



RURAL
DEVELOPMENT
INSTITUTE

**COMMUNITY COLLABORATION (CCP):
EMPOWERING COMMUNITIES & BUILDING CAPACITY
2005 - 2008**

Annual Meeting Report

May 30 – June 1, 2005
Thompson, Manitoba



**BRANDON
UNIVERSITY**

Founded 1899



Rural Development Institute, Brandon University

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



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

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

For more information, please visit www.brandonu.ca/rdi.

**Community Collaboration (CCP):
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2005 - 2008**

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May 30 – June 1, 2005
Thompson, Manitoba

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July, 2005

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Executive Summary

Brandon University's Rural Development Institute's (RDI) *Community Collaboration (CCP): Empowering Communities and Building Capacity* project will test the applicability and replicability of the CCP model that was developed in Manitoba during the 1999-2004 CCP Project. In addition, this project provides the opportunity to continue to interact with the four Manitoba/Nunavut regional round tables to learn to what is needed for RRTs to be self-sustaining over an extended period of time.

On May 30 - June 1, 2005 in Thompson Manitoba, RDI facilitated an annual meeting and workshop. On Day One, each RRT shared its story and lessons learned and begun the participatory evaluation process. The focus of Day Two was the participatory evaluation process which will enable each RRT to discover and understand what is working well within the RRT and why, the impact the RRT has on its region, opportunities for improvement and new opportunities.

Next steps were discussed at the conclusion of the workshop:

RDI will contact each RRT and devise a strategy and plan for participatory evaluation with each RRT using the Participatory Evaluation Framework. RDI will forward the Evaluation Logic Models that were started in the workshop to the RRTs, assist in developing indicators and measures of success for each RRT and then work with the RRTs to collection information. RDI representatives will be available to the RRTs, both through electronic and telephone conversations, as well as attendance at RRT meetings as needed.

During the final discussion, participants were asked the following questions:

What is needed for RRTs to be sustainable over time?

Several participants stated the need to get youth more involved. One person stated "form your own youth RRT and ask them to do things for you". Another participant stated that to be sustainable over time, RRTs need core funding. Another suggestion was to ask municipalities and other stakeholder groups to fund some of the costs, which would have them more involved.

How can the Steering Committees best support RRT activities?

Representatives from both the Manitoba and Saskatchewan steering committees stated that they intend to be involved with the RRTs for the long term. Their hope is that the commitment becomes stronger on both sides. Members of the steering committees see the RRTs as "community up" processes.

Introduction

The Community Collaboration Project (CCP) is an innovative approach to community economic development and capacity building in rural areas. The vision of CCP is to encourage communities to explore and develop processes to increase their ability to address change and work toward becoming more sustainable. The CCP process brings community representatives together to participate in regional round tables (RRTs), working with members of a Steering Committee to identify regional socio-economic challenges, find common solutions, and implement programs and projects that address regional needs. The CCP process places an emphasis on a community-up approach to decision-making. The CCP is an operational model of cross-government, collaborative horizontal management that supports regional community development.

The purpose of Brandon University's Rural Development Institute's (RDI) *Community Collaboration (CCP): Empowering Communities and Building Capacity* project is to test the applicability and replicability of the CCP model. (Appendix 3) This model has already been implemented in four regions of Manitoba/Nunavut. Through the Government of Canada's Rural Secretariat's contributions RDI is able to support the development of three new regional round tables (RRTs) in two other provinces/territories.

In addition, this project provides the opportunity to continue to interact with the four Manitoba/Nunavut regional round tables to learn to what is needed for RRTs to be self-sustaining over an extended period of time. Benefits of participating in this project for the Manitoba/Nunavut RRTs include: assistance and resources to come together annually to network and share lessons learned; opportunities to network, communicate and collaborate with other RRTs; cross-RRT projects; opportunities for representatives of RRTs to interact with Steering Committee members (funders & potential funders); assistance and resources to document & communicate the RRTs' impacts and lessons learned to communities, other stakeholders, governments, funders of current projects and potential/new funders for new project funding; opportunities to influence policy development and opportunities to learn from other regions of Canada.

On May 30 and June 1, 2005 in Thompson Manitoba, RDI facilitated an annual meeting and workshop. There were two important components to this meeting. Each RRT was able to share its story and lessons learned and begin the participatory evaluation process. The RRTs including WaterWolf RRT (WWRRT) a new RRT from central Saskatchewan, were invited to send representation to the meeting. Partners and representatives from the Community Information Management Network (CIMnet), Saskatchewan's Steering Committee, Manitoba's Steering Committee and the Centre for Rural Studies & Enrichment, St Peter's College affiliated with the University of Saskatchewan also participated.

Regional Round Table Reports

Hudson Bay Neighbours Regional Round Table (HBNRRT)

HBNRRT is unique blend of five northern Manitoba communities: Gilliam, Churchill, Tadoule Lake, Northland First Nation and Fox Lake First Nation and seven communities from Nunavut's Kivalliq region: Arviat, Baker Lake, Chesterfield Inlet, Coral Harbour, Rankin Inlet, Repulse Bay and Whale Cove. Hamish Tatty reported on HBNRRT activities.

Previous meetings of the regional round table were held in Churchill MB (2002), Baker Lake NU (2002), Gillam MB (2003), Arviat NU (2004), and Churchill MB (2004). The most recent meeting was held in Rankin Inlet NU on May 17th and 18th, 2005. At this meeting the RRT discussed regional issues, opportunities and projects and the future of the regional round table. The meeting included delegates from Nunavut and Northern Manitoba communities, with federal, provincial and territorial government representatives, health officials, and private sector representatives. Discussion topics at this meeting were:

- Nunavut/Manitoba Road
- Transportation Issues which include: Air, Marine, and Ground
- Alternate sources of energy, particularly wind generation
- The extension of the Manitoba Hydro transmission lines
- Health issues as they relate to the Churchill health facility and its relationship with Nunavut Health
- Food Security Issues
 - Food Mail
 - Management of Caribou and Fish stocks for sustainable country food
 - Nutritious food for all at an affordable price
 - Technology as it affects the north
 - The inclusion of the youth in the HBNRRT meetings: to hear their issues and concerns
 -

Summary of Resolutions from previous meetings includes:

- Nunavut Government to prepare a business case and proposal to the Federal Government for the extension of the transmission lines from Manitoba.
- To be involved with the Energy Memorandum of Intent steering committee by having appointees sit on the committee.
- To support the Northern Food Mail program.
- To be involved in the consultation process of the Nunavut/Manitoba Road study
- To develop inter-regional sports events.
- To work jointly with Bayline RRT to lobby for programs and policies to promote improvement in food security.
- To remove sealift contracting conditions from the Government of Nunavut's government contracts.
- To request that the Federal Government honour the Nunavut Land Claims Agreement by funding the Nunavut Marine Council to monitor and control the use of the Northwest Passage
- To support the BQCMB position on the caribou study.
- To encourage the Nunavut Government to pursue Wind Generation as a viable alternative to diesel generated power.

Northern Vision Regional Round Table (NVRRT)

The NVRRT has four member communities: Lynn Lake, Leaf Rapids, South Indian Lake and Granville Lake. Residents of Leaf Rapids Frank Bloodworth, Evangeline Moose, and Pamela Hall-Grusska, and Mark Matiasek from Lynn Lake reported on NVRRT activities. Currently, NVRRT is coping with a number of issues in the region related to economics and environmental change. The RRT has been working with Environment Canada on an EcoAction project. Evangeline Moose, a youth member from Leaf Rapids, was involved in the project and gave the presentation. (Appendix 4) Youth from Leaf Rapids, Lynn Lake, South Indian Lake and Granville Lake were hired to carry out a study related to their ecosystem. The youth learned how to collect clean representative samples from the environment. They also learned about pH and conductivity and how to measure each using scientific instruments. Part two of the study was a fish health study, the purpose being to take a sample from the fish population to analyze indicators of the ecosystem.

Reflecting upon their study Evangeline stated that now that they have the knowledge about their ecosystem, they are able to inform their communities about the damages and find solutions. The RRT is beginning that process by making presentations to their communities about what they learned, as well as providing all of their information on their website so community members will be better informed.

The individual communities in the NVRRT may often do a project on their own, but what makes them strong is that they share their experiences or resources within their region so they are able to learn from one another's experiences. Some of the things happening in their communities include: the remnants of mining in Lynn Lake have left environmental effects. As a result the community has decided to do something about it, such as get involved in water treatment and waste management, and balancing sustainable development with mineral exploration "*so we don't go backwards.*" Granville Lake is working on a water treatment plant. South Indian Lake is working on a recycling program and this has become a major project for the RRT. The erosion in South Indian Lake area seems to be causing parasites on the fish. The problem is fish is a staple food and therefore a big problem for the community "*it will take a regional approach to approach this.*"

With mining being a major source of economic resources to NVRRT, when projecting into the future, the RRT representatives believe that their region needs to look at both the mining economy and sustainable environmental development as there needs to be a balance between the two.

Southwest Regional Round Table (SWRRT)

The Southwest Regional Round Table has six member communities: Baldur (although there is no official representation from the community in the SWRRT meetings), Boissevain, Deloraine, Glenboro, Killarney and Souris, and five municipalities: Morton, Turtle Mountain, Whitewater, Glenwood, and Winchester (Appendix 5). Representatives from SWRRT were unable to attend, so RDI student intern, Anisa Zehtab, gave their report.

In 2003 SWRRT began working with the Estey Centre for Law and Economics in International Trade to develop a pilot training project for Economic Development Officers. Based in Saskatoon, the Estey Centre is an independent, interdisciplinary centre for research and training in issues related to international trade, trade policy, law and economics. The training was delivered in three sessions early in 2003. As a result the Estey centre has modified its training package to deliver in other locations. Members of the SWRRT have taken the training from the Estey Centre and applied it to projects and research, creating opportunities in value added agriculture.

