



**Title: Governance tools for community and regional diversification**

Denbeigh Armstrong  
University of Tasmania

**Abstract:**

In Prince Edward Island systems of local governance suffer from excessive complexity and overlap and lack integration, coordination and consistency in the delivery of social, environmental and economic services. In its current form local governance presents significant constraints to regional diversification as one aspect of developing a lasting and dynamic praxis of sustainability in rural regions of the Island. The structure and function of municipal government is a particularly problematic aspect of local governance in Prince Edward Island. Arguably, until municipal government is a whole of island strategy by which to provide integrated land use planning and resource management, provide a comprehensive range of services and meaningful opportunities for people to influence their futures, the promotion of local governing processes that advance sustainability and regional diversification efforts will be severely constrained.

Drawing on research conducted in rural communities and regions in Prince Edward Island and Tasmania, I will discuss the critical role of coherent, coordinated, integrated systems of local governance in successful community and regional diversification efforts. In particular I will stress the importance of integration and collaboration, applying lessons from the Tasmanian case to the problem of municipal governance in Prince Edward Island.

**Title: Creating a Communiversity in Prince Co. PEI**

**Harry Baglole**

**Abstract:**

Summerside has long suffered from the syndrome of being the #2 municipality in Prince Edward Island, with the lion's share of new facilities and administrative infrastructure going to Charlottetown. In recent years, this has been particularly the case with institutions of higher learning, essential building blocks of the new economy.

And yet, Summerside has played a traditional role as the unofficial capital of western Prince Edward Island. For more than a hundred years, Summerside has been a communications hub, business center and retail-service provider for the communities of Prince County. Its character has been based on enterprise, that of Charlottetown on administration and related services. In recent years, the natural-resource-based economy of Prince County has tended to lag farther and farther behind; this growing gap has been reflected in employment, income, out-migration and education figures. As a general rule, the farther communities are from institutions of higher learning, the lower the levels of education.

The City of Summerside has now taken a new initiative in an attempt to remedy this. A study has been commissioned to look into the possibility of setting up a new post-secondary education entity to focus on the development of Summerside and Prince County. The company hired for this task is The IRIS Group, a small workers' cooperative specializing in public policy and community development.

Over the past several months, beginning in June, members of The IRIS Group have been conducting research and doing extensive private and public consultation, on the Island and beyond. They have developed a customized model of education delivery with a strong emphasis on community development, decentralized instruction, and enterprise creation. They are calling it a "communiversity."

Harry Baglole is a partner in The IRIS Group. He will provide an overview and update of this initiative, which remains very much a work in progress.

**Title: Rural communities, small islands and peripheral regions**

*Godfrey Baldacchino*  
*Canada Research Chair in Island Studies, University of Prince Edward Island*

**Abstract:**

Political jurisdictions of all sizes wrestle with emerging opportunities and constraints in their ability to influence economic development. For rural communities, small islands or peripheral regions of larger nations, the ability to deploy jurisdictional leverage varies by formal allocation of powers as well as by strategic use of the powers formally – and informally – available. Such activities as natural resource management, fiscal policy, freedom of movement of people, transportation policy and para-diplomacy have a fundamental impact on the development prospects of communities and regions. While some argue that political independence is the optimal route to maximize jurisdictional capacity to foster development, few small jurisdictions choose this route when the opportunity presents itself. For many rural and peripheral regions, this is simply not an option. What at face value appears to be the "limbo" between sovereignty

and dependency, in practice may turn out to be a winning strategy in political economy.

Title: Meeting the challenge Head On: Governance Frameworks for Natural Resource

**Title:** Meeting the challenge Head On: Governance Frameworks for Natural Resource

*Tom Beckley*  
*University of New Brunswick*

**Abstract:**

The extraction and transformation of natural resources remains a central aspect of many rural livelihoods in Canada. Issues of access to, control over, and governance of natural resources have profound affects on many rural residents. The traditional governance model of “command and control” by a central authority (Federal or Provincial) is increasingly under challenge. This has opened the door to greater public involvement in resource management, some alternative management models and tenure arrangements, and renewed debate about the appropriate roles for government, natural resource industries and other stakeholders in management of natural capital. Future resource management policy needs to deal with the governance issues head on. Responsible stewardship of our natural resource base depends upon an effective institutional foundation of authority, decision-making and monitoring of results. More public involvement and an adaptive management framework will likely produce better results in natural resource management in the future.

