The Second

National

Rural

Conference

Conference Report

Charlottetown, Prince Edward Island
April 4–6, 2002

Canada

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Message from the Honourable Andy Mitchell

We have come a long way since the National Rural Workshop held near Belleville, Ontario in the fall of 1998. Guided by the input, comments, suggestions and hard work of Canadians from rural and remote communities, we have, among many other initiatives, developed and implemented the *Federal Framework for Action in Rural Canada* and the first *Rural Action Plan*. We have undertaken a successful pilot project program, tabled two rural annual reports to Parliament (*Working Together in Rural Canada* and *Enhancing the Quality of Life for Rural Canadians*), continued the Rural Dialogue through regional sessions and now completed our second National Rural Conference.

I would like to express my appreciation to the conference participants for sharing their knowledge and experience, demonstrating their enthusiasm and commitment to their communities and rural Canada. But most of all, I would like to thank them for their hard work preparing for and participating in the conference. By working together, the event was a great success and will contribute to moving the rural agenda forward.

Our rural youth played an important role at the conference. Through their participation in the Rural Youth Forum and throughout the conference, they sent a clear and passionate message that they are not only the leaders of tomorrow, but are in fact part of the leadership of today. Their contribution to the success of the conference proved that point.

The success and sustainability of rural and urban Canada are inextricably linked. It is now time to move the rural agenda forward with a strong policy focus. To this end, an integrated national rural policy framework is being developed which will help ensure the co-ordination of rural development activities federally, while seeking a more co-ordinated approach between federal, provincial and territorial governments.

As promised, we asked all conference delegates to provide comments on the document, *Proposed 2002 Charlottetown Action Items*, developed from the issues and suggestions heard during the conference. Based on feedback received, we finalized and released this document to the public in September 2002, as the *Charlottetown Action Plan*. It was mailed to all conference participants and is available electronically at **www.rural.gc.ca**.

The Government of Canada is dedicated to working with you to ensure that this nation, with a strong rural Canada, has an opportunity to thrive as we go through the 21st century. We will continue to work as hard as we can and as effectively as we can to achieve this. We will continue to work together.

Sincerely,

Andy Mitchell
Secretary of State (Rural Development)
(Federal Economic Development Initiative for Northern Ontario)

Foreword

The following report is a summary of discussions that took place at the second National Rural Conference held in Charlottetown, April 4-6, 2002. Many of the discussions took place in facilitated breakout sessions. The report is not meant to be an exhaustive record of the conference sessions, but is intended to provide a comprehensive reporting of the main issues, experiences and proposed solutions discussed. Unless the speaker is identified, the statements in this document were made by participants or recorded in workshop notes and do not necessarily represent the views of the Government of Canada.

Following the conference, the Government of Canada examined issues, concerns and proposals raised at the conference that fall within federal jurisdiction to see which ideas could be acted upon. The *Charlottetown Action Plan* was developed to guide the Government of Canada in using its policies and programs to address issues raised at the conference.

Overview

The second National Rural Conference was held in Charlottetown, April 4-6, 2002 with the theme of "Shaping a successful future for rural Canada . . . together." The conference focused on community capacity building and embraced two primary objectives: a) to enable participants to acquire the tools and skills to stimulate development in their communities and; b) to provide participants with opportunities to network on a national level, by discussing and exchanging information.

Community capacity building is about providing communities with the tools to help themselves, adopting a way of thinking that will add value to the social, economic and human resources that exist in each community. It is a bottom-up, long-term process that integrates the various aspects of community well-being (economic, social, environmental and cultural) and improved quality of life is its main outcome.

This topic was selected as a logical progression from the 2000 Magog–Orford National Rural Conference and in response to a critical and reoccurring need identified by rural citizens and leaders during Rural Dialogue sessions held across the country in 2001. Three sub themes (leadership development, attracting and retaining people, and skills development for the new economy) were identified to help focus the discussion during conference breakout sessions.

Building on the lessons learned from the previous conference, the conference in PEI offered over 500 delegates from rural and remote regions of the country a range of opportunities to engage in learning, networking and dialogue. These included plenary sessions, breakout sessions (mobile workshops to local rural economic development projects, an exhibit hall and facilitated workshops), guest speakers, a question and answer session with Secretary of State Andy Mitchell, and informal networking opportunities.

In addition to the main conference, some delegates participated in one of two pre-conference sessions: the Rural Youth Forum and the National Rural Network Development Forum. More information on these sessions can be found in Annex 1.

The main conference sessions (i.e. plenary sessions and speeches) were covered by the Cable Public Affairs Channel (CPAC). These sessions were broadcast on CPAC on a repeat basis over the summer of 2002.

Summary of Keynote Address, Plenary Session and Speaker Sessions

Welcoming Remarks to Participants

A reception dedicated to the opening of the conference was held at the Confederation Centre for the Arts. Conference participants listened to welcoming remarks and good wishes from the following:

The Honourable Pat Binns, Premier of Prince Edward Island, welcomed all delegates to the province. He emphasized the rural nature of PEI and how its communities are the foundation of the economy—enabling them to thrive is vital to the future of the province. In an increasingly urbanizing country, Premier Binns outlined the importance of helping rural communities to retain their sense of place, their spirit of independence and their capacity to realize their goals.

The Honourable J. Leonce Bernard, Lieutenant Governor of Prince Edward Island, explained the different facets that form the cultural identify of Prince Edward Islanders. This identity is one that is decidedly rural and has been shaped by a multicultural history, steeped in the traditions of agriculture and harvests from the sea. Like other rural areas in the country, PEI is undergoing a transformation that is creating both challenges and opportunities. "Maintaining the vitality and prosperity of our smaller rural communities is not an easy task," but by working together at events like the conference, the vitality of rural areas can be assured into the future.

His Worship George McDonald, the Mayor of Charlottetown, welcomed the delegates and invited them to explore the warmth, history and points of interest that the city has to offer.

The Honourable Andy Mitchell, Secretary of State (Rural Development) (Federal Economic Development Initiative for Northern Ontario) commended the participants on the hard work they do in their communities and on their commitment to the objective of building and sustaining a strong rural and remote Canada. He challenged them to continue the hard work during the conference and asked them to think outside the box. He asked that the delegates consider the following thoughts in their deliberations: that our success depends on both a strong urban and rural Canada; that rural development must be pursued in an integrated fashion, combining desire for an increased standard of living with the need to maintain a good quality of life; and that, while an improving economy is a priority, so too is access to quality health care, education, life-long learning and tools to care for the most vulnerable citizens of rural Canada. He reminded participants that community capacity building is really all about people, especially our youth. We need to retain and attract the best and the brightest, while ensuring that they have the tools to sustain their communities.

The Honourable Lawrence MacAulay, Solicitor General of Canada welcomed the delegates to Prince Edward Island and encouraged them to build on the benefits that rural Canada represents to the nation.

Opening Plenary Session

In opening the session, Secretary of State Andy Mitchell again thanked delegates for their diligence and efforts in preparing for the conference, but also in their daily pursuits as leaders and champions of rural Canada.

