



RURAL  
DEVELOPMENT  
INSTITUTE

## COMMUNITY COLLABORATION PROJECT (CCP): EMPOWERING COMMUNITIES & BUILDING CAPACITY

### 2006 ANNUAL WORKSHOP REPORT

April 19-20, 2006



**BRANDON  
UNIVERSITY**

*Founded 1899*



## **Rural Development Institute, Brandon University**

Brandon University established the Rural Development Institute in 1989 as an academic research centre and a leading source of information on issues affecting rural communities in Western Canada and elsewhere.



RDI functions as a not-for-profit research and development organization designed to promote, facilitate, coordinate, initiate and conduct multi-disciplinary academic and applied research on rural issues. The Institute provides an interface between academic research efforts and the community by acting as a conduit of rural research information and by facilitating community involvement in rural development. RDI projects are characterized by cooperative and collaborative efforts of multi-stakeholders.

The Institute has diverse research affiliations, and multiple community and government linkages related to its rural development mandate. RDI disseminates information to a variety of constituents and stakeholders and makes research information and results widely available to the public either in printed form or by means of public lectures, seminars, workshops and conferences.

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

# **COMMUNITY COLLABORATION PROJECT (CCP): EMPOWERING COMMUNITIES & BUILDING CAPACITY**

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*Submitted by:*

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May 31, 2006

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## **Executive Summary**

The *Community Collaboration Project (CCP): Empowering Communities and Building Capacity* project is testing applicability and replicability of the CCP model that was developed in Manitoba during the 1999-2004 CCP project. The CCP Model Project (2005-2008) provides opportunities for new forms of collaboration and governance. With access to the appropriate tools, resources and information, individuals living in rural and northern communities can engage in self-sustaining, informed, local decision-making and meaningful dialogue between and among communities, organizations and governments. Through the CCP Models Project, RDI has funding to support the development of three RRTs in other provinces/territories. In addition, this project provides the opportunity to continue to interact with the four Manitoba/Nunavut regional round tables to learn what is needed for RRTs to be self-sustaining over an extended period of time.

The WaterWolf Regional Round Table co-hosted the second annual workshop with Rural Development Institute (RDI). From April 19 - 20, 2006 at Cedar Lodge (Dundurn, Saskatchewan). Cedar Lodge is a non-profit organization located in the WaterWolf RRT region. RDI facilitated the 2006 annual workshop with representatives from the Northeastern British Columbia, the Yukon, WaterWolf, Bayline, Northern Vision RRTs; the Yukon and Saskatchewan Advisory Groups; the Manitoba Steering Committee; and the Rural Secretariat. Representative from the Centre for Rural Studies & Enrichment, St. Peter's College, University of Saskatchewan and the Community Development Institute, University of Northern British Columbia also participated. The workshop provided an opportunity for networking among RRT members, Advisory Group members, academic institutions, the Rural Secretariat, and RDI. There were two important components to this workshop. Each RRT was able to share its story and lessons learned, while participating in the participatory evaluation process.

During the first evening of the workshop, RRT and Advisory Groups/Steering Committees members engaged in a discussion of community collaboration opportunities, challenges and issues. The discussion provided the opportunity for RRT representatives to pose questions of the Advisory Group/Steering Committee members. The discussion was focused around group dynamics, effects of the RRT process, how to communicate of successes and lessons learned, and Aboriginal inclusion in the community collaboration process.

At the beginning of the workshop participants were asked to state “one thing they wanted to take away from the workshop”. The following illustrate some of the comments that reflected what participants said at workshop conclusion: *I gained a better understanding of how other RRTs deal with issues; I acquired new and fresh ideas; I have more clarity regarding roles and expectations; and I met new people, forming contacts and partnerships.*

Overall, 94% of participants rated the workshop ‘good’. When asked what participants like best about the workshop, participants commented “*I found the meeting very inspiring. It gave me a lot of ideas for our RRT*”, “*engagement was encouraged and essential to successful information sharing*”, and “*the spirit of the people; spirit of the place*”. Several participants stated they enjoyed the facilities at Cedar Lodge. Suggestions for improvement included having the opportunity to work in small groups or break sessions, maps to display RRTs, and sensitivity to the various RRT issues.

## CCP Model Project Overview

The objective of the Rural Secretariat's 'Models for Rural Development and Community Capacity Building' programme, which provides the foundation for the *Community Collaboration Project (CCP) Empowering Communities & Building Capacity* project (hereafter referred to as the CCP Model Project), is to develop a body of knowledge illustrating different approaches that have been successful. It is known from experience that a 'cookie cutter approach' does not work, there is no easy one size fits all solution. The Rural Secretariat recognizes that in order to learn what is occurring at the community level, a participatory approach must be taken. Time and resources are necessary component of project success; awareness regarding the emerging nature of the process is critical. The Rural Secretariat has posed several key questions:

- How do we arrive at success?
- What do we need to measure success?
- How do we overcome obstacles?
- How do we address similar challenges?
- How do we use those findings to point to appropriate roles for government?

Communities collaborating together in community development processes can increase their capacity to improve quality of life, better manage change and sustain long-term well-being. The CCP Model Project provides opportunities for new forms of collaboration and governance. With access to the appropriate tools, resources and information, individuals living in rural and northern communities can engage in self-sustaining, informed, local decision-making and meaningful dialogue between and among communities, organizations and governments. The CCP in Manitoba and Nunavut, initiated in 1999, was a collaborative arrangement between communities in four regions of Manitoba and the Kivalliq region of Nunavut, federal, provincial and territorial government departments and agencies, non-government organizations and Rural Development Institute (RDI) of Brandon University. Four regional round tables (RRTs) emerged from this process, each with unique and different priorities goals and projects, yet similar in how they underwent community collaboration. Outcomes of the CCP experience in Manitoba/Nunavut included: the building of relationships among CCP stakeholders; the development of trusting relationships and increased communication between the community members and government officials; leadership development within the RRTs and the Steering Committee; capacity building among the RRTs and Steering Committee members; and exploration into new models of decision-making and governance among communities and governments.

The purpose of RDI's CCP Model Project is to test the applicability and replicability of the CCP model. Through the Government of Canada's Rural Secretariat, RDI has funding to support the development of three RRTs in other provinces/territories. Project Steering Committees and Advisory Groups have been established and include representation from the Rural Secretariat and RDI. Rural Teams are involved as partners in the project. Rural Teams are provincial/territorial teams of federal, provincial, local government departments and agencies and community-serving organizations who have an interest in rural and northern Canada.

Due to interest and the success of the CCP project in the Manitoba/Nunavut context, efforts were begun to explore implementing the CCP Model project in Saskatchewan, British Columbia and the Yukon. Early in 2005 Rural Team Saskatchewan and RDI met to discuss the feasibility of establishing an RRT in Saskatchewan. The Mid-Sask Community Futures Development Corporation (CFDC)/Regional Economic Development Agency (REDA) had presented a proposal for the establishment of a regional services delivery model. The formation of WaterWolf Regional Round Table (WWRRT) was endorsed and the WWRRT held their first meeting on June 7, 2005.

The Rural Development Institute met with the Northern Rockies Alaska Highway Tourism Association (NRAHTA) board in September 2005 to discuss the feasibility of forming an RRT that would have a broader vision. NRAHTA is an association in northeastern British Columbia that has represented the areas tourism interests for the last twenty-five years. In November 2005, NRAHTA signed a memorandum of understanding with RDI. The first meeting of the Northeastern British Columbia Regional Round Table (NEBCRRT) was held on March 23, 2006.

On April 4th, 2006 the Yukon Regional Round Table (YRRT) was officially established. With support from communities, First Nations and Rural Team Yukon from across the Yukon decided to pursue a collaborative approach on common opportunities and challenges. The YRRT is founded upon the principle of open membership; currently all participating communities and First Nations operate on a ‘one vote per community’ mandate. Currently each YRRT member has received local support for the initiative through means of a local council resolution.

## Introduction

The WaterWolf Regional Round Table co-hosted the second annual workshop with Rural Development Institute (RDI). From April 19 - 20, 2006 at Cedar Lodge (Dundurn, Saskatchewan). Cedar Lodge is a non-profit organization located in the WaterWolf RRT region. RDI facilitated the 2006 annual workshop with representatives from the Northeastern British Columbia, the Yukon, WaterWolf, Bayline, Northern Vision RRTs; the Yukon and Saskatchewan Advisory Groups; the Manitoba Steering Committee; and the Rural Secretariat. Representative from the Centre for Rural Studies & Enrichment, St. Peter's College, University of Saskatchewan and the Community Development Institute, University of Northern British Columbia also participated. The workshop provided an opportunity for networking among RRT members, Advisory Group members, academic institutions, the Rural Secretariat, and RDI. There were two important components to this workshop. Each RRT was able to share its story and lessons learned, while participating in the participatory evaluation process.



# **Models for Rural Development and Community Capacity Building**

*Presented by Darell Pack*

In 2005, the Rural Secretariat initiated the Models for Rural Development and Community Capacity Building program. The purpose of the program is to contribute to the body of knowledge of what works in rural and remote communities. The project will inform government for future policy and programming decisions. Currently, there are 20 models approved in Canada; one of which is the Community Collaboration Project. The Models program will run until 2008.



[www.rural.gc.ca/programs/mrdi\\_e.phtml](http://www.rural.gc.ca/programs/mrdi_e.phtml)

## **Regional Round Table Reports**

### ***WaterWolf Regional Round Table***

*Presented by Russ McPherson*

Early in 2005 Rural Team Saskatchewan and RDI met to discuss the feasibility of establishing an RRT in Saskatchewan. The Mid-Sask CFDC/ REDA had presented a proposal for the establishment of a regional services delivery model. Being a combined organization, Mid-Sask provides a broad range of services in economic development. By forming an RRT they intend to collaborate with additional stakeholders in the region to increase capacity to assess needs from a community-up approach. The formation of WaterWolf RRT was endorsed and their first meeting was held on June 7, 2005.

WaterWolf RRT is partially funded by the Province of Saskatchewan and partially by the federal government, generating a perceived advantage through combining the experiences and expertise of two levels of government programming and policy. Currently there is a real impetus to be creative in an effort to reinvent economic development strategies and promote provincial and regional change.

Russ McPherson, illustrated how development initiatives in rural areas are envisioned and approached differently than how such endeavours may be undertaken by urban areas. Rural Saskatchewan is concerned with delivering services and maintaining infrastructure, while urban centres probably spend the bulk of their time focusing on revitalization and rebirth of particular areas, such as down town cores.

