



RURAL
DEVELOPMENT
INSTITUTE

**COMMUNITY COLLABORATION PROJECT:
EMPOWERING COMMUNITIES AND BUILDING CAPACITY
2005-2008**

2007 ANNUAL WORKSHOP REPORT

May 29-31, 2007
Haines Junction, Yukon



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UNIVERSITY**

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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.

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Executive Summary

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 RDI. Four 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 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 CCP Models Project held the annual workshop in Haines Junction, Yukon from May 29-31, 2007. The Yukon Regional Round Table (RRT) co-hosted the CCP Models Project Annual Workshop with RDI at the St. Elias Conference Center. The workshop provided an opportunity for representatives of RRTs and Advisory Groups/Steering Committee to share lessons learned from their participatory evaluations, network, and discuss future sustainability. The three-day workshop was attended by representatives from the Bayline RRT, Southwest RRT, WaterWolf RRT, Yukon RRT, Manitoba Steering Committee, Saskatchewan Advisory Group, Yukon Advisory Group, and the Prairie Women's Health Centre of Excellence (Saskatoon, SK).



Information from the participatory evaluations of each RRT and Advisory Group/Steering Committee were discussed at the workshop. Each participatory evaluation provided success stories and lessons learned related to partnership development, capacity building, and the participatory evaluation process. Seven themes that emerged from the participatory evaluations are:

- the collective voice has strength,
- relationship building is foundational,
- capacity building is key,
- a strong RRT/Advisory Group will survive change,
- maintaining momentum takes effort,
- process resources are essential, and
- communication is critical.

Overall, 94% of workshop participants rated the event as 'good'. When asked to identify the best parts of the workshop, participants commented, "*It was good to recognize the commonalities within the different agencies*", "*Opportunity to hear the stories of other RRT*", and "*networking and sharing stories, both problems & solutions*". Suggestions for improvements included spending more time discussing sustainability issues and the inclusion of learning/professional development during the workshop.

Introduction

The CCP Models Project held an annual workshop in Haines Junction, Yukon from May 29-31, 2007. The Yukon Regional Round Table (RRT) co-hosted the CCP Models Project Annual Workshop with RDI at the St. Elias Conference Center. The workshop provided an opportunity for representatives of RRTs and Advisory Groups/Steering Committee to share lessons learned from their participatory evaluations, network, and discuss future sustainability. The three day workshop was attended by representatives from the Bayline RRT, Southwest RRT, WaterWolf RRT, Yukon RRT, Manitoba Steering Committee, Saskatchewan Advisory Group, Yukon Advisory Group, and the Prairie Women's Health Centre of Excellence. See [Appendix 1](#) for a complete list of all workshop participants and their contact information.

Further Information

Village of Haines Junction -
www.hainesjunctionyukon.com

Kluane National Park -
www.pc.gc.ca/pn-np/yt/kluane



On behalf of the Village of Haines Junction, Mayor George Nassiopoulos brought greetings and provided a brief history of the community and the area. The Village of Haines Junction is situated at the junction of the Alaska Highway and the Haines Highway. There is a long military history in the area as the US Army built the Alaska Highway in the 1940s. Haines Junction is also located at the foot of the Rocky Mountains and Kluane National Park.

The workshop commenced with an opening prayer given by James Kawchuk (Carcross Tagish First Nation, Yukon). Each RRT and Advisory Group/Steering Committee presented on their past activities, their participatory evaluation, and lessons learned. The Rural Secretariat presented on participatory evaluation from the Models Program perspective and RDI presented the value-added CCP Study Group that has formed. Discussions on regional governance and future sustainability of RRTs were facilitated during the workshop. A full copy of the workshop agenda can be found in [Appendix 2](#).

This report captures the presentations and discussions from the workshop. When available, website resources have been provided for further information. Full copies of all presentations delivered at the workshop are attached as appendices.



Community Collaboration Project: Empowering Communities and Building Capacity

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 RDI. Four 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 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.

In 2005, the Rural Secretariat of Agriculture and Agri-Food Canada created the Models for Rural Development and Community Capacity Building. The Models Program was designed to contribute to the understanding of what approaches or models to community development and capacity building work in rural, remote, and northern communities. The information developed will be used by the Rural Secretariat to inform all levels of government to support their decisions on programs and services for rural Canadians, as well as future policy directions. CCP Model, as developed in Manitoba-Nunavut from 1999-2004, was selected as a model in the Rural Secretariat's program. The purpose of the CCP Model Project was to test the applicability and replicability of the CCP model elsewhere in rural and/or northern Canada.



Plenary Session: Regional Governance

Presented by Robert Annis

Tom Johnson (University of Missouri-Columbia, USA) sent his regrets that he could not be in attendance. Tom hoped to speak to regional governance; however, he was unable to attend at the last minute.

Further Information

Building multi-community rural development partnerships (Baker, 1993)

Although there are a number of examples of multi-community collaboration throughout Canada, the conditions for creating and sustaining collaborations is not well recognized or understood. In 1991-1992, Harold Baker (University of Saskatchewan) reviewed eight examples of multi-community collaborations throughout the United States and Spain. Baker's objectives were to determine the guiding principles for success at the local level and develop a classification of multi-community collaborations. Based on his observations, Baker constructed a typology of multi-community efforts and general comments from the study. Excerpts from the study were utilized to facilitate in the plenary session ([Appendix 3](#)).

Based on Baker's observations, a typology of multi-community efforts was established (Table 1 of [Appendix 3](#)). It was suggested that each RRT could reflect on their experiences and relate them to Baker's typology. A workshop participant commented that Table 1 could be utilized as a strategic planning tool.

From Baker's "general findings", many observations from workshop participants were made. Highlights of these observations include:

- The challenges of getting municipalities to 'pool' their resources. Challenges were also noted in that not all communities can financially contribute equally to a regional approach.
- Amalgamations do not happen quickly or easily. It is often politically very difficult to achieve.
- Keeping people engaged and involved in the regional process is a challenge.
- Getting the right people to the table can also be difficult.
- The need for involving multiple partners, beyond just government. Each partners have different assets and influences they can bring to a RRT.

For further information on Harold Baker's report, please contact RDI for a copy.



Reports from Regional Round Tables, Advisory Groups, and Steering Committee

Yukon RRT

Presented by Colin Dean, Elaine Wyatt, and James Kawchuk

The Yukon RRT is a gathering of community representatives (both municipal and First Nations) to activate collaboration and dialogues amongst Yukon communities. Membership of the RRTs consists of eight communities and six First Nations. Prior to the establishment of the Yukon RRT, RRT members explained the Yukon lacked an organization with inclusive and open membership. Since the Yukon RRT began in April 2005, eight meetings have been held.

Further Information

Yukon RRT -
www.brandonu.ca/rdi/yrtr.asp

Collaborative Evaluation of the Yukon RRT and the Yukon Advisory Group (May, 2007)



Based on their participatory evaluation, four themes were identified: membership, communications, capacity building, and partnership development. From the very start of the Yukon RRT, communities and First Nations have expressed the need to ensure that the Yukon RRT was open and inclusive to everyone. The Yukon RRT has spent considerable time and energy at meetings and in preparing for meetings to create an environment of inclusion. Clear and concise communications are essential for current

members, new members, partners, and government departments. Each Yukon RRT member communicates back to their community or First Nation on the activities and progress of the group. Attracting new members to the Yukon RRT largely depends on the message that is communicated around what the RRT does and the benefits of participation in the RRT.

Over the past year and a half the Yukon RRT purposefully undertook activities to increase capacity of the RRT and among RRT members. The Yukon RRT has developed a series of capacity building workshops that have been held in conjunction with RRT meetings. Individual members have had the opportunity to build skills and capacities from RRT activities that can be applied in their home communities and organizations. The Yukon RRT has also developed a number of new partnerships (both formal and informal) in its brief history. New partnerships involve federal government departments, territorial government departments, communities, First Nations, and research centres/initiatives. A Yukon RRT member noted, “*we are leaps and bounds ahead of where we were last year*”, while a second member noted, “*I have lived in the Yukon for 30 years and never have I seen the collaboration that occurs at the RRT.*” Partnership building was considered very important by Yukon RRT members, because “*at the end of the day, the RRT is about relationships, trust, and respect.*”

Based on interviews with RRT members, six lessons learned were documented: the collective voice has strength; communities, First Nations, and government are working together in new ways; inclusion takes time; capacity building is key; the message must be clear; and resources are required to function effectively. A copy of the Yukon RRT presentation is attached in [Appendix 4](#).

Yukon Advisory Group

Presented by Shannon Albisser

Since the fall of 2005, the Yukon Advisory Group has been working to support to the Yukon RRT. The Advisory Group consists of six members; representing territorial and federal government departments. The Advisory Group holds regular meetings, participates in Yukon RRT meetings, and facilitates links between government and communities and First Nations. It was described that the Yukon Advisory Group is working with communities and First Nations in new ways and that the process has been refreshing.

From the participatory evaluation of the Yukon Advisory Group, four key themes were presented: relationships and trust; capacity building; influencing policy and programs; and engaging government, communities, and First Nations. Numerous examples of increased trust and better relationships with Yukon RRT representatives were noted by Advisory Group members. The trust built, and that continues to be built, has allowed Advisory Group members to increase their understanding of local community and regional concerns.

Capacity in the Yukon has been expressed as a concern by communities, governments, and other organizations. At many Advisory Group meetings, members have discussed how they, or their departments, can support capacity building. The experience and lessons learned from CCP in the Yukon can have an impact on current and future policy and programs. As changes in policy do not occur overnight, the influence of the Yukon RRT may occur in one or two years from now.

A copy of the Yukon Advisory Group presentation is attached in [Appendix 5](#). For further information from the Yukon Advisory Group's participatory evaluation, please see *Collaborative Evaluation of the Yukon RRT and the Yukon Advisory Group* (May, 2007).