Mr. Mitchell tabled a document entitled *The Rural Action Plan Report Card*, revealing the progress that was made in the areas of access to government services, access to capital, pilot projects and infrastructure. While there is still work to be done in other areas, Mr. Mitchell stressed that a key outcome of the *Rural Action Plan* that flowed from the Magog conference in 2000, was its ability to maintain the spirit and determination of that conference. The Plan also ensured that the needs of rural Canada would not be forgotten on the federal stage.

In setting the stage for the conference, Mr. Mitchell shared his vision of rural Canada and rural economic development. It is essential for rural Canada to look forward and to use the most modern tools and technology to embrace and compete in the world economy. It is also important to understand the relationship between urban and rural regions of the country.

"Solutions to our challenges do not reside in Ottawa, do not reside in provincial capitals, but rather they reside in communities themselves."
The Honourable Andy Mitchell

As described by Mr. Mitchell, "a successful Canada is one where both component parts are strong. You cannot have a successful Canada with a weak rural Canada any more than you could if you had a weak urban Canada." In this context he challenged the delegates for the remainder of the conference to view rural development as an integrated process that seeks to maximize rural opportunities across social, economic, cultural and economic lines.

A panel of youth delegates addressed the session to share some of the highlights of the Rural Youth Forum held the previous day. Their energy, ambition, vision and leadership is best summed up by one of the panellists who stated that rural youth want to be meaningfully involved in community decision making; "we want to make a difference, we want to feel important and we want to be important."

"We don't want to fight against each other anymore, it's not us against the government. We have to stop blaming and start working towards some real actions to heal our people."
Jocelyn Formsma, Moose Cree First Nation, Ontario

Keynote Address

Honourable Allan Rock, Minister of Industry

The keynote speaker for the conference was the Honourable Allan Rock, Minister of Industry. Mr. Rock's speech focused on Canada's Innovation Strategy, highlighting its relevance to rural and remote regions of the country.

Canada's Innovation Strategy was launched jointly by Minister Rock and the Honourable Jane Stewart, Minister of Human Resources Development Canada, in February 2002. It is not a government program, but rather a nationally focused framework and road map to have Canada recognized globally for its culture of excellence, for its innovation and its productivity, by 2010. The Strategy is designed to engage all facets of society to address the real decline in our standard of living and productivity since 1982.

"The history of this country is one of meeting challenges head on and overcoming them."
The Honourable Allan Rock

The following were some of the key messages delivered by Minister Rock:

- Innovation is more than technology, more than the Internet; it is about doing things better and more efficiently. It's also about people.
- The fate and prosperity of rural and urban Canada are linked.
- Government cannot reach the Strategy's goals alone. Achieving excellence can only happen through the commitment of all Canadian sectors and communities working together.

There are four basic elements to the Strategy:

- Creating new knowledge at a faster rate and bringing it to market more quickly.
- Making sure that we have the skills we need to compete in this new economy.
- Creating the right business and regulatory environment, one that helps, not hinders, progress and entrepreneurship while protecting the public interest.
- Bringing the elements together in communities that both attract investment and remain great places to live.

Minister Rock outlined key targets and Government of Canada commitments contained in the Strategy. Of most interest to the conference delegates was his commitment that high-speed broadband access would be available to communities in this country from coast to coast by 2005.

Full details of Canada's Innovation Strategy can be accessed directly from Industry Canada's homepage at **www.ic.gc.ca**. Speaking notes for Minister Rock's speech can be found electronically at: **www.ic.gc.ca/cmb/Welcomeic.nsf/ICPages/Speeches**.

Working Together:
The Breakout and Closing Plenary Sessions

Conference delegates were taken on a mobile workshop to visit one of three different PEI communities (Annex 2) to view first-hand examples of successful rural community development projects. An exhibit hall and Internet café were also part of the conference. The Hall showcased selected Canadian Rural Partnership Pilot Projects (Annex 3), information on Atlantic Canada, exhibits by governments and other organizations on tools available for community capacity building, and a marketplace of products from Atlantic Canada.

A total of 45 workshops were held during the conference, and organized around the sub-themes of leadership development, attracting and retaining people, and skills development for the new economy. Their objectives were to encourage the communities to share information, experiences and tools, while allowing the organizers to capture valuable feedback.

Workshop Highlights

A pre-conference workbook, which included questions on each conference sub-theme, was distributed to participants prior to the conference. In an attempt to group individuals with like interests, challenges and opportunities, participants were asked in the registration kits to identify which of three community scenarios they felt they could most relate to. As such, the groups were divided on the basis of three rural realities: metro-adjacent, rural heartland and northern/remote.

In 36 of the 45 workshops, a participant from a rural community was invited to deliver a presentation on an initiative that related to the sub-theme, and would help provide a context for group discussions (see Annex 4 for summary and contact information). In the remaining nine workshops, youth participants presented relevant issues and ideas raised during the Rural Youth Forum.

With the help of three "thematic rapporteurs," the discussions and feedback heard throughout these workshops were summarized and presented to conference participants during the closing plenary session. The workbook questions and more detailed answers can be found in Annex 5. Each of the rapporteurs covered a sub-theme.

To make the session more interactive, conference delegates were given the opportunity to participate in an electronic polling process. During the session, it was stressed that the polling exercise was being done on an experimental basis and that the intent was not to diminish the importance of any of the issues, but rather to confirm whether the rapporteurs had really captured the issues at play.

The polling process was only able to cover 9 of 17 anticipated questions, given time constraints, but still proved to be successful. Some delegates were concerned that the results of the polling might be used as a basis for government policy and decision making but were assured that this was not the case. Some results of the polling are found in Annex 6.

The following provides only the highlights of workshop discussions recorded.

Leadership Development

The pre-conference workbook suggested that, "by developing leadership skills from within the communities, rural citizens can help themselves meet the challenges that they face. Community leaders are often viewed as the catalysts for new community initiatives. They are expected to have vision and are required to manage complex tasks and challenges."

The leadership workshops focused on getting participants to discuss challenges to developing leadership skills in their communities and to brainstorm on ways to address some of these challenges. In addressing the questions presented to them, participants raised a number of key issues and messages. They described the ideal concept of leadership as being about change, enabling others to act and "letting go so others can get going."

The lack of critical mass in small communities was identified as one of the challenges for the emergence of new leaders, as were the challenges of volunteer burnout, the lack of formal succession planning and dealing with other overriding priorities.

Suggestions on improving the current leadership abilities focused on improving communications between community members or groups, ensuring inclusiveness of all those affected, guiding actions on the basis of vision and long-term planning, and, as importantly, following up on plans and proposals. The types of leaders that should be recruited are those who can act as "champions," who stem from all parts of the community, have positive attitudes and the ability to deal with and embrace change.