A consumer spending leakage study that would examine the type and amount of consumer spending by residents of the region that occur outside the region was conducted. Statistics Canada Pcenus data were used to support the study. However it costs \$1000 for the data, and \$1000 annually to keep it on going. SWRRT found the costs for updates to be prohibitive. In January 2003 SWRRT submitted its proposal to the Canadian Agricultural Rural Communities Initiative (CARCI). The project focused on 3 key issues surrounding rural youth out-migration. The intent of the project was to provide statistical data on youth in the region that could help community planners develop their towns in a manner that would appeal to young people. In the summer of 2004 youth in southwestern Manitoba participated in the youth inclusion survey. Many participants in the youth inclusion survey indicated that they were interested in becoming involved in their communities. In the second phase of the youth inclusion project, the youth community learning network (CLN) and a youth RRT was formed. It was anticipated that it will allow youth currently living in the area to have some ownership in finding out what was needed to attract and retain youth. One youth from this RRT attends the SWRRT meetings.

In 2003 a draft of the regional website was established. This is now an ongoing project for SWRRT. SWRRT played a role in the development of on-line surveys to engage youth around CED and environmental issues. The Emerging Leaders of Manitoba website <http://elm.cimnet.ca> provides an example of how this approach can be used to connect regional priorities with national and provincial programs. As well the youth the website was established in 2004, www.swycln.cimnet.ca. The EcoAction Project focused on increasing the capacity of the RRT to identify climate change impacts and to address those impacts. A planning session was held in March and was a valuable tool for refocusing the RRT. A “to do” list was generated at the meeting. Letters were sent out to the Towns and Rural Municipalities outlining what the SWRRT has done and what it will be doing. SWRRT hopes this will lead to more support and regular representatives from every community on the regional round table. An ongoing challenge for the SWRRT is communicating its projects to its constituents. A bus tour using support from “Covering New Ground” took approximately 25 producers from around the region were taken to four locations: The Food Development Centre in Portage, The Richardson Centre for Functional Foods, and Nutraceuticals at the University of Manitoba, The St. Boniface Hospital research centre and the Manitoba Food Centre Incubator store, and the Forks.

Plans for Next Year

Mapping of services and infrastructure: SWRRT is looking at gathering information to support efforts in attracting new residents (Immigrants, lone eagles, etc.). A Business Retention and Expansion (BR&E) Training workshop will be delivered by a professor from the University of Florida in Boissevain in early October. This is a training program that offers certification in business retention and expansion. The focus is to work with businesses that are already present in the community, rather than looking for new business options to start up in the community. Information on sessions will be forwarded to all RRTs. **Specific value-added research to support a regional project:** In this project the SWRRT is applying the skills learned in the Estey Centre training. By identifying what are known as Key Indicators, the RRT hopes to narrow the research to areas that actually have potential in the region. With this research they hope to be able to build a regional project. With the research from the EcoAction project and the Youth Retention project, a proposal for a three-year youth training project has been submitted to the Manitoba Office of Learning Technologies. In this project curriculum and the technology to deliver the curriculum locally will be developed in three topic areas: entrepreneurship, energy auditing and civic leadership. This project includes many partners: RDI, Community Connections, Environment Canada. The goal of the project is to train 80 local youth in the region.

SWRRT Concerns

SWRRT has concerns regarding:

- Communicating what they are doing to town and municipal councillors. They are not able to convey their message about the necessity of regional cooperation and projects related to technology.
- The need for more human resources-support for SWRRT when all members are working on other jobs. They did get a part time staff support with grant from the Southwest Regional Development Corporation. They need to figure out how to get staff on a longer term (over and above project management).
- Greater understanding of projects and opportunities involving technology.
- The need to establish a more structured organization for the pending 3-year OLT project.

Cortney King gave the Southwest Youth RRT report. There is youth representation on the RRT from each town, and they move their meetings from town to town, working on projects and research related to youth. The youth RRT participated in a vision session in Deloraine last November. Cortney mentioned a new project that was completed in their region using photography and youth perspectives.

Bayline Regional Round Table (BRRT)

The Bayline Regional Round Table is comprised of: Ilford, Cormorant, Pikwitonei, Thicket Portage, Wabowden and War Lake First Nation. Meetings are held in Thompson because it is centrally located. Laurel Gardiner and Diana DeLaronde-Colombe, reported on BRRT activities (Appendix 6).

Laurel commented on the process and steps BRRT is taking to build sustainable communities. She indicated, the process of building a sustainable community involves partnership, infrastructure, natural resources, and that money is the last thing that should be focused on. *“Money is only good if people know how to do good things with it.”* Diana indicated that the RRT continues to face challenges associated with the logistics of bringing everyone together and funding, however the RRT’s increased visibility has made these issues easier to resolve.

The BRRT story focused on their concern for environmental sustainability and their Food Security project. A brief description of the Manitoba Food Charter that is being developed was given.

Food Security Project

Diana DeLaronde-Colombe reported on the Food Security project. Food security deals not only with the price of food, it addresses all areas related to food including such things as transportation, education and training thus creating a holistic picture of food needs of northern peoples. The BRRT is creating an alliance of northern communities to address this issue and have invited the other two northern RRTs to join them. They are currently building partnerships with stakeholders and have had a meeting with MKO, the Manitoba Métis Federation, Manitoba Aboriginal and Northern Affairs and the Burntwood Regional Health Authority. The project is in its initial planning phase and, while they are not certain of the project details, they are building partnerships to define a common food security vision to take the project forward. BRRT and the Public Health Agency of Canada conducted a half-day workshop on food security at Rural Forum in April in Brandon. BRRT also initiated a freezer project putting freezers in their member communities to store traditional foods and foods that are bought in bulk. Each BRRT community will receive a rototiller to cultivate gardens so their community residents can plant gardens and grow vegetables this summer.

WaterWolf Regional Round Table (WWRRT)

Russ McPherson from Outlook Saskatchewan reported on WWRRT activities (Appendix 7). As the newest RRT, WaterWolf is a unique hybrid of a Community Futures Development Corporation (CFDC) and a Regional Economic Development Association (REDA), having been created through the Mid Sask REDA/CFDC organization with a membership of fifty-three towns, villages and rural municipalities in central Saskatchewan. The CFDC is a federal government initiative that assists rural communities in the development of strategies for the changing economic environment. The REDA provides services such as coordination of community events and work in cooperation with tourism. Being a combined office, Mid-Sask provides a broad range of services in economic development. By forming a RRT, WaterWolf intends to collaborate with additional stakeholders in the region to increase capacity with the region to assess needs and deliver services from a community-up approach. Russ stressed the issues, or as he referred to them, “*cancer in rural communities*” as: fear of change, reluctance to work together for the common good, inability to get over “hockey wars”, and “if you get ahead, I will lose something”.

Russ mentioned that there is a difference between “rural” and “agriculture”, and when separating the words “rural” and “agriculture”, they do not mean the same thing. It has taken a long time for communities to realize that they are separate concepts and it is still an ongoing challenge to relay that concept to communities. The REDA/CFDC is interested in rural economic development focused on non-agriculture sector. WaterWolf is focusing on tourism and information technology. They call it ABA (Anything but Agriculture.) WaterWolf RRT prefers to work on a asset-based community development model, focusing on the assets in the area. For example, they see Lake Diefenbaker as a tremendous asset that is underutilized. They envision recreation development around the lake in the form of marinas, cottages, hotels, fishing, kayaking lessons, sailing, etc. Russ stated that the lake is one of the top ten sailing lakes in North America because it is always windy. The Whitecap Dakota/Sioux First Nations and WaterWolf RRT are collaboratively working on a project to encourage tourism by incorporating Lake Diefenbaker, a new casino and a new world-class golf course in a tourism corridor.

CIMNet

Bruce Hardy shared the CIMnet story with meeting participants, (Appendix 8). The use of information and communication technology (ICT) was integral to RRT evolution and capacity building from the onset of the CCP process. The RRTs used a variety of traditional and Internet-based tools as the process unfolded to meet the various community needs. As a result of the requirements of the community-based collaborative environment, unique knowledge management tools were developed by CIMNet for use by the RRTs. CIMNet served as a framework for building mutually beneficial partnerships, providing communities with web sites and information technology systems that facilitated exchange of information. To illustrate CIMNet's development, Bruce provided a project overview for the past year.

- Created a website for HBNRRT
- Completed the pilot project for SWRRT
- Community asset mapping guide from SWRRT
- Took part and presented at a UN meeting
- Developed an E-Index

Bruce emphasized the issue of introducing new technologies, and learning how to use them can help communities. An infrastructure map is an easy way to see where communities are in terms of their technology advancement. Communities need to see themselves as producers of information, not just consumers. With CIMnet's assistance and the use of CIMtools, RRT communities are producing information about themselves and engaging with each other, with governments and with the world.

CCP Steering Committees

Manitoba Steering Committee

Pat Lachance, Regional Advisor, Rural Secretariat and chair of the Manitoba Steering Committee discussed the role of the Steering Committee. The Steering Committee evolved as a result of a series of dialogues among federal and provincial government departments and agencies exploring alternative means of working with communities to address mutually relevant issues. The Steering Committee's role is to identify how to help the RRTs address the needs they have in their communities. The Steering Committee ensures that there is at least one federal and one provincial government representative assigned to each RRT. These representatives assist the RRT through government programs and funding opportunities. An important vision for the Steering Committee is the development of trusting relationships with communities. The goal of the Steering Committee is to give communities a voice at the provincial, territorial, and federal levels to provide assistance and support.

Saskatchewan Steering Committee

Jock Witkowski, Regional Advisor, Rural Secretariat and chair of the Saskatchewan Steering Committee brought greetings from the Saskatchewan Rural Team and CCP Steering Committee. At the January Advance, Rural Team Saskatchewan endorsed the MidSask (now WaterWolf) RRT, and several members of the Rural Team volunteered to serve on a CCP Steering Committee. Since then, the Steering Committee has met a number of times, and has attended all of the RRT meetings. The Steering Committee is very supportive of the RRT and looks forward to the coming year.