WaterWolf RRT

Presented by Russ McPherson, Denise Stroeder, ML Whittles, and Diane Martz

Over the past year, the WaterWolf RRT has undertaken many projects and activities. Through the participatory evaluation process, the RRT set out five project goals and two process goals. The two process goals were to create a regional development structure and to form a group of diverse multi-stake holder members of the community who have the desire and commitment to work together to achieve common

Further Information

WaterWolf RRT -
www.waterwolf.org

Mid-Sask CFDC/REDA –
www.midsask.ca

WaterWolf Regional Round
Table Evaluation Report (May
2007)

goals in order to form a RRT Steering Committee. The five project goals were to:

1. recommend a governance model to provide stewardship and oversight in the development in the South Saskatchewan River valley,
2. recommend potential solutions to the issue of long-term stability and sustainability in providing technical oversight for water quality to small communities in accordance with provincial regulations,
3. recommend a framework for municipal sharing of the cost of infrastructure development and for the sharing of taxes on new regional developments,
4. recommend a process and time-table for development or near Danielson Park as a demonstration pilot for tax and investment sharing, and
5. recommend to the RRT concerning medium and long term land use planning.

The Mid-Sask regional development structure of combining a Community Futures Development Corporation (CFDC) with a Regional Economic Development Agency (REDA) is unique in Saskatchewan. Mid-Sask CFDC/REDA was able to combine shared resources and staff. This structure provided an innovative base for WaterWolf to start. At the beginning, WaterWolf incorporated as a non-profit corporation. Incorporation allowed WaterWolf to create reporting structures independent of the CFDC or REDA, which created financial accountability and transparency. Funding received from outside agencies can be seen as an output. WaterWolf RRT has brought an identity to the region.

Branding has been a very important activity of the WaterWolf RRT as it has assisted in project identification and recognition with media. The WaterWolf logo is used frequently and people are becoming familiar with it. Branding was noted as an important component to publicize their activities.



The ability to hire paid staff has been critical for the RRT. Since June 2005, the RRT's staff has included a full-time coordinator and a part-time Geographical Information System (GIS) Technician. RRT staff provided numerous tangible and intangible benefits. It was noted that staff provided support and enhanced the capacity of the board members as board members of the RRT are volunteers and often have limited time for involvement.

The level and type of engagement by municipalities varies among WaterWolf members. Board members are committed to the regional process; however, individual municipalities have not necessarily bought into the regional concept to the same degree. It was noted that explaining regionalism back to municipal councils has been difficult.

Government representatives, at both the provincial and federal levels, have been involved throughout the process and the RRT's projects. The WaterWolf board members describe government engagement is critical and perceived some success in working with governments. The Rural Team Saskatchewan Advisory Group regularly attend WaterWolf meetings and contribute to discussions.

As the WaterWolf becomes more active and more recognized, there have been increased demands for services. A number of groups have contacted WaterWolf for information on the model, such as the municipalities surrounding Saskatoon. The workload of RRT staff is expanding with new projects and activities.

Based on the WaterWolf experience, a number of lessons learned have emerged. These include:

- regional development is a cumulative process, building on the successes and challenges that have come before,
- the WaterWolf process appears to have been more effective than the combined CFDC/REDA at bringing communities together to work on a regional basis,
- the external environment is critical to the success of regional development and is evident in the lack of progress on some activities,
- resources are needed to support regional planning initiatives,
- regional development processes take time,
- interest in regional planning will vary by community,
- success leads to success, and
- success builds capacity.

For further information on the WaterWolf RRT's evaluation, please see *WaterWolf Regional Round Table Evaluation Report, May 2007*.

Saskatchewan Advisory Group

Presented by Jock Witkowski and Diane Martz

The Saskatchewan Advisory Group consists of four members. Members of the Advisory Group regularly attend WaterWolf meetings and are in continual communications with the RRT. The Advisory Group has arranged meetings between WaterWolf and other departments of government not on the Advisory Group. The Saskatchewan Advisory Group is in the process of finalizing their participatory evaluation framework.

Southwest RRT

Presented by Laurie Crowe and Joy Dornian

Since 2000, the Southwest RRT has been active in a variety of different projects and initiatives. The RRT is composed of twelve communities and municipalities members. As guiding principles, the RRT recognizes that community development is a long-term endeavor, there are a variety of processes that can be utilized, sharing a similar vision is best,

Further Information

Collaborative Evaluation of the Manitoba Regional Round Tables and the Manitoba Steering Committee (May 2007)

and the people involved are key. Over the past year, projects/activities of the RRT have included: business retention and expansion initiative, professional development workshops, and resource inventory.

The participatory evaluation among members of the Southwest RRT indicated themes of communications and capacity building. Some key lessons presented from the RRT's experience were:

- capacity building is very important,
- there is a need to maintain momentum,
- need for paid-RRT personnel, and
- need to manage expectations.

A copy of the Southwest RRT presentation is attached in [Appendix 6](#). Further information can be obtained from the following report: *Collaborative Evaluation of the Manitoba Regional Round Tables and the Manitoba Steering Committee (May 2007)*.



Bayline RRT

Presented by Diana DeLarande-Colombe, Betsy Kennedy, and Rita Ducharme

Formed in 2001, the Bayline RRT consists of six communities in northern Manitoba located along the Bayline rail line. The vision of the Bayline RRT is to work cohesively together around areas of common concern to have a stronger voice as a group. The RRT has been pursuing activities related to transportation, food security, gardening, and community freezers.

Further Information

Bayline RRT -
<http://baylinertr.cinment.ca>

Manitoba Food Chart -
www.manitobafoodsecurity.ca

From the participatory evaluation with Bayline representatives four themes emerged:

- communications,
- organizational capacity,
- influence on policy, and
- partnerships.

The annual challenge of securing funding for the RRT was noted as a challenge. The RRT also noted sometimes they feeling like they are spinning their wheels because you can only do so much. A copy of the Bayline RRT presentation is attached in [Appendix 7](#). Further information can be obtained from the following report: *Collaborative Evaluation of the Manitoba Regional Round Tables and the Manitoba Steering Committee (May 2007)*.



Manitoba Steering Committee

Presented by Pat Lachance

Since its creation in 1999, the Steering Committee has witnessed changes in its membership. Current membership of the Manitoba Steering Committee consists of nine representatives from eight departments/agencies and one community-serving organization. The CCP process began in 1999 as an output from a number of federal and provincial initiatives. Three key programs that assisted the development of CCP included:

- Health Canada and Environment Canada collaborated to create Community Animation Program in 1994 to encourage link between human health and sustainable environments.
- From 1991-1999, Manitoba Intergovernmental Affairs established community round tables throughout Manitoba to facilitate community visioning and priority setting.
- Rural communities and the federal government, through the Rural Secretariat's Rural Dialogue process, engaged in discussions to develop stronger relationships between federal government and rural communities.

When the Manitoba Steering Committee started there was no model to follow. A key to the Manitoba experience has been strong facilitation. The Steering Committee has conducted evaluations from time to time to identify lessons learned through the process. It was noted that the Steering Committee has helped grow Rural Team Manitoba by bringing in new members. Pat Lachance commented that CCP has been “*an amazing journey. I hope it never ends.*”

Four main areas of the Manitoba Steering Committee's participatory evaluation findings were the engagement of government, community, community-serving organizations and universities; monitoring and responding to issues; federal, provincial, and community-service organizations working together to better serve communities; and capacity building. A copy of the Manitoba Steering Committee presentation is attached in [Appendix 8](#). Further information can be obtained from the following report: *Collaborative Evaluation of the Manitoba Regional Round Tables and the Manitoba Steering Committee (May 2007)*.

CCP Model Project Evaluation

Presented by Marian Beattie

As part of the Rural Secretariat's Models for Rural Development and Community Capacity Building program, RDI is preparing an overarching report outlining key lessons learned from the CCP model to date. Information from the RRT and Advisory Groups/Steering Committee participatory evaluations will be incorporated. Themes that are emerging from the participatory evaluations include:

- the collective voice has strength,

Further Information

Rural Development Institute-
www.brandonu.ca/rdi

Community Collaboration
Project –
www.brandonu.ca/rdi/ccp.asp

- relationship building is foundational,
- capacity building is key,
- a strong RRT/Advisory Group will survive change,
- maintaining momentum takes effort,
- process resources are essential, and
- communication is critical.

As participatory evaluation is a continual learning process, workshop participants were asked for their feedback on the participatory evaluation process. These comments will be taken into consideration when building the next participatory evaluations, to be completed by March 2008. Highlights from this discussion include:

- It was suggested that a brief synthesis document (one or two pages) on key lessons learned would be useful for government departments.
- Further information could be collected to differentiate between various governments and their different roles throughout the process.
- The process is about redefining community and collaboration.

A copy of the CCP Model Project Evaluation presentation is attached in [Appendix 9](#).

Participatory Evaluation Process, Rural Secretariat

Presented by Aurelie Mogan and Darell Pack

At the onset of the Models Program (2005-2008), the design was to allow each model and their respective sites to develop and design a participatory evaluation that worked them. Three questions were central to the Models Program and all models will provide information attributed to these questions. The questions revolve around partnership development, capacity building, and participatory evaluation. The Models Program purposes are to identify successful approaches to build capacity, to inform federal programs and policies, and to provide funding to communities to assess the impact of government programs.

Twenty models from all across Canada were selected to participate in the Models Program. Each model is unique and being replicated in different provinces and territories. All twenty models will provide information on partnership development, capacity building, and participatory evaluation to the Rural Secretariat. Once reports have been submitted from all the models, the Rural Secretariat will ‘roll-up’ and analyze the information in a number of different ways. Of interest will be lessons learned through the model and interesting stories. The anticipated outcome from this information is to influence future programming and policies effecting rural and northern communities.