Participants suggested that communities could make better use of the resources that exist around them, including youth councils, mentoring, camps, recreational facilities and activities, and community activities, to help nurture leadership. Other proposed actions included improving public speaking, facilitation and communication skills; developing manuals, videos and other resource materials to assist in community initiatives; and stimulating community interaction and sharing.

Attracting and Retaining People

The pre-conference workbook suggested that, "the reality in many rural communities is that there are more residents leaving than there are newcomers . . . this results in a loss of knowledge and skills necessary for community development . . . retaining and attracting people involves promoting the values and strengths of rural Canada."

When asked to consider their vision for community growth, participants were decidedly optimistic with their predictions for their communities. The majority of groups envisioned communities with improved economic performance and diversification. They saw higher levels of education being attained, increased access to services, and more small-business jobs created locally.

However, a smaller number of groups had a less optimistic vision. They felt that their communities would continue to see out-migration with a resulting aging population, dependence on seasonal work from natural-resource industries, and a loss of farms.

The purpose of these workshops was to explore the factors that allow for social, economic and cultural growth in communities, helping to make them attractive places to live. As such, participants listed the factors they felt were important in retaining or attracting people to their communities. In summary, they identified those factors that support quality of life (e.g. environment, community spirit, values and culture, the relaxed pace, safety), as well as those that deal with more tangible assets (e.g. strong local economy/job opportunities, access to community services/health care/education, infrastructure/connectivity, recreational facilities).

In defining characteristics of healthy communities, workshop participants shared their thoughts of an ideal community. They felt that an ideal community is one that has a vision and a high level of pride, that supports local cultural heritage through its actions, and is open, dynamic and supported by its citizens.

They also identified actions that could be taken to attract new people, including immigrants and Aboriginal people. It was suggested that strategic planning and visioning for community and economic development were necessary, prior to promoting rural community life and targeting segments of the population to attract (e.g. youth). Upgrading traditional infrastructure (e.g. utilities and transportation) and Internet connectivity, as well as organizing individual events (e.g. dinners and festivals) were also viewed as actions that would contribute to healthy communities.

Skills Development for the New Economy

In the pre-conference workbook, we noted that "In the new economy, a large part of the workforce must rely on continuous education and training to nurture and upgrade their skills . . . Entrepreneurship and self employment are the driving forces behind job creation and income in rural Canada."

These workshops allowed delegates to consider skills required to help their communities take advantage of opportunities offered through the knowledge-based economy.

Participants wanted it to be clear that the resource-based economy is the backbone of Canada and that rural Canada is part of the "new," knowledge-based economy. Some felt that many tools were available to help with skills development but that finding them was the challenge.

When asked what they felt about the key skill requirements in the resource-based economy, participants noted the importance of developing trades and specialized skills, while sharpening leadership and business-related abilities. As expected, computers and information technology skills were signalled as important for developing newer, technology-based industries, but also for supporting today's resource-based industries. In either case, it was noted that the need for softer skills (e.g. mentoring, leadership, facilitation) should not be forgotten.

Workshop participants listed resources and organizations as means available to develop these types of skills. Examples included:

- Government-sponsored publications and resources (e.g. Human Resources Development Canada, Community Futures).
- Courses offered by community colleges, local school boards and distance learning programs.
- Local mentors and local organizations (e.g. 4-H, Scouts).

A number of participants cautioned that, in order to be effective, outside help needs to be framed in the context of the individual community. This would include recognizing and considering the strengths and assets of a particular community.

A Motivational Message

Gerry Lougheed, a community business leader and motivational speaker from Sudbury, Ontario shared his views, experiences and suggestions regarding the challenges and opportunities of living and working in rural Canada.

Using the pillars of *thinking heads, working hands* and *feeling hearts*, Gerry provided a compelling message that was simple, powerful and motivating. The challenges of rural and remote areas of the country are not insurmountable—we are only constrained by self-doubt. Change starts with the individual person or community. Input, individual voices and participation matter, make a difference and are essential in democratic society. These are *thinking heads. Working hands* are the people, networks and institutions that implement new ideas and visions. *Feeling hearts* provide the context of compassion, caring and community spirit that is rural Canada. In short, if we believe in ourselves and our visions, anything is possible.

"If we link arms with thinking heads, working hands and feeling hearts, we will not only win the race for rural Canada, we will chart a course that shapes a successful future."

Gerry Lougheed, Sudbury, Ontario

The Accountability Session

Conference delegates had the opportunity to participate in a question and answer session with the Honourable Andy Mitchell.

It is difficult in a report such as this to capture all the questions, comments and responses that were covered during the session.[1] However, the following list provides a reasonable account of the topics that were raised during the session. It should be noted that Secretary of State Mitchell responded to all questions during this session or committed to follow up personally with the individual posing the question.

Topics included the following:

- Support for the newly announced Rural Advisory Committee.
- The need for co-ordination with provincial/territorial government counterparts to ensure consistent delivery of services and reduce overlap.
- Achieving broadband Internet access for communities from coast to coast to coast.
- The need for increased funding and responsibilities for the Rural Secretariat.
- Changes to the Canadian banking system needed to remove perceived barriers for rural business and persons to access capital.
- The need for better communications and information exchanges among rural communities, and between rural communities and urban centres.
- The need for tax reform for resource-based industries.
- Investing in human capital and human innovation, as well as technology.
- Tailoring rural development approaches and tools for the unique realities of northern remote communities.
- Core funding for organizations versus "seed" funding needs to be resolved.
- Increasing partnerships between adults and youth.
- Addressing accessibility issues related to heath care and education.
- Reflecting rural Canada in Canada's immigration policy.

A number of these issues and others raised throughout the conference have been carried forward and are addressed in the *Charlottetown Action Plan.*

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[1] Coverage of the session were on CPAC broadcasts of the conference over the summer of 2002. Transcripts are available in hard copy and can be ordered by calling 1 888 781-2222 or E-mailing **rs@agr.gc.ca**.

Working Together to Achieve Our Goals: The Way Forward

Secretary of State Mitchell closed the conference by first thanking the delegates for their efforts, energy and hard work they put forth to make the conference an unqualified success. He then pointed out that creating successful rural communities, in part, depends on developing and maintaining solid and mutually rewarding partnerships. Hopefully this conference may have fostered some of these. The conference was also about exploring tools and techniques for enabling successful community development. Indeed, many delegates appeared to leave the conference highly motivated to share and apply some of what they had learned in their own communities and regions.

The Government of Canada is committed to providing communities access to a range of tools and resources to help them shape a successful future in rural and remote Canada. As part of this commitment, Andy Mitchell made a number of commitments and announcements during the conference. Most significantly, he announced the commitment of $2.8 million over the next year to the Rural Development Initiative. The Rural Development Initiative has four funding components:

- community planning, which includes asset identification, citizen engagement, and development and implementation of community plans.
- a leadership component, for the identification and development of leadership skills.
- research.
- inter-community partnerships, where two or more communities can work together to reach common goals.