The perception is that there are limited options for rural Saskatchewan; community members face the reality that they must “leave, change or die.” The “cancer of rural Saskatchewan is a fear of change; reluctance to get over it; and the fear of returning to Depression era conditions.” The analogy of the “Canadian Lobster Box” was made, in that “if the top is left off a lobster box, the other lobsters will pull any lobster that try to escape back in,” making the argument that some people won’t let other people advance or get ahead. However, the time seems ripe for change and movement towards more effective community and regional development strategies. This is evident as the realization becomes more widespread that rurality encompasses more than agriculture and food production. This helps shift focus away from needs solely associated with infrastructure and commodities, a

scenario that often posed the movement of people and non-commodity related travel against commodity related travel.

Working towards common goals and making more effective use of resources and services is a priority for WaterWolf RRT. A needs assessment will focus efforts and development initiatives; a business plan for the region is underway. The possibility of reusing and reinventing empty buildings and the role of tourism in rural areas were raised as innovative possibilities for the future. A high quality of life is the greatest resource that rural Saskatchewan boasts at this time, therefore, development initiatives must be sustainable and reflect the respectful treatment of the environment and residents while promoting economic development and diversification.

Rural areas are confronted with a number of barriers that can hinder positive change. Competition between organizations and communities is a very real barrier. Lack of communication leads to repetition and guess work at various stages of the development process. The lack of a ‘critical mass’ leads to a lack of cohesion and capacity.

The WaterWolf RRT mandate includes: a tax and investment template; a land use authority or management group; provides focus; and a regional water tech for small urbans. The region is moving away from anecdotal information through the increasing implementation of Geographic Information Systems (GIS). WaterWolf RRT makes a significant effort to recognize demographic changes and realities, such as the decline of the family farm and youth out migration. A current priority for the region is to honestly address infrastructure issues. A reality check is needed to ensure community engagement.

A copy of the WaterWolf RRT presentation is located in Appendix 5.



[www.waterwolf.org](http://www.waterwolf.org)

## **Northeastern British Columbia Regional Round Table**

*Presented by April Moi*

RDI met with the Northern Rockies Alaska Highway Tourism Association (NRAHTA) board in September 2005 to discuss the feasibility of forming an RRT that would have a broader vision. NRAHTA is an association in northeastern British Columbia that has represented the areas tourism interests for the last twenty-five years. In November 2005, NRAHTA signed a Memorandum of Understanding with RDI. The first meeting of the NEBCRRT was held on March 23, 2006.

The NEBCRRT is a multi-level, dimensional approach to broadening the region’s developmental focus. The impetus for development and change in the area is deeply rooted in the history of the Alaska Highway corridor. The highway was initially designed as a military undertaking; the highway has recently been designated as having National Historic Significance, it is also an International Historic Civil Engineering landmark. Aside from its historic significance, it is a working highway for everything from the transport of commodities to the transport of tourists.

The NEBCRRT mission includes the concepts of communication, marketing and promotion, education and development. The main focus of the RRT at this time is tourism as it relates to the Alaska Highway. The Northern Rockies Alaska Highway Joint Research Project included a visitor intercept, highway counts and a mail back survey. The visitor comments highlighted the need to improve the experience along highway, raising inter-

jurisdictional and policy related issues. So far the Alaska Highway Community Initiative seeks to generate partnerships between communities in the Yukon, Alaska and BC.

Questions about how to bring communities together were raised. Possible strategies include working with the Department of Tourism and Culture, supporting a grass roots approach and establishing a coordinating body. Future opportunities include a broader range of possibilities, while supporting and enhancing dialogue. The underlying principle of the impetus to create a RRT in Northeastern BC is to work with other jurisdictions and avoid duplicating efforts.

A copy of the Northeastern BC RRT presentation is located in Appendix 6.



[www.brandonu.ca/rdi/nebccrrt.html](http://www.brandonu.ca/rdi/nebccrrt.html)

## ***Yukon Regional Round Table***

*Presented by Mal Malloch on behalf of the YRRT*

The Yukon RRT is the most recent member of the CCP Model Project. On April 4<sup>th</sup>, 2006 the Yukon RRT was officially established. With support from First Nations, communities and Rural Team Yukon the decision was made to pursue a collaborative approach on opportunities and challenges. Membership is completely open, any community may join. Each community comes on board as a voting member.

Things have been happening rapidly as the RRT initiative was moved forward in the Yukon with wide support. Seemingly with each meeting new community interest in joining the group is generated, though time and distance are very real determinants of whether or not communities join the RRT at this time. The Yukon RRT is founded on the principle that the process is fundamental, with healthy partnerships forming the cornerstone of the organization. Tourism initiatives involving the Alaska Highway are no doubt high on the list of priorities; however, the reality is that communities often struggle with different social and economic challenges that necessitate a more holistic approach to seeking solutions and development opportunities.

The concept of a RRT is viewed with optimism in its perceived capacity to better address the needs of communities in the Yukon. Partnerships and teamwork are fundamental components of successfully driving a grass-roots approach to addressing social, economic and environmental factors. The need to expand collaboration and community capacity is currently seen as a top priority. Information sharing will help ensure that resources available in the area are effectively used by working to eliminate the replication of efforts and needless competition.

An inclusive mandate will help generate unity in the region. The need to establish a strong organization that will represent communities and act a voice for the region was raised. This project is seen as a route to linking communities with educational institutions and the technologies that will perhaps help combat issues of distance. This project is viewed with enthusiasm in its perceived ability to give rural northern communities the voice they have been waiting for.



[www.brandonu.ca/rdi/yrrt.html](http://www.brandonu.ca/rdi/yrrt.html)

## **Bayline Regional Round Table**

*Presented by Rick Pronteau*

The Bayline RRT has been a CCP member since 2001. It is composed of six member communities: Pikwitonei, Ilford, Cormorant, Wabowden, Thicket Portage and War Lake First Nation. The railway connects these communities and is the primary mode of transportation. All Bayline communities fall under the jurisdiction of Manitoba Aboriginal and Northern Affairs, with the exception of War Lake First Nation. Given the transportation obstacles and the difficulty coming together as a region, the RRT has become an important venue for communication among communities, government, non-governmental organizations and the private sector.

Membership is composed of two representatives per community, one of which is an elected official, either a Chief or Mayor. Each community maintains one voting privilege. The primary focus for the Bayline RRT at this time is food security and ensuring all residents have access to healthy affordable foods. Distance and transportation issues compound the challenges that northern remote communities face. Community champions play crucial role in maintaining a community voice and actively pursuing opportunities with the capacity improve community circumstances. A freezer project has been a factor in enabling safe and affordable storage of perishable foods.

This grass roots approach to building capacity within the Bayline region has been critical in ensuring needs and standards are maintained for all people. Linkages and partnerships have been a fundamental part of the process. The project has helped foster individual and community empowerment. Challenges are addressed faster and more effectively through teamwork. Regional capacity is established by being respectful of individual community assets and needs.

Overarching jurisdictional and identity issues must be overcome and not allowed to dictate either the message or the outcome. The creation of community-based regional governing strategy has helped actively engage communities in decision-making processes. The need to acknowledge and learn from past mistakes is vital. Young people must be encouraged to join the process. The need for change is real.

A copy of the Bayline RRT presentation is located in Appendix 7.



<http://baylinerrt.cimnet.ca>

## **Hudson Bay Neighbours Regional Round Table**

*Presented by Pat Lachance on behalf of HBNRRT*

The Hudson Bay Neighbours (originally known as the Northern Manitoba-Kivalliq RRT) is a unique partnership among five Northern Manitoba communities and seven Nunavut communities. HBNRRT officially began in January 2002. Given the geographical, political and cultural differences present in the region, combined with the reality that it must function under the direction of dispersed government agencies based in Edmonton, Winnipeg, Iqaluit and Rankin Inlet, the HBNRRT strives to use the RRT as a vehicle for coordinating regional priorities.

The vision that HBNRRT operates on is “neighbours of all ages in HBNRRT collaborate and use their abundant resources to secure a strong, self-reliant, region containing self-

sufficient communities. Success is evident in cooperative economics, community development and employment to guarantee healthy families and healthy environment.” Collaboration and teamwork has remained a priority for the region in the face of massive challenges associated with distance. Meeting costs are illustrative of that challenge, at a minimum each meeting costs approximately \$48, 000 to bring participants together and secure a venue. Clearly HBNRRT faces unique challenges. The RRT provides evidence that in spite of geographical, political, economical and cultural differences, regional cooperation can become a reality.

Some of HBNRRT achievements include ongoing attention from high-level government representatives. Government ministers and officials of Manitoba and Nunavut often attend RRT meetings. Youth representatives serve as an active cohort and priority of the RRT; the reality being future success is in the hands of the next generation of leaders and community members. Over the past four years membership has remained fairly consistent. Each member community has two representatives that attend meetings, usually one elected official and one community administrator. However, only mayors of elected officials hold voting privileges.

HBNRRT is looking towards future opportunities and collaborative achievements. The feasibility of a northern road route between Manitoba and Nunavut is currently under investigation. The role of Junior Achievement in Nunavut continues to be a priority, it is hoped that that organization will continue to flourish. The region hopes to continue to work together to continue to explore alternative energy sources. It is also hoped that a part-time RRT coordinator will be hired sometime in the near future.

A copy of the Hudson Bay Neighbours RRT presentation is located in Appendix 8.



<http://hbn.cimnet.ca>

## **Northern Vision Regional Round Table**

*Presented by Jacinta Wiebe*

Northern Vision RRT (NVRRT) became the first RRT of the CCP in October of 1999. Currently the RRT is composed of four communities: Lynn Lake; Granville Lake; Leaf Rapids; and South Indian Lake. Each community has five votes and includes the participation of one elected official. Northern Vision’s objective is to “strengthen our (northern region) by coordinating and implementing culturally sensitive goals that are identified through action oriented partnerships” addressed through their emphasis on a regional approach, recognition of cultural diversity and an awareness of citizens’ power to affect change and encourage development rooted in community-based decision making. Currently the NVRRT is re-examining their membership, activities and structure.

Communities in the NVRRT region have gone through a number of recent changes. Many have experienced economic setbacks. South Indian Lake has currently undergone massive political restructuring and is now recognized as a First Nations reserve. Leaf Rapids and Lynn Lake faced depopulation as a result of mine closures. Residents of Granville Lake had to relocate for almost one year as their sewer system underwent upgrades. However, even in difficult times, interest in the RRT process remains a key priority for the region. A strong belief in the ability to create a model to help communities transition and take positive steps forward is linked to the RRT. The process will continue to link communities to government resources and programmes, schools and educational opportunities.

A strong connection to the land and wildlife is apparent throughout the region. Certain key areas have been identified as priority for the region. A real need to address housing problems in all RRT communities has been identified. The example of empty houses in Leaf Rapids was used to illustrate unused resources generated through jurisdictional and political boundaries.