Participatory Evaluation

Day Two of the meeting in Thompson concentrated on developing a participatory evaluation process to enable each RRT to discover and understand what is working well within the RRT and why, the impact the RRT has on its region, opportunities for improvement and new opportunities (Appendix 9, 10). A Participatory Evaluation Framework (Appendix 11) and Evaluation Logic Model (Appendix 12, 13) were presented and discussed. The participants then divided into BRRT, HBNRRT and NVRRT groups to start working on an Evaluation Logic Model for each of their goals. The RRT representatives will take these Evaluation Logic Models back to their respective regional round tables, and facilitated by RDI, develop indicators and measures of success for their round tables. RDI will be establishing Memoranda of Understanding with each of the RRTs, and will assist in developing participatory evaluation strategies, measures of success and indicators for each RRT.

Next Steps

RDI will contact each RRT and devise a strategy and plan for participatory evaluation with each RRT using the Participatory Evaluation Framework. RDI will forward the Evaluation Logic Models that were started in the workshop to the RRTs, assist in developing indicators and measures of success for each RRT and then work with the RRTs to collection information. RDI representatives will be available to the RRTs, both through electronic and telephone conversations, as well as attendance at meetings as needed.

Conclusions

Participants discussed the following questions:

What is needed for RRTs to be sustainable over time?

Several participants stated the need to get youth more involved. One person stated “form your own youth RRT and ask them to do things for you”. Another participant stated that to be sustainable over time, RRTs need core funding. Another suggestion was to ask municipalities and other stakeholder groups to fund some of the costs, which would have them more involved.

How can the Steering Committees best support RRT activities?

Representatives from both the Manitoba and Saskatchewan steering committees stated that they intend to be involved with the RRTs for the long term. Their hope is that the commitment becomes stronger on both sides. Members of the steering committees see the RRTs as “community up” processes.

Workshop Evaluation

Overall, 82% of participants rated the workshop highly (Appendix 14). When asked what they liked best about the workshop, several participants stated networking and the opportunity to meet with others involved in the RRT approach. Several participants stated they liked participating in the group participatory evaluation exercise. Suggestions for improvement included having brief biographical backgrounds on those attending the workshop to enhance the networking and encouraging more RRT members to attend the annual meeting.

Appendix 1 – Workshop Agenda

May 31

Registration & Welcome

RRT Sustainability

Overview of the CCP: *Empowering Communities and Building Capacity Project*

Participatory Evaluation – What is it all about?

RRT stories – lessons learned, aspirations, challenges/issues

- *Bayline RRT*
- *Hudson Bay Neighbours RRT*
- *Northern Vision RRT*
- *Southwest RRT*
- *Southwest Youth Community Learning Network*
- *WaterWolf RRT*

Information and Community Technology (ICT) – CIMNet

Steering Committee stories – lessons learned, aspirations, challenges/issues

- *Manitoba Steering Committee*
- *Saskatchewan Steering Committee*

Plenary – Collaborative Opportunities & Challenges

June 1

Coffee & Welcome

Participatory Evaluation Framework

Small groups – RRT products, indicators and measures of success

BRRT Food Security Project

Plenary – What are RRT products, indicators and measures of success?

Next Steps

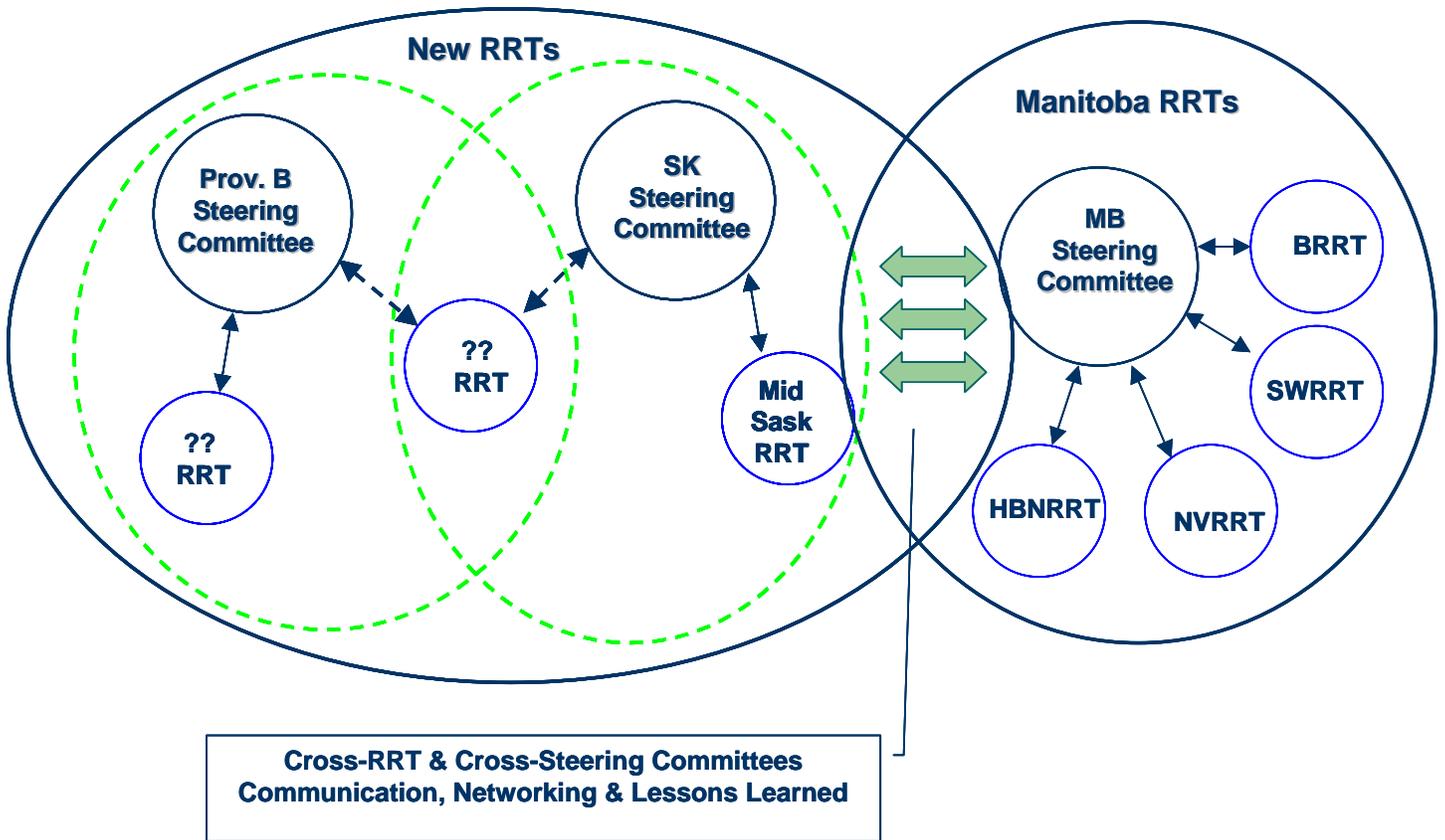
- *RDI – what do we need to move forward with Participatory Evaluation?*
- *RRT's – what is needed for RRT's to be sustainable over time?*
- *Steering Committee – how can we best support RRT activities?*

Reflections and Wrap-Up

Appendix 2 – Workshop Participants

Name	Organization
Robert Annis	Rural Development Institute
Marian Beattie	Rural Development Institute
Arnold Bignall	BRRT
Frank Bloodworth	NVRRT
Jackie Clayton	HBNRRT
Donna Chene	Manitoba Aboriginal & Northern Affairs
Diana DeLaronde-Colombe	BRRT
Jerome Denechezhe	HBNRRT
Rita Ducharme	BRRT
Laurel Gardiner	BRRT
Tony Genaille	BRRT
Pamela Hall-Grusska	NVRRT
Lloyd Hanson	BRRT
Bruce Hardy	CIMNet
Betsy Kennedy	BRRT
Cortney King	SWRRT/YRRT
Pat Lachance	Manitoba Steering Committee
Diane Martz	Saskatchewan Steering Committee & Centre for Rural Studies & Enrichment
Mark Matiasek	NVRRT
Frances McIvor	BRRT
Russ McPherson	WWRRT
Evangeline Moose	NVRRT
Darell Pack	Rural Secretariat, Agriculture & Agri-Food Canada
Warren Pagee	BRRT
Ricky Pronteau	BRRT
Ed Reimer	Saskatchewan Steering Committee
Hamish Tatty	HBNRRT
Jock Witkowski	Saskatchewan Steering Committee
Anisa Zehtab	Rural Development Institute

Appendix 3 – CCP Project Model



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Appendix 4 – Northern Vision Regional Round Table Presentation

- The following presentation is geared towards all audiences.

R. Trotter 2004

The overall goal of the 2004 partnership project between the Northern Vision Regional Round Table and Environment Canada Ecoaction Climate Change Action Fund was to create opportunities for community enrichment.

R. Trotter 2004

Community Enrichment

- The purpose was to generate discussion of climate change and other environmental issues so that adaptation strategies to deal with these current and future challenges can be developed collectively.
- This project was intended to have positive effects on the participating communities by providing jobs, information and by empowering participants to take an active role in facing the environmental issues which are affecting their communities.

R. Trotter 2004

The "Churchill River Drainage Sub-Basin Climate Change Study"

- July 2004
- A study was custom designed for the NVRRT to investigate the issue of climate change in the Region while meeting the goal of fostering community enrichment.

R. Trotter 2004

-August 2004- Team EcoAction was born



R. Trotter 2004

- Youth from Leaf Rapids, Lynn Lake, South Indian Lake and Granville Lake were hired to carry out the study.
- The study was carried out at Turnbull Lake, Granville Lake and South Indian Lake through the month of August 2004.

R. Trotter 2004

Training Camp for Team Ecoaction

- The team learned how to collect clean, representative samples from the environment. They learned about pH and conductivity and how to measure each using a scientific instrument.
- They learned how to characterize the environment by describing the types of plants, rocks, soil and streams.