Other announcements and commitments made during the conference concerned:

- $300,000 to help expand the Service Canada network.
- $25,000 to support a steering committee developing a national youth network.
- Appointment of a ministerial advisory committee on rural issues.
- Development of a national network of rural organizations.
- Publication of the Government of Canada's *Rural Action Plan Report Card*.
- Organization of a rural youth conference to be held in 2003.
- Organization of the third National Rural Conference to be held in western Canada in 2004.
- Development of a national rural policy framework.
- Circulation of the *Proposed 2002 Charlottetown Action Items* document to conference delegates for review and comment prior to finalization and broader circulation.

Achieving goals and moving the rural agenda forward requires government and communities to work together, building on the best assets and ideas from each community and region. Some of the Government of Canada's commitments and vision were announced during the conference. As delegates return to their communities and organizations, Secretary of State Mitchell encouraged them to build on the energy, ideas, tools and knowledge from the conference to undertake specific actions to improve the quality of life in rural Canada. He challenged the delegates to take what they garnered from the conference back to their communities, to be leaders in their communities and become the catalysts for continued change in rural Canada. He also reminded delegates that the rural agenda continues to move forward, and to not be frustrated by the slow pace of progress in some areas.

Secretary of State Mitchell will be examining issues and concerns raised at the conference that fall within federal jurisdiction and can be acted upon. Mr. Mitchell has also committed to discussing ways of improving federal, provincial and territorial co-ordination with other levels of government. Arising from the conference a *Proposed 2002 Charlottetown Action Items* document was prepared and sent to all conference delegates for input and feedback. This feedback will ensure that the document represents the views of rural participants. The document was finalized and publicly released in September 2002 as the *Charlottetown Action Plan.*

There is still much work to do, but we are getting the job done. If the energy, enthusiasm and commitment of the conference participants is any indication, we will have moved the yardstick considerably and have even more good news to share in western Canada at the Third National Rural Conference in 2004.

"Be the catalyst for action in your rural communities."

The Honourable Andy Mitchell

Postscript

Much of the conference (i.e. plenary sessions and speeches) was recorded by the Cable Public Affairs Channel (CPAC) television network. It was broadcast on a repeat basis through the summer of 2002, under the program segment entitled Public Record. Transcripts are available in hard copy and can be ordered by calling **1 888 781-2222** or E-mailing **rs@agr.gc.ca**.

Additional information arising from the conference will be posted on the Canadian Rural Partnership Internet site at **www.rural.gc.ca**. You may also contact your Regional Advisor for more information (Annex 7).

Annex 1: Pre-conference Sessions

Some of the delegates attended one of the two pre-conference sessions held before the full conference: the Rural Youth Forum and the National Rural Network Development Forum. The objective of the Rural Youth Forum was to provide young adults from rural and remote areas with an opportunity to develop skills in and increase knowledge of social and community development. The objective of the National Rural Network Development Forum was to develop and implement a process for discussing issues related to developing such a network. Below are some of the highlights from these sessions.

Rural Youth Forum

75 young people from rural communities across Canada participated in the forum. The forum followed a parallel format to the main conference and workshops focused on the same sub-themes. The following are some of the key messages that emanated from the youth session:

- Young people want to be involved in their communities and exercise their leadership within organizations, but find it difficult to integrate into existing organizations.
- Young people believe that the public's opinion of rural communities needs to change (get rid of negative connotations).
- Young people want to be informed about youth initiatives and community development projects now under way across the country. They want to see concrete achievements.
- Rural youth face considerable challenges in accessing infrastructure and institutions.
- Young people want technological innovation (including broadband access) to be integrated in the culture of rural communities and not limited to urban centres.
- Young people want to participate and help promote the attractions and benefits of living in rural communities (e.g. jobs, social and cultural life, simplicity).
- Aboriginal youth say that the themes discussed affect them and they would like to participate in partnerships, but believe there are much more pressing needs in their communities.
- Youth want to create a national network and stay in touch with one another until it is created.
- Youth are not just the leaders of tomorrow, they are also the leaders of today.

National Rural Network Development Forum

The concept of a national rural network involves creating a network of networks that would link rural communities across Canada. This forum articulated the purpose of a national network, identifying its value and benefits for rural communities, what its members should bring to it, and exploring the question of membership. It concluded with a discussion on the next steps in building a national network.

Participants at the forum had a wide-ranging discussion on the value and purpose of establishing a national rural network. They agreed that creating such a network would have many benefits—from building the human capacity of rural and remote Canada to contributing to government policy development. They agreed that it should be a community-based, bottom-up network for sharing information and building on strengths, including the human capacity of rural and remote Canada. The network should not duplicate the services of other organizations. It would provide an excellent vehicle to help raise awareness of the importance of the contributions of rural and remote Canada to the quality of life in urban Canada, and for making significant input to government policy development.

The forum was successful in engaging participants in an ongoing partnership to build an effective network. At the end of the day, participants agreed to form an expanded steering committee that will work on a framework for a national network. The steering committee will plan a follow-up forum expected to be held in the fall, during which the network would be formally launched.

Annex 2: Engaging Rural Community Successes in PEI: Conference Tours

A brief description of each tour site is provided below, along with contact information.

Gulf Shore Community Corporation

The Gulf Shore Community Corporation is a non-profit organization representing 16 communities situated on the Gulf Shore of PEI. The tour focused on the community of New Glasgow, where an ecotourism project is being planned: the Farmers Bank in South Rustico. Participants took part in a short walking tour of the North Rustico Harbour, where a marina and fisheries museum is slated to be built this spring.

Contact

Norman Gallant
(902) 964-2416
P.O. Box 210, North Rustico, PEI C0A 1X0

Montague Waterfront Development Corporation

The Town of Montague is located along the Montague River and lies approximately six miles upstream from Cardigan Bay. The town's waterfront is managed by the Montague Waterfront Development Corporation which is charged with making the waterfront an attractive site for community activities, and stimulating economic growth. The development began in 1998 and currently includes a marina, a small shops area, outdoor meeting facilities and connections to the TransCanada Trail.

Contact

Bev Deelstra
Montague Waterfront Development Corporation
(902) 838-2055
Montague, PEI C0A 1R0

Orwell Corner Historic Village and Belfast Development Corporation

Orwell Corner Historic Village is a typical Prince Edward Island Rural Crossroads Community from the years of 1890-1900. It was first opened in 1972. It is managed by Museum & Heritage PEI, but has a very active local community board of directors. Delegates were taken to the home located on-site where they experienced Island hospitality and heard from the community how they work with all levels of government and each other to ensure this area continues to thrive.

Contact

Dan Kennedy
Orwell Corner Historic Village
(902) 651-2926
Vernon River, PEI C0A 2E0

Annex 3: Exhibit Hall Contacts: Canadian Rural Partnership Pilot Projects

Strait Talk: A Regional Clear Language Newspaper

Produce a clear language regional newspaper that will provide Labrador Straits residents with improved access to information on programs and services provided by all levels of government, as well as local success stories, profiles of local individuals who have made a significant contribution, regional activities and community events.