Honest recognition of social issues is needed to encourage positive change. The need for a healing centre in the region has been raised. Needs and disadvantages have to be faced. Support is needed for people and families returning to the area, as well as for those that have remained. Population increases compound the need for more effective services. Education and medical services remain at the top of the service priority list. However, food security and the ability to meet even the most basic needs remains pressing. NVRRT's path includes talking about the region's problems and creating more awareness within and beyond the region. It is hoped that social and economic problems will be better addressed through partnerships and teamwork.

A copy of the Northern Vision RRT presentation is located in Appendix 9.

 <http://northernvision.cimnet.ca>

### ***Southwest Regional Round Table***

*Presented by Anisa Zehtab-Martin on behalf of SWRRT*

The Southwest RRT (SWRRT) emerged in April 2000 as an agro-Manitoba RRT. The RRT is composed of six communities: Souris; Boissevain; Deloraine; Killarney; Baldur; Glenboro; and the Village of Cartwright. The SWRRT membership is composed of Economic Development officers. Each community has one vote.

The SWRRT has identified several guiding principles that include: belief in long term community development; acknowledgement that collaboration and time are necessary factors; that vision guides the pursuit of goals; the importance of needs assessment; and the importance of research and development.

Future activities include the utilization of empty pregnant mare urine (PMU) facilities for alternative projects, such as mushroom production. The continuation of skills training and development is necessary. Recognition that a regional resource inventory and comprehensive community resources mapping techniques will aid the effective development of future initiatives.

Several challenges continue to be confronted by the RRT such as the ongoing hunt to secure adequate funding. The need for communication remains at the top of the priority list, as does information sharing and the need to ensure that the website is maintained and updated regularly.

A copy of the SWRRT presentation is located in Appendix 10.

 <http://swrrt.cimnet.ca>

## **Advisory Group Reports**

Within each province and territory an Advisory Group consisting of members of Rural Teams is engaged with the RRTs. The roles and expectations of Advisory Groups are to:

- maintain open channels with the RRTs;
- serve as a conduit for communication between all members of the Rural Team and the RRT;
- establish open lines of communication with other provincial/territorial Rural Team Advisory Groups/Steering Committee engaged in similar processes in other provinces/territories; and
- assist the RRT to access information, human resources and financial resources that will move their project forward.

### **Saskatchewan Advisory Group**

*Presented by Jock Witkowski, Chair*

The Saskatchewan Advisory Group is composed of four team members. The Saskatchewan Advisory Group has assumed a role in which it seeks to support community driven development initiatives. The bottom line is that government is listening to communities' needs and visions.



[www.rural.gc.ca/team/sk/sask\\_e.phtml](http://www.rural.gc.ca/team/sk/sask_e.phtml)

### **British Columbia Advisory Group**

*Presented by Darell Pack on behalf of the BC Advisory Group*

Darell Pack, spoke on behalf of the British Columbia Advisory Group, due to a representative being unable to attend the workshop. The British Columbia Advisory Group seeks to link partners and support the NEBCRRT. Two members of the Advisory Group are Rural Team members; the BC Advisory Group is comprised of representation from thirteen organizations, reflecting a large geographic area.



[www.rural.gc.ca/team/bc/bchome\\_e.phtml](http://www.rural.gc.ca/team/bc/bchome_e.phtml)

### **Yukon Advisory Group**

*Presented by Shannon Albisser, Acting Chair*

The Yukon Advisory Group supports a holistic regional approach, addressing social, economic and environmental factors. Community driven processes are fully supported; information sharing and collaboration help maintain balance, providing clarity regarding the advisory group's role and purpose.



[www.rural.gc.ca/team/yt/yukon\\_e.phtml](http://www.rural.gc.ca/team/yt/yukon_e.phtml)

## **Manitoba Steering Committee**

*Presented by Pat Lachance, Chair*

The Manitoba Steering Committee essentially views itself as seeking ways in which it can help provide a voice for Manitoba's Regional Round Tables in government. The RRT process is viewed as a fundamentally evolutionary; changes are not viewed with skepticism or as mistakes, but rather as part of the RRT evolutionary process. The Manitoba Steering committee is built upon the philosophy that effective leadership must come from within communities.



<http://ruralteammanitoba.cimnet.ca/>

## **Interactive Advisory Group/Steering Committee Discussion**

*Facilitated by Mal Malloch*

During the first evening of the workshop, RRT and Advisory Groups/Steering Committees members engaged in a discussion of community collaboration opportunities, challenges and issues. The discussion provided the opportunity for RRT representatives to pose questions of the Advisory Group/Steering Committee members. The discussion was focused around group dynamics, effects of the RRT process, how to communicate of successes and lessons learned, and Aboriginal inclusion in the community collaboration process.

## **Reflections & Lessons Learned**

The fluid nature of RRTs and the CCP project allows for change and the ability to learn from past experiences and move forward. It is crucial that participants recognize that change is not evidence of mistakes, but rather is a part of the evolutionary RRT process. That is not to say that rules and guidelines are not important or a part of the process, but that they must be tailored to suit the needs of communities over time. Because change is a major component of the RRT process, the need to document is fundamental.

Documentation allows for stories to be retold in the future and the path to be traced. History must be captured, lived and re-told to ensure sufficient dispersion and transfer of knowledge and information.

Pearls of wisdom that have been acquired in the CCP process include:

- Regional round tables continue to be stronger than their weakest link.
- Once trust is built, communities and regions can overcome the obstacles that they are confronted with.
- Sometimes ambiguity must be embraced.
- The process of creating partnerships and learning to collaborate and work together must be valued.
- The outcome may be important, but often the process is equally or perhaps, even more important than a particular outcome.

A component of ensuring RRT success lies in maintaining a positive outlook, instead of focusing on entitlement issues and competition. Communities and regions need to recognize their strengths and work together in new and different ways.

## **Concluding Remarks**

At the beginning of the workshop participants were asked to state “one thing they wanted to take away from the workshop”. The following illustrate some of the comments that reflected what participants said at workshop conclusion:

- *I gained a better understanding of how other RRTs deal with issues.*
- *I acquired new and fresh ideas.*
- *I gained a better appreciation for risk management issues in approaching decisions.*
- *I have more clarity regarding roles and expectations.*
- *I learned how to move ideas forward in ways that will benefit all communities – ensuring viability.*
- *I learned from RRTs that are further along in the process .*
- *I better understand other RRTs challenges and how they have managed to successfully overcome them.*
- *I will beg, borrow and steal ideas and best practices.*
- *I met new people, forming contacts and partnerships.*

During the workshop wrap-up, the general sense was that participants were satisfied that many, if not all, of their expectations set at the beginning of the workshop were met.

## **Workshop Evaluation**

Overall, 94% of participants rated the workshop ‘good’ (Appendix 12). When asked what participants like best about the workshop, participants commented “*I found the meeting very inspiring. It gave me a lot of ideas for our RRT*”, “*engagement was encouraged and essential to successful information sharing*”, and “*the spirit of the people; spirit of the place*”. Several participants stated they enjoyed the facilities at Cedar Lodge. Suggestions for improvement included having the opportunity to work in small groups or break-out sessions, maps to display RRTs, and sensitivity to the various RRT issues.

# **Appendix 1 – Workshop Agenda**

**Community Collaboration Project  
2006 Annual Workshop  
19-20 April 2006  
Cedar Lodge, Saskatchewan**

**Tuesday, April 18th**

6:00 – 8:00 PM	Registration
7:00 PM	Supper (for early arrivals)
8:00 PM	Meet and Greet at Cedar Lodge (Cash bar available)

**Wednesday, April 19<sup>th</sup>**

7:30 AM	Breakfast
8:30 AM	Welcome and Greetings
9:00 AM	Review of Agenda and Introductions
	Rural Secretariat Model Program Overview and Context
	RRT Stories, Lessons Learned and Opportunities
	▪ Waterwolf RRT
	▪ Saskatchewan Advisory Group
	RRT Stories, Lessons Learned and Opportunities
	▪ Northeastern BC RRT
	▪ British Columbia Advisory Group
	RRT Stories, Lessons Learned and Opportunities
	▪ Yukon RRT
	▪ Yukon Advisory Group
12:30 PM	Lunch
	RRT Stories, Lessons Learned and Opportunities
	▪ Bayline RRT
	▪ Hudson Bay Neighbours RRT
	▪ Northern Vision RRT
	▪ Southwest RRT
	▪ Manitoba Steering Committee
	RDI Lessons Learned
	Break and Walk
6:00 PM	Dinner
7:30 PM	Rural Team Advisory Groups Interactive Discussion
8:30 PM	Mingling (Cash bar available)

