

Proposal for a Centre for Rural Research and Education (CRRE)

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Objectives

The Concordia Centre will contribute to the revitalization of rural Canada by building research and education capacity. This will be accomplished through comprehensive collaboration among academics, policy-makers, practitioners, and citizens, high quality research, and the implementation of a wide range of knowledge-building approaches.

The Vision: The Centre aims to increase the quality of life for all Canadians by improving the economic, social, and cultural welfare of rural people and organizations. This will be accomplished by bringing the resources of the university to bear on rural issues and challenges. We believe that both high quality scholarship and continual community engagement are critical to this objective.

Justification

Rural and small town Canada has undergone tremendous changes over the past 50 years. Its population has become redistributed, its economy has become more diverse, its services have been regionalized, and its political position has been radically altered. In the process, its traditional role in Canadian society has been challenged and new functions are emerging. These changes have meant that every jurisdiction from small municipalities and towns, to counties, regional, provincial and territorial governments, to the federal government have been involved in efforts to understand the nature of these changes, mitigate their negative effects, and better position rural Canada for the future.



Hussar, AB (NRE Field Site)

Research and education institutions have an important role to play in meeting the challenges of such changes. They are well-positioned to identify the drivers of these changes, gather the necessary data for analysis, and conduct the analysis that can increase our understanding and serve as a strong basis for policy choices. What is needed, however, is an infrastructure to

overcome the considerable distances and more limited institutional resources inevitably involved in rural research.

This proposal is to establish such an infrastructure with its administrative home at Concordia University. The *Centre for Rural Research and Education* will bring together rural-focused research, policy, and practitioner communities. The goal is to provide a structure for collaboration among existing rural research and development interests, facilitate new research and education initiatives, and to expand involvement by bringing in additional partners through research, policy and practice communities both within Canada and abroad.

The Centre will make significant impacts through support for research, education, policy debate, and practical needs. By strengthening the economic and social understanding of rural Canada it will enhance the future of all the country. The Centre will ensure that the necessary research and education takes place in a collaborative, comparative, and scientific manner. At the same time, it will monitor and explore strategic responses to deal with those who are vulnerable within the context of change and the new economy (e.g.



CRRF Conference, Twillingate, NF

youth, the elderly, Indigenous Peoples, those who lack transportation). This requires continual research, collaboration, and knowledge mobilization (KM), not only with respect to markets, but to the dynamics of entrepreneurship, community innovation, and governance. In addition, as Canada continues to urbanize, these urban markets and populations will become increasingly important for rural people and organizations. Meeting the demands of these urban centres (for food, water, energy, natural resources, services, recreation, and pollution mitigation) will require considerable research and the development of forums for interaction and collaboration between rural and urban peoples.

Why Concordia?

Concordia University is the home of Canada's only national research and education project on rural Canada. Titled *Understanding the New Rural Economy: Options and Choices* (NRE)¹, this project brings together over 15 researchers and educators from 16 universities throughout Canada. Its current grant under the New Economy Initiative of SSHRC will come to an end in September 2007, capping a program of funding that has generated more than \$4.5 million over the 10 years of its existence. The NRE has provided a link between researchers, systematically

¹ Details on the NRE Project can be found via: <http://nre.concordia.ca>

The Special Characteristics of Rural Research

By its nature, rural research presents many challenges. Few universities are located in rural places and if they are, they cannot afford to specialize on rural topics since the small size of their teaching staff requires them to be generalist in scope. As a result, experts in the field are scattered throughout the country rather than located in one place.

Concordia University is well placed to overcome this structural limitation of rural research. The NRE Project is evidence of its success in that regard. Through the Concordia connection, the energies of over 100 people have been coordinated to create a rural network, widely dispersed in space, but strongly coordinated in effort.

Proposed Activities and Organization

In order to achieve its objectives, the Centre will work toward the development of the following types of activities (for details see Appendix I).