R. Trotter 2004

Churchill River Drainage Sub-Basin Climate Change Study Part One:

- The Water System Study



R. Trotter 2004

The Water System Study

- Three indicators of water system health were investigated at Turnbull Lake, South Indian Lake and Granville Lake:
- [1] Dissolved Oxygen Content
- [2] Physical Character
- [3] pH and Conductivity

R. Trotter 2004

[1] Dissolved Oxygen Content

- Dissolved oxygen in healthy surface water systems ranges from 8.0 – 10.0 milligrams of dissolved oxygen (O₂) per Liter of water.
- You can also say that for every million parts of the lake water, 8 to 10 parts of it are oxygen molecules.
- Oxygen, O₂ is what humans breathe to survive, and oxygen dissolved in water is required by fish and other aquatic life forms for survival.



R. Trotter 2004

- The team collected samples of the lake water and sent them to Envirotech Laboratories in Winnipeg.
- There they measured the amount of dissolved oxygen in the samples.



R. Trotter 2004

[2] Physical Character of the Lake Ecosystem

- Lakes can get **stressed out** over time because of pollution and how the lake is used by people.
- The Ecoaction team looked for signs of **stress** on the Lake Ecosystems.

R. Trotter 2004

- At each location where the team collected samples they *characterized* the area.
- They took turns describing the types of trees and plants and animals lived there, and made guesses about the type of 'community' it is.
- They looked for pollution like garbage from campers, gas and oil spills from boat motors, and they collected samples of the streams coming into the Lake.



R. Trotter 2004

[3] pH and Conductivity

- pH refers to the amount of hydrogen or hydroxide atoms that are available in a substance to react with other substances.
- The amount of each determines if the substance is an acid or a base.
- A neutral pH with a value between 7.0 - 9.0 is the range most aquatic life forms require to maintain their chemical and nutrient balances.

R. Trotter 2004

- Conductivity refers to the ability of a liquid to conduct electricity and is a measure of the amount of solid particles, or ions, in the solution.
- These ions can come from particles of rock and soil but also from pollution.

R. Trotter 2004

- pH and conductivity was measured 'in the field' then recorded into a log book.
- The team members kept notes of their observations and the results of their tests in their own 'Field Notebooks'.



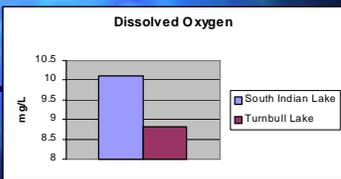
R. Trotter 2004

So what did team Ecoaction find out???



R. Trotter 2004

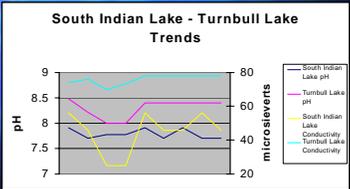
Differences in dissolved oxygen content of the surface lake water was found



Lake	Dissolved Oxygen (mg/L)
South Indian Lake	10.0
Turnbull Lake	8.8

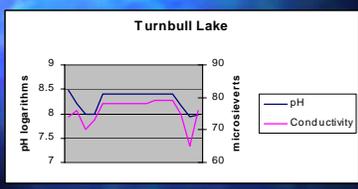
R. Trotter 2004

Differences in pH and conductivity were found



R. Trotter 2004

We seen that as the pH decreased so did the conductivity



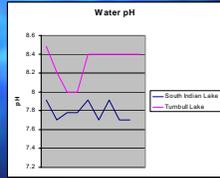
R. Trotter 2004

- That may be explained by the fact that ions dissolve in and out of a solution depending on the pH.



R. Trotter 2004

Overall, we seen that South Indian Lake has lower pH, conductivity and higher dissolved oxygen content



R. Trotter 2004

Churchill River Drainage Sub-Basin Climate Change Study Part Two:

- The Fish Health Study



R. Trotter 2004

The Fish Health Study

- Purpose was to grab sample from the fish population to analyze indicators of ecosystem health.
- Fishing was carried out by standardized methods over 3 days at one sampling location on each lake.



R. Trotter 2004

- Species, length, weight and the presence of parasites or tracking tags were recorded, as well as the water depth and prevalent weather conditions.



- The team also visited the fish plant and seen how important the lakes are as a natural resource



So what did team Ecoaction learn about the fish????



Fish Health Indicators

- >38.5% of all fish captured in this study had visible parasites
- >100% of the fish captured from Turnbull Lake showed visible parasites
- >No parasites were seen on the fish captured from Gr nville Lake

- Now that we know more about the lakes in our region we can do the study again in the future and compare the results to this study to see if the ecosystem changes over time.

- So now that the team is armed with knowledge about healthy lakes...
- And now they know how important the lakes and forests are to the people and animals...

It was time to find out how climate change might affect the lakes, the land and the people.



- When the team stopped in each community before going out to the camp from where they studied each lake, the team members talked to the people about climate change.

- They interviewed fisherman, elders and people who enjoy a traditional lifestyle.
- They shared information about climate change and asked people to share their ideas about how the climate may be changing.
- They asked about how the environment has changed in the past and how the people adapted to the change.



Summary of what we learned from the people...

- There is a lack of awareness about climate change, but current and local environmental change is conspicuous.
- Severe and rapid environmental changes have occurred in the region as a result of hydroelectric development.
- These changes are still affecting the land, the people and the animals.

Climate Change has been observed in our region....

- The weather has become unpredictable by traditional methods.
- The weather itself has changed; storms are different and more severe.
- Spring comes earlier now, affecting the hunting and trapping season.

- Climate change has been observed in the region, but is difficult to distinguish from the unpredictable environmental changes associated with hydroelectric development.
- The local phenomenon of shoreline erosion due to flooding associated with hydroelectric development is difficult to distinguish from the erosion that is associated to permafrost melt due to climate change.

What are the specific environmental changes that have been observed by the elders who were interviewed?

- "more forest fires.."
- "less fish, and animals like the lynx and the caribou are seen now only rarely.."
- "less mosquitos, but they're getting bigger in size.." (different species?)
- "bigger medicine patches in some areas.."

R. Trotter 2004

Improving the project...

A short classroom component which focuses on plant identification, area characterization, weather, climate change and environmental quality concepts, instructed by a qualified person, would benefit future ECOACTION teams.

The next project coordinator must possess the skills necessary to plan and budget for the field excursion component, monitor and make reports on the progress of the project, and the scientific knowledge to provide individual mentoring after the classroom component.

Future Directions...

- Get the team back together to involve the community.
- Put on a short course for the team to interpret the results of their summer work, reflect on what they learned, and prepare to present their findings in the communities.
- Invite people to a presentation on the results of this project, and afterwards hold an open forum on the topic of environmental change.

R. Trotter 2004

What we have yet to learn...

How people have adapted to overcome recent environmental changes can teach us ways we can adapt to the environmental changes which will occur due to climate change.

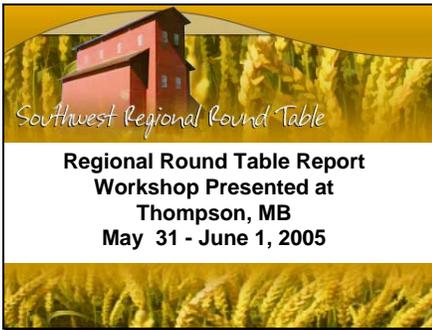
R. Trotter 2004

End of Presentation

Thank-You

R. Trotter 2004

Appendix 5 – Southwest Regional Round Table Presentation



Southwest Regional Round Table

**Regional Round Table Report
Workshop Presented at
Thompson, MB
May 31 - June 1, 2005**

SWRRT Story

- **Comprised of:**
 - Baldur, Boissevain, Deloraine, Glenboro, Killarney, Souris, Glennwood, Morton, Turtle Mountain, Whitewater, Winchester
- **Meetings:**
 - Met 9 times on a monthly basis in 2004.
 - Met 3 times on a monthly basis in 2005

Update from 2003

- **Projects and Activities:**
 - *Investment Development: Partnering with the Estey Centre*
 - *Leakage Study*
 - Statistics Canada PCensus
 - *Youth Inclusion in Rural Manitoba*
 - *Regional Website*
 - <http://elm.cimnet.ca>
 - *EcoAction Project*

SWRRT 2004-2005

- **Became Incorporated**
- **Retreat in Brandon**
- **Letters to Communities**
- **Manitoba Smart Network**
- **Business Retention & Expansion**

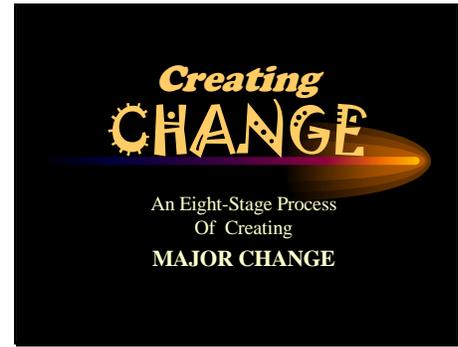
SWRRT Planning

- **4 Planning Ideas for Next Year:**
 - Mapping of Services and Infrastructure
 - Host BR&E training and regional development conference
 - Specific value added research to support a regional project
 - Potential Office for Learning Technology- 3 Year Training Development Proposal

Concerns

- **Need for greater understanding of projects and opportunities involving technology**
- **Need to communicate that understanding to Town & Municipal Councillors**
- **Need for Human Resources**
- **Need for a more structured organization for the pending 3 year OLT project**

Appendix 6 – Bayline Regional Round Table Presentation



Creating CHANGE

1: Establish a Sense of URGENCY

- Examine current conditions and realities.
- Identify and discuss crises, potential crises, or major opportunities
- Discuss impacts of these situations on people involved.

Creating CHANGE

2. Create the GUIDING COALITION

- Put together a group with enough power to lead the change.
- Develop the capacity within the group to work together as a team.

Creating CHANGE

3: Develop VISION and STRATEGY

- Create a vision to help direct the change effort.
- Develop strategies to achieve the vision.
- Involve as many people as possible in planning the vision, to create a sense of ownership.

