



**BRANDON  
UNIVERSITY**  
Founded 1899

# 2012-13 Annual Report



## Table of Contents

<i>Message from Brandon University</i>	1
Director's Message	2
Pathfinder for Communities: Selecting Tools for CED	3
Shelterbelts for Manitoba Beef Producers	4
Jobs, Immigration and Food Processing in Rural Manitoba	5
Age-Friendly Communities	
Social Media Certificate	12
RDI — Sponsored Community Activities	13
International Comparative Rural Policy Studies Program	16
Knowledge Dissemination	17
Brandon University Community Outreach Service	20
Looking Ahead to 2014	25

## Message from Brandon University Vice-President (Academic and Research)

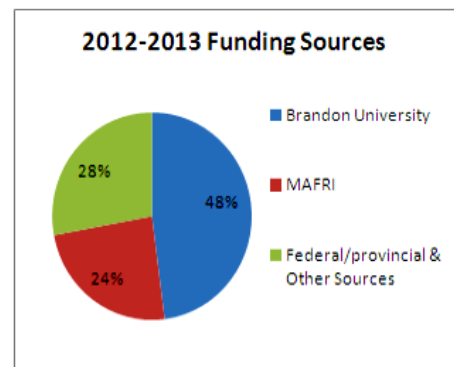
Dean Care, Ph.D.



At Brandon University, we are proud of Rural Development Institute's (RDI) research accomplishments and collaborative endeavors through its many partnerships with community leaders, government representative, and academic colleague over the past year.

This April 2012–March 2013 Annual Report describes the important contributions achieved by RDI through its various applied research projects and other related activities. Brandon University wishes to extend its appreciation to Dr. Ashton for his service as Director of the Rural Development Institute and his engagement with the broader university community as well as with his many colleagues and friends in the rural development field.

These projects demonstrate Brandon University's long-standing commitment and active engagement in projects intended to promote the sustainability and prosperity in Manitoba and elsewhere. RDI's cutting edge expertise, breadth of experience, and extensive networking with provincial, national, and international organizations has established it as a major player in the rapidly evolving field of rural development.



This report underscores the vital support that Brandon University has made to RDI over this year, both in terms of cash and in-kind support totaling nearly \$200,000. It also illustrates the very real financial challenge universities and research institutions all the while working diligently to fulfill their mandate. Given this era of fiscal restraint, Brandon University is extremely grateful for the continuing support from Manitoba Agriculture, Food and Rural Initiatives, and monies received from the Federal, Provincial governments, and other funders. The broad range of community activities and research projects undertaken by the many researchers and scholars at RDI and other community stakeholders would not have been possible without these funds. I wish to express my appreciation for their continuing support and to emphasize that RDI remains steadfast in its commitment to promote, facilitate, and conduct multidisciplinary academic and applied research on rural and northern issues.

## Message from the Director

**William (Bill) Ashton, Ph.D.**

I am pleased to present the 2012-2013 Annual Report of the Rural Development Institute. RDI has been very active over this period on a number of multi-year research projects as well as engaging in community outreach activities.

Over the past year, RDI saw the completion of its 2-year, community-led project *Pathfinder for Communities: Selecting Tools for Community Economic Development*. The feedback provided from its community stakeholders and project partners was instrumental in the development of the Choice Matrix, a web-based platform launched in June 2012 [www.choicematrix.ca](http://www.choicematrix.ca). I am pleased to announce that RDI will host the Choice Matrix for five years which will ensure that rural development practitioners have open and free access to its database of over 200 tools, checklists, and processes.

RDI has concluded the second year's activities in its four-year *Agriculture Greenhouse Gases Program* project in collaboration with the Upper Assiniboine River Conservation District to study how shelterbelts can reduce agricultural greenhouse gas emissions. This year's activities focused on conducting workshops on shelterbelts for beef producers and adding to the baseline survey to assess how beef producers are embracing this agriculture practice.

RDI has expanded its long-standing research and policy interests in welcoming communities to include Age-Friendly Communities. In this project, the institute's interest in community well-being focused on developing a number of pathways introduces age-friendly concepts with Aboriginal communities to better meet their specific cultural needs.

Such examples of partnerships and collaborations are a staple of the institute's research agenda, providing opportunities to share expertise and build bridges among development practitioners, service providers, and community leaders. In recognition of these efforts, RDI received an Honourable Mention from the Manitoba Government at 2011 Manitoba Excellence in Sustainability Awards on April 5th, 2012, presented on behalf of Hon. Gord MacKintosh, Minister of Conservation and Water Stewardship.

This is also essentially true of RDI's involvement in the *Pathways to Prosperity* partnership a 7-year, \$2.5 million SSHRC Connections grant. I will be serving as Chair of the Prairie Node of this project, working

closely beside researchers from the University of Alberta and University of Saskatchewan, bringing together researchers, government departments, and community partners to improve policies and practices that help attract, settle and integrate newcomers in communities across Canada, particularly in rural and small centres.

I am also very optimistic about RDI's own SSHRC Connections Grant application that focuses on expanding and enhancing the knowledge sharing and training opportunities that have been central pillars of the International Comparative Rural Policy Studies consortium, which RDI and Brandon University faculty were founding members. This proposal plans to establish a number of venues whereby community leaders, rural policy professionals, researchers and students can hone their skills in applying comparative analytical methods that are pertinent in addressing key rural policy themes impacting rural and northern communities across international jurisdictions.

I am also very excited about RDI's new research ventures into rural broadband connectivity and applications of social media tools. We are looking at ways and means by which the internet can be a critical tool to enable rural and northern communities to establish their own sustainability, to voice their unique interests, and to interact and engage with the globalized market place.

Over the past year, RDI demonstrated its capacity to share knowledge and project findings with 36 publications and presentations completed or forthcoming from projects undertaken by RDI and its research affiliates. RDI made use of website platforms to post updates and factsheets on current status of its projects and to host forums for exchanging insights among rural and community researchers and practitioners.