- An administrative core
- Conferences and workshops
- A rural information gateway
- Data depository and archive
- Research stimulation and guidance
- Knowledge mobilization best practices
- Capacity-building internships
- A rural research clearinghouse
- Increasing the rural 'voice' in research, policy, and practice
- Expanding network and liaison opportunities
- Building research receptor capacity
- Expanding international liaisons



Student Poster Session - Gatineau QC

The organization of the Centre is built on the network, infrastructure, and activities established by the NRE Project over the last 10 years. Concordia University will serve as the administrative core but will have many of the tasks and activities distributed to appropriate Centres in other locations. In some cases, additional financing for specific activities will be generated and managed by these Centres. Distributing the activities in this manner builds synergy by taking advantage of local strengths, increasing the capacity of multiple Centres, and maximizing the flexibility of CRRE to respond to new issues and insights.

A team of Concordia faculty members will be established to support the administrative core and ensure institutional continuity. The distributed nodes will be allocated the authority and responsibility to initiate and maintain tasks relevant for the whole network by a CRRE Governance Team. Details, By-laws, terms of office, and additional members related to the structures of governance will be decided as one of the first tasks of CRRE (for additional

details, see Appendix II).

Funding and Growth Options

The CRRE will be established through Endowment funding. As a result, we expect to grow in an incremental fashion as this funding expands. The following proposals provide some indication of the sequence through which the Centre may grow – recognizing that the priorities may shift as new opportunities arise.

1. Basic Infrastructure

This option would be to establish the basic infrastructure for the project. At the same time it would preserve the data, web site, and networks established by the NRE Project while exploration and negotiations occur for project expansion. It would not support new research, the workshop, field site, or conference activities of the current project. Instead, it provides support for a minimal staff and expenses for travel and subsistence related to the project development. An estimated budget would be the following.

Role or Activity	Amount per year
Research Manager	\$50,000
Administrative Support	\$12,000
Data maintenance and support	\$10,000
Web site and archiving support	\$10,000
Supplies and communication	\$3,000
Travel and subsistence (RM & Governance Team)	\$10,000
Project development	\$5,000
Total financial support	\$100,000
In-kind support: 1 office, 1 research room, 1 server, accounting	

2. As more funding becomes available, we anticipate that it may contribute to the Centre activities in the following ways. Many of these activities would be undertaken by partner Centres throughout the country since they are able to contribute capacity and support which will leverage additional resources.

Activity	Minimal estimate per year
Conferences and workshops	\$30,000
Rural information gateway	\$10,000
Data depository and archive	\$10,000



Activity	Minimal estimate per year
Research stimulation and guidance	\$5,000
Knowledge mobilization best practices	\$10,000
Capacity-building internships	\$15,000
Rural research clearinghouse	\$40,000
Increasing the rural 'voice' in research, policy, and practice	\$10,000
Expanding network and liaison opportunities	\$5,000
Building research receptor capacity	\$20,000
Expanding international liaisons	\$10,000
	\$165,000

3. Finally, as the Centre matures, additional funding will be directed to support research projects and activities that meet the Centre objectives.

The Centre promises to make an original and innovative contribution to the research and education needs of the new rural economy. This has already been demonstrated in the work of the NRE Project. This project has a proven track record of linking researchers directly with the users of the results – whether they are fellow academics, policy-makers, practitioners, or citizens. Through their program of workshops, conferences, participant research, and collaboration this network stands as unique in the world. This legacy will be sustained through the work of the Centre.

Current CRRE Concordia Faculty Supporters

Bill Reimer, Department of Sociology and Anthropology

Meir Amor, Department of Sociology and Anthropology

Margie Mendell, School of Community and Public Affairs

Monica Mulrennan, Department of Geography, Planning, and Environment

Katja Neves-Graca, Department of Sociology and Anthropology

Annexes

- I. Projected Centre Activities
- II. Proposed Governance Structure
- III. Suggested Activities Responsibilities
- IV. Current partners and collaborators of the NRE project. The list will be expanded as the Centre develops.

Annex I: Projected Centre Activities

The following activities will move us toward our objectives. Responsibility for them will be assigned to particular Centres according to their strengths and resources.

Conferences and Workshops

CRRE will use the conference and workshop experience of our partners to reach a wide audience for research development and KM. The CRRF Annual Conference, for example, has a 19-year tradition which has been augmented by the participation of NRRN over the last 2 years. We will also attend and report on other partner workshops and conferences to identify and disseminate their key issues, recraft those issues as research questions, and then put them to the cluster members as potential research projects. Innovations in conference organization will be explored – such as ‘reverse research fairs’ (where users of research present issues and propose questions to the researchers), and ‘matchmaking’ activities among researchers, policy-makers, and activists. CRRF and NRRN would take primary responsibility for the conference activities while the Rural and Small Town Programme at Mt. Allison University and the Community Development Institute at UNBC will serve as key Centres for advancing our workshop activities.