Creating CHANGE

4: COMMUNICATE the Vision

- Use every communication method possible to constantly communicate the new vision and strategies.
- Have the guiding coalition role model the behavior expected of the employees and other participants.

Creating CHANGE

5: Empower BROAD-BASED ACTION

- Get rid of obstacles and change systems or structures that undermine the vision.
- Encourage big picture, end-in-mind thinking.
- Welcome creative ideas from all participants.
- Encourage risk-taking and trying new ways.

Creating CHANGE

6: Generate SHORT-TERM WINS

- Plan visible immediate “wins” to generate momentum.
- Create those wins.
- Publicly celebrate the wins.
- Acknowledge or reward the people who made it possible.

Creating CHANGE

7: Consolidate Gains & Produce More Change
KEEP IT GOING!

- Important to not let short-term “wins” make you think that you are already there or that the rest will be easy.
- Use increased credibility to change all systems, structures, and policies that don't fit together and don't fit the vision.
- Hire, promote, and develop people who can implement the vision.
- Re-energize the process with new projects, themes, and change agents.

Creating CHANGE

8: ANCHOR New Way IN CULTURE

- Create organizational peak performance through client-focused, outcome-oriented behavior.
- Continually work on more effective leadership and management.
- Develop means to ensure leadership development and succession.

Appendix 7 – WaterWolf Regional Round Table Presentation

***Magic Bullets,
or Leaps of Faith***



The Cancer in Rural Communities

- Fear of change
- Reluctance to work together for the common good
- Inability to get over “hockey wars”
- “If you get ahead, I will loose something”
- The Canadian Lobster Box

•Will the Depression ever be over??

Environmental Scan

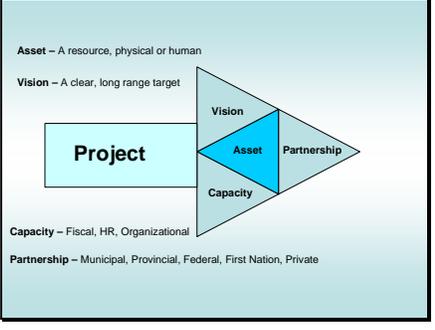
- State of Agriculture – ‘ nuff said’
- Global Climate Change
- Rise of the city state
- Our region’s top two employers in 2006: tourism and information technology

Rural ≠ Agriculture



Asset-Based Community Development

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



Growing Pains

“Great Expectations” – little results

1. Internet Mall

- Getting businesses online (global marketplace)
- Developing capacity for web Business to Consumer

Why did it fail???

- Not enough education and communication with the public
- Businesses were not receptive, did not see the value
- Too general, not focused

2. Vital Ties

- Rail retention group, primarily municipalities
- Focused on alternative rail loading, preservation of the road system (shorter hauls)

Why the crash and burn??

- Farmers were unwilling to take an active role in the marketing of their grain. (pull the chute over the grate)
- Difficulty finding a terminal owner/partner to buy into the smaller loading facilities.

3. Waste Works

- Regional waste management system
- To be owned and operated by the municipalities in the region
- To be integrated with a complete recycling plan

Why did it die on the line??

- Lack of trust among municipalities
- Fear of change, fear of the cost of action
- Ignored the cost of in-action

From the ashes of failure---



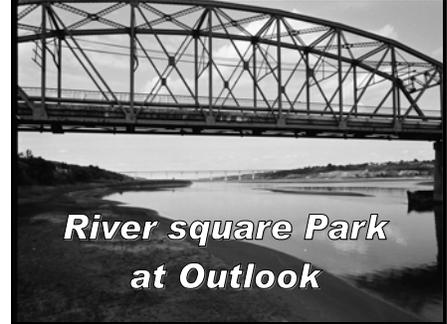
--comes the ability to succeed!



Community	\$225,000
Health Foundation----	\$300,000
5 Municipalities-----	\$160,000
Total Capital Project--	\$685,000



Iver Main Place



Appendix 8 – CIMNet Presentation

Project Overview: E-Index

Presentation To:
CCP Workshop
Winnipeg
May 31, 2005

Presented By:
Bruce Hardy
Function Four Ltd.

Dr. Jose A. Rueda
CIMNet Inc.

Presentations Team:
Manjiv Mehta, Industry Canada
Robert Aker, Brandon University
Roni de Meloan, CDEM

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Project Goals

- Ultimate goal
 - Create a National e-Index for Canada that has the granularity to represent individual communities
- Relationship to other projects
 - UN e-Index
- High-level timing goals
 - Pilot completed in SW Manitoba - Q1 2005
 - National e-Index 3-year study (optional 5 year)

Description

- Develop an index to guide strategic investments at provincial, regional, and local levels
 - Infrastructure
 - Skills
 - Utilization
 - Affordability
- For more information:
 - Function Four, “E-Index Report”, March 2005.

Fit with Canada’s Innovation Strategy

1. Improving Research, Development and Commercialization
2. Enhancing the Innovation Environment
3. Strengthening Our Learning Culture
4. Building an Inclusive and Skilled Work Force
5. Strengthening Communities
 - “Canada’s greatest economic advantage is Canadians themselves” (Manitoba’s Action Strategy for Economic Growth, March 2005)

Project Innovation

- Develop new community e-Index:
E-Index = UN DAI + E-readiness + KBE
- Program:
 - Infrastructure, skills, utilization, affordability
- Applications:
 - Innovation Index
 - Micro International Trade Agreements
 - Climate Change

Pilot

- Study supported by Industry Canada’s Prairie and Northern Region and Manitoba Energy Science & Technology
 - Challenged our definition of the digital divide
 - E-Index is a comprehensive assessment of infrastructure, skills, capacity, and affordability within communities
 - Result support policy and program development

2005 Project Area

- Northern Vision (UN DAI)
- Southwest UN DAI, Expanded DAI and ERI
- Bayline (UN DAI)
- Hudson Bay Neighbours (UN DAI)

INFRASTRUCTURE

SKILLS

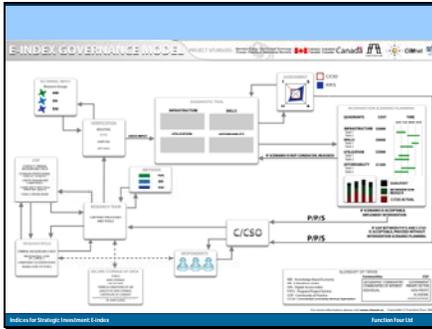
UTILIZATION

Digital Access Results (Hardy, Kelly and Moss, 2005)

Computer Infrastructure for Towns

Residents Skill and Use Index

AFFORDABILITY



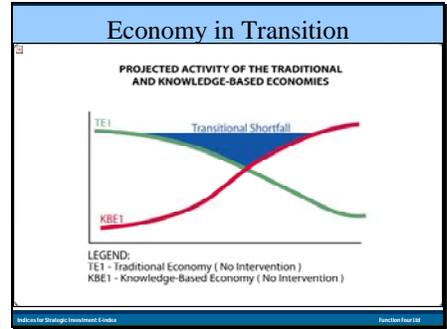
Team/Resources

Project Advisors and Research Advisors
 Dr. Robert Annis, Rural Development Institute, Brandon University
 Dr. Ken Bessant, Department of Rural Development, Brandon University
 Dr. Jose A. Rueda, STRAD Research Inc.

Project Director
 Bruce Hardy, Function Four Ltd.

Researchers (Function Four Ltd.)
 Wayne Kelly
 Alison Moss
 Leanne Anderson
 Nicole Mardis

Universities (interest)
 Winnipeg, Brandon, Manitoba, UBC, Saskatchewan, Calgary



Current Status

- Pilot completed
 - Reports available
 - Methodology developed
 - Governance model developed
- Looking for collaborative model with governmental organizations and universities
- Looking to establish funding for 3 years with possibility to extend to 5 years total

E-index Tool Development

- ERI and DAI
 - Incorporate Lessons Learned
 - Development of Tiers and Topology with Industry working groups
 - Incorporate indices with academic integrity to support:
 - Innovation Indices
 - Knowledge Based Economy Index
 - Micro Economic Trade Agreement – Investment Readiness Index
 Time Line: June – December 2005
- Development of KBE Index
 - Literature review and model development (Community and Organizational)
 - Development of Tiers and Topology with Industry working groups
 - Incorporate indices with academic integrity to support:
 - Innovation Indices
 - Regional Development Investment Readiness Index
 - Micro Economic Trade Agreement – Investment Readiness Index
 - Development of KBE Trade and Investment Discovery Utility
 - Development of KBE Guide
 Time Line: July – January 2005

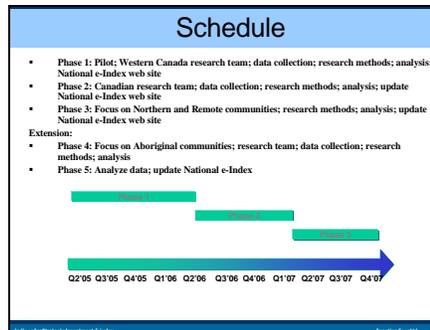
E-index Collaborative Pilots

- CEDEM
 - 15 Bilingual Francophone Municipalities
 - Pilot DAI and ERI model revisions
 - Pilot KBE
 - Further support and enhance research alliance with collaboration of St. Boniface College, U of M, Merin and CANARIE.
 - Create a collaborative policy, program and trade and investment committee to incorporate tools and data for strategic planning
 Time Line: Jan – March 2006 (Pilot)
- Park Land (CFDC) - BRAND
 - 33 Rural Agricultural Communities – Establishing broadband
 - Pilot DAI and ERI model revisions
 - Pilot KBE
 - Further support and enhance research alliance with collaboration of Brandon University and the Establishment of a Micro Trade, KBE Investment and Innovation Center. Further make use of CANARIE infrastructure.
 - Create a collaborative policy, program and trade and investment committee to incorporate tools and data for strategic planning
 Time Line 2006, 2007, 2008

Micro Trade – Global Economy

- Belgium – University of Leuven and University of Aberdeen, University Barcelona
- Department of Rural Policy and Studies
 - Development of comparative study of Tiers and Topology within EU context
 - Comparative review of academic integrity in relation to EU policy, trade and investment
 - Comparative review of EU in the context of Innovation Indices
 - Comparative review of EU in the context of Knowledge Based Economy Index
 - Collaboration frame work for EU and Canada: Frame work for building Micro Economic Trade Agreements (Investment Readiness Index)

Time Line: July 2005, 2006, 2007



Appendix 9 – RDI Presentation

Regional Round Table Meeting and Workshop

Facilitated by
Robert Annis
Marian Beattie
May 31 – June 1, 2005
Thompson, MB



1

Workshop Objectives

- RRTs & Steering Committee share their stories and lessons learned
- RRTs identify what it takes to be successful
- Steering Committee explores the interrelationships with RRTs
- Collaborative opportunities and challenges and problem solving explored
- RRT evaluation indicators and measures of success established
- Other objectives?