**Title: The Changing Landscape of Regional Governance: The Impacts for the Island of Bornholm, Denmark**

*Peter Billing*  
*Centre for Regional and Tourism research, Bornholm, Denmark*

**Abstract:**

This presentation approaches the issues of governance, public service and infrastructure in small jurisdictions from the case of the Danish island of Bornholm. Struggling with the decade-long decline in fishing and agriculture, and the deepening demographic crisis caused by an ageing population and an emigrating younger generation, the regional authorities of Bornholm are faced with serious challenges to secure the economic foundation for providing adequate public services and infrastructure to the 43.000 inhabitants. In addition, the room for local political initiative and action has traditionally been limited because of the relatively weak decision-making powers and jurisdiction at the regional level.

However, due to a political-administrative reform introduced on Bornholm in 2003, enabling the merger between five local municipalities into one regional municipality, the authorities have created a ground for coherent policies and collective action. Furthermore, the national political-administrative regional reform to be implemented in 2006 will provide the Bornholm Regional Council with strengthened powers in a number of strategic policy areas. The ongoing development in the Baltic Sea Region, where Bornholm is strategically located, opens up further possibilities for political initiatives at an inter-regional arena beyond the limitations of the national political context.

The purpose of the presentation is twofold. Firstly, to briefly describe the political-administrative reforms taking place at the local level as well as the national level, and highlight the specific implications for regional governance. Secondly, to analytically locate the Bornholm case in the context of current European regional policy and global economic development, particularly with regard to the Baltic Sea region. In concluding, I will argue that the realm for regional governance has improved and that a unique opportunity has arisen for long-term solutions to secure the island's inhabitants access to public services and infrastructure.

**Title: The Role of Governance in Managing Sustainable Development: The Contribution of Shetland to Best Practice Models**

*Andrew Blackadder*  
*Managing Director, AB Associates Limited*

**Abstract:**

The purpose of this paper is to use the experience of the Shetland Islands as a rural island community to address some key questions regarding sustainable development and maximizing the benefits to a local community from natural resources. In doing so a number of ideas, that contribute towards best practice models and could be used in other remote communities, are highlighted.

These key questions are:-

- What are the main challenges small rural communities have to face?
- How is it possible to maximise the benefits from natural resource developments?
- How is it possible to minimise the negative impacts if these developments?
- What extent and degree of control is desirable?
- How is it possible to work with global trends, world markets, and multinational companies?
- What are the models of governance that are likely to facilitate sustainable development?

A number of examples of actions that worked are illustrated as well as those that were not successful. The latter are almost more important than the former. Both sustainable renewable resources such as fisheries and energy, and non

renewable resources such as oil, rock, and minerals will be used to generate best practice ideas.

The general thesis that is put forward is that small rural communities can provide real lessons and innovative approaches to development because they are small and can act as incubators that can grow solutions. However circumstances can change rapidly and new solutions need to be continually sought. Adaptability and flexibility are key concepts along with certain prerequisites such as local control, decision making at lowest appropriate level, and cooperation combined with individual drive and initiative.

Appropriate key actions in relation to governance in small remote communities will be identified along with suggestions for research.

**Title: Communications Strategies in Small Communities: Lessons from the New Rural Economy Project**

*David Bruce*  
*Director, Rural and Small Town Programme*  
*Mount Allison University*

**Abstract:**

Effective communication is key to effective decision-making, which in turn can lead to effective and appropriate development. This presentation summarizes key findings from a number of projects conducted by New Rural Economy researchers related to the challenges associated with communication practices in rural communities and small towns. It also provides evidence of the impact of new communication practices and tools which can improve community outcomes.

**Title: Rural Governance and Horizontal Coordination at local and regional levels**

*John Bryden*  
*Director of the PolicyWeb Initiative*  
*UHI Millennium Institute*

**Abstract:**

My aim in this paper is to look at a particular issue of 'new governance' in rural contexts, namely the coordination of policies at local and regional levels. I seek to build on one of the key findings of the research project on the Dynamics of Rural Areas (DORA) in which the effectiveness of local governance emerged as a key factor in economic success or lack of it in the four countries and 16 study areas studied.

The paper will start with a brief expose of the concepts of government and governance, and what 'new governance' means in rural contexts. It will argue that what is new about 'new governance' is precisely the idea that governance cannot be left to 'government' because effective government lacks key areas of knowledge and expertise; and/or is not sufficiently trusted by the public, or is regarded as insufficiently 'representative'; and/or needs resources (human, physical and financial) from other actors that it cannot control. It will look at the arguments about whether 'new governance' is a 'good' or a 'bad' thing in rural regions and localities.