Rural Information Gateway

CRRE will create and manage a Rural Information Gateway website as a focal point for those interested in rural topics. Experience has shown that maintenance of a single ‘all encompassing’ website is logistically and financially impossible to sustain over the long term. Instead, the approach will be to provide links to the existing array of websites being maintained in Canada and internationally and to ‘populate’ those web sites with material generated from among our research network. These websites will include public, private, and educational sectors.

A second component of the Rural Information Gateway will be an inquiry page. This will allow those interested in rural issues to submit a query to CRRE. In turn, CRRE will disseminate the query to the partners. As with the other components of CRRE, the approach to the Gateway is not to replicate existing work but to bring some focus and synergy to the collective of groups and organizations already doing valuable research and policy work around rural interests.

Data Repository and Archive

Closely associated with the Gateway will be the maintenance of a data repository and archives for rural-related data and information. This is a response to three primary needs of

the research community. First, the Repository will provide information on data available for rural research. In many cases, this will simply mean the provision of brief descriptions and links to those sources since the conditions for access to the data will vary considerably. Second, the Repository will provide data and documentary materials directly if it is made available by our partners. The NRE Project, for example, has created a wealth of research data, information, and reports (<http://nre.concordia.ca>) that may be made available under certain conditions. Third, the Repository will act as an archiving site for data generated by various projects – thereby making it available to future generations of researchers.

Concordia University will lead both the Gateway and Repository activities – building on the server and support infrastructure established by the NRE Project.

Research Stimulation and Guidance

CRRE's activities depend on a vibrant and productive research community that can address the issues raised by its target groups and contribute to the insights that will drive many of the KM activities. These research activities will be supported by the conference, workshop, and exchange activities, but they will also need more proactive attention. To this end, CRRE will establish a Research Sub-Committee to discover and reflect on emerging issues, identify strategic opportunities, seek research results, encourage research support, and initiate communication. This will include support for conferences, workshops, journals, and theses as well as more innovative forms of solicitation and dissemination such as media surveys, bibliographic scans, internet chat rooms, podcasts, webcasts, and other multimedia activities. We will also continue to encourage the publication of research insights through special issues or guest editorships of relevant journals, support travel to conferences, establish partnerships with organizations such as Statistics Canada or Health Canada to sponsor events where academic papers are required, and solicit material for venues such as the Rural and Small Town Analysis Bulletins of Statistics Canada. These activities will likely be organized and developed by the Community Development Institute at UNBC with backup from the Rural Development Institute at Brandon and Statistics Canada.

KM Best Practices

We will establish an ongoing program to identify, organize, evaluate, and communicate examples and insights of KM activities both within and outside CRRE. They will be integrated into the Gateway and Clearinghouse activities to ensure wide distribution by web and traditional media. Part of this work will be to identify criteria for high quality KM activities and practices to serve as a basis for encouraging universities, granting agencies, and other organizations to recognize and support KM via hiring, promotion, funding, and other decisions. The Harris Centre at MUN will champion these activities with Concordia University providing backup.

Capacity-Building Internships

CRRE will facilitate a range of individual capacity-building activities for students, local government employees, volunteers, and other people interested in rural studies. These capacity-

building exercises will include exchanges, internships, and ‘Researcher in Residence’ opportunities with organizations in the university, federal, and provincial government arenas. For example, Statistics Canada, like many federal departments, has the capacity to host intern and co-op work placements where individuals have an opportunity for first-hand experience with rural information databases and information processing. The Canadian Institutes of Health Research have created a series of research training symposiums that also bring opportunities for training and capacity building. CRRE will be a mechanism by which partner organizations (such as the Rural Secretariat’s Canada Youth Forum, the Federation of Canadian Municipalities’ Rural Caucus, and the rural studies Centres at Canadian universities) can nominate individuals for these capacity-building internships. The Prairie Women’s Health Centre of Excellence will lead these activities with support from the Rural Secretariat.

