strategy.

The goal of the mineral development portion of this strategic objective was rewritten at the November 2001 meeting to read: “to promote and strive for mineral exploration in our region by May 31, 2002.” Representatives of the RRT attended meetings and made presentations to the Mining Task Force.

At the September 2003 meeting of the NVRRT, it was reported that there have been mineral deposits found along the South Bay Road and close to Eden Lake. If these turn out to be viable, it will still be several years before they have a major impact on the economy of the region. At the December meeting, it was reported that Rare Earth Minerals had given a presentation at the last mining conference. Rare Earth Minerals is slated to start diamond drilling on the South Bay Road.

Healthy Communities – In April 2003, it was reported that a meeting with the Ministry of Health and the BRHA went very well and concerns were raised that the NVRRT had overlooked. The sustainability, governance structure and the need for letters of support for the healing centre were discussed. A better description of the proposed healing model was also required. The NWCFCDC had re-written the concept paper in order to address these concerns. It was discussed that perhaps a broader regional approach, i.e., not focusing on one location for the centre, should be examined. NVRRT representatives were to meet with the Minister of Health, BRHA and Health Canada to present the healing model by the end of June.

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 worked with NWCFCDC on a collaborative project for Tourism in northwest Manitoba (this group encompasses more than the four NVRRT communities). By June 2003, it was reported that a proposal for a Regional Tourism Strategy had been submitted. This proposal included the development of Tourism, human resources and marketing. It was anticipated that community and regional meetings (Phase 2 and 3 of the project) would take place from August 2003 to March 2004. Phase 4 would be the implementation phase.

Regional Infrastructure – In April 2003, a number of infrastructure issues were discussed including sewer, water and housing. The NVRRT discussed contacting Manitoba Housing with respect to the model home that was built in Thompson. The NVRRT will contact Habitat for Humanity to explore possibilities and CMHC for program information. Other round tables were also to be contacted to see what they have done on housing issues.

At the September 2003 meeting of the NVRRT, it was reported that both Lynn Lake and South Indian Lake were getting new Water Treatment Plants. Granville Lake is trying to finalize the details of how water and sewage will be treated in its community. Leaf Rapids is working hard to maintain its existing infrastructure.

Transportation – Transportation is also an important infrastructure issue for the member communities of the NVRRT. Summer access to Granville Lake is currently limited to boat and float plane. The spring break-up is a challenge as helicopter transport is the only option. Improvements to PR 391 are ongoing. Leaf Rapids has lost its air service. There is currently daily bus service in place to Lynn Lake and Leaf Rapids; however, this may be reduced in the future.

Funding and Administration of the NVRRT – Long-term funding for NVRRT is an important issue for the members. Several options have been discussed by the round table including the support of Regional Development Corporations, the CFDC and the Northern Development Strategy. The members have also discussed funding for a dedicated staff member to assist with administration of the NVRRT.

2003 Regional Round Table Annual Meeting

At the joint RRT meeting in early 2003, the NVRRT's goal was to get back to where it was twelve months previously. NVRRT members identified the need to redo their strategies and goals. They also required more than one person from each community to serve on of the regional round table and these need to be citizen representatives, not just Council members. The NVRRT need people at the table who can make decisions at the meeting without having to go back to their communities for permission. The NVRRT previously had Youth involved and now they want to get Youth back at the table.

By 2005, the NVRRT 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.

In order to move forward, the NVRRT identified the need for:

- time and people, especially a dedicated staff person to communicate with each community and to shepherd projects;
- more finances for travel and technology;
- increased communication between the NVRRT and government and continued support from provincial and federal governments; and
- coordination of northern priorities such as transportation and Tourism with the other RRT's.

The “will to survive” was one of the most important factors identified for the future success of the NVRRT.

Southwest Regional Round Table

The Southwest Regional Round Table was established in April 2000 with the communities of Boissevain, Deloraine, Killarney and Souris. Later the same year the RRT expanded to include Baldur, Wawanesa and Glenboro. Currently, the SWRRT is comprised of the communities of Baldur, Boissevain, Deloraine, Glenboro, Killarney and Souris.