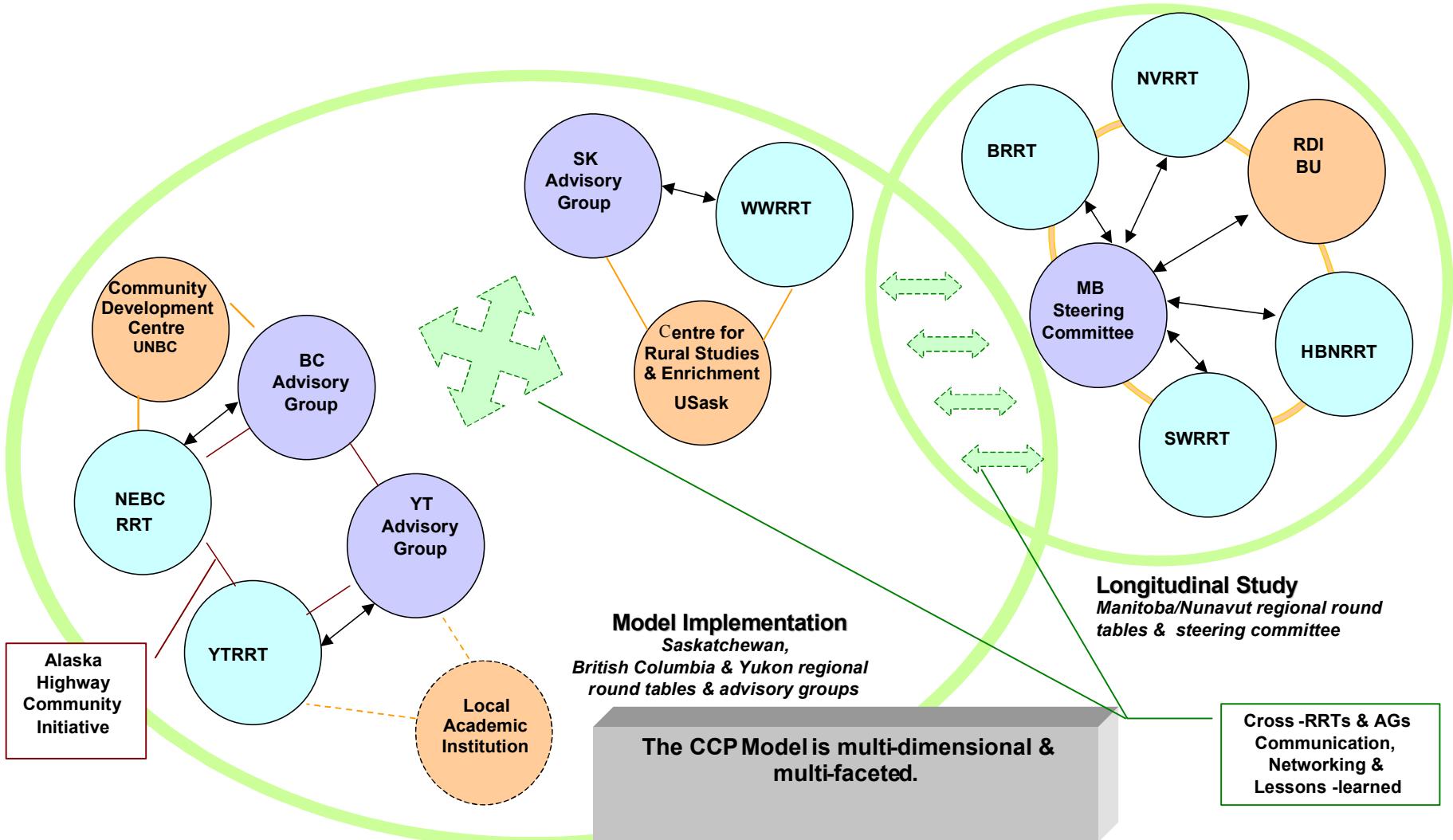
**Thursday, April 20th**

7:30 AM	Breakfast
8:00 AM	RRT Formation and Effective Functioning
	▪ Identifying and addressing the challenges
	▪ Membership
	▪ Decision making
	▪ Organization structure
	▪ Relationships
	RDI – Our Roles and Review of Mutual Expectations
	Wrap-up and Reflections
12:00 AM	Lunch
	WaterWolf RRT
3:30 PM	Transportation departs to airport

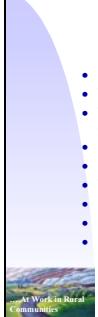
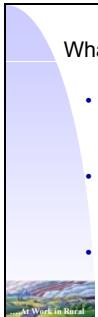
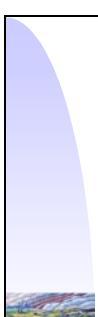
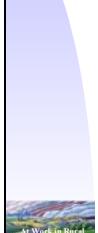
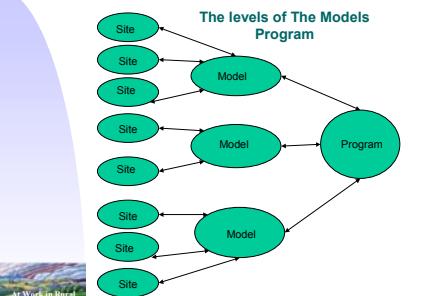
## Appendix 2 – Workshop Participants

Affiliation	Name	Address
<b>Bayline RRT</b>	Solomon Parenteau	Thompson, MB
	Ricky Pronteau	Thicket Portage, MB
<b>Northeastern BC RRT</b>	Fred Jarvis	Taylor, BC
	Wanda DePrez	Pouce Coupe, BC
	Paddy Whidden	Fort Nelson, BC
	Sennen Charleson	Fort St. John, BC
	April Moi	Fort St. John, BC
	Lisa Hildebrandt	Fort St. John, BC
	Brian Sipe	Tumbler Ridge BC
<b>Northern Vision RRT</b>	Jacinta Wiebe	Leaf Rapids, MB
<b>WaterWolf RRT</b>	Marguerite Wapple	Biggar, SK
	Bill Matlock	Outlook, SK
	Michelle Hooey	Outlook, SK
	Denise Stroeder	Outlook, SK
	M.L Whittles	Kenaston, SK
	Murray Silljer	Outlook, SK
	Russ McPherson	Outlook, SK
<b>Yukon RRT</b>	Bev Morris	Teslin, YT
	Dawn Bouquet	Whitehorse, YT
	Mal Mallock	Whitehorse, YT
<b>Manitoba Steering Committee</b>	Patricia Lachance	Winnipeg, MB
<b>Saskatchewan Advisory Group</b>	Jock Witkowski	Prince Albert, SK
	Doug Sutherland	Regina, SK
	Ed Reimer	Regina, SK
<b>Yukon Advisory Group</b>	Shannon Albisser	Whitehorse, YT
<b>Rural Secretariat</b>	Carol Duma	Winnipeg, MB
	Darell Pack	Winnipeg, MB
<b>University of Northern British Columbia</b>	Don Manson	Prince George, BC
<b>University of Saskatchewan</b>	Diane Martz	Muenster, SK
<b>Rural Development Institute</b>	Robert Annis	Brandon, MB
	Marian Beattie	Brandon, MB
	Alison Moss	Brandon, MB
	Anisa Zehtab-Martin	Brandon, MB
	Ryan Gibson	Brandon, MB

## Appendix 3 – CCP Project Model



# Appendix 4 – Models for Rural Development & Community Capacity Building

<p><b>Models For Rural Development And Community Capacity Building</b></p> <p><b>Presentation by the Rural Secretariat</b></p> 	<p><b>Content</b></p> <ul style="list-style-type: none"> <li>• Program Objectives</li> <li>• What is a model?</li> <li>• What is participatory approach to evaluation?</li> <li>• Performance measures and indicators</li> <li>• How is a model selected?</li> <li>• Who selects a model?</li> <li>• How are sites selected?</li> <li>• Implementation Status</li> <li>• Possible roles for federal departments and non governmental organizations</li> </ul> 	<p><b>Program Objectives</b></p> <ul style="list-style-type: none"> <li>• To contribute to the body of knowledge of what works in rural and remote communities             <ul style="list-style-type: none"> <li>– By collecting and analyzing information &amp; data through the testing of models in rural and remote communities, on what works and what does not for community capacity building, using a participatory approach</li> </ul> </li> <li>• To inform government of this body of knowledge, for future policy and programming decisions</li> <li>• \$18.5 million, cost shared at 50% (up to 80% all governments to March 2008)</li> </ul> 
<p><b>What is a model?</b></p> <ul style="list-style-type: none"> <li>• An approach used by rural communities as a local solution to a local or regional challenge that contribute to rural development and community capacity building to improve the viability and sustainability of the communities</li> </ul> 	<p><b>What is participatory approach to evaluation?</b></p> <ul style="list-style-type: none"> <li>• Involves participation of communities, stakeholders, partners and target audience in the implementation and evaluation of a model</li> <li>• Involves the assessment of the impact of each action, allowing for measurements from baseline data related to a specific activity</li> <li>• Allows for adjustment in the planned activity – guides the implementation of the model</li> </ul> 	<p><b>Performance measures and indicators</b></p> <ul style="list-style-type: none"> <li>• Partnerships and networks created &amp; maintained             <ul style="list-style-type: none"> <li>– Number of new partnerships/networks</li> <li>– Number of new users or different relationships among existing partnerships/networks</li> <li>– Change in membership in partnership/networks</li> </ul> </li> <li>• Capacity development at the site             <ul style="list-style-type: none"> <li>– New skills</li> <li>– Increased ability to adapt to changes</li> <li>– Increase capacity to develop approaches to service delivery</li> </ul> </li> <li>• Participatory approach of the model             <ul style="list-style-type: none"> <li>– Number of participants actively involved in the model project</li> </ul> </li> </ul> 
<p><b>Model Selection Criteria</b></p> <ul style="list-style-type: none"> <li>• Does this approach develop capacity (e.g., skills) in the community?</li> <li>• Are various partners working together?</li> <li>• Are governments working together with the community?</li> <li>• Is the project a local solution to a challenge the community is facing?</li> <li>• Does the project contribute to the development and sustainability of the community?</li> <li>• Is the project specific to this community, or could other rural communities use it?</li> </ul> 	<p><b>Who Selects Models ?</b></p> <ul style="list-style-type: none"> <li>• Governance Structure             <ul style="list-style-type: none"> <li>– External Review Group (3 individuals with rural community expertise – academic and practical)</li> <li>– Rural Secretariat Steering Committee – policy/ research/ programs/ regional coordination</li> <li>– Model Selection Team – management of inventory and analysis of models</li> </ul> </li> </ul> 	<p><b>How are sites selected?</b></p> <ul style="list-style-type: none"> <li>• Proponent of selected models will establish a governing body             <ul style="list-style-type: none"> <li>– Representatives from funding partners, community stakeholders, target audience who have an interest in the outcome</li> <li>– Tasked with developing site selection criteria based on the model's intended results, research strategies and target audience.</li> </ul> </li> </ul> 
<p><b>Model Implementation</b></p> 	<p><b>Implementation Status Phase</b></p> <ul style="list-style-type: none"> <li>• 20 models approved</li> <li>• 39 out of 56 potential sites selected</li> </ul> 	<p><b>The levels of The Models Program</b></p> 

### Possible Roles for Governments at the Model Level

- Provide input with respect to the feasibility investigation: potential proponents/partners, types of sites
- Be a funding partner
- Provide input to the site selection
- Participate in or informed of results
- Disseminate information



### Possible Roles for NGO's at the Model Level

- Champion for the model and provide expertise
- Create a governing body for the model
- Select sites to test the model
- Coordinate replication of model (2 to 3 sites) using a participatory approach
- Develop an Integrated Performance Measures and Evaluation Framework and report



### Possible Roles for NGO's at the Site Level

- Implement model using a participatory approach
- Create a governing body at site level
- Participate in the Integrated Performance Measures and Evaluation Framework, collect data
- Report



### Participants Forum - Winnipeg

March 27-29, 2006

- **Objective:**
  - Opportunity to share experiences and ideas and discuss ideas
  - Discuss role of government in community development
- **Format:**
  - Presentations and discussion workshops
- **Attendance:**
  - Approximately 100 community members from across the country involved in Models
  - Approximately 25-30 partners (fed/prov/territorial/ngo)
  - Approximately 40 RS staff