Rural Research Clearinghouse

CRRE will manage a clearinghouse for rural and small town policy materials in collaboration with our policy and practitioner partners such as the Rural Secretariat of Agriculture and Agri-Food Canada, CIEL, the Harris Centre, the Federation of Canadian Municipalities (FCM), the Rural Development Institute (RDI), and the Rural and Small Town Programme (RSTP). RSTP will act as the primary Centre for these activities, backed up by the RDI.

The Clearinghouse will serve as a focus for bridging the gap between the academic products required of our faculty researchers and the more accessible materials necessary for a non-academic audience. Rather than require this ‘translation’ to be part of the researcher’s responsibility, we will provide writers and venues to reorganize the academic materials and make them more accessible.

The Clearinghouse will also provide a venue for dialogue among researchers and local governments. We will work with such organizations as the FCM to identify core needs for research, opportunities for ‘ground-truthing’ the results, and mechanisms to ensure that the research and policy partners in CRRE receive the information. The clearinghouse will be integrated with the Rural Information Gateway website.

The Rural ‘Voice’ in Research and Policy

One of the key lessons from the NRE Project is that there is considerable demand for researcher and practitioner participation in conferences, workshops, dialogue sessions, consultations, popular media, and other venues where a rural voice or interest is desired. Providing such connections to the range of academic, policy, and general interest forums will be an important part of CRRE’s activities. These are often last-minute requests and relate to specific issues with which CRRE participants and partners have expertise. Because of the demand for such participation, the budget will include allocations to support member’s participation in KM-focused events. CRRF will be the primary partner for these activities – brokering relations with its extensive networks.

Liaison and Network Opportunities

CRRE begins with an extensive network of well-organized groups and organizations but there are many others which may benefit and contribute to its objectives. CRRE will, therefore, continue to seek and identify those with common interests to explore further KM opportunities with them. As the network grows, the demands for regular and frequent communication will also grow, requiring more attention to communication and nurturing activities. CRRE will establish a Liaison Officer to ensure that these activities are maintained and emerging challenges and opportunities are identified. These activities will be led by Concordia University with support from the Centre de recherche sur le développement territoriale at UQAR.

Building Receptor capacity

Not all rural groups are currently integrated into active networks. For them, KM often includes capacity building as well as linking them into research networks. We have identified five such groups at this point: municipal organizations, provincial governments (including regional colleges), Aboriginal Peoples, volunteer groups, and the private sector.

Municipal organizations are the first to respond to local opportunity and crisis. They are often characterized as having qualified individuals who are well-connected in their local communities, but who lack a depth of capacity to respond when challenges arise. They often lack ready access to key information from the research and policy arenas that can inform their local decision-making. Our activities will respond to these challenges through the translation of findings from research and the preparation of training modules developed from those findings.

CRRE will work to develop receptor communities within provincial governments as well. We will seek opportunities for collaboration with provincial and territorial governments and their associated organizations such as community and regional colleges wherever possible. In this regard our partnerships with the School of Environmental Design and Rural Development, the FCM, the Centre de recherche sur le développement territoriale, and the Rural Secretariat will provide leadership through their substantial linkages across provincial governments.

Aboriginal Peoples have strong connections with rural issues. For this reason, it is critical that CRRE develop relationships with Aboriginal groups – to guide the research agenda, structure the KM activities, and build local capacity in research and action. We will work through our partners who have already established such relationships. Thompson Rivers University, the Prairie Women's Health Centre of Excellence, and the Coastal Communities projects, for example, will provide leadership in this regard – both through their existing networks and their guidance for future expansion.

A fourth area of interest to explore is the voluntary and service sectors. These sectors act as front-line delivery agents coping with the challenges and opportunities of change in rural places. However, they have little capacity to translate academic research into a form that might assist them in the delivery of their services – and they lack the time and organizational structure to influence the research agenda. The communications and liaison function of CRRE will be

directed to incorporate additional participation by these sectors, and will work with existing networks and representatives (such as those established under the SSHRC CURA programs) to identify possibilities for critical knowledge exchange. UNBC's Community Development Institute has a strong record of research and action relating to rural services as a result of their NRE Theme work on services. The Institute will serve as the primary Centre to mobilize this part of the cluster.