The participatory evaluation frameworks are strong at examining capacity building and partnerships. The Rural Secretariat would be interested in further learning about how groups measure the effectiveness of their partnerships and the value of the participatory evaluation process. Stories related to these topics are encouraged to be included.

Further Information

Rural Secretariat –
www.rural.gc.ca

Models Program –
www.rural.gc.ca/programs/mrdi_e.phtml?content=faq

CCP Study Group

Presented by Ryan Gibson

In the fall of 2006, a group of researchers from across Canada and the mid-west USA formed a Study Group to further explore the issues of multi-community collaboration and regional governance (see [Appendix 10](#) for list of members). Since the formation of the Study Group there have been a number of meetings and activities undertaken.

Since the original meeting of the Study Group, members have provided feedback and commentary on the participatory evaluations for the CCP Models Program. In the spring 2007, the Study Group made a submission to the Social Sciences and Humanities Research Council of Canada for funding to continue their work on collaboration and governance. It is anticipated the Study Group will also explore linkages between the CCP Model Project and existing/future research in multi-community collaboration and regional governance. In particular, the Study Group has an interest in questions such as:



- What are the critical phase change(s) factors in rural regional governance systems?
- What is the influence of negotiated power-sharing process(es) for local governments in emerging governance systems?
- How does tension and resolution between legacy and emergent negotiated power of rural regional governance get resolved?
- What is the role and relevance of the spatial dimension in the formations and operations of rural regional governance systems?
- How do rural regional governance systems design decision-making processes in rural regional governance systems?
- What are the ‘voids’ that serve as trigger conditions for emergent systems (case studies and implications)
- What influence do individuals and their personalities have in emergent rural regional governance systems?
- What is the influence of place-based relationships in collaboration and rural regional governance systems?
- How are assets, conditions, initial contexts and changes of communities collaborating together and/or involved in new governance systems measured?

RRT representatives described that governance is a huge issues that communities regularly encounter. The multiple layers of government involved in regional planning often move at different speeds, which can slow decision-making and lead to frustration. First Nation governance is changing quickly in the Yukon as eleven of the fourteen Yukon First Nations are now self-governing. In Saskatchewan, it was noted that there are good examples of shared regional governance among First Nations and municipalities.

The regional issues are too important to ignore and the things that divided us are fading away.

A copy of the CCP Study Group presentation is attached in [Appendix 10](#).

Beyond the Models Program

As the Models Program moves into its final year the opportunity was provided for RRTs and Advisory Groups/Steering Committee to discuss their futures. Each RRT was asked to think in the future describing their vision of their RRT three years from and identify any challenges their RRT may encounter.

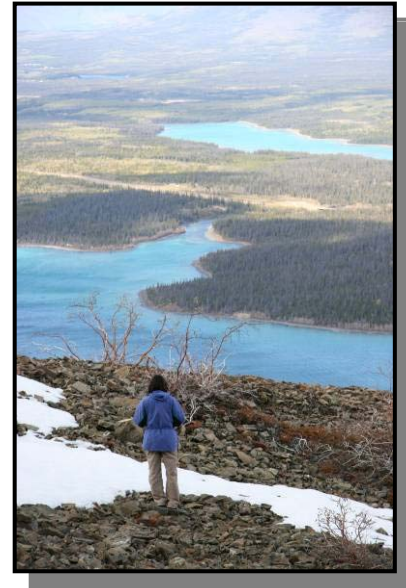
Yukon RRT

Members of the Yukon RRT all agreed that the RRT would be around in three years hence. The RRT would continue to have strong membership and a united voice. Inclusive membership will still be a main point for the group. There will be a push for funding to assist in operations of the RRT and to implement projects. Core funding for the organization would be highly desirable. It was anticipated the Yukon Advisory Group would continue growing, depending on the interests of the RRT. When leaders of communities and First Nations come together, government has to listen. Three years from now members expect the RRT will still be gaining momentum.

Two challenges to the Yukon RRT were identified. The first challenge would be a change in government at the municipal and First Nations levels. Although there are a number of non-elected people involved with the RRT, many are elected officials. Non-elected people could continue forward, however, the connections to local councils may need to be re-developed. The second challenge administrative support or organizational infrastructure. To effectively operate, the RRT needs administrative support. This administrative support has kept the RRT and its activities moving forward to date and will be required in the future.

WaterWolf RRT

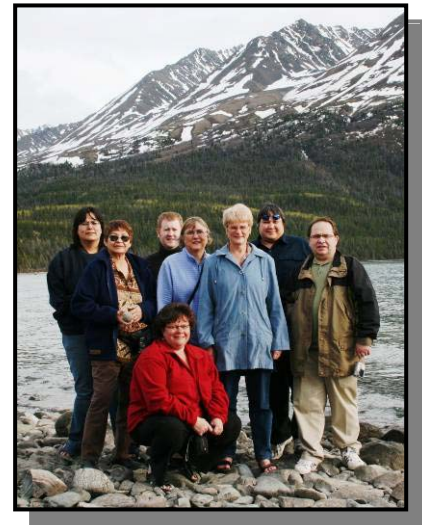
The long-term strategy for the WaterWolf RRT is to become less dependant on government for funding. WaterWolf is positioning itself as a service delivery model where considerable revenue can be generated through fee for service. It is anticipated the mandate of WaterWolf will expand over time. In three years, WaterWolf will be a force to be reckoned with as they will be showing governments what can be done at the community level. It was suggested that if Saskatchewan is to survive, it will be by regions similar to WaterWolf. Radically thinking, such as regional governance, is hard to sell at local councils. There is hope over time this will become easier, particularly when results from the RRT are witnessed.



Members of WaterWolf RRT predicted some challenges in the future. Some government departments have been hesitant to the WaterWolf regional approach. It is anticipated this will change as partnerships are established or further developed. The state of agriculture has an effect on all rural areas in Saskatchewan, including WaterWolf. Uncertain what the future holds for agriculture and the influence it will have on the region. Throughout the region, there will be a challenge in replacing retiring workers. The region will need a renewal process to adjust.

Bayline RRT

In three years time, member anticipated the Bayline RRT would continue to be functioning. The needs and interests of the region will ensure the RRT's continuance. The momentum is still with the group after all these years and there are many opportunities to continue working together. Members indicated the RRT might work on additional themes in the future, such as economic development. The Bayline RRT hoped to continue their working relationship with federal departments and hoped to grow additional relations with provincial departments. Additional membership in the RRT could also change as the RRT moves into the future, particularly among First Nation communities. The RRT will need to continue to get back to its grassroots and increase its visibility as it moves into the future.



The Bayline RRT identified two challenges to their organization. Currently the RRT has office space in the Wabowden Community Council, which has worked very well for the RRT. The concern is the RRT may out grow the space and there is little opportunity for additional space in the Council building. The second concern looking into the future is Bayline RRT personnel. Members noted that the role of Community Animator (Diana) is very important, with one person noting they were not sure what they would do without Diana.

Southwest RRT

Four years after CCP funding ceased, the Southwest RRT is still in existence. Communities are committed to the RRT and have found ways to make the RRT work. It is fully anticipated that the Southwest RRT will be around in three years because the projects and activities are of benefit to the communities. One challenge that is currently being encountered, and will be encountered in the future, is the lack of paid RRT staff. Economic Development Officers currently undertake RRT work from the 'side of their desks' in addition to their regular job. Paid RRT staff would allow the RRT more opportunities.

Workshop Reflection and Evaluation

The CCP Annual Workshop wrapped up with an opportunity for participants to reflect on the information and discussions of the three days. Comments from participants were positive and many noted being refreshed or re-energized. Highlights from participant reflections are listed below.

- It is inspiring to hear stories from other RRTs. The power of grassroots to work with and be heard by their governments.
- I was able to learn from other groups and motivated to continue working with the RRT.
- The workshop was time well spent.
- I feel pride for everyone at the workshop.
- Government needs to hear the communities and the RRT stories.
- I leave with a sense of renewal and commitment to the process.
- The model is worth promoting further.
- One of the best meetings attended.
- It is important to have these meetings. There are many common threads across RRTs.
- I learned lots.
- Appreciated opportunity to come together and discuss. It will be interested to see how each RRT evolves on the long-term.

Overall, 94% of workshop participants rated the event as ‘good’. When asked to identify the best parts of the workshop, participants commented, *“It was good to recognize the commonalities within the different agencies”*, *“Opportunity to hear the stories of other RRT”*, and *“networking and sharing stories, both problems & solutions”*. Suggestions for improvements included spending more time discussing sustainability issues and the inclusion of learning/professional development during the workshop. Highlights from participant workshop evaluations can be found in [Appendix 11](#).













References and Resources

Reports

- Annis, R., & Beattie, M. (2007). *Integrated performance measurement and evaluation report*. Brandon, MB: Rural Development Institute, Brandon University.
- Baker, H. (1993). Building multi-community rural development partnerships. In R. Rounds (Ed.). *The structure, theory, and practice of partnership in rural development* (35-47). Brandon, MB: Agricultural and Rural Restructuring Group and the Rural Development Institute, Brandon University.
- Gibson, R, Annis, R., & Dobson, J. (2007). *Collaborative evaluation of the Yukon Regional Round Table and the Yukon Advisory Group*. Brandon, MB: Rural Development Institute, Brandon University.
- Martz, D. (2007). *WaterWolf Regional Round Table evaluation report*. Saskatoon, SK: Author.