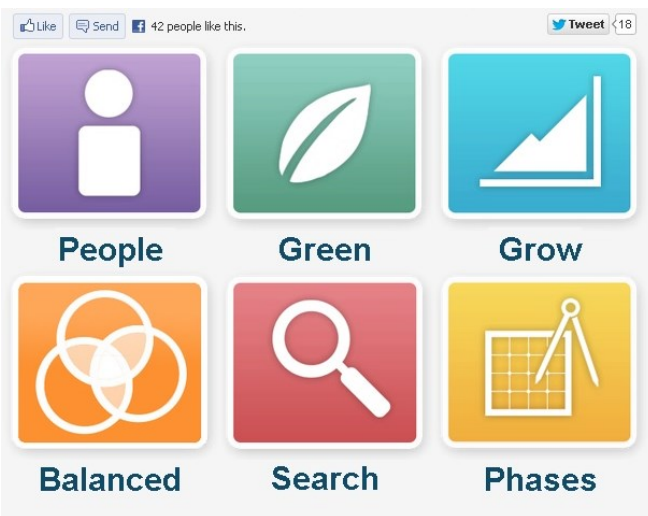
Fulfilling RDI's mandate would not have been possible without the broad expertise of its twenty Research Affiliates, researchers and assistants. Their efforts were essential to RDI's involvement and success in its projects and other activities. RDI remained very supportive of students' learning and networking opportunities, providing financial support for participating at numerous conference events and the institutes.



## Pathfinders for Communities: Selecting Tools for CED

The purpose of this \$470,000 project, funded approximately 50% through the Rural and Co-operatives Secretariat Community Development Program, was to help communities make better decisions in choosing CED tools and improve the effectiveness of development efforts.

This project succeeded in no small measure due to its project partners and especially the many community development practitioners and stakeholders who participated in all aspects of the project and yet again in the project's final phase. Small group workshop offered practitioners opportunities to utilize and offer suggestions for the website's improvements. Their concrete, practical suggestions and real-life community level experiences around community development practice and use of CED tools were central in the final rendition of the **Choice Matrix**, a web-based platform with multiple search options to select from a database of over 200 tools, checklists, and processes organized in ways preferred by community development practitioners.



The Choice Matrix's — search options

RDI was very pleased to launch the website — [www.choicematrix.ca](http://www.choicematrix.ca) — June 2012 and is thrilled to report Brandon University will host the site for the next five years, ensuring users have open and free access to the tools.

The project's final phase also included developing the project's Sustainability Plan. This plan focuses on attracting regional/national organizations or foundations to become a Choice Matrix Sponsor by providing financial support earmarked from enhancing the

### Project Partners

- Canadian Community Economic Development Network
- Community Futures Manitoba
- Community Futures Winnipeg River
- Economic Development Council for Manitoba Bilingual Municipalities
- Economic Developers Association of Manitoba
- Manitoba Agriculture, Food and Rural Initiatives
- Rural and Co-operatives Secretariat

website. Organizations and agencies can invest in the site as Choice Matrix Partners by adding and showcasing their sets of tools in the current suite of CED tools or by cataloguing them in a new suite such as Social Enterprise. CDEM also attributed tools Francophone practitioners were using. Both Choice Matrix sponsors and partners will gain significant brand exposure by taking advantage of this opportunity.

Through 2012, the Choice Matrix was the focus of numerous presentations at various regional and national conferences in Alberta, Manitoba, Ontario, and Quebec. At these events, participants expressed significant interest in the versatility of the website.

During the summer of 2012, RDI hosted the first on-line webinar to instruct development practitioners on its features and application in community projects. Some of the participant's comments are:

“This is the holy grail for me” – EDO, Calgary

“This could be expanded to include other toolkits” - Participant

“We've modeled our database after yours” – Director of RDI in BC

“It's great that you have control over the database and that you host it on site” - Participant

RDI welcomes organizations and other user groups to contact it about establishing a webinar tailored to explain how the Choice Matrix can contribute to their needs and projects.

RDI encourages all community leaders, development practitioners and planners to explore and use the site when selecting tools to undertake their projects. Joining the website's Twitter and Facebook features provides a perfect venue for exchanging experiences about how the Choice Matrix has contributed to the success of the community development projects and

## Shelterbelts for Beef Producers

This year marks the completion of the second year activities of a project, proposed and led by the Upper Assiniboine River Conservation District (UARCD) in collaboration with Manitoba Agriculture, Food and Rural Initiatives (MAFRI); Manitoba Agro Woodlot Program (MAWP); Manitoba Cattle Producers Association (MCPA); Manitoba Forage Council (MFC); and Rural Development Institute (RDI) of Brandon University. The project aims to demonstrate environmentally responsible practices for reducing greenhouse gas emission while simultaneously reducing livestock production costs.

Over the last year, the project undertook a number of activities. The project website (<http://prairieshelterbelts.ca>) was launched at the Great Plains Windbreak Renovation and Innovation Conference at the International Peace Garden in July 2012. Closer to home, Minister Ron Kostychyn, MAFRI, launched the completed website at the Manitoba Ranchers Forum November 28, 2013.

The project research team conducted a series of workshops in November and December of 2012 in three rural communities to inform beef producers of the project, and the team continued to monitor the field scale alley cropping system planted in Kenton, MB, with a participating beef producer, Douglas Caldwell.

As well, building on the results from the first year's survey, the project's researchers conducted a second Baseline Survey at beef producer events in 14 communities across rural Manitoba from November 2012 to February 2013. Results from the over 250 completed surveys provided additional insights on the labour supply and sustainability of the beef production sector as well as on beef producers' knowledge and adoption of shelterbelts:

- Most beef producers interviewed were older adults between 50-59 years (33%) and 60 years and above (16%). Fifteen percent of the respondents were in the 40-49 and 30-39 age brackets.
- Most of the respondents (47%) had over 31 years of experience in beef production and (60%) owned the land on which they operate.
- Regarding beef production activities, most respondents (26%) had between 50 to 100 head of cattle, but 5% of respondents had over 500 head. Most beef herds were owned by families (36%) or jointly by husbands and wives (34%), and a third of respondents reported that 81%-100% of their income came from beef production than to other sources.