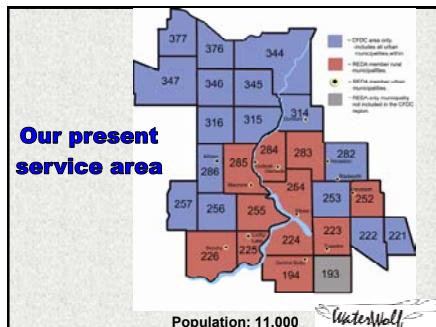
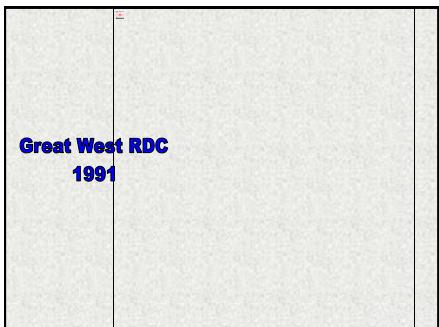
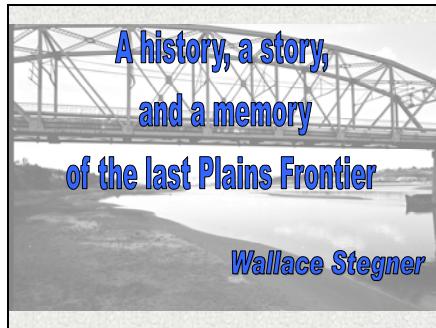
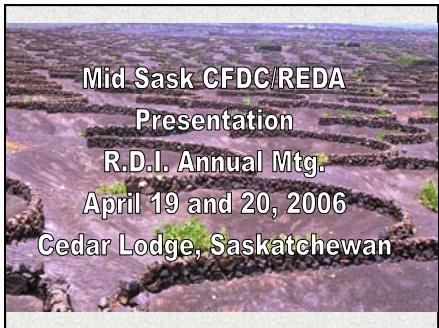


### Models for Rural Development and Community Capacity Building

More information is available on our website  
[www.rural.gc.ca/programs/mrdi\\_e.shtml](http://www.rural.gc.ca/programs/mrdi_e.shtml)



## Appendix 5 – WaterWolf Regional Round Table Presentation

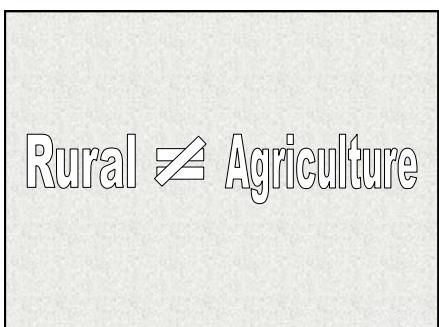


The Cancer in Rural Communities

- Fear of change
- Reluctance to work together for the common good
- Inability to get over "hockey wars"
- "If you get ahead, I will loose something"
- The Canadian Lobster Box
- Will the Depression ever be over??

Environmental Scan

- State of Agriculture – ' nuff said'
- Global Climate Change
- Rise of the city state
- Our region's top two employers in 2006: tourism and information technology



Infrastructure:  
Commodities vs People

Business Plan for the Region

- Asset and Product Development

### Asset-Based Community Development

	Path 1 - Traditional	Path 2 – Alternative
<b>Basis</b>	Needs	Assets
<b>Goal</b>	Institutional Change	Building Communities
<b>Conversation</b>	Problems and Concerns	Gifts and Dreams
<b>Change Agent</b>	Power	Relationships
<b>View of Individual</b>	Consumer, Client	Producer, Owner

*WaterWolf*

Asset – A resource, physical or human

Vision – A clear, long range target

Capacity – Fiscal, HR, Organizational

Partnership – Municipal, Provincial, Federal, First Nation, Private

*WaterWolf*

Community ----- \$225,000  
Health Foundation ----- \$300,000  
5 Municipalities ----- \$160,000

Total Capital Project--\$685,000

**Silver Main Place**

**Best New Canadian Course 2005**

*WaterWolf*

**SKY TRAIL**  
Canada's Longest Pedestrian Bridge

**Quality of Life**

### Business Plan for the Region

- Asset and Product Development
- Market Assessment

**Saskatoon Commuting Shed**

*WaterWolf*

**Rural Residential Development**

**Total Number of Structures**  
1940 - 2002

*MISTARIS INSTITUTE*

### Business Plan for the Region

- Asset and Product Development
- Market Assessment
- Communication and feedback strategy

**Community Collaboration Project**

**rdi** RURAL DEVELOPMENT INSTITUTE

**Regional Round Table (RRT)** (comprised of community representatives)

**Communication Flow**

**Steering Committee** (comprised of federal & provincial government representatives, community serving organizations & community representatives)

**Project Sponsor & Facilitator** (Rural Development Institute, Brandon University)

*WaterWolf*

### Business Plan for the Region

- Asset and Product Development
- Market Assessment
- Communication and feedback strategy
- Branding and Marketing Plan

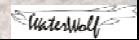


## Business Plan for the Region

- Asset and Product Development
- Market Assessment
- Communication and feedback strategy
- Branding and Marketing Plan
- Partnering to address deficiencies

## Our Partners

- Western Economic Diversification
- Brandon University (RDI)
- Rural Secretariat, (Federal Dept. of Ag.)
- Whitecap First Nation
- Rural Team (Fed. And Prov. Gov. Reps.)



### Challenges in an Urbanizing Canada: Prospects for a Vital Rural Saskatchewan

The biggest policy need is improved governance.

- Local SK communities compete at the cost of all of them tend to lose.
- Rural SK communities often lack the critical mass to act alone.
- Because rural communities have no voice in urban development, they in effect have no voice over their livelihood.
- Small urban centres lose needed critical mass: Estevan, Swift Current, Yorkton.

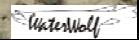


## WaterWolf • Who are we?

- Wholly owned by Mid Sask CFDC/REDA
- Non-profit corporation
- Created to address barriers to development
- Flexible, evolve with the project

## WaterWolf Mandate

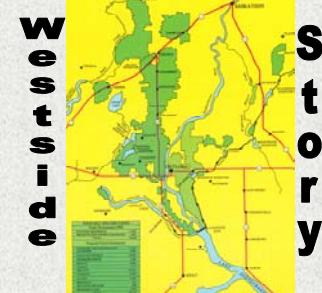
- a tax and investment sharing template
- a river valley authority or management group
- initiate Land Use Planning – ramp up GIS capacity
- provide focal point for above – Danielson pilot
- regional water tech for small urbans



## Business Plan for the Region

- Asset and Product Development
- Market Assessment
- Communication and feedback strategy
- Branding and Marketing Plan
- Partnering to address deficiencies
- Addressing Infrastructure Issues honestly

RMs with pre-school populations below 4



## Business Plan for the Region

- Asset and Product Development
- Market Assessment
- Communication and feedback strategy
- Branding and Marketing Plan
- Partnering to address deficiencies
- Addressing Infrastructure Issues honestly
- Evidence based decision making

## G.I.S.

- Digitize virtually anything
- Evidence based decisions
- Tie to GPS data
- Key regional planning tool
- Asset management tool

## CWF Conclusions

- Land and water conflicts are growing throughout the province
- Updating/ Integrating land and water policy is key
- All sectors feel a sense of urgency to move forward
- Land policy is key to future prosperity and sustainability
- Build capacity - Water councils & Land Trusts
- Water Councils are key going forward

*"Now that our economic house is in order, let's work on the yard!"*

cwf.ca

CanadaWest

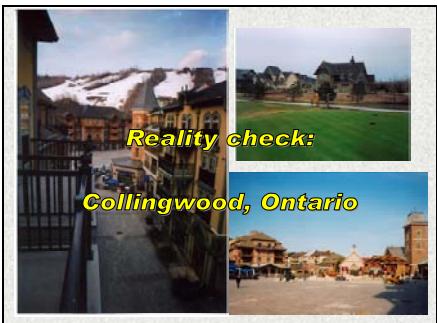
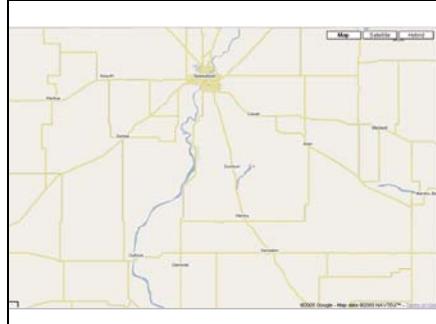
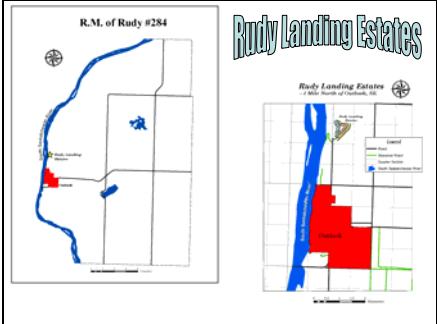
**If you want to  
hear God laugh,  
tell him  
you have plans**

## Project snapshot

- Regional water tech – two group meetings, individual council meetings continuing
- Shared taxation and investment – several informal meetings with small groups of municipal administrators – groundwork
- GIS capacity building – meeting with industry and service leaders about next steps – Yanke trucking, MD ambulance
- GIS data base expansion – Rudy pilot, integrating GIS fabric into asset management (Munisoft pilot)
- Land Use Planning – secured resource people, establishing a work plan
- Round Table seminar – Mark Partridge "New Rural Economy"
- Accessed Community Planner, Corman Park

## Reality check - community engagement

- Country Residential Development – Outlook
- Land Use Development – Dundurn Town and RM
- Saskatchewan Watershed Authority– watershed planning group, development of a partnership agreement
- Sporadic transportation strategy discussions



# Appendix 6 – Northeastern British Columbia Regional Round Table Presentation

**THE ROAD TO ESTABLISHING THE NEBC RRT**

Building Northern Partnerships Along the Alaska Highway Corridor

Community Collaboration Project  
Annual Workshop  
April 19-20, 2006

Northern Rockies Alaska Highway Tourism Association  
April Mol, Executive Director  
Email: [aprilmol@hellonorth.com](mailto:aprilmol@hellonorth.com)

**Establishing the NEBC RRT**

- Alaska Highway Corridor
- NRAHTA
- Research Project
- Stakeholders Meet
- Alaska Highway Community Initiative
- Multi-level Approach
- Future Opportunities
- Community Collaboration Project
- Future Partnerships

**The Alaska Highway Corridor**

**ALASKA HIGHWAY EXTENDS Approximately - 2,232 km or 1,488 miles**

Mile 0 Dawson Creek - to Yukon Border	987 km - 613 miles
Yukon Border to Alaska	929 km - 577 miles
Alaska Section to Delta Junction	158 km - 200 miles
Delta Junction to Fairbanks	158 km - 98 miles