Meetings

The Southwest RRT met several times during 2003. Their first regular meeting, after the joint RRT meeting in February, was held on March 12, 2003 in Glenboro. Business covered during this meeting included updates on several projects, appointment of a new executive for the SWRRT, discussion of the RRT meeting in Thompson, discussion regarding the Southwest Regional Development Corporation (RDC) and community membership.

At the March meeting, the SWRRT members discussed whether they should promote the RRT to potential community members. The members decided that they should stay the size they are with the intent to get Wawanesa back into the group.

The next meeting of the SWRRT took place on May 7, 2003 in Killarney. The members continued to discuss Wawanesa's participation with the RRT and the status of the Southwest RDC. The SWRRT members decided to hold another goal-setting workshop with regards to consumer spending once some of their current projects are completed.

At the June 11th meeting in Baldur, SWRRT members were informed that Wawanesa had chosen to opt out of the SWRRT. Discussion regarding the boundaries of the SWRRT was undertaken. SWRRT members reviewed the RDC concept paper and tabled it for further discussion at the next meeting. Discussion around starting the process of having the RRT receive not-for-profit incorporation status resulted in a motion to apply for this status. Incorporation would make the process of receiving federal dollars easier. The cost to do this would be covered by the Community Collaboration Project. The members also discussed reimbursement of expenses to volunteers who attend RRT meetings. A motion was made to cover the costs of one volunteer per community, including mileage and meals.

On July 9, 2003, SWRRT members met in Deloraine. Updates on RRT projects, the status of the Southwest RDC and potential future SWRRT projects were discussed.

The next meeting of the SWRRT took place on September 10, 2003 in Souris. Members discussed the Office of Learning Technologies application, the presentation made by the SWRRT to the Southwest RDC in August, incorporation of the SWRRT and regional Tourism initiatives.

In September, the SWRRT developed a policy regarding work completed by its members. The policy stated that work done by members would be completed after hours and would be paid directly by the SWRRT. The intent of this policy was to avoid members being paid twice.

On October 8, 2003, SWRRT members met in Minto. Members discussed the successful application to the Office of Learning Technologies as well as the status of their application for incorporation of the RRT. It was reported that the Southwest RDC met and decided to hold four regional meetings in November. The Southwest RDC asked if a representative from the SWRRT would attend these meetings and make the presentation they made to the RDC board.

The November meeting was held in Killarney. Project updates were given, and issues around incorporation, a funding application submission and the website were discussed. A motion regarding the release of SWRRT information to the public was made stating that the SWRRT would release information only after the Board approved it. Information would be released to each member community's Community Development Corporation for their use, but the information must remain confidential. The SWRRT submitted an application to EcoAction. Community Collaboration Project Steering Committee member, Rick Slasor, helped with the application by giving ideas and answering questions.

A discussion regarding the updates and access to the SWRRT website took place. It was decided that notification would be sent out by e-mail when something new is put onto the website. Each community would have a password as would groups like the CCP Steering Committee and Manitoba Intergovernmental Affairs. This would allow each member to see only the information to which they have access.

The SWRRT has approached the CCP Steering Committee about the possibility of hiring a part-time research person to assist mainly with the Value-Added Agriculture project. The person would also be the bookkeeper and help with website development. The position would be 2½ days per week, 7 hours a day. The wage would be \$12 an hour to start, with a potential increase to \$15 an hour. Another possibility mentioned was a contract position for between \$840 and \$1000 per month.

Projects and Activities

During 2003, the SWRRT was focused on four main projects/activities: The Estey Centre, the Leakage Study, the Youth Inclusion Project and the regional website. Progress on each of the SWRRT initiatives is as follows:

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 includes three modules on investment development and focuses on foreign, national and provincial investment development opportunities. The Estey Centre and the SWRRT jointly sought 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 would serve as the basis to structure the initial needs analysis for the development of the training program.

The final portion of Phase 3 of the Estey Centre project took place in April 2003 in Brandon, during Rural Forum. Two people from each RRT member community attended the session. Each community brought two ideas to develop further at the session. A presentation on the project, which was very well received, was made at Rural Forum.