- Regarding ownership of shelterbelts, 72% of the respondents owned shelterbelts for beef production yet their perceptions about trends in the number of shelterbelts over the last 10 years in Manitoba varied widely—(25%) reported some decrease in the number of shelterbelts, 18% reported a significant decrease, 15% reported some increase, 18% reporting no change, and 21% did not know.
- Taken together, 79% of the beef producers with shelterbelts are committed to shelterbelts for the future. Most wanted to keep them (34%), 17% had future plans to enlarge them, 10% wanted to improve them, and 8% wanted to add new ones.
- The level of awareness of respondents about the role of shelterbelts was significant, even respondents without shelterbelts. Most agreed to the positive statements about shelterbelts; however, a significant number were unsure or undecided about some aspects of shelterbelts. For example, a third of those with shelterbelts were unsure whether they attract animals that damage crops or improve soil nutrients.
- While most respondents without shelterbelts were knowledgeable about the role of shelterbelts and (86%) reported they would consider shelterbelts for beef production, they also reported that the most influential factors for use of shelterbelts for beef production were Government funding, help with labor, the need for more information, and seeing their neighbours using them.

These results are revealing and point to beef producers' need for more information on i) the environmental, ii) options for shelterbelt renovations, and iii) the economic benefits shelterbelts to help make informed decisions. Though shelterbelts are often seen as part of traditional agriculture, they can be designed for and adapted to modern agriculture.

RDI has a paper accepted at the World Social Marketing Conference April 2013 titled: Beef and trees: Role of Social Marketing



## Jobs, Immigration and Food Processing in Rural Manitoba

RDI completed a research project on food processing in rural Manitoba in partnership with Manitoba Agriculture, Food and Rural Initiatives and the Food Development Centre.

The project focused on three aspects of food processing in rural Manitoba with an emphasis on small and medium enterprises (SMEs) and immigrant employees. Job creation, immigrant employee retention and scenario planning were all key dimensions of this project. Specific outcomes for the research included:

- Identifying how jobs are created and provide recommendations on how to support future job creation.
- Identifying current employee retention strategies and determine preferred strategies with emphasis on immigrant employees.
- Contributing to regional and sectoral planning discussions by identifying future issues and opportunities.

The project focused on the central region of Manitoba, because of the diverse selection of food processing SMEs.

The research team began with a review of job creation government programs and literature, and then in the fall of 2012, the research team interviewed 12 business owners and 9 of their employees from Manitoba's central region about retention strategies and their presence within the business. A number of key findings were gleaned from the research.

One of the surprising results was to identify that retention strategies for immigrant employees are the same for all employees. Retaining immigrant employees requires the same approach as retaining non-immigrant employees: providing sufficient compensation, clear roles with some flexibility along with an atmosphere of respect and recognition.

Second, both employers and employees ranked compensation as a clear number one in terms of importance receiving twice the number of mentions as any other strategy. Though other strategies also mattered, this strategy had the biggest impact. This research made it clear that SMEs in food processing in rural Manitoba need to be aware of what appropriate compensation is for employees within their sector and within the province.

The project discovered that professional development was different for management versus line workers, but

not the reasons for this difference in perceptions among employers and employees. The research revealed that there is a difference in availability of professional development opportunities based on role and the perception of what is professional development versus what is required training for performing job



related tasks.

Formal cultural training was identified as a retention strategy that does not fit with the participating businesses either due to the size of the business or due to a perceived lack of need from the employers' perspective. Nonetheless, businesses did indicate that they are aware of the importance of cultural tolerance and accommodation in the workplace and many businesses have worked to create such an environment. Since the participating rural food processing businesses did not have formal cultural training as an immediate priority, it is important to identify what other types of supports would help rural food processing SMEs that want to increase cultural tolerance and accommodation within the workplace or to help address any questions or concerns these businesses might have.

This formative research project provided RDI with a new opportunity to explore any differences in retention strategies being used between long-term Canadian resident employees and new immigrant employees. This will remain an important issue for Rural Manitoba as new immigrants are a driving factor in community growth.

## Age-Friendly Communities

Since the Age Friendly Manitoba Initiative (AFMI) was initiated in 2008, some 86 Manitoba communities have signed off on becoming more age-friendly. This meant the communities were committed to addressing the eight domains of age-friendliness: outdoor spaces & buildings, transportation, housing, respect & social inclusion, social participation, communication & information, civic participation & employment, and community spirit & health services. Despite this promising start, a survey of age-friendly (AF) communities conducted in 2011 by the Centre on Aging at the University of Manitoba revealed that rural Aboriginal communities outside of Winnipeg are under represented among the AF communities. This result identified the real need to develop a plan or strategy on how to best introduce the AF initiatives to First Nation communities in rural Manitoba.

RDI responded by initiating a collaborative project funded by MB Seniors & Healthy Aging Secretariat. Members of the research team included Project Director, Dr. Bill Ashton, RDI Director; Dr. Alanaise Goodwill, faculty member in the School of Health Studies as Co-applicant; and Veronica Kulyanynga, RDI researcher.

The project was completed with a draft report of its findings, titled “Potential Pathways for Initiating Age-Friendly Activities with First Nations Communities” being discussed with MB Seniors & Healthy Aging Secretariat in September 2012.

The project achieved a number of important deliverables, including preparing an inventory of key materials, models, and practices of introducing programs into the cultural context of First Nations, as well as an inventory of public and NGO organizations currently active in First Nation communities in Manitoba. Particular reference was made to those that may assist with the introduction of AF initiatives in First Nation communities. The team also identified the most promising pathways to establish partnerships and approaches to introduce AF initiative with First Nation communities in Manitoba.

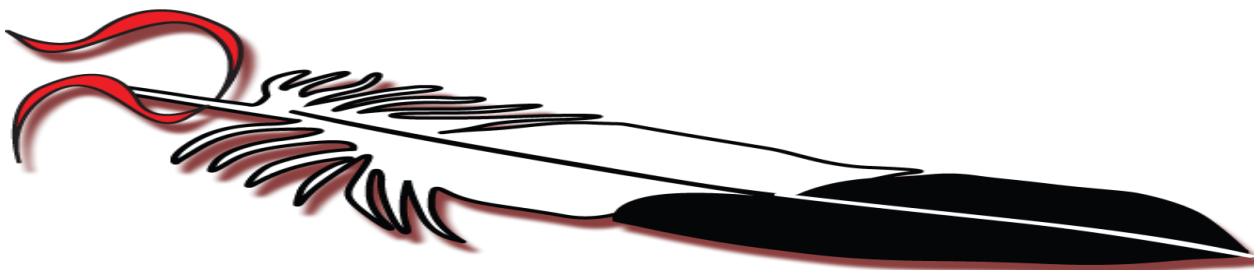
The draft report was based on the seventeen exploratory discussions conducted with key contacts of organizations currently involved with FN communities in Manitoba including 7 from First Nations, 7 non-government organizations, and 2 government departments. The report identified four main pathways or routes to follow to enable introduction to FN communities:

- A Formal Pathway is based on existing organizational structure of FNs. The Secretariat introduces itself to the FN organization, explains its intentions and waits for a response. This pathway will require time for all parties to consider the request.
- The Lead Pathway includes working via organizations with well-established relationships with FN communities; Discussions with lead organizations are required before being introduced to the FN community(s). Given the large number of FN peoples in Winnipeg, a unique to the Lead Pathway identifies as a Winnipeg Pathway offers a vital opportunity to create awareness and possible use of AF initiatives for FN in Winnipeg.
- A distinctive Support Pathway could be used to generate general awareness about AF activities.
- Lastly, the Action-Oriented Pathway involves working with organizations that are active at the FN community level and once introduced to AF initiatives may well be key partners in implementing over the long term.