By drawing upon existing networks of researchers, policy-makers, voluntary sector interests, and others, it is expected that a broad range of involvement from the private sector will develop. For example, the recent expansion of oil and gas activities across northern Saskatchewan, Alberta, and British Columbia has been limited by the availability of rural and small town services to meet the needs of workers, especially management, staff, and their families. Rural research also reinforces the value of collaboration among the private, public, and civic sectors for governance and the economic viability of rural communities and regions. CRRE will enhance such connections with the private sector to disseminate research findings on rural change, identify strategic foci for research, and jointly create frameworks which support not only rural and small town viability but also rural economic development. The Canadian Rural Economy Research Lab and Canadian Forest Service partners will provide the leadership to these ends.

International Partnerships

CRRF and the NRE Project have developed a large number of international connections with research and policy-based organizations. At the moment, these are mostly focused on OECD countries such as Scotland, England, Ireland, France, Sweden, the USA, Japan, and Australia. CRRE will extend these networks to maximize the opportunities for knowledge transfer, exchanges, and collaboration wherever they occur. Our partnerships with such organizations as The International Rural Network, the Scottish Academy of Rural Policy Project in Scotland, the Rural Policy Research Institute in the USA, and the Victorian Universities Regional Research Network in Australia provide a strong basis for international collaboration and expansion.

Appendix II: Proposed Governance Structure

CRRE Governance Team

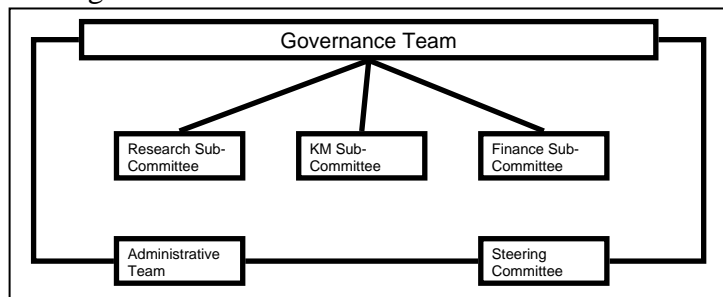
CRRE will be directed by a Governance Team. It will function much like a corporate Board of Directors. Its general tasks will be focused upon strategic decision-making and approval of CRRE directions. In addition, the Governance Team members will be expected to bring their experience and networks to the table to identify and build new receptor communities and broaden the connectivity of CRRE. For the purposes of managing meetings, and for more routine liaising with the CRRE Director, the Team will self-select a Chair on an annual basis via a simple majority vote. Nominations and elections for Chair shall be managed by the CRRE Manager. The Governance Team will also be responsible for appointing the CRRE Director.

The CRRE Governance Team will explicitly reflect the linkages to partner organizations and associated networks. It will include representatives from rural research, policy, and practitioner communities. It will also include regional representation. In particular, linkages will be made to the boards of CRRF and representatives from university-based research Centres, federal regional development agencies, provincial governments, municipal governments or related organizations, voluntary sector organizations interested in rural Canada, the private sector, and international partners.

The CRRE Governance Team will consist of voluntary participation of members but will have costs and expenses supported by CRRE.

The Governance Team will establish three standing Sub-Committees that reflect the primary objectives of the Centre: Research, Knowledge Mobilization, and Finances. Chairs of these Sub-Committees will be chosen from among the Governance team members. Nominations for

Sub-Committee members can be brought to the CRRE Governance Team by any member of the CRRE, providing that the nomination has the endorsement of at least two members of the existing Sub-Committee. Sub-Committee members need not be members of the Governance Team.



CRRE Governance Structure

The Research Sub-Committee

The role of the Research Sub-Committee will be to identify existing and emerging research needs, provide commentary on research issues, and where appropriate, lend support to research activities. They will prepare a three-year research plan with annual updates to facilitate the strategic planning of the Governance Team. The Sub-Committee will provide guidance for workshop and conference topics and themes, establish mechanisms to communicate with partners and those broadly engaged with rural community topics, and seek funding opportunities for strategic research topics. In addition to these functions, the Committee will provide a quality control audit function by acting as a body of review readers for draft CRRE products.

The Research Sub-Committee will also provide the membership for a dispute resolution panel during on-going CRRE operations. Under the direction of the CRRE Director, five members of the Sub-Committee would be expected to hear and discuss a dispute from within CRRE if the parties involved wished to have resolved in this manner. The five members will provide a majority decision on the dispute. In cases where the CRRE Director may be involved in the subject dispute, another person will be appointed by the CRRE Governing Team to convene the arbiters from the Research Sub-Committee.