The competitive intelligence session took place on May 13th, 2003 in Brandon. The presenter analyzed the SWRRT's Key Intelligence topics and Key Intelligence questions. The dates for the final phase of the project were June 18th and 19th 2003 in Brandon. During these sessions, participants evaluated each topic and fine-tuned them.

In order to apply their training, SWRRT members undertook the collection of competitive intelligence. Value-added agriculture was discussed in preparation for the final phase. Everyone was to bring a list of value-added items from their respective areas. Each community was given an assignment within the Key Indicator topic of value-added agriculture project.

In July 2003, the final report on the Estey Centre Project was presented. It was felt that the program was a success. It was hoped that a one-day session would be held annually to check on how things were progressing, to do some planning and to make sure that skills acquired were maintained.

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 occur outside the region. The Statistics Canada P-Census data were used to support the study. The consulting group SMT responded to the call for proposals and partnered with the SWRRT. On February 17, 2003, the final step in the Leakage Study involved 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. The workshop provided a good working tool for communities.

Upon completion of the study, the SWRRT reviewed the process undertaken in the local and regional leakage studies. It was agreed that the local leakage piece should have been done first then used as primary data for the regional study.

Youth Inclusion in Rural Manitoba – This activity involves an examination of youth inclusion in rural Manitoba. SWRRT submitted its proposal to the Canadian Agricultural Rural Communities Initiative (CARCI) in January 2003. The proposal included partnership and collaboration with a number of organizations including the Community Collaboration Project, Rural Development Institute, Manitoba Métis Federation, CIMnet and Function Four Ltd. The project focused on three key issues surrounding rural youth out-migration. The intent of the Youth Inclusion Project was to provide statistical data on youth in the region that could help community planners develop their towns in a manner that would appeal to young people.

In May 2003, the SWRRT hired a research assistant for the Youth Inclusion Project. A survey was created to examine attraction and retention of youth in rural communities. By September, 202 surveys had been completed and compiled. Interviews, which focused on careers and education, were undertaken throughout the fall. A list of what had been done and what was currently being done for youth in each community was also compiled as part of the project. By November, thirty interviews had been completed, and the results were released to the local community development corporations for analysis. It was decided that results by individual municipality would be kept confidential within the SWRRT group, and in-house and public versions of the findings were created.

A second phase of the Youth Inclusion Project was also initiated in 2003. It was anticipated that this phase would allow the youth currently living in the area to have some ownership in finding out what was needed to attract and retain youth. An application was made by the SWRRT to the Office of Learning Technologies (OLT) to further support the activities of the Youth Inclusion Project. By October 2003, funding had been approved with OLT for a 6-month development phase regarding training and employment skills for youth. This phase would include asset mapping (what skills are needed to fill job shortages). It is anticipated that youth (18-29 year olds) will become trainers by the end of the 3-year project. Some examples of area of interest include technology, vocational studies and agri-business.

Regional Website – In early 2001, a SRMIS (CIMnet’s predecessor) representative attended a SWRRT meeting to further clarify what services and resources could be provided to the SWRRT about developing websites. Examples of maps, pictures and other information were shared with participants. To date, a draft regional website has been established. The SWRRT received a grant of \$1,000 from Manitoba Community Connections to coordinate a CIMnet training session.

In March 2003, the SWRRT made the motion to employ a web coordinator. They decided to search for partners who might be willing to match SWRRT funds to pay for the coordinator over a one-year period. A coordinator has since been hired to work with the Youth Inclusion Project. The regional website continues to be managed by the SWRRT.

EcoAction Project -- Funded by Manitoba Community Connections and Environment Canada, with in-kind contributions from Function Four Ltd., the EcoAction project is focused on increasing the capacity of the RRT to identify climate change impacts and to address those impacts. This project is in its first phase, which includes producing an “options” document of greenhouse gas emission reduction projects that offer opportunity for environmental and economic gains in southwestern Manitoba. Through this activity, it is hoped that the SWRRT will develop a three-year climate change strategy that is aligned to the youth inclusion framework.