Contact

Barbara Marshall
Partners in Learning
P.O. Box 73
West St. Modeste, Labrador A0K 5S0
Tel.: (709) 927-5570

Counting Youth and Women in Technology

To build community capacity at the local grassroots level in rural Nova Scotia. It is geared to help unemployed youth and women, creating employment opportunities for youth so they can use their technology-based skills to benefit local women in need of assistance.

Contact

Doreen Parsons, Provincial Coordinator
Women for Economic Equality Society
P.O. Box 38
Hubbards, Nova Scotia B0J 1T0
Tel.: (902) 857-1061

Club Fun–Famille

To use a simple and inexpensive family literacy approach to help parents participate fully in the pre-school education of their children, using resources they find in their home and community environment. Kent County has one of the lowest literacy rates in Canada.

Contact

Diane Levesque
21 Renaud Street
Richibucto, New Brunswick E4W 4G8
Tel.: (506) 524-9192

West Prince TeleHospice

To demonstrate how home-based tele-technology can help in the provision of palliative care to residents of the West Prince region in PEI.

Contact

Virginia Gillian
Community Development
West Prince TeleHospice
P.O. Box 10
Alberton, PEI C0B 1B0
Tel.: (902) 859-8730

Mobilisation de jeunes développeurs ruraux (Mobilization of Young Rural Developers)

Popular animation and education program in seven stages to be delivered by young people in seven or eight villages and ending with the completion of community art projects.

Contact

Catheline Thériault, Director
La Coalition urgence rurale
du Bas-St-Laurent
284 Potvin Street
Rimouski, Quebec G5L 7P5
Tel.: (418) 723-2424

Rural Enterprise Loan Fund Technical Assistance Program (TAP)

To provide loan applicants with experienced technical assistance in filling out their loan applications in order to start or strengthen their business. Consultants from networks across Ontario will assist the applicants.

Contact

Lois Hayter
Women and Rural Economic Development
423 Erie Street
Stratford, Ontario N5A 2N3
Tel.: (519) 273-5017

Rural Computer Access Training Seminars (R–CATS)

To provide blind and visually impaired individuals in the west district of Manitoba with training and access to state-of-the-art technology, and to develop skills needed for career training and daily living.

Contact

Susan Dewalt, District Manager
Canadian National Institute
for the Blind-West
354-10th Street
Brandon, Manitoba R7A 4G1
Tel.: (204) 727-0631

Carlton Trait Tourism Initiative

To support the development of "thematic driving tours," a guide to help other groups develop such tours, and an updated tourism inventory database, to encourage tourism in central Saskatchewan.

Contact

Wendy Smith, Chief Executive Officer
Carlton Trail Regional Economic
Development
P.O. Box 2947, 622 Main Street
Humboldt, Saskatchewan S0K 2A0
Tel.: (306) 682-2631

Restorative Justice

To promote a restorative justice approach as an alternative to the traditional court-based justice model, to dealing with minor crimes in nine rural communities around Innisfail, Alberta.

Contact

J.J. Beauchamp, Program Coordinator
RCMP Innisfail
5219-45th Street Close
Innisfail, Alberta T4G 1K6
Tel.: (403) 227-4156

Aquaculture Techniques for the Northern Abalone

To implement an abalone farming process in the Powell River area on B.C.'s west coast. Wild abalone fishing has been banned for 10 years, so this project will allow the domestic farming, processing and sale of this valuable seafood. There is significant demand in the Asian market for this product.

Contact

Mark Biagi
Community Futures Development
Corporation
4717 Marine Avenue, 2nd Floor
Powell River, BC V8A 2L2
Tel.: (604) 485-7901

Capacity Building Through Partnerships Yukon First Nation and Government

To create and implement a 12-month program giving skilled First Nation staff the opportunity to work with several Yukon Government agencies. Their goal is to learn about available information that will support planning and decision-making in the rural Aboriginal communities throughout the Yukon.

Contact

Sharon A Peter, Deputy Chief
P.O. Box 220/P.O. Box 122
Mayo/Teslin, Yukon Y0A 1B0
Tel.: (867) 996-2265

The Inuvik Community Garden Project

To help the Community Garden Society of Inuvik do the initial training of people to work in and operate the recently renovated Grollier Hall Arena. This new greenhouse, containing approximately 75 raised garden plots and a 4000 square foot commercial garden, will soon be self-sustaining.

Contact

Marsha Brannigan
The Community Gardening Society of Inuvik
P.O. Box 1544
Inuvik, NWT X0E 0T0
Tel.: (867) 777-2594

Netsilik Miniature Collection

To develop a miniature collection of traditional products, designed and used by Inuit for both survival and recreation. These items will be produced, marketed and packaged in the community and will be presented as an attractive display in a limited edition series. Each display will be retailed with a booklet illustrating the traditional use of each item.

Contact

Quinn Taggart
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P.O. Box 205
Kugaaruk, Nunavut X0E 1K0
Tel.: (867) 769-7281

Annex 4: Contacts/Summary Information for Breakout Session Presentations

Leadership Development

Capacity Building Initiative

(Newfoundland/Labrador) This initiative is a comprehensive education and training program created at the community level to assist Newfoundland and Labrador's Regional Economic Development Zone Boards with organizational and development strategies. Training modules focus on strengthening leadership, empowerment, organizational development and governance within the zones.

Contact

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Mariner Resource Opportunities Network
27 Goff, P.O. Box 520
Carbonear, Newfoundland A1Y 1B9
Tel.: (709) 596-6217
Fax: (709) 596-4473
E-mail: chickey@nfld.net

Arctic Co-operatives Limited

(Cambridge Bay, Nunavut) This project focused on developing local (Inuit/Dene) management skills in a northern and remote community. The Co-operative developed a human resources training strategy to provide its existing Inuit and Dene employees (as well as future employees) with the training and development needed to assume managerial and more skilled positions within 35 communities in Nunavut and the Northwest Territories.

Contact

Bill Lyall, President
Arctic Co-operatives Limited
Cambridge Bay, Nunavut
Tel.: (204) 697-1625
E-mail: amorrison@ArcticCo-op.com

Mentoring for Rural Organizations

(Ontario) The purpose of the Mentoring for Rural Organizations program is to develop mentoring skills and encourage board directors to mentor young people in the mandate and operations of their community organization.

Contact

Angela Akroyd
15101 Gore Road, RR # 3
Caledon East, Ontario L0N 1E0
Tel.: (905) 819-4871
Fax: (905) 819-4901

Community Collaboration Project

(Northern Manitoba) The goal of the project is to have communities exploring and implementing processes to help them become resilient, healthy and sustainable. Communities use a regional roundtable approach to create a vision, and undertake the collaborative activities and projects to achieve that vision.