2

Workshop Overview

Day 1

- RRT personal views
- CCP Empowering Communities & Building Capacity: New Project description, 2005-2008
- Evaluation – What's it all about?
- RRT stories, lessons learned, aspirations & challenges
- ICT Strategies
- Steering Committees stories, lessons learned, aspirations and challenges
- Collaborative opportunities & challenges discussion



3

Workshop Overview

Day 2

- Participatory Evaluation discussion
- Facilitated group work -- RRT evaluation indicators & measures of success
- BRRT Food Security Project
- RRTs' & Steering Committees' measures of success
- Next steps
 - RDI – what do we need to move forward with Participatory Evaluation?
 - RRTs – what is needed for RRTs to be sustainable over time?
 - Steering Committee – how can we best support RRT activities?
- Other agenda items?



4

Introductions & Personal Perspectives on RRTs



5

Community Collaboration Project (CCP): Empowering Communities & Building Capacity 2005-2008

Goal

- Test the RRT processes elsewhere in rural/northern Canada
- Continue to learn from the MB/NU RRT experiences by undertaking a participatory evaluation process over the next 3 years

New RRTs

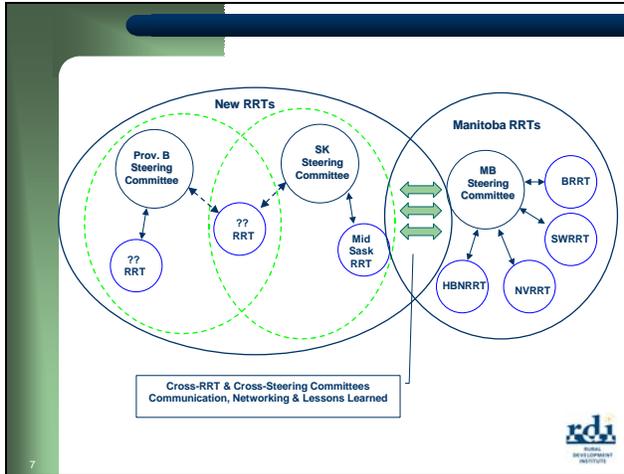
- Create 3 new RRTs in 2 other provinces/territories

Participatory Evaluation

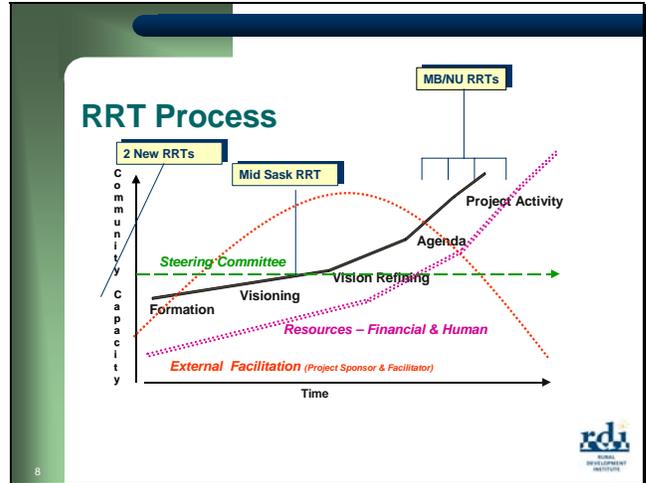
- Working together, identify the impacts and lessons learned from the RRTs and tell the stories



6



7



8

Is your RRT effective?

Participatory Evaluation

- Through the *participatory evaluation* process you will:
 - discover how the RRT is working
 - understand what is working within the RRT well & why
 - understand what is not working well within the RRT & why
 - discover the impact the RRT has on the region
 - identify opportunities for improvement
 - identify new opportunities
- Ongoing collaborative approach that involves everyone
- Builds on people's strengths, values and contributions, focusing on learning, success and action
- Includes ways to enable all RRT stakeholders to use the information

9

Benefits of MB/NU RRTs' Participation

- *Assistance* and *resources* to come together annually to network and share lessons learned
- Opportunities to network, communicate and collaborate with other RRTs
 - cross-RRT projects
- Opportunities for representatives of RRTs to interact with Steering Committee members (funders & potential funders)
- *Assistance* and *resources* to document & communicate the RRTs' impacts and lessons learned
 - to communities
 - to other stakeholders
 - to governments
 - to funders of current projects
 - to potential/new funders for new project funding
 - to influence policy development
- Opportunities to learn from other regions of Canada

10

RRT Sustainability

"It is better operating as a region, rather than on a community basis, because together, the communities are stronger, especially when they are applying for government funding."

"How can continuity be ensured among RRT and Steering Committee members over time?"

Reflections on Manitoba's Community Collaboration Project, 1999-2004

11

Appendix 10 – Participatory Evaluation Presentation

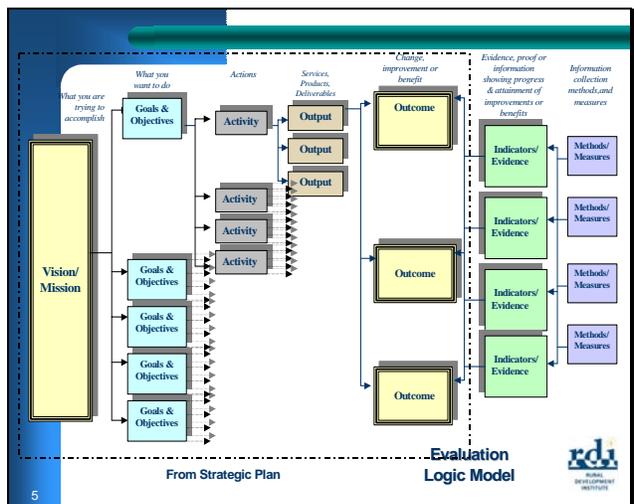
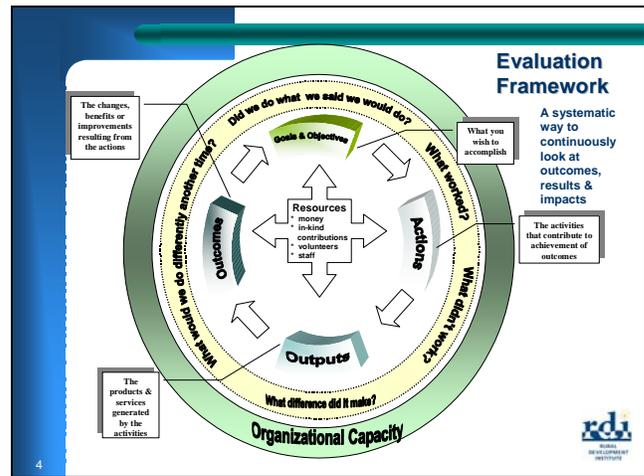
**Regional Round Table
Participatory Evaluation Workshop**

presented by
**Robert Annis
Marian Beattie**
June 1, 2005
Thompson, MB



Participatory Evaluation

- Through the *participatory evaluation* process you will:
 - discover how the RRT is working
 - understand what is working within the RRT well & why
 - understand what is not working well within the RRT & why
 - discover the impact the RRT has on the region
 - identify opportunities for improvement
 - identify new opportunities
- An ongoing collaborative approach that involves everyone
- Builds on people's strengths, values and contributions, focusing on learning, success and action
- Includes ways to enable all RRT stakeholders to use the information

Goals: Statements of what you are trying to accomplish. These are broad, general statements of what an organization is trying to do.

Objectives: Specific statements of what you want to do. They are time-limited and part of what a project hopes to accomplish.

Activities: A description of the activities or services which are planned to accomplish each objective. Activities are actions that produce a good or service (output).

Outputs: Actual services or products produced and delivered by the project to an intended target audience (e.g. health information, policies, research). These also include the one-time products that result from a project (e.g. a training manual). Outputs are directly controlled by the project.

Outcomes: These are the changes, improvements and benefits that occur as a result of the project's activities and outputs. They should be logically related to the objectives.

Indicators: This is the evidence, proof or information needed to show progress and the attainment of your desired outcomes. Indicators should be reasonable, useful and meaningful evidence of the intended outcome. They can be quantitative or qualitative.