Given this background, it will consider the experience of coordination of different sectoral policies, and different actors, through local and regional partnerships in OECD countries, and seek to draw together some common issues from research and practice. It will come to some conclusions about how to improve local and regional coordination.

**Title: Achieving Internal and External Balance in the New Econo-Political Era**

*Stephen Carse*  
*Economic Advisor to the Isle of Man Government*

**Abstract:**

The presentation will address the economic weapons available and not available to the Isle of Man Government in its quest economic development and then proceed to discuss how it has used what is available to carve a position for the jurisdiction in the global trade and investment system, and in so doing provide for over two decades of unbroken economic expansion. This part of the presentation will provide an early indication as to the transferability of the Isle of Man's strategies and policies to other jurisdictions and provinces.

The presentation will proceed to discuss the future prospects for the Isle of Man economy, including the issues that it now finds itself facing as its global profile is heightened on account of rising interest from larger nations and from their international organisations such as the OECD. The presentation looks at how the Island's government is seeking to handle the resultant external pressures whilst still maintaining its sovereignty on matters internal.

**Title: Leadership and Governance Issues From Canada's Most Northern Town – Inuvik, Northwest Territories**

*Peter Clarkson*  
*Mayor, Inuvik*

**Abstract:**

Inuvik – Canada’s most northern town of 3,500 people is located two degrees above the Arctic Circle on the Mackenzie Delta and on permafrost. The environmental and climatic conditions present challenges, but are minor compared to the political and governance hurdles. Inuvik was the first planned community in Canada’s Arctic. The area is home to the Inuvialuit (Inuit) and Gwich’in (Dene) that lived in the area long before European exploration. In the mid 1950’s the federal government identified the town site and began building the community infrastructure needed for a regional government centre. During the past 50 years Inuvik has been a roller coaster of economic booms and government dependence. Today Inuvik is a diverse and busy community teetering on the potential of the Mackenzie Gas Pipeline.

Leadership and governance challenges arise because of Inuvik’s remoteness, racial and cultural diversity, government structure and jurisdiction (federal, territorial, municipal, and Aboriginal), limited economic development and opportunity, and high costs of operating in the Arctic. As Mayor for the past five years I have worked with the community and Council to create a long term vision of where the Town could go and how we could work together to make Inuvik a better place to live and visit. The successes we have achieved are a result of: 1) bringing community members together, 2) a shared vision of a better community, 3) a strong community leadership network, 4) strong communication skills, 4) courage and energy to initiate new projects and try new approaches, 5) patience and the ability to judge what the community is ready for, 6) openness and flexibility to listen and take advice when needed, and 7) perseverance – to stay the course while dealing with project set backs, negative community members, cost over runs, and small town politics and jealousies.

During the past 6 years Inuvik has had several projects that have made life better for a small and remote community in the Arctic. I will briefly discuss the: 1) Inuvik Community Greenhouse, 2) Town clean up and parks and trail development, and 3) the Inuvik Family Centre. The Town has also participated in the “Beaufort-Delta Agenda” which is a larger regional vision to increase the quality of life in the area. Looking at the challenges and success of these projects demonstrates the community leadership skills necessary to help the community achieve its vision for a better, healthier, and more sustainable community.

**Title: Policy Frameworks for Rural Development in Newfoundland and Labrador and Ireland: A Comparative Approach**

*David Douglas and Jim Walsh*  
*University of Guelph and National University of Ireland, Maynooth respectively*

**Abstract:**

Rural development policy and practice can benefit considerably from comparative research. This Conference Paper presents the initial findings of a collaborative research project comparing the policy framework for rural

development in Newfoundland & Labrador and Ireland. The underlying values, assumptions and the institutional factors influencing the formulation of policies are addressed, and contrasted. One particular dimension of rural development common to both contexts, the regional dimension, is critically addressed in terms of underlying theories and organizational design. Selected policy and research questions are posed for further analysis.

**Title: Heritage and history to the rescue: The French Shores experience**

*Françoise Enguehard*

**Abstract:**

In 1992 came the moratorium on ground fish fishery and many communities lost their very reason to exist. Over the following years many people boarded up their houses and left. 13 years later, the fish still has not come back but some rural villages have turned to history - specifically history of the French fishery - to bring back some hope to their people. Through partnerships with the Acadian community, in the case of the Port au Port Peninsula, and with France, villages such as Conche, Croque, Cap Saint-Georges, La Scie, and Fleur de Lys are trying to bring activity and hope back into their lives. We will examine some examples of original partnerships made with communities in Brittany, Normandy and the Basque Country and try to see why this trend is more than just a play for the tourism dollars.