This project also builds on the CARCI youth inclusion project, and will work with the OLT project activities, in that it will develop a Youth Retention Report that identifies and describes civic engagement opportunities and business opportunities for youth to address climate change reduction. This knowledge will enable SWRRT to align the three-year climate change strategy with the youth retention opportunities that are identified and ensure that local initiatives are representative of community knowledge, needs and focus, especially from a youth perspective. For more information, see swycln.cimnet.ca.

2003 Regional Round Table Annual Meeting

During the 2003 RRT Annual Meeting, SWRRT members felt positive about moving forward because of their desire to improve and their willingness to work together in the region and with the province. The SWRRT members felt there was a need to educate local governments to ensure that they are on side and to continue the government partnerships that had been established. They also noted a need for cooperation with other community economic development stakeholders in their region.

At this workshop, SWRRT members identified the following as their priorities:

- Regional website
- Estey Training Project
- Leakage Study
- Funding for administrative support
- Incorporation as a non-profit organization

During the course of 2003, the SWRRT made excellent progress with their goals. Currently, the SWRRT has a regional website with a dedicated person updating and managing the information. The Estey Training project has been completed, and SWRRT members have undertaken identification of competitive intelligence. Incorporation papers have been completed, and the SWRRT is awaiting approval from the Companies Office.

Members of SWRRT met on March 8, 2004 in Brandon to discuss the RRT's current status, review projects, redefine activities and conduct future planning. Rick Slasor, Manitoba Rural Team liaison and CCP Steering Committee member from Environment Canada, attended the meeting along with Wayne Kelly, a Research Associate at Function Four Ltd., who has been working with the Southwest on a number of different projects. Robert Annis, RDI Director, facilitated the meeting at the request of the SWRRT. The SWRRT Mission Statement was revised and drafted as:

Enlisting committed, community-based stakeholders, the SWRRT will use a creative, coordinated and cooperative approach to develop projects which impact regional issues, strengths and opportunities for the benefit of our communities.

Bayline Regional Round Table

The Bayline Regional Round Table was established in November 2001 with the communities of Pikwitonei, Ilford, Cormorant and Wabowden. The community of Thicket Portage joined BRRT in December 2001, and War Lake First Nation joined the group in February 2002.

Meetings

In 2003, the BRRT met twice, once in January and once in September in Thompson. The September meeting took place on the 20th and 21st in Thompson; there was a 100% turnout of members for the meeting. The agenda included updates on the Community Access Program (CAP) site and the Bayline Community Animator (BCA) project, discussions regarding Manitoba Hydro, Suicide Prevention Workshop, community profiling, community enhancement, freight and a number of other regional issues. Elections were held at this meeting for the 2003 BRRT with no changes to the Executive. Special acknowledgment was made to VIA Rail for providing complimentary transportation for delegates to this meeting from Ilford, War Lake, Thicket Portage (one-way) and Pikwitonei.

A representative from the Burntwood Regional Health Authority (BRHA) attended the September meeting and reported that BRHA was gradually increasing the number of physicians. The BRHA also made BRRT members aware of the proposal that the Northern Aboriginal Population Health and Wellness Institute Aboriginal Envelope were putting together. The institute is an incorporated, multi-jurisdictional committee that is intended to solve common issues. The BRHA also reported that it was continuing discussions with Ilford about the BRHA providing health care services to the community. Delegates reviewed the Health Forum Report from March 2002. The Bayline Community Animator was asked to follow up on issues contained in the report.

It was decided that if the communities of the BRRT wished to attend the Suicide Prevention Workshop, they would have to make the arrangements on their own, as it was too costly for the BRRT to host and coordinate on behalf of the communities. The BRRT, via the President and BCA, decided to work on initiatives relating to diabetes, healthy communities and food security on behalf of the communities. During the September meeting, members were provided with a listing of all approved resolutions by the BRRT for their reference.