The Research Sub-Committee will involve the voluntary participation of members and would function largely via email. There may be some opportunity for face-to-face meetings of the Research Sub-Committee coming in connection with other rural research conferences or events.

Knowledge Mobilization Sub-Committee

The KM Sub-Committee will identify and support opportunities for communication, partner engagement and expansion, dissemination, and evaluation of network materials and insights. This includes the preparation of proposals for future conferences and workshops, media opportunities, speaker engagements, a Rural Research Clearinghouse, and partner development. They will prepare a three-year plan with annual updates to facilitate the strategic planning of the Governance Team. They will also draft, implement, and oversee an ongoing Evaluation Program for CRRE – to monitor and make recommendations for continual improvement in its KM objectives. The Liaison and Communications Officers will serve as ex-officio members of this Sub-Committee.

The KM Sub-Committee will involve the voluntary participation of members and would function largely via email. There may be some opportunity for face-to-face meetings of the KM Sub-Committee coming in connection with other rural research conferences or events.

Finance Sub-Committee

The Finance Sub-Committee will identify new funding opportunities and develop the plan for endowment development with Concordia University. They will prepare a three-year plan with annual updates to facilitate the strategic planning of the Governance Team. The Finance Sub-

Committee will include a representative from Concordia University.

Administration

Core administrative tasks will be undertaken at Concordia University, but several of the other tasks and activities will be distributed among participants and partners according to their relative strengths and interests. Each task assignment will be given to at least two Centres: with one Centre designated as the primary assignment and another Centre as backup. The two Centres will work closely with one another, thereby facilitating cross-Centre communication and at the same time providing support for one another to accomplish the tasks. Tasks will be developed and assigned as financing becomes available.

The *Concordia Administrative Team* will be responsible for the overall coordination and support of these activities. Coordination tasks will involve the CRRE Manager, a Liaison Officer, a Communications Officer, and an Administrative Assistant.

- The CRRE Manager will serve in the role of a Project Manager under the CRRE Director and will be responsible for directing day-to-day activities of CRRE. Concordia will provide office space and equipment and will support the administration and payroll. The primary strengths of the CRRE Manager will be in project management. Familiarity with the academic and research milieu is essential along with knowledge of the needs of the policy and practitioner communities.
- The CRRE Manager will be supported by an Administrative Assistant who will, in addition to support duties, be responsible for tracking CRRE budget expenditures. It is expected that the Administrative Assistant will have office and budget management experience, and will have a resumé with executive assistant experience of not less than 5 years.
- Based on experience from the NRE Project, there is a critical role for a Liaison Officer within CRRE. The Liaison Officer will serve three basic functions. The first is to maintain routine contact with partner groups and their constituent contributors, the second is to identify opportunities and challenges and to expand the network. The third is to provide logistical support for the organization of CRRE workshops and meetings. The Liaison Officer must have a demonstrated track record of professional responsibility in coordinating and managing group or network activities. The Liaison Officer is expected to be highly organized, task-oriented, and have demonstrated the capacity to remain on time with activities and deliverables.
- In addition to the Liaison Officer, CRRE will be supported by a Communications Officer. The Communications Officer will assist the Knowledge Mobilization function by providing newsletter development and distribution, new media design and implementation (e.g. podcasts, e-newsletters, chat rooms, blogs), and preparing regular materials to update partner websites regarding rural research opportunities and insights. The Communications Officer will also be the focal point for maintenance of a Rural Information Gateway Website. Finally, the Communications Officer will support initiatives emerging from the KM Sub-Committee. Principal among these activities will be rewriting of cutting-edge rural research work for communication to rural and small town municipal governments, local service providers, and voluntary sector organizations. The Communications Officer is

expected to have a minimum of two to four years of experience with communications activities such as newsletter or website management. Given KM demands, the position will also require an individual whose writing skills allow them to communicate research products in lay language. In addition to writing skills, the position is best suited for someone comfortable in a variety of venues including public presentations, video, television, and radio.

Management Steering Committee

A Steering Committee to support and guide the CRRE Manager with ongoing challenges will be formed from among the Centre representatives with key activity responsibilities. This Committee will communicate regularly (via e-mail and conference calls on at least a monthly basis) with the Administrative Team in order to exchange updates on Centre and management activities, provide advice, and facilitate communication. Members will be chosen annually by the Governance Team on the basis of nominations made by the CRRE Director. Regional representation will be maintained.