Websites

-  Bayline RRT | <http://baylinerrt.cimnet.ca>
-  Kluane National Park | www.pc.gc.ca/pn-np/yt/kluane
-  Mid-Sask CFDC/REDA | www.midsask.ca
-  Rural Development Institute | www.brandonu.ca/rdi
-  Community Collaboration Project | www.brandonu.ca/rdi/ccp.asp
-  Rural Secretariat | www.rural.gc.ca
-  Models Program | www.rural.gc.ca/programs/mrди_e.phtml?content=fag
-  Village of Haines Junction | www.hainesjunctionyukon.com
-  WaterWolf RRT | www.waterwolf.org
-  Yukon RRT | www.brandonu.ca/rdi/yrrt.asp

Appendix 1 – Workshop Participants

Yukon Regional Round Table

Colin Dean	Yukon RRT	Haines Junction, YK	vhj@yknet.ca
James Kawchuk	Yukon RRT	Carcross Tagish First Nation, YK	jameskawchuk@yahoo.com
George Nassiopoulos	Yukon RRT	Haines Junction, YK	mayor06-vhj@yknet.ca
Christine Spinder	Yukon RRT	Whitehorse, YK	christine@tarius.ca
Elaine Wyatt	Yukon RRT	Carmacks, YK	vocmayor@northwestel.net

Yukon Advisory Group

Shannon Albisser	Rural Secretariat/Yukon Federal Council	Whitehorse, YK	albissers@inac.gc.ca
Tony Gonda	Yukon Tourism & Culture	Whitehorse, YK	tony.gonda@gov.yk.ca

WaterWolf Regional Round Table

Denise Guillet	WaterWolf RRT	Outlook, SK	denise@midsask.ca
Russ McPherson	WaterWolf RRT	Outlook, SK	russmcpherson@midsask.ca
Jim Tucker	WaterWolf RRT	Outlook, SK	sjimtucker@midsask.ca
M.L. Whittles	WaterWolf RRT	Kenaston, SK	r.m.whittles@sasktel.net

Saskatchewan Advisory Group

Jock Witkowski	Rural Secretariat/Service Canada	Prince Albert, SK	jock.witkowski@servicecanada.gc.ca
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Prairie Women's Health Centre for Excellence

Diane Martz	Prairie Women's Health Centre for Excellence	Saskatoon, SK	diane.martz@usask.ca
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Bayline Regional Round Table

Diana DeLaronde-Colombe	Bayline RRT	Wabowden, MB	cedo689@hotmail.com
Rita Ducharme	Bayline RRT	Cormorant, MB	emails can be sent to Diana DeLaronde-Colombe cedo689@hotmail.com
Betsy Kennedy	Bayline RRT	War Lake First Nation, MB	bvkennedy@hotmail.com

Southwest Regional Round Table

Laurie Crowe	Southwest RRT	Deloraine, MB	laurie.crowe@gov.mb.ca
Joy Dornian	Southwest RRT	Souris, MB	joy.dornian@gov.mb.ca

Manitoba Steering Committee

Mona Corncock	MB Agriculture, Food, & Rural Initiatives	Brandon, MB	mcornock@gov.mb.ca
Pat Lachance	Public Health Agency of Canada/Rural Secretariat	Winnipeg, MB	pat_lachance@phac-aspc.gc.ca

Rural Secretariat

Aurelie Mogan	Rural Secretariat	Winnipeg, MB	mogana@agr.gc.ca
Darell Pack	Rural Secretariat	Winnipeg, MB	packd@agr.gc.ca

Rural Development Institute, Brandon University

Robert Annis	Rural Development Institute	Brandon, MB	annis@brandonu.ca
Marian Beattie	Rural Development Institute	Brandon, MB	beattiem@brandonu.ca
Ryan Gibson	Rural Development Institute	Brandon, MB	gibsonr@brandonu.ca

Appendix 2 – Workshop Agenda

CCP Model Project Annual Workshop

May 29-31, 2007

Haines Junction, Yukon

Tuesday, May 29th

9:30 AM Meet in Westmark Hotel Lobby for travel to Haines Junction
12:00 PM Lunch in Haines Junction
1:00 PM Welcome, Greetings, Introduction
Regional Governance Plenary Session
Yukon RRT Evaluation Presentation
Yukon Advisory Group Evaluation Presentation
5:30 PM Dinner

Wednesday, May 30th

8:30 AM WaterWolf RRT Evaluation Presentation
Saskatchewan Advisory Group Presentation
Bayline RRT Evaluation Presentation
Southwest RRT Evaluation Presentation
Manitoba Steering Committee Evaluation Presentation
CCP Model Evaluation Presentation
Planning and Implementing 2007-2008 Evaluations
Rural Secretariat Evaluation
5:30 PM Dinner

Thursday, May 31st

8:30 AM CCP Study Group presentation
RRT Sustainability Discussion
Wrap-up, Reflections, and Workshop Evaluation
12:00 PM Lunch
Depart for Whitehorse

Notes

- All meetings will be held at the St. Elias Conference Centre in Haines Junction.
- Presentations and reports will be available at www.brandonu.ca/rdi/rdi_intranet.asp from June 4th - August 31st, 2007. Login is CCPworkshop, password is may2007.



Appendix 3 – Regional Governance: Excerpts from Harold Baker’s Study

Table 1. A typology of multicommunity efforts

Dimensions	Minimal expectations		Maximal expectations
Origin	Involuntary formation motivated by: i) public policy or ii) social/economic decline		Voluntary formation; goal of comprehensive, sustainable development
Tenure	Emerging period (under 2 years)	Formation (2 to 10 years)	Mature period (10 or more years)
Mandate	Community growth (job creation)		Community development (sustainability)
	Microregional growth		Microregional development
	Community survival		Community identity (local specialization)
	Merge of community into microregion		Development of both local community and microregion
	Specific project	Short-term program	Long-term program
Geography	Boundaries limit opportunities (limited population and resource base)		Boundaries enhance opportunities ("critical mass" of population and resource base)
Structure	Steering group		Representative board with subsidiary enterprise boards
	No or limited sub-structure		Committees, task forces, advisory group
	No meaningful tie to government		Local government as partner, with private, civic and voluntary partners
	No employed staff		Professional staff
Degree of Formality	Informal organizational arrangements		Vision/mission statement, objectives, constitution, bylaws
	No documented agreement		Signed legal agreements
Leadership Development	No leadership training		Ongoing leadership development
Funding	Provisional	Joint internal/external funding	Long-term/permanent
	External funding		Internal funding
Diversity	Exclusive/limited stakeholders		Inclusive (all stakeholders)
Integration	Operating autonomously		Networking with related groups (internal and external); establishing partnerships

Information has been reproduced from the following publications. For a complete copy of the document, please contact RDI.

Baker, H. (1993). Building multi-community rural development partnerships. In R. Rounds (Ed.). *The structure, theory, and practice of partnerships in rural development: ARRG Working Paper Series Number 5* (35-46). Brandon, MB: Rural Development Institute, Brandon University.

Appendix A

Some General Findings From the Study

Some of the more general findings of the larger study on multi-community collaboration include the following:

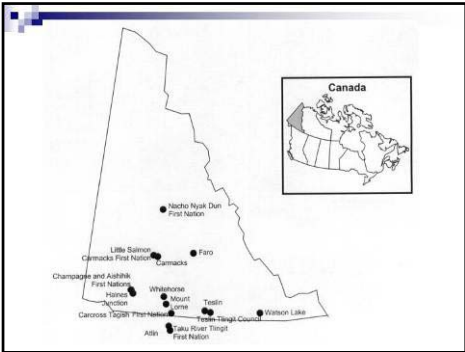
- The most difficult period in the formation of multicommunity collaboration is the "formation period", especially during the second to fifth year.
- Multicommunity collaboration experience to date appears to have had little influence on local government boundaries.
- Although local government bodies should be considered important to a multicommunity collaboration scheme, it is equally important to involve other civic, private and voluntary groups.
- Leaders of multicommunity efforts should be selected with care, with attention to the scope of their vision and their collaborating skills.
- It is essential that a leadership development program be initiated as an integral and ongoing feature of the multicommunity effort.
- There appear to be substantial gaps in much of the education and leadership development training for multicommunity leaders, particularly relating to the social processes involved.
- Community leaders will need time and patience to convince communities that it is beneficial to work together.
- Multicommunity activity appears to be undertaken in order for smaller communities to survive in difficult times and to enhance development opportunities under these circumstances.
- The success of the microregion that is involved in multi-community collaboration appears quite dependent on the support of the other developmental entities, especially the more central sub-province/state, province/state and national levels.
- Locally-based (bottom-up) development seems generally acceptable to local areas, but not without a reasonable period of adjustment.
- Central resource agencies have important policy, facilitating, resource, and education functions to play in multicommunity collaboration.
- There is a place in the community for both competition and collaboration, if they are kept in appropriate balance.
- The success of many development efforts calls for an appropriate blend of diversification and specialization.
- The conventional sectorial development approach should be balanced appropriately with the territorial development which is fostered by multicommunity collaboration.

Appendix 4 - Yukon RRT Presentation



Key Pre-Conditions for the RRT

Communities and First Nations explained there is a lack of an organization that has inclusive membership of incorporated communities, unincorporated communities, and First Nations and a need for an organization with open membership that is non-political.



- ### Membership
- Atlin (BC)
 - Carmacks
 - Carcross Tagish First Nation
 - Champagne and Aishihik First Nations
 - Faro
 - Haines Junction
 - Little Salmon Carmacks First Nation
 - Mount Lorne
 - Nacho Nyak Dun First Nation
 - Taku River Tlingit First Nation (BC)
 - Teslin
 - Teslin Tlingit Council
 - Watson Lake
 - Whitehorse
- All members have a council resolution for participation

The Yukon RRT is a gathering of community representatives, both municipal and First Nations, to activate collaboration and dialogue amongst Yukon communities

- ### Guiding Principles
- collaborative economic development
 - networking and communication between communities
 - shared promotion
 - healthy, respectful relations
 - social development
 - accountability and credibility

- ### Timeline
- Fall 2005 – initial meeting
 - April 2006 – formal MOU to form an RRT
 - May 2006 – first capacity building workshop
 - February 2007 – MOU with Yukon Tourism & Culture
- 8 meetings held since Fall 2005

- ### Evaluation Findings
- Membership
 - Communications
 - Capacity Building
 - Partnership Development

- ### Membership
- Deliberate strive for inclusive membership
 - Developed strategies for inclusive membership
 - Circulation of meeting invitations, notes, and updates
 - Personal communications
 - Letter to elected officials from RRT chairperson
- “this is the most inclusive group I have ever been involved with. From day one, I felt it was inclusive.”