It was reported that a proposal for the Bayline Communication Enhancement Project (Broadband Pilot Initiative) was submitted to Industry Canada in June 2003. The project was submitted in partnership with North Central Development who acted as the community champion on behalf of

the BRRT. The BRRT had resolved to support the implementation of the business plan, if approved, in consultation with North Central Development. In September 2003, the BRRT was informed that their proposal was not approved and has yet to discuss the next steps for this initiative.

The BRRT discussed the need to have emergency communication equipment and an emergency communication plan for responding to emergencies within each community's traditional land use areas. The group discussed how emergency radio communication would enable communities to be significantly more capable of identifying and coordinating responses to any type of emergency. The Emergency Radio Telecom Services (ERTS) system would provide this type of radio communication, and this system would become part of the community's emergency plans. The BRRT resolved to support the request that the Province and Manitoba Hydro provide assistance and funding to enable the communities to acquire the necessary equipment and training as identified in the ERTS plan.

The exploration of an intermodal transfer freight terminal in Wabowden as a joint venture with Nunavut was also discussed. The BRRT has been promoting the round table at various functions. Pamphlets have been created and distributed.

Discussions surrounding the efforts of the community of Pikwitonei on reinforcing the cribbing on the Standing Stone Project were undertaken. The BRRT resolved to support and assist Pikwitonei Community Council by lobbying the government and obtaining support to implement the Standing Stone Project.

A third BRRT meeting was tentatively scheduled for November 2003 but had to be rescheduled for January 2004 in Thompson.

Projects and Activities

Many projects and initiatives have been developed as a result of the BRRT collaboration, including:

Community Access Program – Since its establishment in December 2001, the BRRT has developed a website and has accessed the CAP Youth Initiative with Youth serving as community-based interns. For the 2003/2004-winter term, the BRRT has an intern in Wabowden, Thicket Portage and War Lake/Ilford. These three communities have each in turn developed websites that are linked to the BRRT website. Members of the BRRT and the Youth interns have undergone training in CIMnet tools so that they are able to edit, update and modify the web site. Wabowden has also developed a youth site at geocities.com/ways_wabowden.

The BRRT coordinates a ***Community Resource Network (CRN)***, which involves communities that are staffed with an intern. The CRN also includes work with the overall BRRT. The interns provide technological expertise at the community level. If an intern is not able to assist a community member, there is a network in place where they can phone to get step-by-step help. The 2003/2004 winter term has been approved and is currently underway. The BRRT has encountered some difficulty and challenges in the coordination of the network as each community is quite a distance from each other. The Internet has proven to be a valuable tool to the BRRT communities, and the members look forward to moving ahead in this area.

Bayline Communication Enhancement Project – A joint project was developed in collaboration with North Central Development to bring connectivity to the Bayline and other communities. A business plan was submitted to Industry Canada, but in the fall of 2003 the BRRT was informed

that their proposal was not approved. Discussions will continue with the BRRT as to what direction the members would like to go. The BRRT has several options to explore in the near future.

Bayline Community Animator (BCA) Project and Community Profiling – A final report was prepared for the project entitled “Bayline Community Animator”. Many partners helped make this activity successful, including North Central Development, Agricultural Canada, Rural Development Institute/CCP, Manitoba Advanced Education & Training and Human Resource Development Canada. The BRRT decided to continue with the position of Bayline Community Animator until all the resources have been depleted. In September 2003, the BRRT decided to contact Aboriginal & Northern Affairs for financial support to help ensure the BCA position was maintained. Aboriginal & Northern Affairs were able to contribute thus ensuring the BCA position was sustained until the end of the fiscal year. It is hoped that the position will continue once other projects/proposals materialize.

Community Profiles have been done on all the Bayline communities. They are being put together in a format that each of the communities can review. The next stage of this activity is to input the data in an electronic format so that each community and/or the BRRT can update the data.

Emergency Response Telecommunication System (ERTS) – An emergency system is being implemented in Wabowden, Pikwitonei, Thicket Portage and with continued discussions with War Lake/Ilford. The BRRT office is assisting with the details and coordinating the BRRT members’ participation. This project is ongoing and includes training and site preparation. Training was tentatively scheduled to take place January 2004, however, this has been postponed pending final approval from Manitoba Hydro. Discussion regarding the ERTS continues with the communities.