Contact

Frank Bloodworth
P.O. Box 608
Leaf Rapids, Manitoba R0B 1W0
Tel. (work): (204) 473-2415 ext 3444
Tel. (home): (204) 473-2792

Attracting and Retaining People

L'Usine de L'Anse à Beaufils

(L'Anse à Beaufils, Quebec) A fish processing plant scheduled for demolition was transformed by the local community into a successful community centre and tourist attraction that includes a café, exposition rooms and an auditorium. The small community raised the funds themselves for the renovation, each donating $50 to $2000, as well as their time and effort in the renovation work itself. The project demonstrated how a potentially difficult situation can become positive.

Contact

André Boudreau
P.O. Box 221
Cap d'Espoir, Quebec G0C 1G0
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E-mail: lavieilleusine@globetrotter.net

Evangeline Community Health Care Co-operative

(Wellington, Prince Edward Island) This is one of three co-operatives in PEI that is involved in providing home care, health care or housing for their communities. This organization has been successful in attracting health care professionals to the community, which in turn helps to attract other professionals.

Contact

Élise Arsenault, Executive Director
Evangeline Community Health
Care Co-operative
P.O. Box 119
Wellington, PEI C0B 2E0
Tel.: (902) 854-7259
Fax: (902) 854-7270

Eco-Ventures

(North York, New Brunswick) Eco-ventures uses school-based enterprises to teach students academic, social and employment skills. Students learn to take responsibility, plan ahead, organize action, experience how business works, co-operate, collaborate and meet high performance standards while acquiring the habits of good citizens.

Contact

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New Brunswick E6L 1G6
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Fax: (506) 363-5176
E-mail: selbyinc@nb.sympatico.ca

Community Genuine Progress Indicators

(Kings County, Nova Scotia) This project was designed to help Kings County develop a set of community quality of life indicators as a powerful tool for community use in local development. Over 70 people from some 40 agencies and community organizations were actively involved in the project. The project is unique in that it provides a checklist of progress indicators against which communities set benchmarks.

Contact

Richard Hennigar
1388 Middle Dyke Road, RR 5
Canning, Nova Scotia B1P 1H0

Skills Development for the New Economy

Wild Island Foods Co-operative

(British Columbia) A good example of how a community in a remote region that faced economic downturn, caused by fisheries closures, used its local knowledge and expertise to build new economic enterprises. By adding new knowledge to traditional and non-traditional approaches to food processing, the community is seeking to improve its economic prospects and help sustain the community.

Contact

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Traditional Land Use and Occupancy Mapping Course

(Buffalo Narrows, Saskatchewan) Under the direction of the North West Saskatchewan Metis Council, a community co-ordinator works with the University of Alberta to design tools for gathering and mapping information on traditional land use and occupancy (from interviews with Elders). Students use geographical information systems to create digital maps of this land use.

Contact

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Buffalo Narrows, Saskatchewan S0M 0J0
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Upper Canada Networks — A Community-Based Initiative

(South Grenville, Ontario) Upper Canada Networks (UCNet) was formed in 2000, as a not-for-profit corporation to address the fact that high-speed Internet service was virtually non-existent in the Leeds and Grenville area of Ontario, but was very much in demand. With the assistance of the Government of Canada's Upper Canada Economic Renewal Project, UCNet awarded a contract to a consortium of companies to build a broadband, fixed, wireless network.

Contact

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Western Valley Development Authority (WVDA): Smart Kiosks in Smart Communities

(Digby, Nova Scotia) The WVDA was successful in a national competition to be designated as a "Smart Community," to enhance the way technology can be used as a tool by communities. The Western Valley Smart Community initiative includes over a dozen information technology sub-projects including: high-speed Internet installation, free-standing Public Access Terminals (PATs) throughout the region, E-mail addresses issued to all residents, and six video-conferencing centres.

Contact

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Annex 5: Working Together: Results from the Workshop Questions

The following is not meant to be an exhaustive record of the workshops, but rather is meant to capture as much of the discussion around the pre-conference workbook questions as possible.

Leadership Development

The following are key messages that emerged from these sessions:

- Leadership is about change and about enabling others to act
- Empowerment is letting go so others can get going

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1. In your experience what are the challenges to developing leadership in the rural community, or in expressing leadership?

- Small community size and expansive geography of rural and northern areas. It was felt that many communities lack the critical mass needed for new leaders to emerge. These factors make it difficult to recruit new leaders

- Exclusivity of leadership circle. This is related to the first point, but concerns were expressed about the lack of new blood in leadership circles, due to a perceived exclusivity and tradition. Newcomers can be intimidated

- Lack of formal succession planning or recruitment of new blood into organizations

- Need for access to training in leadership skills and capacity development

- Relevancy and rewards of leadership contributions. Communities are sometime remiss in recognizing the contribution of their leaders and innovators. Leaders are sometimes equally remiss in recognizing the contribution of others in achieving community objectives

- Dependence on volunteerism for many community projects and programs leads to having to deal with the challenges of volunteer burnout, recruitment, training, and reward and recognition

- Lack of or difficulty in accessing suitable facilities and resources for meetings, workshops or training, etc.

- Dealing with apathy and negativity among the general community population when trying to motivate them for a cause

2. How has your community tackled these challenges?

There appeared to be two types of responses: some communities had taken deliberate actions to address the challenges and some had not. Of those communities that had taken action, some examples of actions included:

- Providing or hosting workshops/training sessions

- Coordinating access to and availability of ad hoc meeting spaces within the community

- Providing some financial assistance to community groups

- Consciously and diligently recognizing the contributions of leaders and volunteers, no matter how small the contribution

What were the impediments?

- Limited or no access to necessary resources (e.g. funding, computers, experienced individuals, proposal writing expertise)

- Overriding fundamental priorities. Individual and community health are sometimes seen as critical priorities in communities and these fundamental needs must be addressed before issues of leadership capacity development can be considered

- Apathy of people concerning the value of their individual input to the decision-making process versus the final outcome. That is, there was a feeling that a decision had already been made and input was considered token

- Poor or lack of communication between community members or groups. Youth were mentioned most often, but others included Elders, cultural groups and other communities

- Inertia or lack of follow through on plans and proposals from an "entrenched" leadership not seeing the potential value

What were the enablers?