The draft was then discussed with several organizations already active on FN communities to determine next steps and to discuss which pathway or combination is appropriate to introduce AF initiatives in FN communities.

In keeping with this broad topic as a research interest for community development, RDI Director, Bill Ashton, delivered a presentation “Age-friendly rural and remote communities: Development framework, challenges, and opportunities” at the International Federation on Aging 2012 Prague Conference “Ageing Connections”, May 28-June 1, 2012.

Dr. Ashton also presented at the keynote panel for a global symposium. RDI prepared a photo essay which was a composition of pictures and words to define rural and remote. Dr. Ashton was one of the organizers for the Age-Friendly International Invited Symposium Public Forum held at the Winnipeg Art Gallery, Winnipeg, Manitoba, October 15, 2012. Other organizers of the Public Forum included the University of Manitoba Centre on Aging in partnership with the Manitoba Seniors & Healthy Aging Secretariat, and in collaboration with the International Federation on Ageing and World Health Organization.



## Social Media Certificate

RDI is recognized as a research organization and continues to expand its expertise in the use and strategic impact of social media. Through its long history and involvement in applied research with rural and northern communities as well as its working relationship with many organizations in the public and private sectors, RDI detected an interest in on-going learning about social media topics.

Very strong demand for non-credit professional development training in social media and social marketing was indicated from the needs analysis survey conducted in January 2012. RDI's recognition of this demand and the impact of social media initiated the development of certificate program. Working with key stakeholders at Brandon University, RDI developed a proposal to deliver a non-credit certificate "Social Media Engagement". At the same time, Senate of BU passed a new policy unanimously in June 2012 to permit non-credit certificates. RDI has since hired, Joanna Chan, from the Centre of Excellence for Public Sector (CEPSM) as project manager to develop the certificate's curriculum and its modes of delivery.

RDI's "Social Media Engagement Certificate" is a unique opportunity for individuals working in the non-profit and public sectors, who are tasked with communications, marketing, stakeholder/member relations, program management, organizational management, outreach, or fundraising, to learn strategic approaches to developing and implementing a social media engagement plan for their organization.

Participants can be of a variety of seniority levels and no previous experience with social media is required. Certificate students will learn practical, hands-on skills so that they will walk away from this program knowing how to use social media tools beyond the basics, as well as how to apply industry best practices to their personal and professional lives. A combination of in-person and on-line modules will be delivered by industry experts who will work very closely with students.

The certificate program is expected to begin in 2013. RDI welcomes all those interested in social media to enrol. This certificate extends RDI's mandate beyond

applied research and embraces continuing education for non-traditional learners and professionals in Manitoba and elsewhere.

Social media has revolutionized the way that we com-



municate with each other and has led to a fundamental shift in how organizations and businesses need to function in order to maintain stakeholder and client relations. Non-profit and public sector organizations are no exception and must adopt and adapt to this new era. Social media provides a tremendous opportunity to build a vibrant community that is invested in your organization and initiatives. Using a strategic approach to engaging on social channels allows organizations to continually build relationships with stakeholders and audiences in a sustainable manner while being able to measure results and mitigate potential risks associated with open, two-way conversation online.



## RDI — Sponsored Community Activities

Through 2012 and 2013, RDI was active in offering members of the university community, the residents of the Westman region and elsewhere in Canada and elsewhere opportunities to attend various events featuring scholars and speakers who shared their unique perspectives on the rural experience.

### Public Webinar

April 18, 2012  
RDI, McMaster Complex  
Brandon University

Dr. Philomena de Lima, Director, Centre for Remote and Rural Studies, University of the Highlands and Islands

Webinar Title: Retaining Migrants in Rural Areas—Lessons from the Scottish/UK Experience

Dr. de Lima's webinar presentation examined retention strategies in the UK, specifically Scotland, where setting the policy context was considered important to ensuring a better understanding for the largely Canadian audience. Besides examining different geographical aspects (UK and in Canada), a novel aspect of the webinar was a review of a range of human resource strategies for retaining employees aimed at owners of businesses in rural areas. RDI researchers presented on retention strategies from the perspective of a province (Manitoba) especially focusing on the contribution of service providers. Anisa Zehtab-Martin discussed strategies from provincial levels and local communities in the Canadian context, while Ian Shanghvi focused on employer strategies required to retain multi-cultural employees drawing on national and international literature.

### Public Webinars

April 27 & August 12, 2013  
Brandon University

Matt Grills, Research Assistant presented: Choice Matrix: Tools for Community Action.

Matt introduced CED practitioners to a website that will help find effective tools that fit their current project. But what is a tool? Any guide, worksheet, checklist, manual, "how-to" or process in text, audio or video formats that is focused on guiding the user through a task. This webinar will introduce you to hundreds of tools developed by professionals, for professionals, in

a convenient and concise layout to help your community achieve development goals.

### Public Workshop

September 19, 2012  
Louis Riel Room, McMaster Complex  
Brandon University

Brendan Reimer, Regional Coordinator for the Canadian Community Economic Development Network

Workshop Title: Understanding Public Policy: A critical look at the impact of policy and the processes involved.

Brendan is part of the Social Enterprise Council of Canada, CCEDNet's National Policy Council, and has spent nearly 10 years working to advance member policy priorities locally. He is an educator, mobilize, and advocate for government to create policies that will enable communities to take action on building stronger and fairer local economies, reduce poverty and homelessness, and create more sustainable communities. His workshop provided an overview of how policy matters to us all, to all of our work and to our communities, and also outlined the member-led model of the Canadian CED Network—Manitoba and how it has achieved success in advancing policy priorities over the last few years.