**The Alaska Highway Yesterday...**

**The Alaska Highway Today...**

**Alaska Highway Today...**

- An Event of National Historic Significance
  - Historic Sites and Monuments Board of Canada (1954)
- International Historic Civil Engineering Landmark
  - 1996, American Society of Civil Engineers and Canadian Society for Civil Engineering
- Two lanes – paved all the way to Alaska
- Working highway

**Northern Rockies Alaska Highway Tourism Association**

- NRAHTA 25 years
- Independent sub regional tourism association
- Non profit
- Board of Directors represents the 9 communities in NEBC
- Membership based in addition to based funding from local government
- Mission includes...
  - roles of Communication, Marketing and Promotion, Education, and Development...
- Established network of industry partners

**Research Project**

- 2003, NRAHTA initiated the...  
*Northern Rockies Alaska Highway Joint Research Project*
- Partner funding: Canadian Tourism Commission, Tourism British Columbia, eleven local, regional, provincial agencies and two First Nation
- Visitor intercepts, highway count and mail back
- 320,400 visitors travel annually (May-Sept)
  - \$93 million - NEBC
  - \$95 million - Yukon
  - \$160 million - Alaska
  - \$350 million for Alaska Highway Corridor

**Research Project...**

- September 2003, Northern Rockies Alaska Highway Visitor Research Project
- Initial data released and presented to NRAHTA membership at Tourism Conference
- Visitor comments highlighted the importance of improving the travelers experience

**Research Project...**

- Community representatives were frustrated with lack of policy and process at various levels of government
- Inter-jurisdictional problems required partnered solutions
- Members directed administration to bring together stakeholders to discuss how we can improve the highway and enhance the traveling experience for visitor's and residents

CCP Annual Workshop

24

### Stakeholder Meeting...

- Collaborated with City of Dawson Creek
- City of Dawson Creek takes leadership and contributes financially to the project
  - Contracted a Special Advisor
- Alaska Highway International Forum evolved

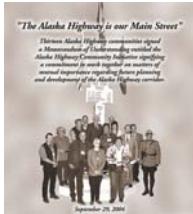
### Stakeholder Meeting...

- November 2003, introduced concept to communities
- Communities supported the project
- Government recommended the process be driven from the grassroots
- January 2004-June 2004
  - Introduced concept at various conferences:
    - Alaska-Canada Rail Conference, BC Tourism Industry Conference, TIA Yukon, Historic Roads Conference
    - Developed a Background Paper
    - Memorandum of Understanding and Vision Document
  - 2004, Alaska Highway Legacy Tour
    - 10 day public relations tour Dawson Creek – Fairbanks
    - visited 16 communities
    - Invitation to Forum and to designate signatory

### Alaska Highway International Forum

- September 2004
  - Alaska Highway International Forum
  - City of Dawson Creek
  - 129 delegates
  - Maintenance priorities, introduction America's Scenic Byways Program, America's 511 National Program, priorities for promoting history, road-rail-resources, Alaska Canada Railway Corridor, international governance options

### Alaska Highway Community Initiative Memorandum of Understanding



- Dawson Creek
- Taylor
- Fort St. John
- Fort Nelson
- Watson Lake
- Teslin
- Teslin Tlingit Council
- Marsh Lake Advisory Council
- Whitehorse
- Delta Junction
- North Pole
- Fairbanks

### Alaska Highway Community Initiative Memorandum of Understanding Communities of BC, Yukon, Alaska

- Communities work collaboratively on issues, projects and initiatives of mutual interest related to the Alaska Highway and to have a greater say in land-use planning along the Alaska Highway and to ensure that the unique historic, wilderness and cultural values of the entire corridor are protected
  - Recognize the importance of:
    - Trade and investment opportunities – linkages to northern communities
    - Tourism and travel contribute to regional economies
    - Work cooperatively to recognize the Alaska Highway as a Living Museum
    - Significance of Northwest Staging Route

### Alaska Highway Community Initiative...

- September 2004, Alaska Highway Community Roundtable
  - to discuss how to move the process forward
  - invite First Nation participation was deemed to be the most important first step
- Formed the Alaska Highway Community Initiative
  - NRAHTA coordinating body
  - Co-Chairs – Dawson Creek, Haines Junction, Delta Junction
- Follow framework of America's Scenic Byways Program
  - A framework for improving the traveling experience for residents and visitors
  - Goal – Alaska Highway to become first International Scenic Byway
  - Develop a Corridor Management Plan

### Multi-level Approach to Solutions

#### ■ Phase I in Northeastern BC

- March 2005-July 2005
  - Funded Western Economic Partnership Agreement (*Government BC - Ministry Economic Development and Small Business and Government of Canada*)
  - Engage First Nations Participation
    - First Nation Advisor, Sennen Charleson
    - Developed Aboriginal Tourism Framework
  - Communication Strategy
  - Web site update – [www.alaskahighwaylegacy.com](http://www.alaskahighwaylegacy.com)

### Multi-level Approach to Solutions September 2005, Hello North Tourism Rendezvous

- Developed and introduced concept of Community Consultation Workshops
- Applied Scenic Byways evaluation of section of highway
- Rural Development Institute – Brandon University reviewed concept of AHCI as potential for Community Collaboration Project
- NRAHTA and the North East Native Advancing Society signed an MOU

### Multi-level Approach to Solutions MOU NENAS and NRAHTA

- Recognize NENAS as the coordinating body for the Aboriginal Tourism Framework
- NENAS is an independent agency that represents First Nation communities in NEBC
- Mandate to provide holistic human resource development for First Nations and Inuit People of Northeast BC
- Sennen Charleson, Coordinator for Aboriginal Tourism Framework

### Multi-level Approach to Solutions

#### Phase II - Northeastern BC

November 2005 – May 2006

- Alaska Highway Corridor Community Consultation Workshops
  - Funding bodies: Tourism BC, Northern BC Tourism Association
  - 10 Northeastern BC Communities – including Atlin
  - Continue to support development of Aboriginal Tourism Framework
  - Similar Community Consultation will proceed in Aboriginal Communities

### Multi-level Approach to Solutions Yukon

- Dept Tourism and Culture Yukon
  - Dept. Tourism & Culture continues to market and promote Alaska Highway as Scenic Drive
  - Established interpretive signage at rest stops
  - Indicates support for grassroots process of Alaska Highway Community Initiative
  - Coordinating body required for Yukon
  - Teslin Tlingit Council signatory

### Multi-level Approach to Solutions Alaska

- Signatory communities of Delta Junction, North Pole, Fairbanks continue to support AHCI
- Scenic Byway Designation of Alaska Highway as an option
- Haines Highway received funding to develop Corridor Management Plan
- Historic signing of Sister City agreement between North Pole and District of Taylor, 4<sup>th</sup> of July, 2006
- Dialogue with First Nations not established

### Future Opportunities...

- **Community Collaboration Project**
  - Formation of Regional Round Table Model
  - Presented AHCI concept to BC & Yukon Rural Teams
  - NRAHTA signed agreement November 2005
    - Northeastern British Columbia
    - Yukon
- Support dialogue between rural communities to identify issues pertaining to the Alaska Highway
- Broadens scope of AHCI to discuss improving quality of life of rural, remote and aboriginal communities along the Alaska Highway Corridor

### Community Collaboration Project NEBC Regional Round Table

- March 22-23, 2006
- Approx. 40 participants
  - Northeastern BC
  - Yukon
- Visioning relating to...
  - Future Alaska Highway
  - How the RRT can increase the quality of life for remote, regional and aboriginal communities?
- Next meeting
  - May 26<sup>th</sup>, 2006
  - Chetwynd

### Future Partnerships

Developed through:

- Aboriginal Tourism Framework
- Living Museum concept
  - Supporting MOU's arterial communities
- Implementing Scenic Byways Framework
  - Inventory Assessment of AH Corridor
  - Corridor Management Plan

*Never doubt that a small group of thoughtful committed citizens can change the world.  
Indeed, it is the only thing that ever has.*  
*Margaret Mead (1901-1978)*

*April Moi, Executive Director  
Northern Rockies Alaska Highway  
Tourism Association  
aprilmoi@hellonorth.com*

# Appendix 7 – Bayline Regional Round Table Presentation



**THE BRRT**

- Cormorant** Rita Ducharme/Tony Genaille
- Wabowden** Reg Meade, President/ Frances McIvor
- Thicket Portage** Arnold Bignell, Secretary/Ricky Prontoau, Treasurer
- Pikwitonei** Martha Chartrand, Angeline Flatt
- War Lake First Nation** Roy Uskun, Philip Morris
- Iford** Jim Chornobay, Alfred Laliberte

• Formed Nov 2001  
• Mayor and 1 community member/councillor

COMMUNITIES WORKING TOGETHER ON ISSUES OF COMMON CONCERN

**Primary Focus on FOOD SECURITY.....**

- In the near future, the BRRT Inc. would like to expand to other areas such as: welfare-to-work diversion project, Asset Mapping (community profiles), Technology infrastructure (dial-up to high speed).

**PROJECT: NORTHERN FOOD SECURITY PARTNERSHIP INITIATIVE "Partnership Building"**

**TO EXAMINE AND ACT ON ISSUES RELATED TO FOOD SECURITY IN THE NORTH**

- To create linkages among stakeholders and increase awareness about food security issues
- To increase awareness of issues at the grassroots/community level and promote empowerment towards solutions
- To provide a central location for accessing information on Manitoba Food Security Issues

Each of these objectives will be accomplished through multiple partners and stakeholders in an overall cooperative effort to achieve sustainable food security systems within all our regions.

BRRT WILL BE COLLABORATING WITH COMMUNITIES & BUILDING ON THE STRENGTHS OF INDIVIDUALS & COMMUNITIES BY:

- Empowering individuals and communities
- Identifying issues & solutions
- Developing action plans – decide what to do about them

AS BAYLINE COMMUNITY ANIMATOR, ROLE IS TO:

- Foster discussion
- Encourage action toward solutions
- Document/Record/Distribute information

**AS A RESULT OF THIS INITIATIVE...**

- Hope to bring all the resources available together
- Act upon recommendations as a result of studies/research done to date (More particular, Northern Food Prices Report, 2003)
- Opportunities will increase as we proceed
- Increased economic opportunities will present themselves

FOOD SECURITY EXISTS WHEN ALL PEOPLE, AT ALL TIMES, HAVE PHYSICAL AND ECONOMIC ACCESS TO SUFFICIENT, SAFE AND NUTRITIOUS FOOD TO MEET THEIR DIETARY NEEDS AND FOOD PREFERENCES FOR AN ACTIVE AND HEALTHY LIFE .....World Food Summit, 1996

Increasingly, definitions of food security are now emerging that also incorporate environmental sustainability.