Wabowden Daycare – Little Eagle’s Nest Daycare Centre Inc. had funding approved for a January 2004 start date for 16 pre-school (ages 2-6) spaces. The daycare is situated on the Mel Johnson School premises. The committee has been meeting for quite some time to iron out the details. The project was initiated as a BRRT project for the community of Wabowden. This was one initiative for which the BRRT provided technical and administrative assistance.

Food Security – The BRRT is spearheading a working group to examine food security in the North. An initial meeting occurred in early December with representatives from MKO, Manitoba Métis Federation, Mamowetak Friendship Centre, City of Thompson, Health Canada, BRHA and Aboriginal and Northern Affairs. It was agreed that the group would continue to explore the issue of food security. Other partners were identified and will be approached to participate.

Other Projects – The BRRT has not had the opportunity to explore the fuel/grocery co-op feasibility at this point.

2003 Regional Round Table Annual Meeting

During the Annual Meeting in February 2003, the BRRT identified its priorities as:

- Transportation
- Communications
- Technical assistance
- Data collection
- Business development

The Bayline Regional Round Table is committed to moving forward by maintaining continuity through regular meetings and by building partnerships with funding sources.

Hudson Bay Neighbours Regional Round Table

Hudson Bay Neighbours Regional Round Table was established in January 2002. It consists of the northern Manitoba communities of Churchill, Fox Lake and Gillam; and the Nunavut communities of Arviat, Baker Lake, Chesterfield Inlet, Coral Harbour, Rankin Inlet, Repulse Bay and Whale Cove. The Kivalliq Chamber of Commerce is also a member. As HBNRRT crosses political and jurisdictional boundaries, it provides a unique opportunity and challenge for the CCP.

Meetings

During 2003, several activities were initiated or developed further by the members of the HBNRRT. These included:

- Kivalliq and Northern Manitoba communities met in Winnipeg and Brandon during Rural Forum 2003 (April). The main issues discussed centred on transportation and the change of shipping services into the Kivalliq Region.
- In early September, the Kivalliq Mayors met in Rankin Inlet and reaffirmed their commitment to the HBNRRT initiative in the form of a Mayors Resolution.
- On October 3rd, Nunavut MP Nancy Karetak-Lindell announced that the federal government would be contributing another \$500,000 towards the Manitoba-to-Kivalliq Road Project.
- Kivalliq and Northern Manitoba representatives met with Transport Canada and transportation industry stakeholders during a one-day meeting on November 24th to discuss short-sea shipping issues.
- A Regional Round Table meeting was held in Arviat in February 2004.
- The Technology Working Group was successful in getting an Office of Learning Technologies (OLT) grant to further develop the technological aspects of the HBNRRT. The HBNRRT website, web tools and training will be the main activities of focus under the grant.

2003 Regional Round Table Annual Meeting

During the Annual Meeting, the HBNRRT members identified the following as their priorities for the coming year:

- Follow up on sector resolutions and focus on project development
- Explore additional membership and confirm community interest and commitment
- Link to other RRT's to create a common front
- Develop proposals for Partnership agreements
- Develop a "Hub" or coordinator
- Develop linkages to other related organizations and incorporate additional agencies
- Identify successes and accomplishments
- Seek resources to continue the process

There have been five organizing/planning group meetings to help prepare for the next HBNRRT meeting. These meetings took place on April 25th, July 18th, July 25th, August 25th and September 26th. A HBNRRT meeting was scheduled for Arviat in August 2003 but was postponed. A number of resolutions from some of the HBNRRT's working groups had been put forth to the Manitoba and Nunavut governments (and/or funding agencies), but prior to the meeting, these had not yet been responded to. Without this response, it was felt that a meeting was premature. It was also difficult to get all members of the HBNRRT together in August due to holidays. The meeting was then

rescheduled for October 2003, but after a conference call was held amongst the HBNRRT members, it was decided to postpone again. At that time, Nunavut was going through elections at the Hamlet level and then later at the territorial level. It was felt that the HBNRRT meeting should be held once all the elections were complete.