- ### RRT Structure
- Leadership of RRT is through a chairperson and two co-chairpersons
 - Committees are established when needed
 - Asset mapping committee
 - Tourism website committee
 - Finance committee
 - RRT has engaged a part-time coordinator
 - Financial bank account held by Village of Haines Junction

- ### Communications
- “it is very important to have a forum for all types of communities and First Nations. This type of forum has been long overdue in my opinion.”
 - Internal
 - Email distribution of meeting notes, invitations
 - External
 - Website with meeting notes, contacts
 - Press release being developed
 - Communication with Advisory Group

- ### Challenges encountered at start
- Correct email addresses
 - Central contact person for the RRT

Capacity Building

- Great diversity of capacity among members
- ½ day capacity building workshops held the day before RRT meetings
 - 67 people have participated
 - Sessions included: conflict resolution, collaborative evaluation, Aboriginal self-governance, sustainability and social economy

- Organizational capacity
 - Ability to coordinate large group
 - Communications capacity
 - Bank account capacity
- Individual capacity
 - Knowledge assets and issues in member communities and First Nations
 - Empowerment of members

Partnerships/Networks

- Arctic Health Research Network
- Yukon College
- Crime Prevention Yukon
- Canadian Community Economic Development Network

RRT Activities

- Online Tourism Websites
 - MOU with Yukon Tourism and Culture
 - Developing local community/First Nation websites
- Asset Mapping

Lessons Learned

- The collective voice has strength
- Communities, First Nations, and government are working together in new ways
- Inclusion takes time
- Capacity Building is Key
- The message must be clear
- Resources are required to function effectively

Comments from Members

"without dialogue there are no possibilities."
"I have lived in the Yukon for 30 years and never have I seen the collaboration that occurs at the RRT."
"we can only achieve what we imagine."
"we do not want to stop this process; it is too important for all of us."

Appendix 5 - Yukon Advisory Group Presentation

● ● ● | Experience of the Yukon Advisory Group

28 May 2007

● ● ● | History

- Fall 2005
 - First meetings with Yukon communities & First Nations and RDI
- May 2006
 - MOU signed with RDI
- New members have joined since the beginning

● ● ● | Membership

- Shannon Albisser (Rural Secretariat/Yukon Federal Council)
- Shirlee Frost (Indian and Northern Affairs Canada)
- Tony Gonda (Yukon Tourism and Culture)
- Matt King (Yukon Community Services)
- Bert Perry (Yukon Regional Economic Development)
- Tom Sparrow (Public Works and Government Services Canada)

● ● ● | Roles and Activities

- Support the Yukon RRT
- Advisory Group meetings
 - 10 meetings held since fall 2005
- Participate in Yukon RRT meetings
 - At least 1 member has participated in every RRT meeting
- Facilitate link between communities/First Nations and governments

● ● ● | Evaluation Findings

- Relationships and Trust
- Capacity Building
- Influencing Policy and Programs
- Engaging Government, Communities, and First Nations

● ● ● | Relationships and Trust

- Many examples of increased trust and better relationships with Yukon RRT representatives
 - "through the RRT, communities have a better understanding of the parameters that government operates in."
- Advisory Group able to hear many voices from the RRT, some of which may not be otherwise heard

● ● ● | Capacity Building

"capacity levels are all over the map in the Yukon. No two communities are the same."

- Discussions among Advisory Group on how to support capacity building

● ● ● | Influence on Policy & Program

- "there is a huge potential for the CCP process to influence policy and programs."
- The stories & lessons learned from both the Yukon RRT and Advisory Group need to be shared with senior offices in southern Canada to assist them in understanding the needs, concerns, and opportunities in the Yukon

● ● ● | Engaging Government, Communities, and First Nations

- Built additional contacts/networks
- Rural Team Yukon aware of activities
- Value and need for resources (financial/in-kind) to support the Advisory Group

Appendix 6 - Southwest RRT Presentation

Southwest Regional Round Table (SWRRT)

Who are we?

- In meeting rooms around the region, a dedicated group of individuals are working for you and regional community economic development.
- The SWRRT was formed in 2000 as a pilot under the Community Collaboration Project.
- The group meets monthly, rotating between the communities.

Who Are We?

- | | |
|------------------------------|---------------|
| The Rural Municipalities of: | The Towns of: |
| - Argyle (Baldur) | - Boissevain |
| - Glenwood | - Deloraine |
| - Morton | - Killarney |
| - Turtle Mountain | - Souris |
| - Whitewater (Minto) | - Glenboro |
| - Winchester | - Cartwright |

Our Guiding Principles

- Community Development is a long term endeavor
- Variety of processes that can be used
- Works better if everyone shares the same vision
- The people around the table are key
- It takes a long long time.

Stages of Formation

- **Visioning – determining if a common vision exists and if there is a potential for a RRT**
- **Refining the Vision**
- **Setting an Agenda**
- **Establishing Projects**

Our Mission Statement

The Southwest Regional Round Table is a non-profit, regional development organization which facilitates projects that impact regional issues, strengths and opportunities for the benefit of its member communities.

Projects to Date

- **Eco – Action** – research project to determine appropriate environmental indicators for rural areas
- **Youth Inclusion Study** – research project to explore issues related to the inclusion of youth in various ways throughout the community, including retention as adults
- **Consumer Leakage Study** – research identifying the consumer spending habits and threats and opportunities for the retail sectors in our region

Projects to Date

- **Training for Economic Development Officers** –
 - Facilitated the delivery of Community Development training from the Estey Centre
 - fall of 2005 sponsored the Business Retention and Expansion Initiative
- **Value – Added Agriculture** – research project which identified a number of opportunities. Developed a resource binder and have shared the information through presentations and personally to entrepreneurs throughout the region
- **Producer Tours** – to encourage producers to learn more about opportunities in value added, we organized a tour to four sites in Portage/Wpg

Current Projects

- **Value Added** – continue to seek opportunities for the further development of the research
- **Youth Employment / Education**
- **Population Strategy**
 - Immigration
 - Foreign Student programs
 - Relocation / Retirement
- **Business Retention and Expansion Initiative** – currently developing the survey tool, planning for a winter implementation throughout the SWRRT
- **Resource Inventory** – utilizing digital mapping technology which can be web-based in delivery
- **Facilitating ongoing Professional Development** options in community and economic development

In Summary

- Our successes to date are a result of sharing a common vision.
- Any Community Development Opportunity takes time and resources.
- It is critical that the people at the table are dedicated and interested (not just or even more so than the organizations they represent).
- If any producers / investors / entrepreneurs are interested in pursuing a project, the EDO's in each community are available to provide further assistance.
- Each opportunity requires extensive research!
- The SWRRT is willing to share the information at any time and is also moving forward with further research into various opportunities.

In Summary

Feel free to contact us:

Laurie Crowe, Chair SWRRT
 EDO, Deloraine Winchester CDC
 Box 464, Deloraine, MB R0M 0M0
 Phone 204 747-3668
 Email laurie@deloraine.org

Southwest Regional Round Table

Evaluation Findings

- Communications
- Creating a Scale of Influence
- Capacity Building

Communications

- Knowledge of RRT activities among each community varies
- Communications with Steering Committee has fluctuates over time

Creating a Scale of Influence

- "through our existence & relationships with government reps from the Steering Committee we perhaps informally have an influence on govt programs/policy"
- Two attempts influences include
 - Concept paper submitted to SW Regional Development Corporation suggesting a structure for the organization
 - Presentation to Assistant Deputy Minister of MAFRI on need for regional cooperation and planning

Capacity Building

- RRT identified lack of EDO training
- Recent and upcoming training workshops
 - Competitive Intelligence Workshop
 - Business Retention and Expansion
 - Negotiation Skills Workshop


Lessons Learned

- Capacity building is very important
- Maintaining momentum
- Need for RRT personnel
 - Currently all worked performed by members through their current positions
- Expectations
 - "When we started as an RRT, we assumed that govt departments had been working together collaboratively for years. We quickly realized this was not the case"

Current Activities



- Business retention and expansion survey
 - 59 surveys among communities
 - Gauging barriers and inhibitors to business growth
 - Results will be used by each community

Appendix 7 - Bayline RRT Presentation




*Creating Greater Food Security
In Northern Manitoba*

BAYLINE REGIONAL ROUNDTABLE INC.
Box 130, WABOWDEN, MB R0B 1S0


HISTORY

- * Formed in 2001
 - Started with 4 communities (Cormorant, Wabowden, Pikwitonei, Ilford)
- * 2 additional communities signed on
 - Thicket Portage and War Lake



BAYLINE RRT VISION

- * To work cohesively together around areas of common concern and to have a stronger voice as a group




Membership

- * 6 Communities
 - Cormorant
 - Wabowden
 - Thicket Portage
 - Pikwitonei
 - Ilford
 - War Lake First Nation



NORTHERN FOOD SECURITY PARTNERSHIP INITIATIVE

- * Funding possible through:
 - Public Health Agency of Canada
 - Aboriginal & Northern Affairs - NHFI
 - Community Councils
 - Wabowden Community Council
 - Additional Partners such as MAFRI, VIA Rail, RDI, CIMnet tools, etc...