Dispute Resolution

As mentioned above, the Research Sub-Committee will also provide the membership for a dispute resolution panel during on-going CRRE operations. Under the direction of the CRRE Director or designate, five members of the Sub-Committee would be expected to hear and discuss any dispute arising from within CRRE if requested by the parties involved.

Appendix III: Suggested Activity Responsibilities

Task	Primary Centre	Backup Centre
Annual Conference	CRRF	NRRN
CRRN Workshops	The Rural and Small Town Programme, Mt. Allison U.	UNBC Community Development Institute
Rural Information Gateway	Concordia University	The Rural Development Institute, Brandon U.
Data Repository and Archives	Concordia University	The Rural and Small Town Programme, Mt. Allison U.
Research Stimulation and Guidance	UNBC Community Development Institute	The Rural Development Institute; Statistics Canada
KM Best Practices	The Harris Centre, MUN	Concordia University
Capacity-Building Internships	Prairie Women's Health Centre of Excellence, U. of SK	The Rural Secretariat of Agriculture and Agri-Food Canada
Rural Research Clearinghouse	The Rural and Small Town Programme, Mt. Allison U.	The Rural Development Institute, Brandon U.
Extending the Rural Voice	Canadian Rural Revitalization Foundation (CRRF)	Foundation for Rural Living, ON
Liaison and Networking Opportunities	Concordia University	Centre de recherche sur le développement territoriale, UQAR
Municipal and Provincial Participation	School of Environmental Design and Rural Development, U. of Guelph	Centre de recherche sur le développement territoriale

Task	Primary Centre	Backup Centre
Voluntary and Service Sector Participation	UNBC Community Development Institute	Centre for Innovative and Entrepreneurial Leadership
Aboriginal Peoples Participation	Chair in Early Intervention/Child Development, TRU	PWHCE; Coastal Communities Network
Private Sector Participation	Canadian Rural Economy Research Lab (C-CRERL), U. of SK	Canadian Forest Service
International Partnerships	Concordia University	International Rural Network
Endowment Fund	Concordia University	CRRF

Appendix IV: Current NRE² Team Members

Research Director

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Co-Investigators and Collaborators

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Institutional Partners

Canadian Rural Revitalization Foundation
 Concordia University
 Laurentian University
 Memorial University
 Natural Resources Canada
 The Ontario Rural Council
 Rural and Small Town Programme, Mount Allison University
 Rural Development Institute, Brandon University
 Rural Secretariat of Agriculture and Agri-Food Canada
 St. Peter's College, Muenster, SK
 Statistics Canada, Agricultural Division

Université du Québec à Rimouski
Université du Québec en Abitibi-Témiscamingue
Université du Québec à Trois Rivières
Université de Moncton
University of Northern BC
University of New Brunswick
University of Saskatchewan
Citizens of:
Winterton, NF
Twillingate, NF
Lot 16, PE
Indian Brook, NS
Springhill, NS
Blissfield, NB
Néguac, NB
Armagh, QC
Ste-Françoise, QC
Cap-à-l'aigle, QC
St-Damase, QC
St-Roch-de-Mékinac, QC
Taschereau, QC
North Plantagenet, ON
Tweed, ON
Carden, ON
Usborne, ON
Seguin, ON
Pic Moberg S., ON
Rhineland, MB
Benito, MB
Okanese 82, SK
Spalding, SK
Wood River, SK
Hussar, AB
Ferintosh, AB
Girouxville, AB
Tumbler Ridge, BC
Mackenzie, BC
Port Alice, BC
Upper Liard, YK
Arctic Bay, NT



INTERNATIONAL NRE COLLABORATIONS

The Arkleton Centre, University of Aberdeen, Scotland

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The International Rural Network, James Cook U., AU

The Rural Policy Research Institute, University of Missouri, USA

Victorian Universities Regional Research Network, La Trobe U., AU

Other Collaborators

Policy Research Initiative, Ottawa, ON

Centre for Rural and Northern Health Research, Laurentian U.

Journal of Rural and Community Development, Brandon, MB

Canadian Rural Economy Research Lab, U. of Saskatchewan