- Inclusive leadership styles that ultimately translate into broad-based appeal of leadership and ideas in the community

- Adequate project funding

- Developing and following a clear vision with identifiable goals

- Community enabling was often the result of the hard work and dedication of a few individuals; often referred to as "champions" or "heroes"

- Proactively soliciting assistance directly from community members. Ask; don't wait for volunteers to show up

- Commitment and capacity to undertake volunteer mentoring and training, and to value and recognize volunteers' contributions

- Positive attitudes that embrace and deal with change and demonstrate an obvious passion for the community or initiative

3. What opportunities exist in your community around which you and others can develop or exercise leadership?

- Opportunities that focused on nurturing and involving youth appeared to be the most commonly noted. Suggestions included youth councils, mentoring, camps, recreational facilities and activities, encouragement to community activities at younger ages, increasing the profile of proven successful organizations (e.g. 4-H) and trying to develop better job opportunities locally

- Access to or development of training and education opportunities (e.g. computer skills, basic computer literacy, facilitation, communication skills, Web site design)

- Development or sourcing of manuals, videos and other resource materials to assist in a range of community projects, initiatives and needs

| | • Development of a local phone directory and assets/skills list |
| | • Undertake or promote general social events to stimulate community interaction and sharing, both with communities and between communities at a regional level |

4. Given the notion of "bottom-up approach," how inclusive is your community's decision-making process? *How broadly based is the decision-making within your group?* *Is it very inclusive or does it tend to be restricted to just a few people?* *Do you actively encourage or mobilize other people to get involved in capacity building initiatives?* *Is there openness in how people are selected to participate in your initiatives?*	The general opinion arising from the workshops was that in most cases groups felt that decision making in their communities was not particularly inclusive or broad based. Discussions tended to relate back to a number of the previously identified leadership challenges including: • Entrenched leadership with inertia to change and trying new ideas • Low inclusion and recognition of the youth voice • Lack of communication within and between communities • Volunteer burnout resulting in little energy left to recruit new blood and promote activities beyond traditional avenues Participants tended to think that decision making was more broad-based and inclusive within their own organizations, but were not hesitant to admit that there was a lot of room for improvement.
5. What outside help do rural communities most need to develop leadership?	• The most common suggestions related to education and training. Identified were public speaking, communication, facilitation and entrepreneurial skills • Extending communication and networking with others was frequently mentioned. Participants were looking for opportunities to share best practices, learn from others and develop regional leadership support networks • Funding support to assist with the above

*Who are the key people/
organizations that should
be taking a lead role?*

Suggestions ranged from local leaders to community organizations, to all levels of government. Schools (i.e. colleges and universities) were frequently mentioned. Rural youth should also take a lead role in community development activities.

Attracting and Retaining People

The following are key messages that emerged from these sessions:

- Access to services, dynamic communities and leaders, standard of living and quality of life attract people, while inclusive decision-making styles, community ownership and participation in projects help to retain people

1. What draws people to your community?

- Natural environment features (e.g. fresh air, clean water)

- Community values, spirit and way of life, relaxed pace of life

Is it the economy, the environment, the culture, etc?

- The sometimes lower cost of living in rural areas

- Positive community attitudes towards youth

What do you believe are two or three most important characteristics of a healthy community?

- Good local economy with jobs and opportunities

- Access to educational facilities locally

- Access to good recreational facilities (e.g. pool, arena) including trails

- Presence of or good access to medical and health care services and facilities

- Local Internet connectivity and support services

- Good access to a different range of services and facilities for demographic and cultural groups (e.g. youth, seniors, young families, Aboriginals)

- Inclusive leadership and decision-making style, openness of local organizations

- Leadership with a commitment to developing and achieving a vision

- High levels of community pride

- The prevalence of an active and appreciated voluntary sector

- Actions and attitudes that clearly support/embrace local cultural heritage

What have you done in your community to be more attractive to current or potential residents?

Planning and Promotion
- Strategic planning and visioning for community/ economic development

- Promoting community via the Internet, brochures, trade shows, etc.

- Targeting youth as a positive asset to be nurtured and respected

- Encouraging and promoting positive community attitudes

- Undertaking "buy local" campaigns to support local businesses

Developing Services and Facilities
- Increasing the availability of affordable housing

- Upgrading traditional infrastructure (i.e. utilities and transportation)

- Increasing Internet connectivity within the community

- Undertaking or supporting community beautification projects

Individual Events
- Reunions

- Lunches/dinners/festivals

2. How do you envision your community ten years from now?

Delegates were decidedly optimistic with their predictions for their communities. The majority of groups envisioned communities with improved economic performance and diversification. They saw higher levels of education being attained, increased access to services, and more entrepreneurial jobs created locally.

A smaller number of groups had a less optimistic vision. These groups felt their communities would continue to see out-migration with a resulting aging population. There would be continued dependence on seasonal work from natural resource industries and a continued loss of farms.

- Developing and entrenching positive attitudes toward change within the community

- Making leadership and decision making more inclusive

- Engendering in community members an openness and receptivity to new residents

- Increasing youth's involvement in the community

- Developing a community spirit that embraces and seeks multicultural harmony

- Developing partnerships and networks to support leadership and community development initiatives and ideas

What is your vision of community growth?

- Improved community access to health-care facilities and services

- Improved access to educational opportunities and programs

- Stability or growth in employment

- Stability or growth in community population

- Improved basic infrastructure within the community

- Diversified local economy to provide alternatives to resource-based jobs

How would you integrate immigrants and Aboriginal people in your vision?

- Approach new residents with a positive and inclusive attitude

- Arrange or facilitate a support network for new cultural groups that provides linkages to services related to language, education and cultural heritage

- Consciously integrate and include them in community activities and decision making

- Develop a plan and a vision for receiving and keeping immigrants in communities

- Recognize and appreciate Aboriginal values and cultural heritage in local heritage and development

- As summed up by one group "it is essential to try"

What assets do you see as the cornerstone of your community's growth aspirations?

- Positive and inclusive leadership with a vision that can motivate the community

- The people. The wealth of experience, skills and assets available through community members, including First Nations

- Diversity and richness of local history and culture; heritage

- General higher quality of life compared to some urban areas

- Location and related amenities (e.g. access to markets, natural heritage features, climate)

- A feeling of safety and security within the community

- A strong economic base, including agriculture

- Having tourism potential as a means to diversify the local economy

- Availability of basic services and infrastructure for business and families

- Presence or potential to develop spiritual centres

- Developing human resources through education and training that is relevant to local needs and opportunities

- Undertaking community visioning

- Having strong and positive leadership

What are the key conditions necessary for long-term success in your community?

- Developing a healthy social environment (e.g. pride, volunteerism, multiculturalism, organizations)

Are these conditions consistent with industrial development in your community?	• Having easy access to basic infrastructure and services (utilities, health care, education, knowledge-based technology) • Having or developing markets for products (both natural resources and goods and services) • Engaging youth in meaningful community involvement • Promoting rural Canada—recognizing the importance of rural Canada to the health and sustainability of urban centres and vice versa • Integrating and co-ordinating government actions and policies
3. What outside help do rural communities most need to attract and retain people in your community?	The nature of the question solicited a long list of suggestions from local leaders to community organizations to all levels of government.
Who are the key people/organizations that should be taking a role? *What do you expect them to be able to do?*	Schools (notably colleges and universities) were mentioned the most frequently. Related to this, rural youth were identified as being a key group to take a lead role in community development activities.

Skills Development for the New Economy

The following are key messages that emerged from these sessions:

- The resource-based economy is the backbone of Canada
- Access! Many tools are available, finding them is the challenge
- Economic prosperity is not the sole indicator of healthy communities
- Being multi-skilled is of critical importance

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1. For your community to successfully participate in the knowledge-based economy, what do you feel are the key skill requirements?

Related to the traditional resource-based economy?