Indicators

- A way of seeing the “big picture” by looking at smaller pieces
- Evidence that you are successful
- Evidence that you are doing what you said you would do (achieved goals & objectives)
- Evidence that you are making a difference? (impact)



6

Methods/Measures (examples)

- Written survey questionnaire
- Satisfaction sheets
- Face-to-face interviews
- Focus groups
- Telephone interviews
- Project records/documentation
- Participant observations



7

Methods/Measures Information Sources (examples)

Stakeholders

- RRT members
- Communities
- Steering Committees
- Funders
- Other stakeholders identified by RRT

RRTs

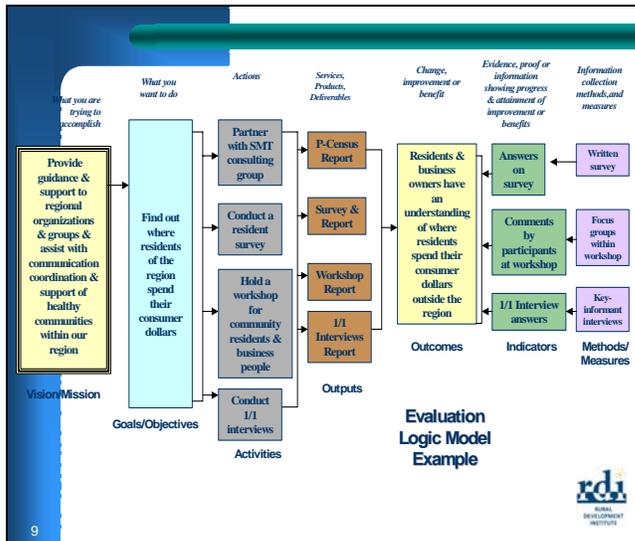
- Strategic Plans
- Meeting minutes
- Project proposals
- Project workplans, activities & evaluations
- 1/1 Interviews with members
- Discussions at RRT meetings & workshops

Steering Committees

- Strategic Plans
- Meeting minutes
- Workplans, activities & evaluations
- 1/1 Interviews with members
- Discussions at Steering Committee meetings & workshops



8



Questions

Are you doing what you said you would do?

- What are the indicators (evidence)?
- How will you know (measures)?

What difference have your activities and outputs made?

- What are the indicators (evidence)?
- How will you know (measures)?

What have you learned about what works and doesn't work?

- What are the indicators (evidence)?
- How will you know (measures)?

What are you going to differently in the future?



10

Evaluation Questions That Can be Addressed When Following the Logic Model

Did we do what we say we would do? (activities and outputs). **“What”**

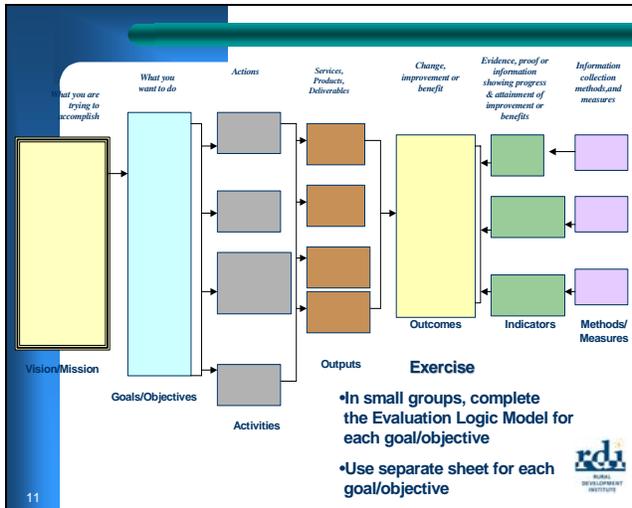
Did the activities have the desired outcomes? **“What”**

What did we learn about what worked and what didn't work? (outcomes and indicators) **“Why”**

What difference did it make that we did this work? (analysis of outcomes and indicators) **“So What”**

What could we do differently? (analysis of outcomes and indicators) **“Now What”**

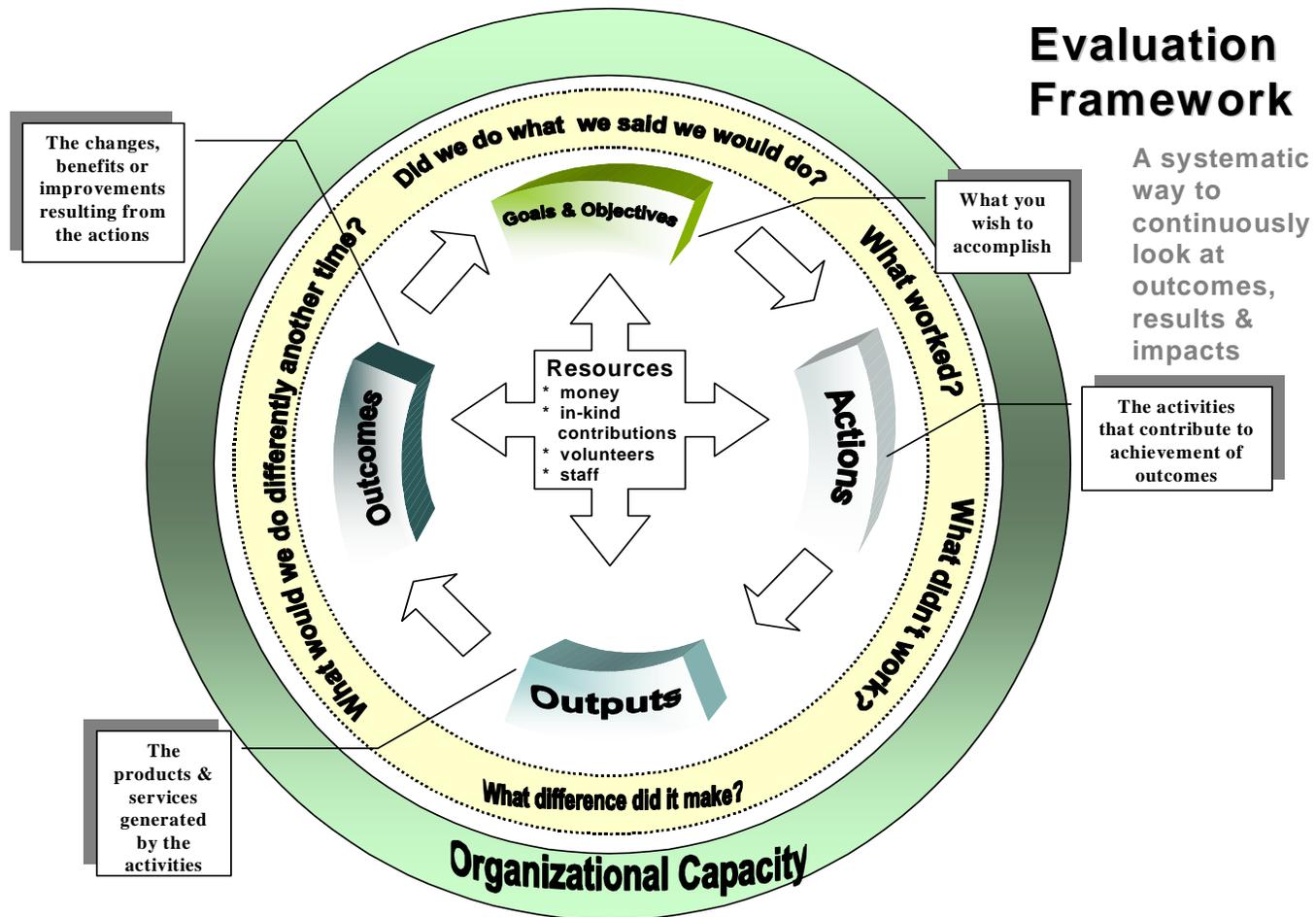
How do we plan to use the evaluation findings for continuous learning? (reflection—feedback into goals and objectives) **“Then What”**



- ## Next steps
- RDI – what do we need to move forward with Participatory Evaluation?
 - RRTs – what is needed for RRTs to be sustainable over time?
 - Steering Committee – how can we best support RRT activities?
- rdi
RURAL DEVELOPMENT INSTITUTE

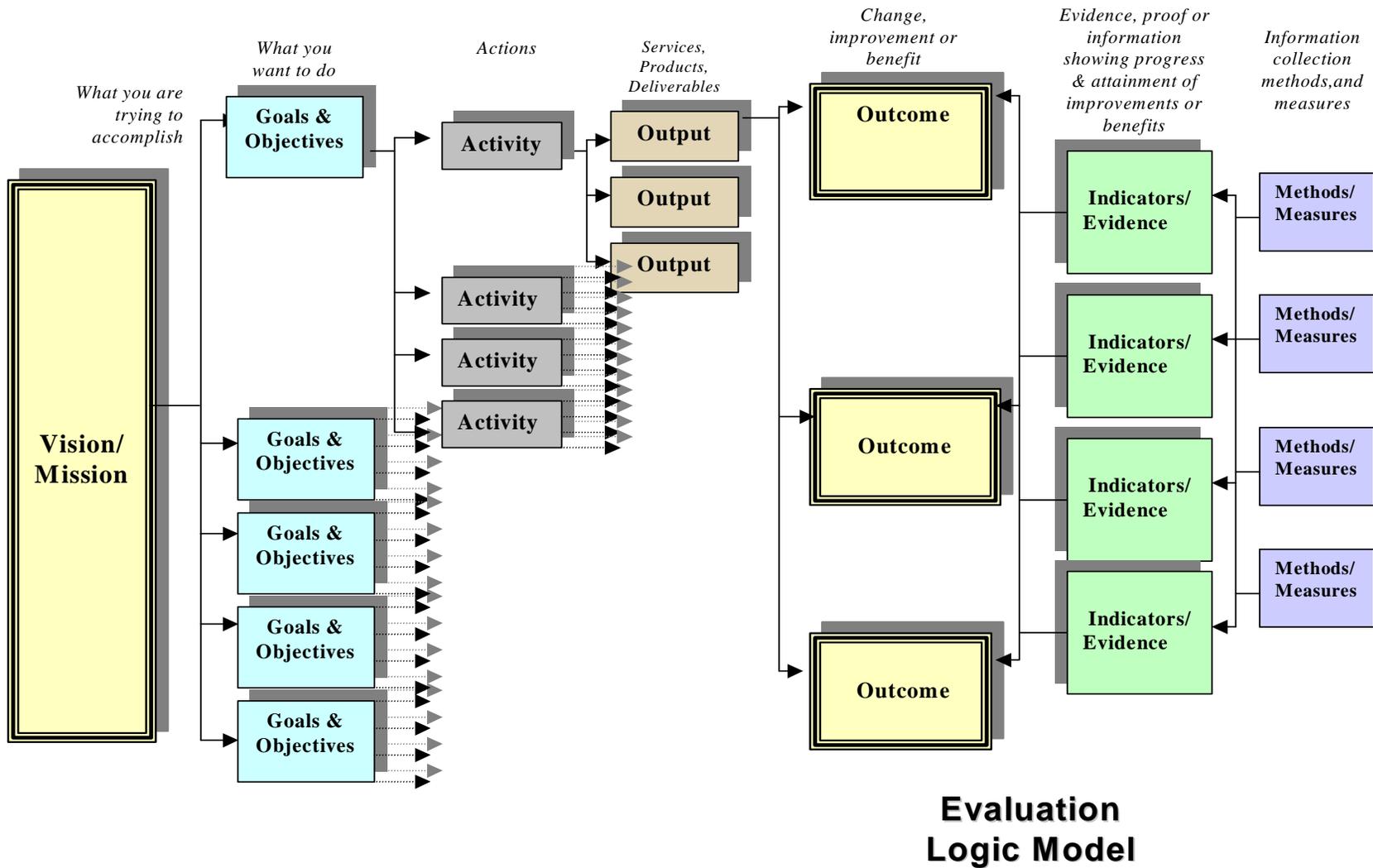
- ## RRT Sustainability
- *“The big walls have come down and there’s more willingness to work together to tackle small issues.”*
 - *“The partnerships to make it happen are all over the place... Once we’ve done one project together, we can do others, depending on how we develop those relationships.”*
- Community Collaboration Project Annual Meeting Report, 2004
- rdi
RURAL DEVELOPMENT INSTITUTE