### Guest Lecture

October 18, 2012  
Louis Riel Room, McMaster Complex  
Brandon University

Dr. Peter Dehne, Professor of Planning Law and Building Law, University of Applied Sciences, Neuenburg, Germany, Visiting Scholar to RDI.

Presentation Title: Rural Germany in Socio-Demographic Change: Reflections across Canada

A former Berlin planning officer member, Dr. Dehne was responsible for the accompanying research, evaluation and experience exchange of 20 best-practice models and pilot-projects for village and small town development by order of federal and state authorities in Germany. Since 1990 he has advised small towns, municipalities, and Regions in East Germany. His key aspects of applied sciences at the University are the consequences of the demographic change on the regional development as well as strategic planning for small and medium-sized towns.



**Public Lecture**

November 8, 2012

Louis Riel Room, McMaster Complex  
Brandon University

Jason Greenall, Acting Manager of Strategic Policy and Intergovernmental Affairs in the Sustainable Resource and Policy Management Branch department of Conservation and Water Stewardship.

Presentation Title: Tomorrow Now MB Gov't Green Plan Initiatives—A Rural perspective.

The presentation showcases The Manitoba Green Plan, an eight year strategy to a more sustainable tomorrow, giving details on the content of the plan, what our roles are, and how it will affect us as rural Manitobans.

Jason graduated from the University of Manitoba in 1991 with a B.Sc. in botany and in 1995 an M.Sc. degree that investigated the effects of fire on wetland plant communities at Delta Marsh. He received a Certificate in Public Sector Management from the University of Manitoba in 2010.

An active member in the federal-provincial-territorial working groups through the Canadian Council of Ministers of the Environment (CCME), Jason served as the Coordinator of the Manitoba Conservation Data Centre, also as an Instructor at the University of Manitoba. He wrote the national recovery strategy for an endangered species *Platanthera praeclara*, the Western Prairie Fringed Orchid.

**Public Workshop & Webinar**

November 20, 2012

Brandon Discovery Centre  
Brandon University

Dr. Ray D. Bollman, Research Affiliate, Rural Development Institute, Brandon University, Adjunct Professor, University of Saskatchewan

Webinar Title: Manitoba Rural Demography in the Canadian Context: An Update

Dr. Bollman received a BSc and MSc in Agricultural Economics from the University of Manitoba and a PhD in Economics from the University of Toronto. He has held a number of positions with Statistics Canada and the position of Chief of the Rural Research Group in Statistics Canada. He has served as President of the Canadian Association of Rural Studies and the Canadian Agricul-

**Public Webinars**

February 20, 27 March 7, 14, 21 & 26, 2013

Brandon University

Webinar Title: Social Media Engagement Certificate Information Session

Bill Ashton and Matt Grills presented on how Social media has revolutionized the way we communicate. It has led to a fundamental shift in how businesses – including non-profit and public sector organizations – must function to maintain stakeholder and client relations. Social media provides a significant opportunity to build a vibrant community that is invested in your organization and its initiatives

**Public Webinar**

March 21, 2013

Brandon University

Webinar Title: From Rural Divide to Rural Dividend: Broadband in Rural Canada

Lisa Severson, Eastern Ontario Wardens' Caucus (EOWC), is the communication and stakeholder relation officer for the Eastern Ontario Regional Network (EORN). She presented "Experience of the Eastern Ontario Regional Network on Broadband"

Helen Hambly, from Capacity Development and Extension program at the School of Environment Design and Rural Development at the University of Guelph. She presented "Opportunity and Challenges of Rural Broadband"

Samuel Trosou is an associate professor at the University of Western Ontario, Faculty of Information and Media Studies and Faculty of Law, Network Investigator and Theme Leader in Graphics, Animation and New Media (GRAND). He presented "The New Telecommunication Sector Foreign Investment Regime, the Spectrum Auction and Rural Broadband"

Wayne Kelly, a Research Associate with Brandon University Rural Development Institute presented "Serving the Underserved: Bringing Broadband to Rural Manitoba Communities In Need".

## International Comparative Rural Policy Studies Institute

RDI and the Department of Rural Development have been actively engaged in the International Comparative Rural Policy Studies (ICRPS) since 2004. Comprising members from 11 universities in Canada, Europe and the USA, the Consortium was developed to enhance policy formulation and analysis in the rural context. Designed for graduate students and mid-career professionals, the ICRPS program provides opportunities to study the nature and implications of new forms of governance in rural contexts. During the two-week international summer institute, students have an opportunity to engage in advanced topics and to share research results with faculty and other students. Each intensive summer school serves to connect faculty and international students in a dedicated learning environment.

The 2012 Summer Institute started in Montréal, Québec, Canada, hosted by Concordia University and the Canadian Rural Revitalization Foundation, before moving on to Québec City and concluding at the Université du Québec à Rimouski.



During the 2012 summer institute, RDI Director, Bill Ashton, was a faculty member, participated along side three MRD graduate students, Fobete Dingha, Immaculate Nabisere, and Yakub Adediran. Each student was immersed in classroom presentations, field-trips and hands-on activities exploring issues such as sustainability, economic development and service delivery in a rural context. Students worked in teams with local leaders from rural Québec to explore their community's opportunities and challenges, and generate development recommendations.

### ICRPS Consortium Members

Brandon University  
(Canada)

Colegio de Posgraduados –  
Puebla (Mexico)

Colegio de Tlaxcala  
(Mexico)

Corinus University of  
Budapest (Hungary)

Katholieke Universiteit  
Leuven (Belgium)

Oregon State  
University (USA)

Pennsylvania State  
University (USA)

Universidad Autònoma de  
Barcelona (Spain)

Universidad Nacional  
Autònoma de México (Mexico)

Université du Québec à  
Rimouski (Canada)

University of  
Aberdeen (Scotland)

University of  
Guelph (Canada)

University of Highlands  
and Islands (Scotland)

University of Missouri-  
Columbia (USA)

### 2013 ICRPS Summer Institute

June 16-30, 2013

Bertinoro, Italy

Hosted by the University of Bologna.