**FOOD SECURITY....**

has a **profound impact** on health because it is so closely connected with all other aspects of our lives

Affects many Departments within Government, i.e: housing, income security, agricultural, environment, health, education, etc..

**WHAT HAS BEEN HAPPENING...**

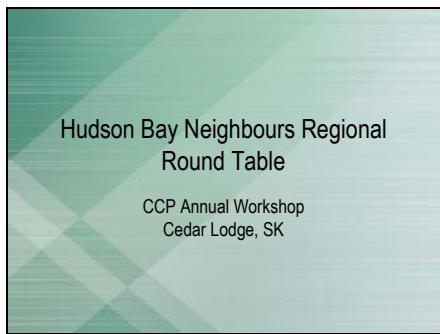
**Forums**

- BRRT Forums
- Northern Visions
- Manto Sipi
- Bunibonibee
- Community Champions
- Rural Forum
  - Share Ideas
  - Explore Issues
  - Plan action
  - Evaluate Progress

**Rototiller project**

- Provide equipment needed to develop new garden plots,
- Provide technical support & backup through partners.

## Appendix 8 – Hudson Bay Neighbours Regional Round Table Presentation



**Members**

**Manitoba**

- Churchill
- Gillam
- Fox Lake First Nation Aviat
- Northern Dene First Nation
- Tadoule Lake

**Nunavut**

- Arviat
- Baker Lake
- Chesterfield Inlet
- Coral Harbour
- Rankin Inlet
- Repulse Bay
- Whale Cove

**Structure of RRT**

- Meet 2 times per year
  - Location rotates between Manitoba and Nunavut
  - Cost per meeting is approximately \$48,000
- 2 representatives per community (Mayor and CAO/SAO)
  - Only Mayors vote (1 vote per community)
- Community-serving organizations invited to attend meetings
- Incorporated as a non-profit organization

**Activities of the RRT**

- Junior Achievement
  - Modifications made to Manitoba program to ensure relevance in Kivilliq
- Investigating Alternative Energy Options
- Northern Road Route between Manitoba and Kivilliq
- Committees of the RRT
  - Transportation
  - Youth & Technology
  - Healthy communities

**RRT Challenges**

- Distance and cost for meetings
- Communications between meetings
  - Lack of internet connectivity (especially high-speed)
  - Conference calls are expensive
- Lack of a consistent administrative functions for the RRT
- Funding
- Jurisdictional differences between Manitoba and Nunavut

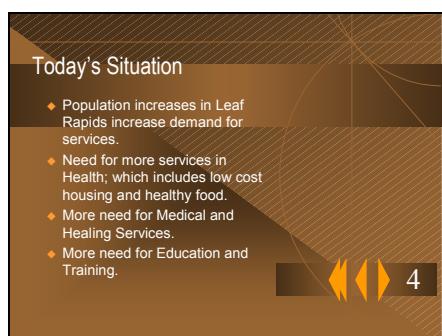
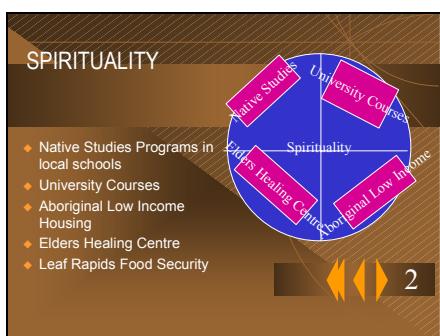
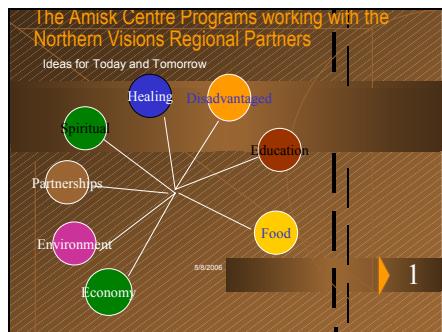
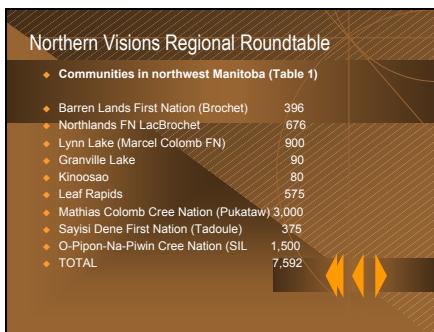
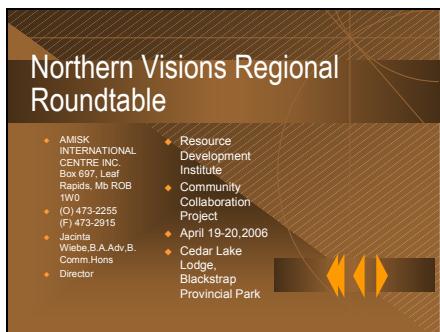
**Achievements of RRT**

- Having members from both areas to meeting to discuss common opportunities
- RRT is able to grab the attention of high-level provincial and territorial elected officials
- Introduction of a youth representative for each Manitoba and Nunavut
- Committees of the RRT meet between meetings through conference calls
- Consistent membership among the RRT

**Future Activities**

- Northern Road Route between Manitoba and Nunavut
- Roll out of Junior Achievement in Nunavut communities
- Further exploration of alternative energy
- Hiring a part-time coordinator for the RRT

# Appendix 9 – Northern Vision Regional Round Table Presentation



# Appendix 10 – Southwest Regional Round Table Presentation

<p><b>Southwest Regional Round Table (SWRRT)</b></p>	<p><b>Who Are We?</b></p> <p>The Rural Municipalities of</p> <ul style="list-style-type: none"><li>– Argyle (Baldr) – Boissevain</li><li>– Glenwood – Deloraine</li><li>– Morton – Glenboro</li><li>– Turtle Mountain – Killarney</li><li>– Whitewater – Souris</li><li>– Winchester – Cartwright</li></ul>	<p><b>Our Guiding Principles</b></p> <ul style="list-style-type: none"><li>■ Community Development is a long term endeavor</li><li>■ Variety of processes that can be used</li><li>■ Works better if everyone shares the same vision</li><li>■ The people around the table are key</li><li>■ It takes a long long time.</li></ul>
<p><b>Stages of Formation</b></p> <ul style="list-style-type: none"><li>■ Visioning – determining if a common vision exists and if there is a potential for a RRT</li><li>■ Refining the Vision</li><li>■ Setting an Agenda</li><li>■ Establishing Projects</li></ul>	<p><b>Our Goal</b></p> <ul style="list-style-type: none"><li>■ One of the goals of the SWRRT is to promote value added agriculture in our area by providing current research to interested producers/investors.</li></ul>	<p><b>Activities</b></p> <ul style="list-style-type: none"><li>■ Business Retention and Expansion program<ul style="list-style-type: none"><li>– Conducting a needs assessment of existing business in each community/municipality</li></ul></li><li>■ Value Added Agricultural Research<ul style="list-style-type: none"><li>– Mushrooms</li><li>– Flax</li><li>– Buckwheat</li></ul></li></ul>
<p><b>Activities</b></p> <ul style="list-style-type: none"><li>■ Skill Training and Development Sessions<ul style="list-style-type: none"><li>– Provide skill training for members, such as Business Retention and Expansion training</li></ul></li><li>■ Regional Resource Inventory<ul style="list-style-type: none"><li>– Create a comprehensive and interactive method of mapping out community resources</li></ul></li></ul>	<p><b>Hills to Climb</b></p> <ul style="list-style-type: none"><li>■ Continually searching for funding for projects can be difficult</li><li>■ Maintaining website presence (often out of date)</li><li>■ Keeping communities informed of the SWRRT's activities and accomplishments</li></ul>	<p><b>Successes</b></p> <ul style="list-style-type: none"><li>■ RRT has become a great network for Economic Development Officers facing similar opportunities and challenges</li><li>■ Value Added Agriculture Research has been well received; moving to next phase now</li><li>■ Excitement building for the Business Retention and Expansion project about to start</li></ul>
<ul style="list-style-type: none"><li>■ Each opportunity requires extensive research!</li><li>■ The SWRRT is willing to share this information at any time and is also moving forward with further research into these opportunities.</li></ul>		

# Appendix 11 – RDI Lessons Learned

**Community Collaboration Project (CCP):  
Empowering Communities  
& Building Capacity**

**Annual Workshop**  
April 19-20, 2006

**Lessons We've Learned**

- RRTs are always stronger than their weakest link.
- RRTs need to embrace ambiguity.
- RRTs are constantly undergoing change, but it should be planned change and understood change...how you organize yourself at the beginning is probably not how you should be organized eventually...but that doesn't mean you made a mistake.
- RRTs need dispersed leadership. If you don't have it, you need to create it.

**Lessons We've Learned (cont)**

- RRTs need rules...but each RRT doesn't need the same rules.
- RRTs need to capture, live and retell their history.
- Volunteers can't do it alone. They need dedicated organizational supports.
- Key organizational and process characteristics need to be in place.
- It is natural for RRTs to look over their shoulder...the grass is always greener somewhere else.

**Topics for consideration**

RRTs need:

- Clear understanding of membership
- Clear understanding about expectations about expanding or changing membership
- Clarity about who their representatives are
- Clarity about the representative's authority to make decisions
- Agreed-upon processes for decision-making
- Leadership
- Appropriate organizational structure to manage projects
- To effectively connect with the Advisory Group
- To effectively communicate with other stakeholders

**Rural Team RRT Advisory Groups need:**

- To capture, live and tell their history
- Clear understanding of membership-- restricted to Rural Team members only?
- Clear understanding about expectations about expanding or changing membership
- To continuously seek better ways to manage horizontal files
- To seek efficiencies in how to connect to RRTs and community stakeholders
- To effectively connect with the RRT
- To effectively connect with the Rural Team

**RDI needs**

- Reporting requirements
- Impact assessment
- Financial management & accountability
- Open lines of communications
- Roles
  - facilitator/initiator
  - observer/evaluator
  - financial sponsor
  - researcher, conduit to information

**Evaluation Planning Workshop**

- RDI to organize
- Purpose
  - To develop indicators and measures of success. (what is the evidence that we are successful? How will we know?)
  - To develop communication strategies between and among RRTs, communities and Advisory groups
- Who will be invited to attend
  - Reps from each RRT and their Rural Team Advisory Groups
  - Academic Institutions connected with evaluation -U.Sask/St. Peter's College, UNBC (potentially)
  - RDI
  - Rural Secretariat
- Date
  - Late summer or fall 2006
- Location
  - To be determined