At the most recent meeting in Arviat, held in February 2004, RRT members amalgamated several of the working groups to reflect their changing needs and redefined priority areas. These priority areas now include: Healthy Communities, Youth and Technology, and Transportation. RRT members generated four resolutions addressing: the proposed road from Manitoba to Nunavut, patient medical travel, food security and the food mail program. These resolutions will be forwarded to appropriate political departments and representatives for response. In addition, the Youth and Technology Working group forwarded three letters to government officials in both Manitoba and Nunavut to offer and confirm support for: ICT infrastructure development in Nunavut; ICT initiatives in Nunavut and Manitoba communities, and a specific project related to youth and technology.

The RRT also addressed its management and administration, endorsing the RRTs recent incorporation as a not-for-profit organization and addressing the need for a RRT coordinator. A committee has been struck to establish coordinator parameters and seek funding opportunities for such a position. In addition, HBNRRT confirmed support for an intermodal feasibility study to be conducted by the Bayline RRT. An objective set at this meeting was to introduce Junior Achievement to more communities in the North. Pending RRT developments and action over the coming months, a RRT meeting has been tentatively scheduled for late August or early September in Churchill, MB.

Future Direction

During the Annual Meeting in Thompson, discussions were held regarding the future of the CCP and the RRTs, largely because at the end of March 2004, the CCP's structure will change and core funding support, previously administered through RDI, would no longer be available to RRTs. As a result, RRT members expressed concern about the future of the program and their own existence as RRTs. Several themes emerged from this discussion.

- **RDI:** The relationship between RRTs, the Steering Committee and RDI will not be the same as it was in the past. RDI will no longer be the sponsoring and reporting body. Robert Annis, Director of RDI, is now a member of RTM. The CCP is a priority of the RTM so Robert will continue to be involved as a member of RTM.
- **The CCP Steering Committee:** While the formalized CCP structure will end as of March 31, 2004, Steering Committee members are committed to remaining in place as a support for the RRTs, however they are uncertain whether the committee will remain as it is or evolve into something different.



- **RT Operational Funding:** In the absence of core operational funding, RRTs will be operating on a project-to-project funding basis and will be required to factor their funding and administrative needs into project planning and proposals. The Steering Committee will, as indicated above, still be in place to assist them. In the discussion, Steering Committee representatives indicated several funding options for the RRTs. Pat Lachance reiterated that Health Canada and Agriculture and Agri-Food Canada (Rural Secretariat) are committed to supporting the RRTs, particularly through the food security initiative. Rick Slasor of Environment Canada pointed out that energy and water are priorities with Environment Canada and there are potential opportunities for projects.
- **Annual Meeting funding:** It was noted that the Annual Meetings have been important for the RRTs to build relationships and potential partnership for projects. Health Canada has funded the first two Annual Meetings and possibly will not be able to secure funding for another Annual Meeting, however Patricia Lachance affirmed a commitment to finding a way to make another Annual Meeting possible. In addition, RRTs should look for other funding sources for Annual Meetings.

Moving Forward

Facilitated discussions were held at the Annual Meeting in Thompson amongst the RRTs and with other potential partners to discuss community development alliances and partnerships, and devise strategies for moving forward.



Incorporation

SWRRT participants explained the incorporation process and why they incorporated. Incorporation as a not-for-profit organization makes it possible to submit proposals and apply for funding as a stand-alone organization. Several other RRTs are looking at incorporation as an organizational option and HBNRRT has implemented an incorporation process.