Determinants of Health Impact Food Security

- * Income and Social Status
- * Social Connectedness & Networks
- * Education
- * Housing, Environment, Location
- * Lifestyle Practices & Ways of Coping
- * Gender, Race & Ethnicity




Recommendations Northern Food Prices Report

- * **Related to Self-Sufficiency**
 - Gardening, Wild Foods, Livestock, Food business development
- * **Related to Price Regulation & Access**
 - Food Mail, Milk Price Review, Price Inventories, Subsidies to Consumers or Retailers, Airships, Road Access, Food Box Programs, etc.
- * **Related to Capacity Building**
 - School Curriculum, 4-H, Mentoring, etc.
- * **Related to Storage & Structures**
 - Freezer Projects, Greenhouses, Cold Storage systems




So What's Happening? Northern Agriculture Initiatives

- * Bayline Regional Roundtable Inc.
 - Cormorant, Pikwitonei, Wabowden, Thicket Portage, Ilford, War Lake First Nation
 - Bunibonbee (Oxford House), Manto Sipi (God's River), Thompson
- * Northern Association of Community Councils
 - Lea/Graville, Sherridon, Berens River, Little Grand Rapids, South Indian Lake, Brochet
- * Four Arrows Regional Health Authority
 - Garden Hill, Wasagamach, Red Sucker Lake, St. Theresa Pt.
- * Hydro Waste Heat Greenhouse Feasibility Study
 - Shamattawa, Brochet, Lac Brochet, Tadoule Lake.
- * Wild Harvesting
 - Nelson House, Northern Forest Diversification Centre



Wild Food Distribution

- * Elders desire wild food but may not be able to gather it.
- * Many young people have lost the taste for wild food and the knowledge on how to prepare it.
- * Communities set-up systems to provide for those who want it.





What the BRRT has been doing




Forums & Capacity Building

- * Share ideas
- * Explore Issues
- * Plan action
- * Evaluate Progress
- * Forums
 - BRRT
 - Northern Visions
 - Manto Sipi
 - Bunibonbee
 - Rural Forum

Gardening

- * Historical roots
- * Lost as dependency on store-bought food increase
- * Great interest in re-establishing
- * Funding to assist with development
- * Technical support to mentor & advise



Tiller & Quadivator Loans

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




Freezer Purchase Project

- * Purpose to allow storage of hunt, garden & bulk purchases
- * Agency bulk purchases freezers
- * Families buy back over time (low or no interest)



BUNIBONIBEE FIRST NATION

***PILOT FREEZER PURCHASE PLAN**



History:

- * Food in Oxford House is very expensive.
- * The Council thought that freezers would let us:
 - Freeze garden vegetables
 - Freeze wild food
 - Freeze bulk or store bought food.



The Pilot Project:

- * Was funded in partnership with Northern Healthy Foods Initiative
- * Was for researching and administering the project, not for the bulk freezer purchase
- * Was for one year
- * Was intended to help low income families and garden growers who didn't have a freezer

Results:

- * Purchase and transport agreements made
- * 22 Freezers bought and transported over winter road (10) and air (12)
- * Payment plans were worked out with Social Assistance and Band Payroll
- * 14 Freezers Placed with SA recipients
- * 8 Freezers Placed with Band Employees
- * Evaluation designed and interviews are almost complete

And it was a success ...



FOOD PRODUCTION in Oxford House

***WILL SHARE PRESENTATION OF "SALLY'S CHICKEN'S"**

Host Manitoba Food Security Website <http://food.cimnet.ca>

- * One-stop-shop for Food Security info in Manitoba
 - Northern, Urban, Rural & Food Charter
 - Information, surveys, calendar & contacts
 - Web training for partner agencies to input own information



- * Website currently getting a "face lift"
- * Information being reorganized
- * Consistency throughout "sections"

Promoting Freight Subsidy and other programs

- * Food Mail Program
 - Partnership between INAC, Canada Post, Retailer, Wholesalers.
- * Perimeter Airlines
- * Via Rail

Family Incomes

- * Many in Northern Manitoba live in poverty
- * Food ranges from on par to over 200% of Winnipeg cost.
- * Getting to the food can be expensive:
 - Going to town
 - Cost of Hunting, fishing
- * There have been some gains:
 - * Saw increases (3) in Income Assistance
 - * Saw Minimum Wage increase (3).
 - * More to come...



Schools Initiatives




- * Partnership with Frontier Schools, ANA, and MAFRI to develop Curriculum
- * In-service offered in Thompson for Frontier, Mystery Lake, BRR, NACC, Four Arrows, Oxford House, God's River schools.
- * Sent home with resources to begin growing this spring. (Riverside, Wabowden, Ox House) will share presentation
- * Healthy School Foods Policy, (Frontier, Riverside and coming next year for MB)



Evaluation Findings

- * Communications
- * Organizational Capacity
- * Influence on Policy
- * Partnerships



Communications

- * Regular coverage in local and regional newspaper and radio mediums
- * Lack of (high speed)internet
- * Developed website through CIMnet
 - Contains an abundant of information including contact information throughout the province



Organizational Capacity

- * Building Capacity through Workshops
 - Board Development Training
 - Gardening, healthy foods workshops
 - Website training
- * Supported members/employees in training opportunities
- * Created employment opportunities
 - Full-time community animator
 - Full-time Admin Assistant
 - Part-time website coordinator



Influence on Policy

- * Resolution created during meetings
- * Advocates for revisions to social assistance programs
- * Increased baggage allowances on train
- * Improve access to health care in bayline and northern manitoba




Partnerships

- * Developed extensive list of Partners
- * Very good working relationship with all partners
- * Regular communication and interaction with all partners and Steering committee




Lessons Learned from Bayline experience

- * Overcoming transportation challenges
- * Relationship between RRT and government
- * Empowering communities
- * Communications



Food Security Progress (summary)

- * Schools taught gardening to grade 4 students
- * New gardens created in each of the bayline communities, Oxford House and Manto Sipi
- * 22 Freezers purchased and distributed
- * 58 chickens raised
- * Partnerships with many including VIA rail that has agreed to transport our gardening supplies up and down the bayline



Cont'd

- * Continue to bring new skills and opportunities to the community level



THE FUTURE 2007/2008

BRR'S Future plans include:

- * Foster partnerships amongst Stakeholders (Nelson House, God's River and Oxford House)
- * Expand freezer project to Bayline and declared as an essential appliance
- * Develop "good food box" pilot program for BRR communities
- * Continue to host website
- * Build food production and processing capacity at community level
- * Promote Manitoba Food Charter and encourage implementation in the North.



THANK-YOU !

WEBSITE: <http://food.cimnet.ca>

CONTACT: cedo689@hotmail.com

NORTHERN FOOD PRICES REPORT:
www.gov.mb.ca/ana/food_prices/2003_northern_food_prices_report.pdf

GARDENING INITIATIVE

Very successful project

Communities have lists of names for the next growing season



Northern Garden Packages were provided to each gardeners!

Prepared by Bowden Lake Greenhouse

Seed Packages

- Carrots
- Radishes
- Lettuce
- Peas
- Beans
- Beets

Bedding Packages

- Cabbage
- Tomatoes
- Cucumber
- Petunias
- Marigolds
- Potatoes
- Onions

Agricultural Tech Services were also provided (locally)

Cormorant



2006/05/23



Wabowden



Thicket Portage



Pikwitonei





WAR LAKE & ILFORD

- 7 raised beds in the community
- Gardens grew very well
- Generated an interest in both the community of Ilford and War Lake First Nation




Manto Sipi



Sally's Chickens

How Sally Bradburn raised Chickens
in Oxford House,
Summer 2006




History:

- Sally and Harold Bradburn raised chickens for many years until their building burned.
- At a meeting with BRRT in February 2006, Sally said she wanted to try to raise chickens again.
- Robert and Laurel included chickens in a funding proposal to Northern Healthy Food Initiative.
- 1300 lbs of food was brought in on the Winter Road (enough for 50 chickens).
- 60 chickens were ordered from Berg's Hatchery.

From Chicks to Chicken

- Bunibonibee Cree Nation donated old trailer for the chicken house.
- On June 9, Miles Hodge of MAFRI brought 60 chicks, water dish and heat lamp.
- Everyone, especially children, was interested in the chickens.
- Through the summer Sally and her family fed, watered, and guarded the chickens.
- They successfully raised 58/60 chickens through to full size (7-10 lbs.)




SLAUGHTER DAY

The day none of us were waiting for...
This day came earlier than expected because
almost all the chickens survived to maturity.


Preparing the Site

- We worked outside at Sally's fish gutting counter.
- Equipment needed:
 - Big tubs and pails,
 - Sharp knives
 - Chopping block & axe,
 - Lots of water, cold & hot.
 - Salt
 - Plastic bags & tags
 - Baby scale
 - Willing workers!!!!



Killing the Chickens

- Used chopping block with two nails to hold head.
- give a clean chop about one inch below the head. (Machette worked best)
- Drain blood into pail



Removing the Feathers

- The water has to be very hot (140°F)
- Dip the chicken for 30 – 60 seconds to loosen feathers.

Pull off all the feathers, (may need pliers for tail feathers)




First Wash

- First wash is cold water with lots of salt (like tears) and a little dish detergent.
- Rub and wash skin with a cloth to get off all fine feathers.
- After this if some feathers still remain birds can be singed with torch or fondue fuel.




Gutting the Chicken

- Chicken is gutted in the following manner:
 - Remove lower leg,
 - Loosen around neck,
 - Cut off neck and put in giblet pail.
 - Cut around vent and remove guts
 - Find all giblets (liver, heart, & gizzard) and save in pail of cold water.



Second Cold Wash & Packing

- Very cold water with lots of salt (like tears).
- Wash chicken well inside and out.
- Put a heart, liver, gizzard and neck inside each chicken



Packaging & Weighing

- Pack each chicken in a plastic bag.
- Squeeze out as much air as possible.
- Weigh each chicken and record weight on paper and tag.
- FREEZE as soon as possible.