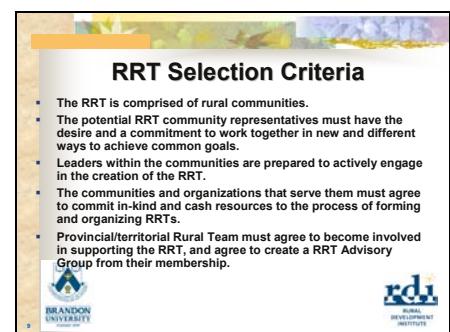
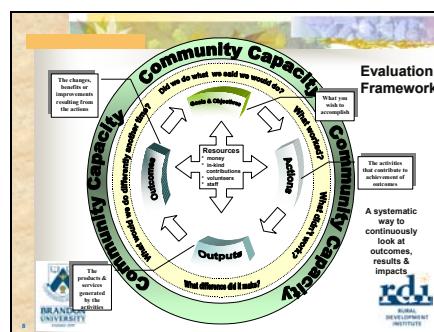
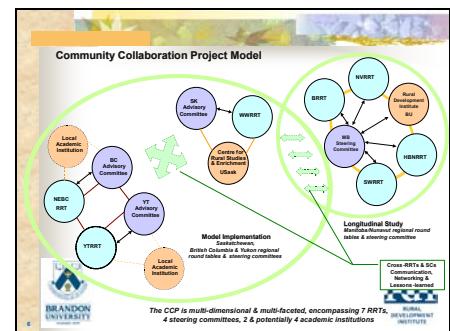
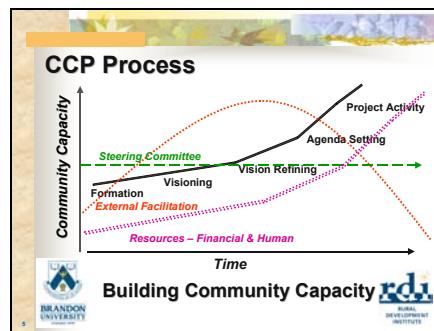
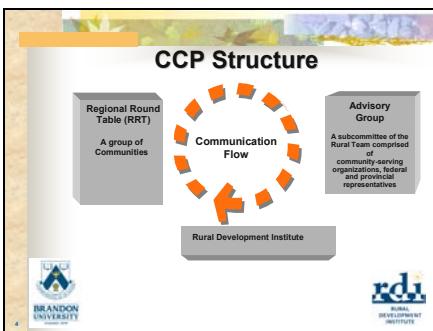
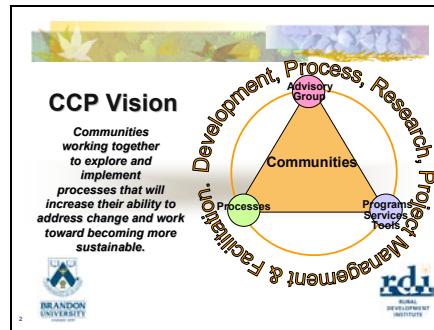
 

**2007 Annual Workshop**

- Hosted by Yukon or Northeastern BC
- Purpose
  - To continue to network, share stories and lessons learned
- Need to form a planning meeting
- Who will be invited to attend
  - Reps from each RRT and their Rural Team Advisory Groups
  - Academic Institutions connected with the RRTS
  - Rural Secretariat
- Date
  - April or May 2007

# Appendix 11 – Community Collaboration Project: Empowering Communities and Building Capacity



## Regional Round Table - Yukon

- Formative stage
- Initial meeting in December '05
- Last meeting had 18 communities and First Nations around the table



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## Project Success Factors

- Increased capacity in the RRTs, communities and regions to accomplish your goals and objectives
- Leadership development within RRTs and steering committees
- New/different partnerships and networks
- Trusting relationships between and among communities, governments, community-serving organizations and academic institutions
- Increased communication between and among communities and governments

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## Project Success Factors



**Leadership** **Commitment**  
**Trust** **Facilitation**

**Funding** **RDI**

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## Roles and Expectations

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## RDI

- liaise with both the Advisory Group and the RRT.
- attend any RRT meetings deemed critical to the Community Collaboration Project processes.
- assist, when requested, in strengthening the collaboration process at the RRT to help ensure successful outcomes.
- convene an annual meeting of representatives of all RRTs and Rural Team steering committees in order to share experiences and learn from one another.
- facilitate the documentation and recording of the CCP process so there is a strong record of the intention and impact of the RRT processes
- communicate lessons learned pertaining to the development and evaluation of the RRT and Advisory Group.

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## RDI

- hold in confidence any information provided by any of the stakeholders, which is deemed NOT in the public domain.
- report the activities of the RRT in order that there is a public record of the community development processes employed and projects undertaken.
- facilitate a participatory evaluation process.
- make a cash contribution to support the RRT. The exact amount of the contribution will depend on the RRT's ability to leverage cash and/or in-kind contributions and will be based upon need and value. RDI will provide an amount of up to \$100,000, upon receipt of invoices for eligible expenditures. This amount may also be subject to revision by the Minister.

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## Regional Round Tables

- form a group of diverse, multi-stakeholder members of the community who have the desire and commitment to work together to achieve common goals.
- work with RDI to measure indicators required for project evaluation and for reporting on an annual basis.
- share lessons learned about activities of the RRT that will be made available to the public.
- agree to provide resources (in-kind and/or cash) to support the creation and operation of the RRT.
- provide to RDI on a quarterly basis, a financial accounting of the expenditures and reporting of any funds provided to them by RDI and also of funds that are leveraged from other sources that support the goals and purposes of this project.

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## Advisory Group

- maintain open channels of communication with the RRT.
- serve as a conduit for communication between all members of the Rural Team and the RRT.
- establish open lines of communication with other provincial/territorial rural team steering committees engaged in similar processes in other provinces/territories.
- assist the RRT to access information, human resources and financial resources that will move their projects forward.

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## Project Legacy

*Communities, community-serving organizations and governments collaborating in new and different ways to achieve the communities' collective dreams, visions and goals.*

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## For More Information

**Website**  
[www.brandonu.ca/rdi](http://www.brandonu.ca/rdi)

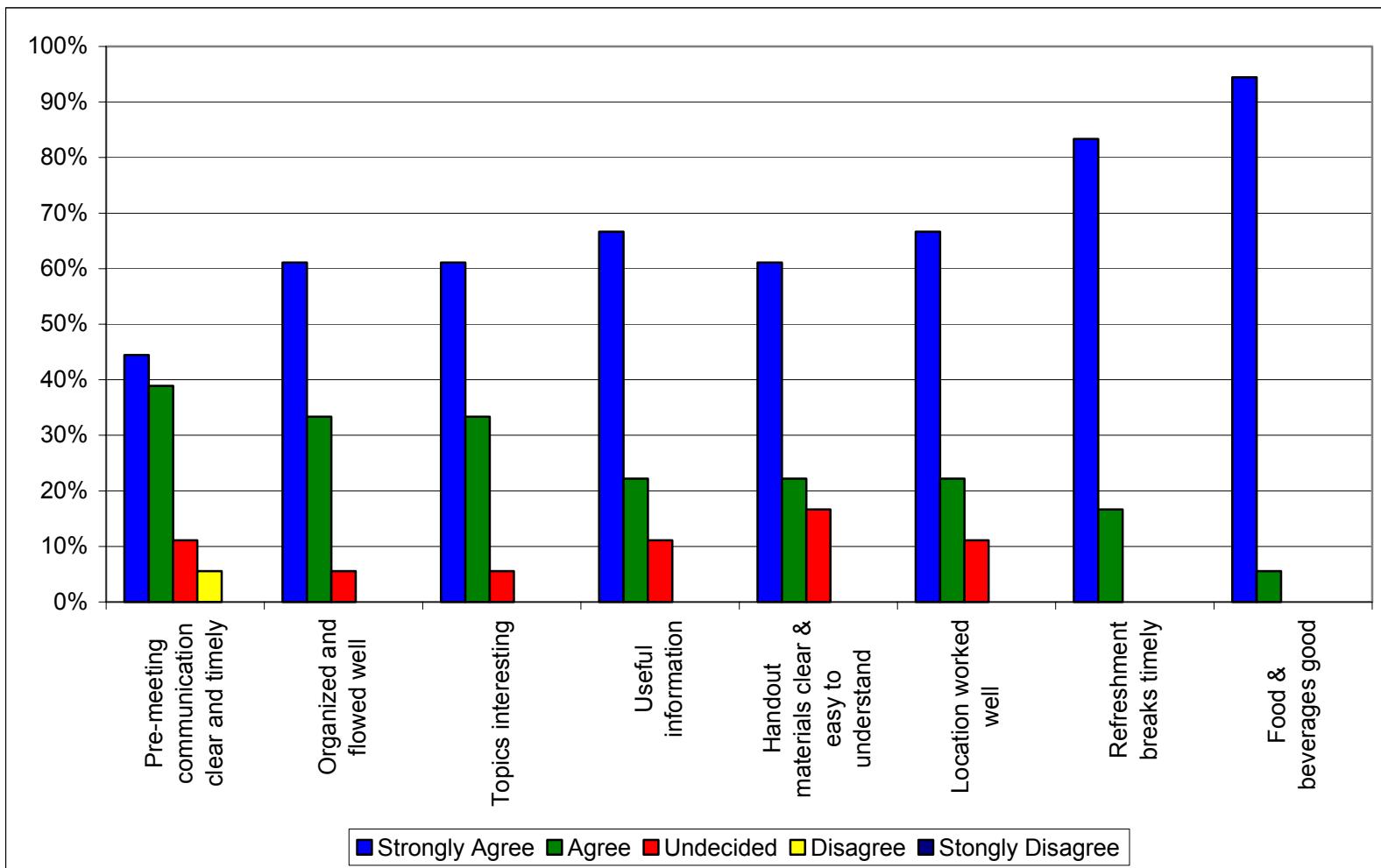
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## Appendix 12 – Annual Workshop Evaluation



## RDI ADVISORY COMMITTEE

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Manitoba Agriculture, Food and Rural Initiatives  
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**Larry Flynn**  
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**Reg Helwer**  
Shur-Gro Farm Services  
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**Ben Maendel**  
Baker Hutterite Colony  
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**Frank Thomas**  
Canadian Imperial Bank of Commerce  
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**Larry Wark**  
MTS Communications Inc.  
Brandon, MB

**Jeff Williams**  
Brandon University  
Brandon, MB

**Dion Wiseman**  
Brandon University  
Brandon, MB

**Robert Annis**, Director RDI  
Brandon University  
Brandon, MB

The role of the RDI Advisory Committee is to provide general advice and direction to the Institute on matters of rural concern. On a semi-annual basis the Committee meets to share information about issues of mutual interest in rural Manitoba and foster linkages with the constituencies they represent.