Potential Partnerships and Alliances

Food Security

Diana DeLaronde-Colombe from BRRT and Patricia Lachance, Program Consultant for Health Canada, discussed the food security project opportunity at the Annual Meeting in Thompson. Food security deals not only with the price of food, it addresses all areas related to food including such things as transportation, education and training. BRRT is taking the lead on food security to bring the northern communities together to put forward a proposal. Agriculture and Agri-Food Canada (Rural Secretariat) is funding the proposal development. The project is in its initial planning phase and, while BRRT are not certain of the project details, they are building partnerships to define a common food security vision to take the project forward. The BRRT is creating an alliance of northern communities to address this issue and have invited the other two northern RRTs to join them. NVRRT is providing letters of support from



their RRT as well as from member communities. Support for the project was also confirmed from the HBNRRT at their meeting in Arviat. BRRT is currently building partnerships with stakeholders and have had a meeting with MKO, the Manitoba Métis Federation, Aboriginal and Northern Affairs and the Burntwood Regional Health Authority.

Intermodal Transfer Site

BRRT members Bob Bushey and Diana DeLaronde-Colombe explained the Intermodal Transfer Site project. Two years ago, the BRRT started looking at issues around transportation and cost-effective means to transport goods from the South to the North. Last year, a transportation issue in Churchill and the changing direction of goods led to them to look at Wabowden a little more closely as an Intermodal Transfer Site to handle all forms of transport. The presence of an Intermodal Transfer Site would have important implications for Nunavut, which is currently engaging in goldmine and sapphire mine development. It would also address some of the transportation issues currently experienced by Churchill and War Lake. Currently, the project is at the development stage and requires continued effort, including partnership development. The HBNRRT has confirmed its support for this project and the partnership with the BRRT.

CDEM

Rick Slasor of Environment Canada presented information at the Annual Meeting, on behalf of Louis Tétrault of CDEM, on CDEM's community development visioning process. The process began in 1999 with fifteen francophone municipalities linked by language and culture. It involves bringing in professionals, using desktop tools to develop land-use planning activities for their municipalities. They are developing the socio-economic groundwork for the communities. CDEM is working with St. Lazare to see how they can use Geographical Information System (GIS) technology to increase the capacity of the mapping application with CIMnet. The intention is to develop a partnership between CDEM and CIMnet so that CIMtools can be adapted to fit their needs.

MKO

At the Annual Meeting, Laurel Gardiner, Income Security Reform Project Manager, explained MKO's current project which is creating teams in communities to move people from welfare to the workforce through employment, training and economic development. Their primary efforts are capacity building within the community. The key players are economic development, welfare, employment and outreach workers. MKO also works with housing authorities and school systems. There are linkages to Justice and Health Canada --both have funding going towards training and employment.

North Central Community Futures Development Corporation Inc.

During his presentation at the Annual Meeting, Manager Tim Johnston discussed how economic development is more than just governments. It is about communities as a whole playing an active role in economic development. He gave the example of Discover Manitoba, which is a grass roots organization based on partnerships that is looking at tourism. They are looking at how to promote tourism and get people spending dollars in the tourism industry.

Lessons Learned

When asked to reflect on the lessons learned from the CCP experience, the 2004 Annual Meeting participants stated the following:

- *“The biggest lesson is the fact that we are here together, federal and provincial and community representatives. One of the biggest things we learned, by working together is that we can be stronger.”*
- *“Cost sharing between federal and provincial departments rarely happened before, but now is regularly happening.”*
- *“The big walls have come down and there’s more willing to work together to tackle small issues.”*
- *“The partnerships to make it happen are all over the place. The relationship building partnerships are the ones that will be there for you. As we get better at it we can use it for other issues. Once we’ve done one project together, we can do others, depending on how you develop the partnerships.”*

Conclusion

Communities that 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 change 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 2004 Thompson Annual Meeting provided an opportunity for RRT members, the Steering Committee, federal and provincial government representatives, the private sector and non-governmental organizations to come together in a facilitated environment to discuss issues of mutual concern, share information and plan for the future of the CCP’s Regional Round Table approach to community development. Over the course of two days, RRT representatives reflected on the regional experience and indicated that their RRTs will persist, even without the original CCP arrangements. Likewise, Steering Committee members connected with RRT members and reaffirmed their commitment to the project’s approach.

The CCP evolution is happening the way it was anticipated to happen. This is a growth experience. There is now the opportunity to use the experience to move forward.

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