More information on ICRPS is available at

[www.icrps.com](http://www.icrps.com)

## Knowledge Mobilization

A significant part of RDI's mandate is the dissemination of RDI research and promotion of its community involvement and activities. Through 2012-2013, RDI continued to report on its activities through various modes of publication and in presentations, including 9 reports, 3 journal issues, and 26 conference presentations.

RDI continued its open-source electronic publishing of the Journal of Rural and Community Development. The JRCD is based in the Rural Development Institute (RDI) at Brandon University. The JRCD is funded through annual grants from the Manitoba Department of Agriculture, Food and Rural Initiatives and SSHRC.

### RDI Publications & Reports

- Ashton, W. (January 2013). *Rural Development Institute, Brandon University*. Presented to Minister Kostychyn, MAFRI Brandon, MB.
- Ashton, W., Bollman, R., & Kelly, W (March 2013). *Identifying and explaining self-contained labour areas in rural Manitoba report*, Brandon, MB: Rural Development Institute, Brandon University.
- Ashton, W. & Kelly, W. (March 2013). *Job creation & food processing in rural Manitoba*. Brandon, MB. Rural Development Institute, Brandon University.
- Ashton, W. & Kelly, W. (March 2013). *Immigrant retention & food processing in rural Manitoba*. Brandon, MB. Rural Development Institute, Brandon University.
- Ashton, W., Cucksey, A., Swanson, D., & Mehta, D. (February, 2012). *Rural by design, working meeting report*. Brandon, MB: Rural Development Institute, Brandon University.
- Ashton, W., with Cucksey, A. (February, 2012). *Design principles for preparing self-help guides*. Brandon, MB: Rural Development Institute, Brandon University.
- Kelly, W., Ashton, W., Grills, M., & Zehtab-Martin, A. (February 2013). *Discerning Growth Strategies: Neepawa and Area Report*, Brandon, MB: Rural Development Institute, Brandon University.
- Kelly, W., Ashton, W., Grills, M., & Zehtab-Martin, A. (February 2013). *Discerning Growth Strategies: Winkler and Area Report*, Brandon, MB: Rural Development Institute, Brandon University.
- de Lima, P., & Ashton, W. (May, 2012). Retaining immigrants in rural communities, webinar briefing. Brandon, MB: Rural Development Institute, Brandon, MB.

### Journals

- Ramsey, D. (Ed.). (2012). *From Rural Research to Policy and Back Again*. *Journal of Rural and Community Development*, 7(3). From <http://www.jrcd.ca/>  
5 editorials, 8 articles and 2 case studies
- Ramsey, D. (Ed.). (2012). *Journal of Rural and Community Development*, 7(2). From <http://www.jrcd.ca/>.  
8 articles and 2 case studies
- Ramsey, D. (Ed.). (2012). *Human Resources and Remote Indigenous Communities*. *Journal of Rural and Community Development*, 7(1). From <http://www.jrcd.ca/>.  
1 editorial and 7 articles

### Journal Articles

- Ashton, W., & Girard, R. (under review). Disrupting policy with vision and action to deliver broadband to under-served rural communities. *Journal of Rural Community Development*.
- Ashton W. & Needham, T (submitted) How Crown Forest policy is developed. *The Forestry Chronicle*.
- Ashton, W. Observations on Rural policy and applied research: Brandon University's Rural Development Institute. *Journal of Rural Community Development*. Vol.7(3). From <http://www.jrcd.ca/>.

### Presentations

- Ashton, W., Marchand, K., Adediran, Y., Grills, M., Kelly, W., & Shanghvi, I. (April 2012). *Rural Development Institute, Brandon University*, presented to Institute of Urban Studies, University of Winnipeg. Winnipeg, MB.
- Ashton, W. (May 2012). *Practice and research informs policy and community investment*. Presented at 2nd National Rural Research Workshop, Ottawa, ON.
- Ashton, W. (May 2012). *RDI research update meeting*. Presented to MAFRI. Brandon, MB.
- Ashton, W. (May 2012) *Research responding to rural challenges: locally, nationally, globally*. Presented

- to Manitoba Entrepreneurship, Training and Trade. Brandon, MB.
- de Lima, P. (April, 2012). *Retaining migrants in rural areas: Lessons from the Scottish/UK experience*. Presented at Retaining Immigrants in Rural Communities Webinar, Brandon, MB.
- Shanghvi, I. (April, 2012). *Retaining immigrants in rural communities: Employee retention strategies*. Presented at Retaining Immigrants in Rural Communities Webinar, Brandon, MB.
- Zehtab-Martin, A. (April, 2012). *Establishing roots beyond the perimeter: Immigrant retention strategies*. Presented at Retaining Immigrants in Rural Communities Webinar, Brandon, MB.
- Ashton, W. (May 2012). *Age-friendly rural and remote communities: Development framework, challenges, and opportunities*. Presented at IFA – 11th Global Conference on Ageing, Prague, Czech Republic.
- McNeely, G., & Grills, M. (June 2012). *The benefits of community-based research: The CED choice matrix - A path finding tool*. Presented at the Economic Development Association Manitoba, Engaging in Opportunity Spring Forum, Gimli, MB.
- Ashton, W., Carvajal, L., de Lima, P., & Weber, B. (July 2012). *Addressing inequalities in rural areas*. Presented at the 2012 International Comparative Rural Policy Summer Institute, Montréal, QC.
- Adediran, Y. (July 2012). *The choice matrix- a path finding tool*. Presented at the 2012 International Comparative Rural Policy Summer Institute, Montréal, QC.
- Canart, R., Shanghvi, I., Ashton, W., & English, B. (July 2012). *Shelterbelts, beef producers & behaviours: Investigating an alternative approach using social marketing*. Presented at the Great Plains Windbreak Renovation and Innovation Conference, International Peace Garden, ND-MB.
- Ashton, W. (October 2012). *Creating rural connections regional realities and approaches*. Presented at 2012 CIP/APPI Conference: The Great Exchange: Putting Ideas into Action, Banff, AB.
- Ashton, W. (October 2012). *Reconciling regional initiatives with local autonomy: examining Winkler, MB*. Presented at Creating Rural Connections Conference, Olds AB.
- Ashton, W. (October 2012). *Rural and remote around the world*. Presented at Age-Friendly Rural and Remote Communities and Places International Symposium, Winnipeg, MB.
- Dehne, P. (October 2012). *Boomtown and Schrumpfdorf side by side: Rural Germany in socio demographic change*. Presented at Brandon University, Brandon, MB.
- Grills, M. (October 2012). *Tools for building communities: Choice matrix*. Presented at 10th Annual Manitoba CD/CED Gathering, Winnipeg, MB.
- Grills, M., & Ashton, W. (October 2012). *Reflections: Imaging planning*. Presented at 2012 CIP/APPI Conference: The Great Exchange: Putting Ideas into Action, Banff, AB.
- Ashton, W. (November 2012). *Bringing broadband to underserved rural MB communities in need*. Presented at Assembly of Manitoba Chiefs, Technology Council of First Nations, Winnipeg, MB.
- Ashton W. (December 2012). *Making a Difference: Applied Rural Research*. Presented to: US Rural Exchange Network.
- Ashton W. (December 2012) *Disrupting Policy with Vision and Action to Deliver Broadband to Underserved Rural Communities: A Manitoba case study*. Presented at the Connecting the Future: Rural Broadband and Technology, Policy and impact conference. Kingston, ON.
- Ashton, W. (January 2013). *Research responding to rural challenges: locally, nationally, globally*. Presented to Manitoba Local Government. Winnipeg, MB.
- Ashton, W. & Grills, M. (February 2013) *Social Media Engagement Certificate Information Session*. Presented to Brandon and Winnipeg sites.
- Ashton, W. (March 2013) *CED tools: a prototype as applied research*. Presented to Centre for Sustainable Rural Communities, University of Alberta. Edmonton. AB.
- Ashton, W. (March 2013). *Settlement and integration of newcomers in rural and smaller communities in Western Canada*. Presented at WCICC Conference, Calgary, AB.
- Kelly, W., & Ashton, W. (March 2013). *Serving the underserved, Bringing broadband to rural Manitoba communities in need*. Presented at the From Rural Divide to Rural Dividend: Broadband in Rural Canada Webinar. Brandon, MB.