SUCCESS



Mel Johnson School 2005-2006

The Gardening Project
and
The Grade 4 Gardeners

The seeds were planted.



Watching the seeds grow in the classroom.



Plants were getting bigger.



..... And bigger.



Students transplanting to larger pots.



All students worked hard preparing plants.



A proud group of kids with Mr. and Mrs. Milne.



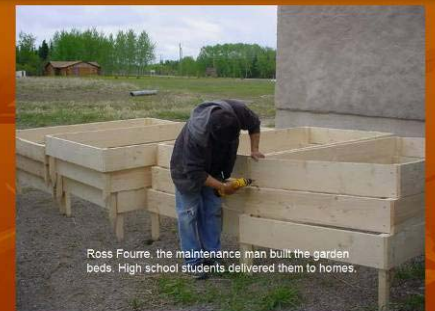
Some healthy plants.



Plants ready for transplanting.



Ross Fourre completing the final touches.



Ross Fourre, the maintenance man built the garden beds. High school students delivered them to homes.



Planting the broccoli and cauliflower.



This is tough.



All the students had good questions.



WOW!!!!That's one big broccoli.



Many gardens had visits from the slugs.



A pumpkin.



Some beautiful flowers.



A very healthy garden.



Some healthy tomatoes.





Watering is important



Great job Girls!!



The students looked after their gardens.



Cabbage



Another pumpkin.



The tomatoes were great!







Thank you

- Mr. and Mrs. Milne for having a place to keep our plants, and the hanging tomato plants.

Thank You

- A very special thank you to Diana Delaronde-Colombe, the Northern Healthy Foods Initiative and the Bayline Regional RoundTable for their support, seeds, etc. and most importantly bringing the project to the north.

Appendix 8 - Manitoba Steering Committee Presentation

Manitoba Steering Committee

History and Evolution

- Through the Community Animation Program, Environment Canada and Health Canada (Public Health Agency of Canada) jointly funded the CCP. Manitoba Intergovernmental Affairs and participating communities provided in-kind contributions.
- Additional support from the Canadian Rural Partnership Initiative of the Rural Secretariat and Manitoba Community Connections.

Membership

- Membership has changed since 1999
- Currently eight departments/agencies
 - CIMnet, Community Futures Manitoba, Green Manitoba, Manitoba Aboriginal and Northern Affairs, Manitoba Agriculture, Food and Rural Initiatives Nunavut Economic Development and Transportation, Western Economic Diversification, Public Health Agency of Canada, Rural Secretariat

Evaluation Key Findings


- Engagement of Government, Community, Community-Serving Organizations, and Academia
- Monitoring and Responding to Issues
- Federal, provincial, and service organizations working together to better serve communities
- Capacity building

Engagement of Government, Community, Community-Serving Organizations, and Academia

- Steering Committee has brought federal, provincial, & community-serving organizations together to better assist communities
 - Opportunity to build relationships
- Four RRTs established in Manitoba-Nunavut

RRTs

- Northern Vision RRT (1999)
- Southwest RRT (2000)
- Bayline RRT (2001)
- Hudson Bay Neighbours RRT (2002)



- Engagement of facilitators and students
 - Role of sponsor (RDI) was "critical"
 - "Without the facilitator, the process would not be where it is today"
 - Students involved with Internet and Communication Technologies, meetings, and report writing

Monitoring & Responding to Issues

- Attendance of RRT meetings
 - Steering Committee regularly invited to attend meetings
 - "I come back from RRT meetings energized. The momentum and the work that the RRTs are undertaking is inspiring."
- Communications
 - Each RRT had 2 primary contacts with the Steering Committee - 1 provincial and 1 federal

- Linking RRTs and Resources
 - Assist RRTs in path finding for opportunities
 - Need to create realistic expectations between RRTs and Steering Committee
- Responding to RRT issues
 - Steering Committee been proactive to assist Northern Vision RRT

Working Together to Better Serve Communities

- Enhanced service delivery
 - Policy/program changes take considerable time ... hard to make attribution
 - CCP experience has re-enforced a community centre approach to development
 - Effective multi-community collaboration would be very difficult to achieve without process funding
- Trust and relationships
 - Take time to build
 - RRT members feel free to contact Steering Committee members, and regularly do

Capacity Building Among Steering Committee

- CCP described as "continually learning process"
- Gained capacity in understanding local and regional issues
- New partnerships developed between government depts and communities

Capacity Building Among RRTs

- Regional planning
 - "RRTs now realize they have significant power"
- Organizational capacities
- Individual capacities

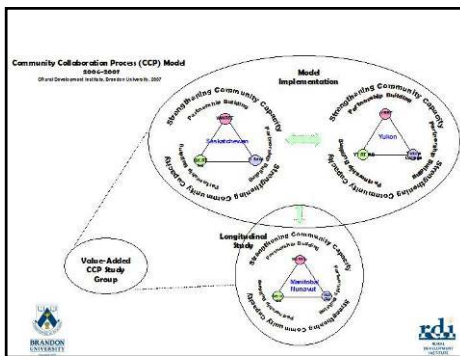
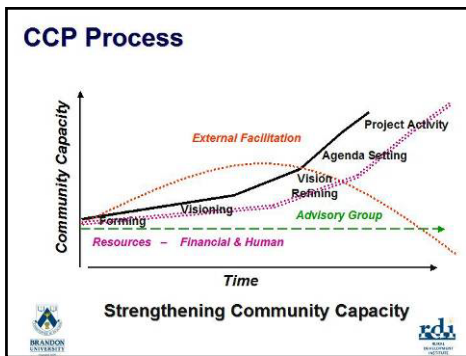
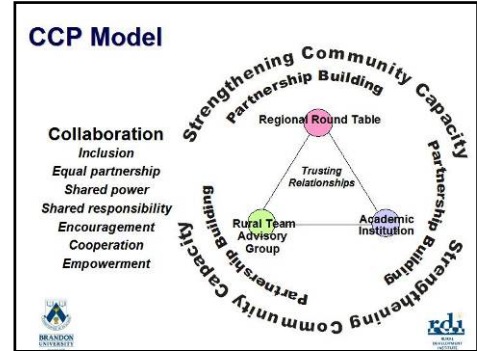
Appendix 9 – CCP Model Evaluation Presentation

COMMUNITY COLLABORATION PROJECT
EMPOWERING COMMUNITIES AND BUILDING CAPACITY
2005 - 2008

CCP Evaluation

Presented at
CCP Annual Workshop
Haines Junction YT
May 29-31, 2007

Presented by
Robert Annis, Director
Marian Beattie, Research Affiliate
and
Ryan Gibson, Research Affiliate
Rural Development Institute



Manitoba/Nunavut RRTs

The Hudson Bay Neighbours RRT formed in 2002 and is a unique partnership among northern Manitoba and Nunavut communities.
<http://hbn.cimnet.ca>

Formed in October 1999, the Northern Vision RRT was the first RRT:
<http://northernvision.cimnet.ca>

Formed in 2001 Bayline RRT took its name from the Bayline rail line which connects the communities:
<http://baylinerrt.cimnet.ca>

The Southwest RRT emerged as an agro-Manitoba RRT in April of 2000:
<http://swrrt.cimnet.ca>

WaterWolf RRT

In 2005, WaterWolf RRT was created as a regional services delivery model to increase capacity to assess needs and deliver services from a community-led approach.

RRT committees were then established for 5 projects:

- A river valley association
- A regional water technician
- Danielson Park pilot project
- Infrastructure & investment development & tax sharing
- GIS and land use planning

Yukon RRT

At a meeting held in Teslin on April 4th 2006, the Yukon RRT was officially established and a MOU was signed with RDI. The YRRT

- has membership from First Nation, incorporated and unincorporated communities with no size limit
- focuses on action and implementing projects is collaborative and based on common interests

CCP Annual Workshops

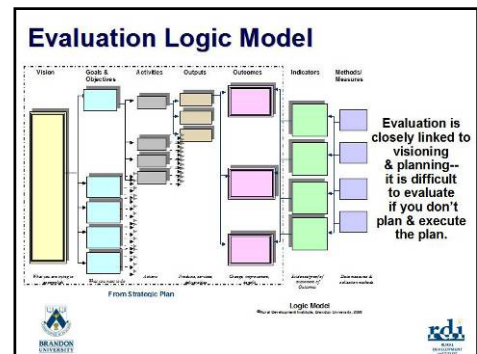
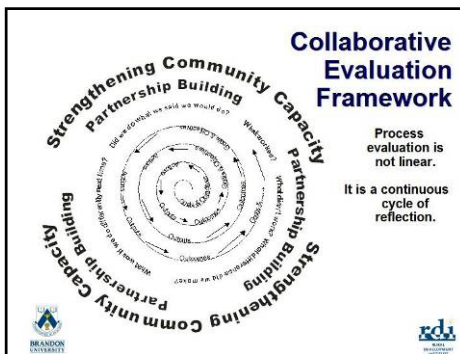
Building Partnerships, Networks & Evaluations

Sharing & Learning From Each Other

- Built & strengthened partnerships
- Networked
- Shared stories & lessons learned

Evaluation Workshops

- Evaluation overview & tools
- Hands-on evaluation planning
- Handbook of information, tools & resources
- Draft evaluation frameworks



Questions

- Did we do what we said we would do?
 - What worked?
 - What didn't work?
- What changed?
 - knowledge? attitudes? skills? behaviours?
 - Were there unexpected changes?
- What could be done differently in the future or another time?
- What difference did we make?
- What else can we learn?



Evaluation Tool Example

Evaluation Logic Model Worksheet

Vision:

This is a tool that can be used to clarify what will be evaluated— If you can't articulate your vision, goals & expected benefits/changes, it will be difficult to evaluate.