Appendix 11 – Participatory Evaluation Framework



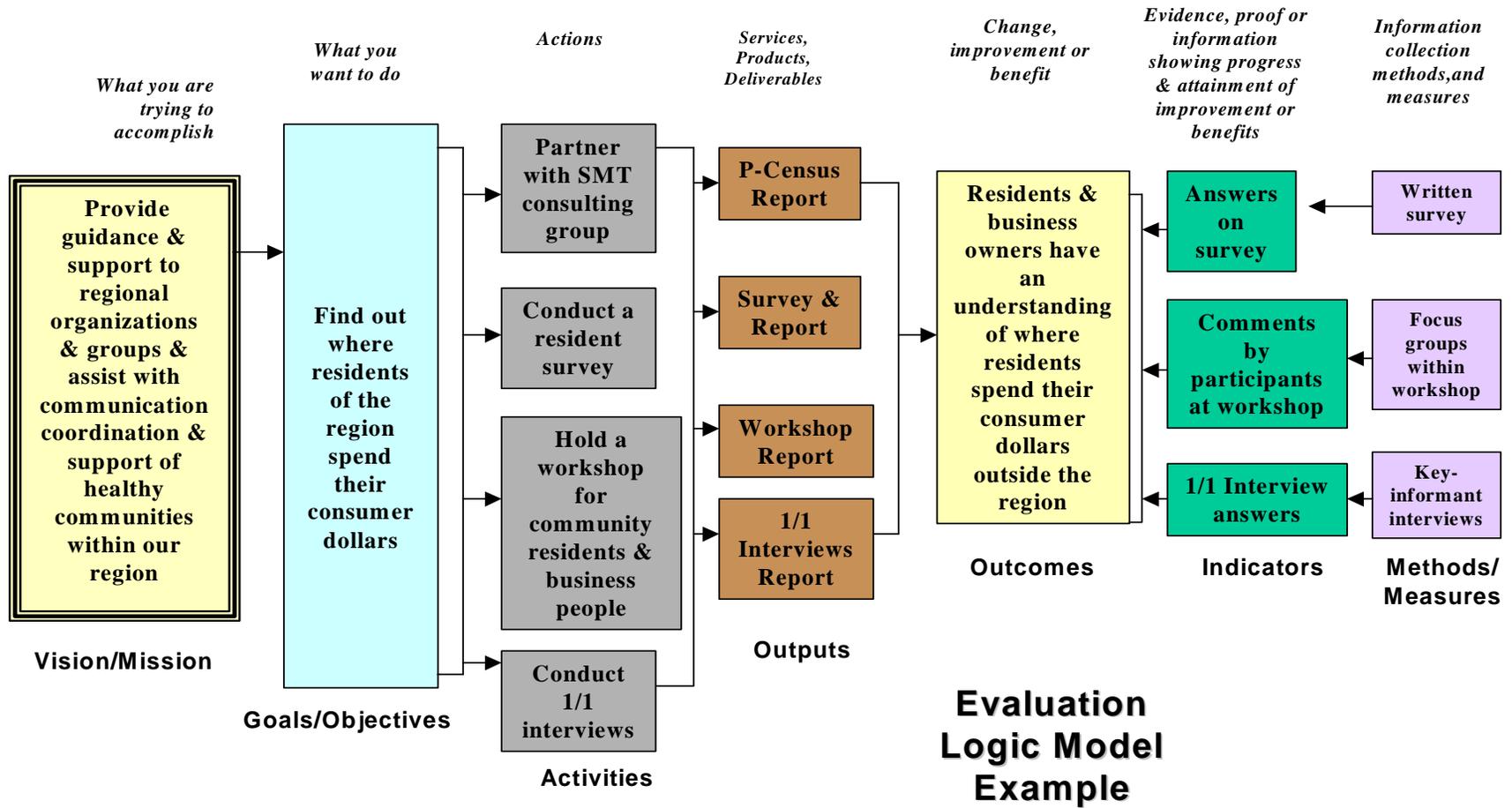
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Appendix 12 – Evaluation Logic Model

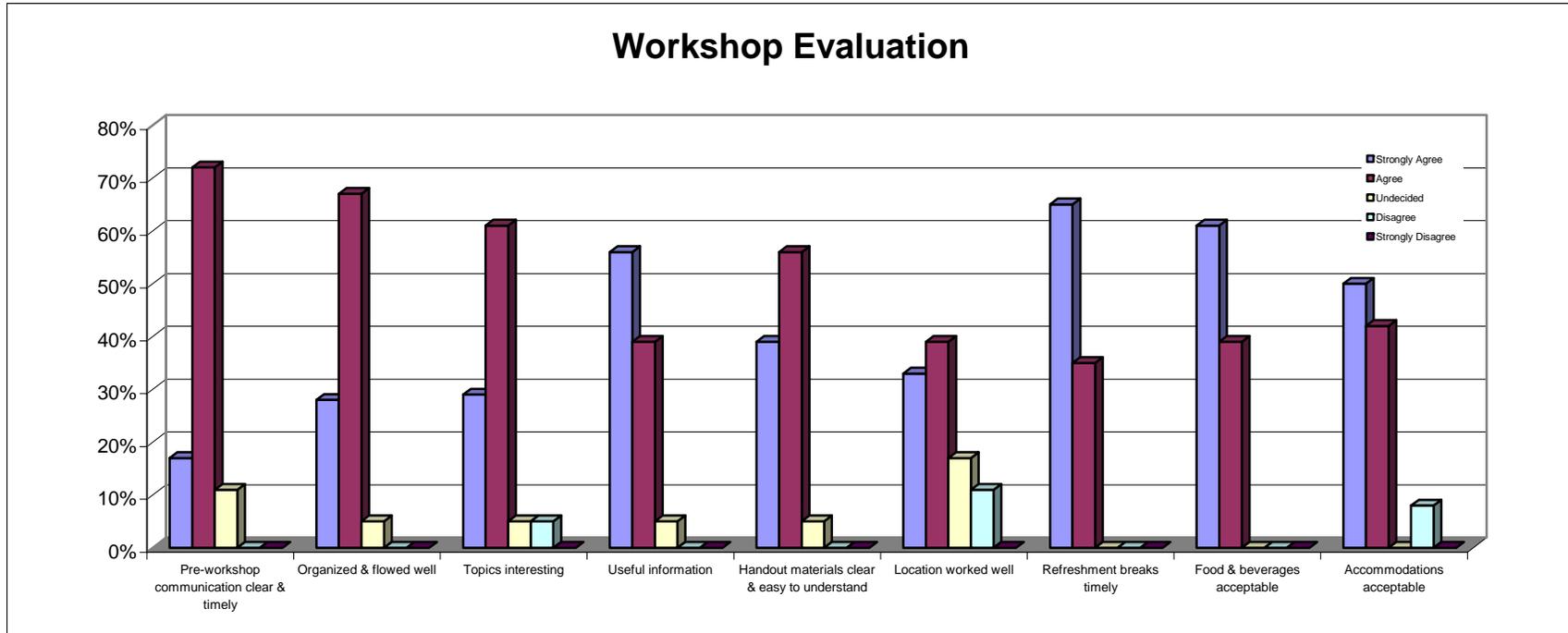


Evaluation Logic Model

Appendix 13 – Evaluation Logic Model Example



Appendix 14 – Workshop Evaluation



RDI ADVISORY COMMITTEE

Scott Grills, Chair
Dean of Arts
Brandon University

Peter Reimer
Acting Director
Rural Initiatives, Community Cooperatives
and Regional Development Initiatives
Manitoba Agriculture, Food and Rural Initiatives

Larry Flynn
Regional Manager
Population Health Promotion
Health Canada

Reg Helwer
Shur-Gro Farm Services

Ben Maendel
Jonathon Maendel
Baker Colony

Darell Pack
Senior Policy Advisor
Rural Secretariat

W.J. (Bill) Pugh
Partner & Certified Financial Planner
Meyers Norris Penny

Fran Racher
Associate Professor
School of Health Studies
Brandon University

Doug Ramsey
Associate Professor
Department of Rural Development
Brandon University

Frank Thomas
General Manager
Western Manitoba CIBC

Ray Simms
Regional Operations Manager, North-West
MTS Communications Inc.

Jeff Williams
VP Academic & Research
Brandon University

Dion Wiseman
Associate Professor
Department of Geography
Brandon University

Robert Annis
Director
Rural Development Institute
Brandon University

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.