## Brandon University Community Outreach Service

The mandate of the Brandon University Community Outreach Service is to match the needs of community organizations in Brandon and rural Manitoba with the learning and research interests of Brandon University Students and faculty. The Outreach Service coordinates two main programs, Annual Calls for Proposals, and Service Learning program for students.

This year's **Calls for Community Outreach Proposals** were held in February and October 2012. The Outreach office received eight proposals for, six of which were approved for funding. Altogether \$15,821.00 was allocated in project funding in 2012-13, with participating communities and organizations contributing \$30,030.00 in total cash and in-kind funding. The project participants included local, regional, and provincial community organizations who teamed up with faculty and students from the departments of Biology, Anthropology, Health Studies Nursing, Geography and Rural Development.

The **Service Learning program** encourages community volunteer participation of Brandon University students in the areas of their study. The program acknowledges the value of student activities beyond academic setting, and provides a valuable opportunity for students to apply their knowledge and skills to the benefit of the community. Once students successfully complete Service Learning program, they receive official recognition of their activities on their Brandon University transcripts.

Seventy-four (74) Student Service Learning applications were received and approved from April 2012 to March 2013. This amounts to 1480 volunteer hours in community service. Their volunteer activities included program coordination, student tutoring, event promotion and student leadership program, project marketing and other duties with a wide variety of community organizations including World University Service of Canada, Child and Family Services, Brandon University Student Leader Program, BU Health Studies Student Association (BUHSSA), and others.

### 2012 Funded Projects

#### *Food Cafes: Beginning to understand the Food Landscape in Brandon*

##### *Project Partners:*

*Community: Ryan Graves, Brandon Neighborhood Renewal Corporation (BNRC)*

*Faculty: Nancy McPherson, Department of Health Studies Nursing, Brandon University*

*Students: Cassandra Fowler and Ashley Gibson, Department of Psychiatric Nursing*

*Funding Approved: \$2,790.00*

The design of this project builds on work that has been done in Winnipeg through Food Matters Manitoba in creating Community Food Assessment documents in the Winnipeg area. The Brandon Neighborhood Renewal Corporation (BNRC) in conjunction with Brandon University Faculty and students' team up to carry out Food Assessment in Brandon as one has never been done before.

The main aim of this research will be on food availability in Brandon, and the impact of food programs/availability with Brandon residents. Students will be involved in the facilitation of the food cafe's, conducting the topic research, compiling data, and the writing of the preliminary report

This project will identify existing programs around food availability/security, and highlight gaps in these programs as well as identifying food deserts and challenges to obtaining healthy food for Brandon residents. Food deserts are areas that lack access to affordable fruits, vegetables, whole grains, lowfat milk, and other foods that make up the full range of a healthy diet. These areas can exist as a result of a lack of physical access, financial access, or food knowledge.

It is believed that this project will be able to track the amount of kitchen waste sent to the landfill and the impact of the current composting program running through the Brandon Environmental Committee. This information will assist the City in planning programming/educational strategies into the future.

### ***Determination of a System to Propagate Red-Osier Dogwood***

*Project Partners:*

*Community: Robert Scales, Swan River Community  
Faculty: William Paton, Department of Biology,  
Brandon University  
Student: Zach Polk, Department of Biology*

*Funding Approved: \$3,000.00*

Red-osier dogwood has the scientific name of either *Cornus sericea* or *Cornus stolonifera*. This shrub grows frequently on land that is considered marginal for agriculture. However, the species is found to be somewhat drought tolerant and it is reported, does well in sandy environments. This shrub is found across northern and western Canada.

Seeds of *Cornus stolonifera* can be germinated, but so far only with low percentage success. Berries of Red-osier dogwood are reported to have been used by some Aboriginal tribes to treat colds and bleeding, or as a blend in tobacco.

Robert Scales; the community partner, explains that *Cornus stolonifera* can be fed to domesticated animals such as livestock as part of a feeding regime in place of silage and offers promise for increased growth compared to a control diet. The Red-osier dogwood is reported to be rich in antioxidants.

The project will try to determine the treatments and conditions needed for successful propagation of *Cornus stolonifera*, so that this shrub can be grown commercially in rural Manitoba. Having a controlled growth in Brandon University laboratory would give us the needed observation. This would be carried out by students of the department of biology under the supervision of a faculty member. It is believed that the potential for economic development is very significant.