Goal & Objectives	Activities	Outputs/ Deliverables	Expected Outcomes	Indicators	Methods/ measures



Evaluation Framework Example

WaterWolf's Draft Evaluation Framework Developed by WRRRT & Diane Martz, academic partner

WaterWolf Regional Round Table Evaluation Framework	BRAT 7 Quarter 12/2006				
Vision / Mission	Activities	Outputs	Outcomes	Indicators	Methods / Measures
Effective regional service delivery structure with strong accountability framework.	Develop a core performance using Man/Phases, Leticia and Personal life	Develop a core performance using Man/Phases, Leticia and Personal life	Develop a core performance using Man/Phases, Leticia and Personal life	Develop a core performance using Man/Phases, Leticia and Personal life	Develop a core performance using Man/Phases, Leticia and Personal life
Develop a core performance using Man/Phases, Leticia and Personal life	Develop a core performance using Man/Phases, Leticia and Personal life	Develop a core performance using Man/Phases, Leticia and Personal life	Develop a core performance using Man/Phases, Leticia and Personal life	Develop a core performance using Man/Phases, Leticia and Personal life	Develop a core performance using Man/Phases, Leticia and Personal life
Develop a core performance using Man/Phases, Leticia and Personal life	Develop a core performance using Man/Phases, Leticia and Personal life	Develop a core performance using Man/Phases, Leticia and Personal life	Develop a core performance using Man/Phases, Leticia and Personal life	Develop a core performance using Man/Phases, Leticia and Personal life	Develop a core performance using Man/Phases, Leticia and Personal life
Develop a core performance using Man/Phases, Leticia and Personal life	Develop a core performance using Man/Phases, Leticia and Personal life	Develop a core performance using Man/Phases, Leticia and Personal life	Develop a core performance using Man/Phases, Leticia and Personal life	Develop a core performance using Man/Phases, Leticia and Personal life	Develop a core performance using Man/Phases, Leticia and Personal life



The Power of Numbers: Collective Voices Have Strength

- relationship building is foundational
- capacity building is key
- a strong RRT/AG will survive change
- maintaining momentum takes effort
- process resources are essential
- communication is critical



RDI Publications

Martz, D. (forthcoming). *A collaborative evaluation of the WaterWolf regional round table and the Saskatchewan advisory group.*

Gibson, R., Dobson, J., & Annis R.C. (forthcoming) *A collaborative evaluation of the Yukon regional round table and the Yukon advisory group.*

Gibson, R & Annis, R.C. (forthcoming) *A collaborative evaluation of the Manitoba/Nunavut regional round tables and the Manitoba steering committee.*

Annis, R. C. (2006). *2006 annual workshop report.*

Annis, R.C. (2006). *Project description, January 2006.*

Annis, R.C. (2006). *Regional round tables: Looking to the future.*

Annis, R. C., Beattie, M., & Gibson R. (2006). *Rural Development Institute's regional round table handbook for the community collaboration process.*

Annis, R. C., Beattie, M., & Gibson R. (2006). *CCP factsheet.*

Gibson R. & Annis, R. C. (2006). *Regional round table overview.*

Annis, R. C. (2005). *2005 Annual workshop report.*

Walsh, D., & Annis, R. C. (2004). *Reflections on Manitoba's community collaboration project, 1999-2004.*




working title

www.brandonu.ca/rdi





Appendix 10 – CCP Study Group Presentation



CCP Study Group

29-31 May 2007
Haines Junction, Yukon



Purpose

- Opportunity for researchers to provide feedback on the evaluation frameworks that have been developed by Regional Round Tables and Advisory Groups.
- To seek feedback on the roll-up of all the evaluation frameworks of the CCP model project.
- Explore linkages to existing and future research in multi-community collaboration and regional governance.
- Provide a forum for researchers to discuss multi-community collaboration and regional governance.



Membership

- Ken Bessant (Brandon University)
- David Douglas (University of Guelph)
- Mark Drabenstott (Rural Policy Research Institute)
- Tom Johnson (University of Missouri-Columbia)
- Diane Martz (Prairie Women's Centre of Excellence)
- Bill Relmer (Concordia University)
- Nicole Vaugeois (Malaspina University-College)
- Robert Annis (RDI)
- Marian Beattie (RDI)
- Ryan Gibson (RDI)



Activities

- Meetings
 - December 2006 (Winnipeg)
 - February 2007 (Montreal)
- Research
 - Building research questions
 - Submitted proposal
- Co-host National Workshop
 - National Rural Research Network
 - Whitehorse, February 2008





Regional Governance

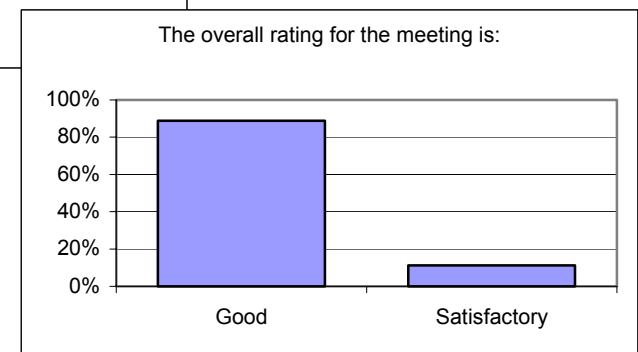
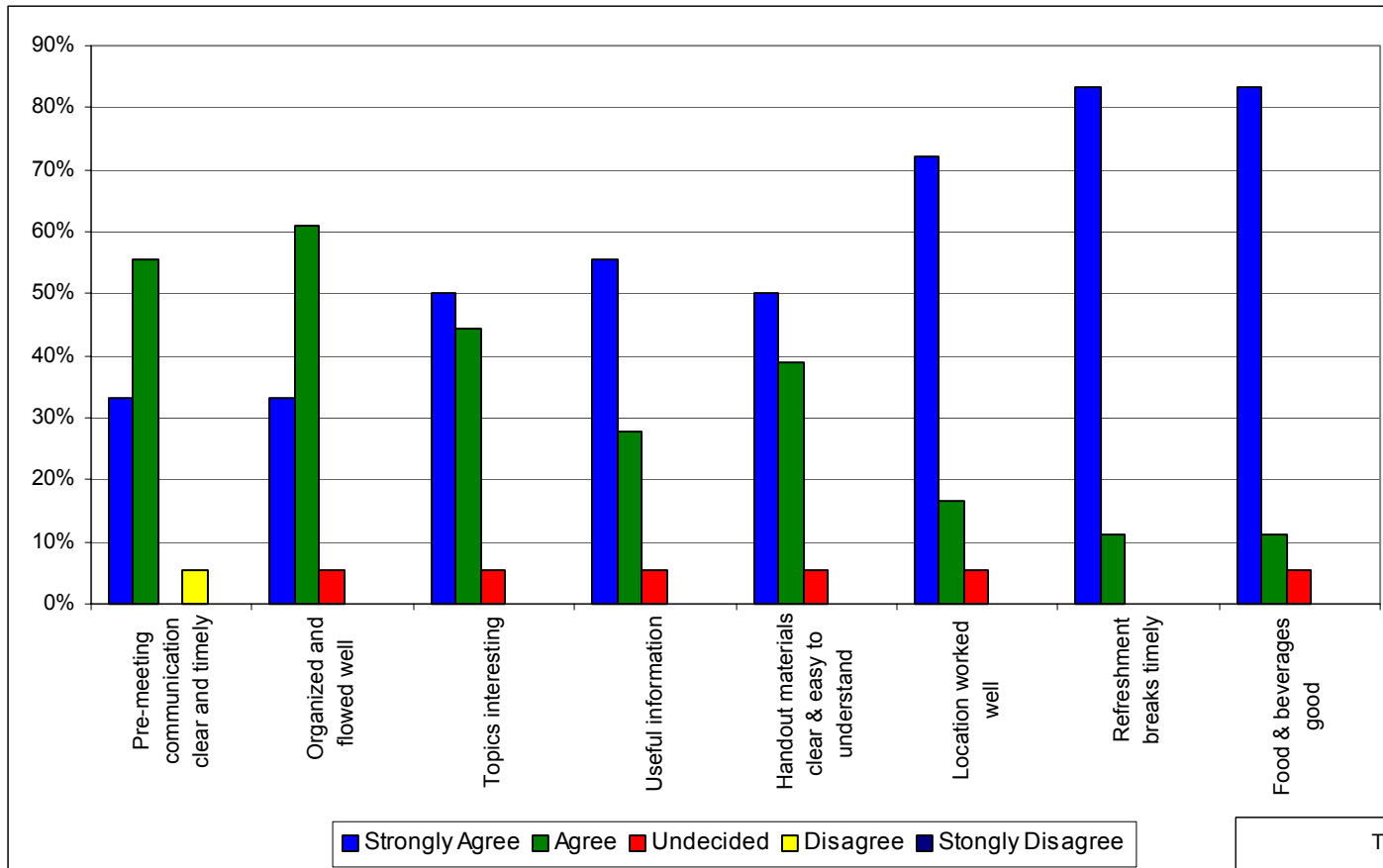
- What are the critical phase change(s) factors in rural regional governance systems?
- What is the influence of negotiated power-sharing process(es) for local governments in emerging governance systems?
- How does tension and resolution between legacy and emergent negotiated power of rural regional governance get resolved?
- What is the role and relevance of the spatial dimension in the formations and operations of rural regional governance systems?



- How do rural regional governance systems design decision-making processes in rural regional governance systems?
- What are the 'voids' that serve as trigger conditions for emergent systems (case studies and implications)
- What influence do individuals and their personalities have in emergent rural regional governance systems?
- What is the influence of place-based relationships in collaboration and rural regional governance systems?
- How are assets, conditions, initial contexts and changes of communities collaborating together and/or involved in new governance systems measured?



Appendix 11 - Workshop Evaluation Comments



RDI ADVISORY COMMITTEE

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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.