- Trades and specialized skills
- Computers and information technology
- Leadership, team building, and community networking skills
- Marketing
- Business management and financing
- General increased levels of education and literacy

To develop newer, technology-based industries?

To explore opportunities you are not yet aware of?

Many skills identified by participants for this sector were very similar to those identified above. Others included more emphasis on:

- General computer literacy
- Internet skills
- General information technology training and skills
- Entrepreneurial business skills.
- Exploring new markets and new opportunities
- Information development and research
- Innovation
- Personal networking
- Access to success stories and best practices from others

2. What means do you have at the community level to develop skills related to entrepreneurship and self-employment?	Workshop participants provided a long and varied list of resources, organizations and means available. Examples included: • Government-sponsored publications • Courses available through local or distance education opportunities • Community Access Program (CAP) sites • Human Resources Development Canada resources • Community Futures offices and materials • Local mentors and local organizations (e.g. 4-H, Scouts)
3. What tools are available to support the notions of continuous learning and skills development as they relate to achieving your community's vision?	• Community colleges/distance learning/ local school boards • Specific/specialized training • Networking to share knowledge and success stories • Mentoring • Access to Internet (e.g. CAP sites) • National and provincial organizations • Cooperatives and volunteer organizations • Local service clubs • Traditional knowledge and skills passed on through generations
4. On a personal level, what skills do you want to develop in the next ten years?	• Leadership skills • Facilitation, mediation, negotiation, conflict resolution • Information-technology-related skills including computer use • Project and business management

- Cultural sensitivity and awareness, including language training

- Hobbies/personal interest

- Interpersonal, communication and computer related skills were most often mentioned

5. What outside help do rural communities most need to develop the proper skills for today's and tomorrow's economy?

- Strategic and sustained funding for skills development and upgrading

- Collaboration among governments and communities, networking and teambuilding

- Training and education programs adapted to rural realities (including train the trainer, leadership, vocational and technology skills, trades and interpersonal skills)

- Commitment to maintain and build infrastructure (including broadband access)

- Help needs to be framed in the context of the individual community. This would include recognizing and considering the strengths and assets of a particular community.

Who are the key people/ organizations that should be taking a role in this?

For this area there seemed to be less emphasis on government support and more emphasis on existing community organizations, particularly educational ones. People suggested that depending on the issues, local leaders or champions should be contacted as a starting point. The exception to this was the information highway where it was felt that the Government of Canada should be the lead agency. Request for funding and other financial assistance were often mentioned.

Annex 6: Delegate Polling Results

Participants were asked during the closing plenary session to vote on the importance of some of the main ideas synthesized from the breakout workshops. Approximately 246 people participated in the polling.

The questions were designed to reflect the themes of the conference. Seven questions were asked on leadership, one question was asked on skills and learning, and one question on attracting and retaining people.

As a warm-up exercise, the audience was asked to provide information on the following:

Breakdowns are by:

AGE

18 to 29	**54**
30 to 49	**79**
50 to 64	**72**
65 +	**6**
TOTAL votes	**211**

PROVINCE

Newfoundland and Labrador	**14**
Prince Edward Island	**6**
Nova Scotia	**14**
New Brunswick	**16**
Quebec	**23**
Ontario	**64**
Manitoba	**20**
Saskatchewan	**18**
Alberta	**16**
British Columbia	**20**
Yukon	**7**
Northwest Territories	**4**
Nunavut	**4**
TOTAL votes	**226**

GENDER

Male	**108**
Female	**109**
TOTAL votes	**217**

REGION

BC and North	**35**
(BC, NWT, NU, YK)	
Quebec and Atlantic	**73**
(QC, PEI, NB, NS, NF)	
Prairies	**54**
(MB, SK, AB)	
Ontario	**64**
TOTAL votes	**226**

RURAL REALITY

Metro adjacent	**68**
Rural heartland	**105**
Northern and remote	**46**
TOTAL votes	**219**

LANGUAGE (SPOKEN AT HOME)

English	**121**
French	**44**
Other	**8**
TOTAL votes	**173**

EDUCATION (HIGHEST ATTENDED)

High school	**39**
College diploma	**36**
University	**126**
TOTAL votes	**201**

The questions asked in the poll were:

Leadership:

1. The most important leadership challenges, whole group (245 votes)

1. Build processes to renew leadership (33%)
2. Take care of people (23%)
3. Tap into the youth potential (13%)
4. Avoid community and government disconnect (12%)
5. Other (9%)
6. Deal with negativity (6%)
7. Large geography (2%)

2. Second most important leadership challenge, whole group (246 votes)

1. Build processes to renew leadership (26%)
2. Tap into the youth potential (24%)
3. Take care of people (19%)
4. Avoid community and government disconnect (9%)
5. Deal with negativity (9%)
6. Other (7%)
7. Large geography (3%)

3. Impediments with greatest impact, whole group (242 votes)

1. Lack of resources, human and financial (52%)
2. Leaders have chosen or forced to stay too long (17%)
3. People opt out (11%)
4. Lack of education – literacy (8%)
5. Other (5%)
6. Out migration (4%)
7. Culture differences (0%)

4. Enablers that help most, whole group (236 votes)

1. Values, emotion and commitment (34%)
2. Training and mentoring (26%)
3. Co-operation (21%)
4. Youth involvement (7%)
5. Incentives (5%)
6. Technology, information sharing (3%)
7. Other (1%)
8. Less long-term (0%)

5. Which opportunities contribute most to development of leadership,
   whole group (236 votes)

   1. Identify leaders based on interest (24%)
   2. Educate and train leaders (23%)
   3. Get people involved (19%)
   4. Communicate opportunities (18%)
   5. Nurture youth (12%)
   6. Other (6%)

6. Outside help rural communities need most, whole group (243 votes)

   1. Provide finances and resources (43%)
   2. Provide practical, relevant training (24%)
   3. Extend networks beyond communities (15%)
   4. Accessing existing development programs (9%)
   5. Internet access (3%)
   6. Other (3%)

7. What outside assistance is most feasible to expect, whole group (240 votes)

   1. Public Service Sector (33%)
   2. Organizations with leadership experience (28%)
   3. Schools - Elementary through university (15%)
   4. Other (12%)
   5. Organizations with high level of youth participation (11%)

Attracting and Retaining People:

8. Outside help most needed to attract and retain people, whole group (225 votes)

   1. Clarity and coherence from all three levels of government (35%)
   2. Strategy of financial support (27%)
   3. Human resources development (13%)
   4. Policies to protect environment and quality of life (11%)
   5. Fiscal incentives (8%)
   6. Other (5%)

Skills and Learning:

9. Key skill requirement, whole group (228 votes)

   1. "Soft" or human interpersonal skills (28%)
   2. Business management and planning skills (25%)
   3. Literacy skills (14%)
   4. Trades and specialized skills (14%)
   5. Other (8%)
   6. Advanced technology related skills (4%)
   7. Basic technology-related skills (3%)

Annex 7: Rural Secretariat: Regional Advisors

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