### ***Asessippi Parkland Business Retention and Expansion Program***

*Project Partners:*

*Community: Marcia Rowat, Asessippi Parkland Economic Development Corporation, Russell  
Faculty: Doug Ramsey, Department of Rural Development, Brandon University  
Students: Sarah Woods, Department of Geography and Rural Development*

*Funding Approved: \$2,000,00*

Based on the Regional Economic Assessment Process (REAP) carried out in the fall of 2012 by Asessippi Parkland Economic Development Corporation (APEDC). The purpose of which is to find unique competitive economic advantages, identify business gaps in the regional economy, provide a guide for strategic economic planning, and to involve a wide group of regional stakeholders in the economic development process.

One of the key results of the assessment pointed to strength and opportunity in our local Retail Sector and the Tourism Service Sector. In identifying ways of boosting this sector, it is believed that we need more information and data especially in the area of Business Retention and Expansion Program (BR&E).

The coming together of APEDC, Brandon University faculty and students would identify the right approach to get the relevant data. We believe the research would aid us in identifying, evaluating and addressing specific needs and concerns of this sector.

Students under the supervision of faculty are going to be involved in designing the survey instrument, administering the survey, data analysis, report writing and public presentations.

It is believed the result of the project will encourage the local community to generate economic development plans, and create a broad-based community coalition to a sustainable long-term economic development effort.

### ***Determination of Current Practices Related to Critical Incidents in Manitoba***

*Project Partners:*

*Community: Loretta Oliver & Ngaire Abernethy, Office of the Fire Commissioner  
Faculty: Noreen Ek, Faculty of Health Studies, Brandon University  
Student: John Jackson, Department of Nursing*

*Funding Approved: \$2,031.25*

In 2002, the Manitoba Fires Prevention and Emergency Response Act Section 35(3) was amended to include (as part of the Fire Commissioner's responsibilities) "provide training in critical incident stress management (CISM), and coordinate emergency response personnel in the provision of critical incident stress management."

This project wants to investigate the validity of the present system of stress management, which employs the Mitchell Model which was first developed in 1983, about 30 years ago. Advances in science and medicine have resulted in a much greater understanding of how individuals react to trauma and stress, including the diagnosis and treatment of Post Traumatic Stress Disorder.

With the assistance of Faculty of Health and students, an evaluation of the existing provincial CISM network including utilization data, team structures and organization would be carried out.

The staff of the fire commissioner's office would provide the necessary assistance such as identifying and securing stakeholders; the BU faculty would guide the students through the project.

### ***Birtle Riverside Park Project***

#### *Project Partners:*

*Community: Shonda Ashcroft, Birtle and District CDC and the Birtle Parks Board*

*Faculty: Doug Ramsey, Department of Rural Development, Brandon University*

*Student: Sarah Woods, Department of Geography and Rural Development*

*Funding Approved: \$3,000.00*

Birtle Riverside Park is located within the Town of Birtle and is owned by the Town and managed by volunteer boards. The Birtle Parks Boards are responsible for all aspects of the maintenance, safety and improvements of the campground, picnic and pool area.

The boards' mission is to promote and provide family oriented camping and outdoor activities for all ages in a natural woodland setting on the banks of the Birdtail River. They work cooperatively with the Valley Recreation District and other park organizations - Golf Club, Tennis Club, Swim Club and Ski Club – to ensure their patrons have an excellent recreational experience.

The Birtle and District CDC and the Birtle Parks Board with the help of Brandon University faculty and students, would like to determine who those people using campgrounds are and the methods and criteria campers use when choosing their destination campground.

Students would be involved in designing the questionnaire and administering, analyzing and reporting. It is believed the findings would assist with future upgrades and marketing plans.

### ***A Topographic Survey of Camp Hughes***

#### *Project Partners:*

*Community: Marc George, Canadian Forces Base, Shilo*

*Faculty: Suyoko Tsukamoto, Department of Anthropology, Brandon University*

*Students: Alessandro Strapazon, Department of Anthropology and Psychology, and Jillian Combs, Department of Anthropology and Geology*

*Funding Approved: \$3,000.00*

Camp Hughes was designated a provincial heritage site (No. 82) in 1994 and recently recognized as a national historic site of Canada in 2011. At its zenith from 1916 - 1917, nearly 39,000 Canadian soldiers from Manitoba and Saskatchewan were trained at this camp. Since the Camp's demolition in 1934, the land has been leased for agricultural purposes.

The focus of this research project will be to establish the extent of the enemy lines of the trench complex at Camp Hughes. Portions of the enemy trench system appear "missing" or incomplete" and have not been mapped. This project aims to identify the boundaries and fill in the missing gap.

Brandon University students are going to have practical experience in archaeological survey techniques. Students from the Department of Anthropology are going to be involved in operating the total station, hold the stadia rod and record their findings, guidance would be provided by the faculty .



## Looking Ahead to 2014

### Social Media Engagement Workshop

**June 19 & 20th.**—Brandon and Winnipeg

The workshop will be lead by **Mike Kujawski**

from the **Centre of Excellence for Public Sector Marketing**.

For more information visit the RDI website at

<http://www.brandonu.ca/rdi/social-media-engagement-training>.

### 2013 Canadian Rural Revitalization Foundation (CRRF) Annual Conference

Thunder Bay, Ontario, 24-27 October 2013.

Co-hosted by the Nishnawbe-Aski Nation (NAN), Lakehead University,  
and the Northwestern Ontario Municipal Association (NOMA).

As an long-standing, active member of CCRF, RDI welcomes community stakeholders and development practitioners to attend and become involved.

### International Comparative Rural Policy Studies Summer Institute

The 2013 ICRPS Summer Institute will be held in Bertinoro, Italy,  
and hosted by the University of Bologna from June 16-30 .

A 10th Anniversary Conference for ICRPS will be held during  
the summer institute from June 22-23 also in Bertorino, Italy.

Students in Brandon University's Master of Rural Development program will  
have an opportunity to participate in the two-week summer institute.

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

### Contributors

Bill Ashton  
Yakeb Adediran  
Dean Care  
Matt Grills  
Sylvia Henry

Veronica Kulyanyingi  
Betty Kelly  
Wayne Kelly  
Beverley Lischka  
Ian Shanghvi

## Rural Development Institute

270-18th Street Brandon, Manitoba R7A 6A9

Phone: 204-571-8515 Fax: 204-725-0364

Website: [www.brandonu.ca/rdi](http://www.brandonu.ca/rdi) Email: [rdi@brandonu.ca](mailto:rdi@brandonu.ca)