**Title: You're Out of Bounds: The Relevance of Enabling Legislation on Municipalities in Promoting and Participating in Local Economic Development in Five North Atlantic island settings**

*Lawrence F. Felt*  
*Professor of Sociology, Memorial University*

**Abstract:**

While no single factor likely explains varying degrees of success by North Atlantic communities to build relatively successful economies, suggestive evidence indicates that legislation incorporating communities and delimiting the range of permissible activities both within their jurisdiction as well with other, wider jurisdictions may play an important role. This paper systematically compares municipal legislation across five North Atlantic societies Newfoundland, Prince Edward Island, Iceland, Faroe islands and Aland islands. The principal objective to assess potential constraints and opportunities enabling legislation might encourage or constrain in the various jurisdictions. Of particular interest are laws governing taxation, debt accumulation and management, capital access, development incentive policies and equity investment opportunities. Using this overview, several specific communities are briefly examined to demonstrate how enabling legislation is relevant to economic development policies and any success that might have been achieved. The paper concludes



with a discussion of potential recommendations that might be considered for some jurisdictions to support future local development.

**Title: Innovation in Marine Production: Comparisons between Norway and Newfoundland**

*Thorvald Gran*

*Associate Professor, Department of Administration and Theory Organization,  
Bergen University, Norway*

**Abstract:**

Recent research on innovation and competitiveness highlights the significance of geographic proximity of firms, workers, and specialized infrastructure to maximize success in the global economy. Such business networks or industrial clusters depend on supportive governance institutions and economic strategies to create the conditions which foster regional competitive advantage. Research from leading industrial clusters, usually in urban areas, points to the creation of "learning regions," where information sharing, collaboration and competition drive innovation in new products and processes.

This paper will present some preliminary materials on how the Norwegian Government has recently defined and organized its support services to innovation in (and expansion of) marine production in western Norway. It attempts to compare government participation in Norwegian regional innovation systems with a similar national/provincial government intervention in Newfoundland marine production. The purpose is to investigate if regional variations in the marine sector developments are related to variations in the strength and scope of public support services in education, research and innovation (in-firm innovation and innovation networks).

**Title: Initiating and Managing Change in Small Jurisdictions: Lessons from Canada and the North Atlantic Rim**

*Rob Greenwood*

*Director, The Leslie Harris Centre of Regional Policy and Development,  
Memorial University*

**Abstract:** The challenges and opportunities presented by globalization require new approaches to governance. Rural communities and peripheral regions within large jurisdictions require increased capacity to act on their development priorities and opportunities. The existing allocation of powers and resources in Canada favours the federal and provincial governments. Nordic countries, without a federal division of powers, have much stronger local government. Traditionally centralized jurisdictions, such as the United Kingdom and the Republic of Ireland, are experimenting with greater devolution of authority to sub-

national regions. Change in the allocation of state powers does not proceed smoothly and those who must cede some of their powers to more decentralized authorities seldom do so willingly. The communities and jurisdictions of Canada and the North Atlantic Rim can enhance their chances of success through comparison of what works and what doesn't under what circumstances. They can also increase awareness of alternative futures amongst citizens and policy makers, which may be the only way to shift the balance of power in the long term.

**Title: Comparative Analysis of Evolving Post Colonial Fishery Management Systems as a Model for Co-Management of Coastal Resources – Prince Edward Island and Fiji**

*Chris Milley and Irené Novaczek*  
*Mi'kmaq Confederacy of PEI and Institute of Island Studies, UPEI respectively*

**Abstract:**

Global fisheries are in a state of crisis. Human attempts at managing fisheries range from top-down state-based management to traditional indigenous community-based management systems. Each has its own particular strengths and weaknesses that lead to problems in effective decision-making. This paper examines two situations that involve both state and local indigenous management components: Mi'kmaq fisheries in PEI and indigenous fisheries in the island state of Fiji. The Mi'kmaq fishery management system went from a pre-colonial nomadic clan-based fishery to a state-based non-indigenous management system. Recent Court decisions have enabled the Mi'kmaq to re-introduce community-based management structures that build on tradition. In Fiji, traditional hierarchies of the pre-colonial period governed fisheries through a system of taboos and clan-based tenure rights. Over this was superimposed a colonial, centralized management system that co-existed but rarely intersected with community fisheries. Post-colonial governments are moving towards devolution of power to local levels while at the same time fishing communities have reinvented traditional management systems. The paper will compare the two examples, considering similarities and differences, and implications for effective fisheries management in the future that can build on the strengths of both community and federal institutions.

**Title: The Cinderella Service: The Role of Consuls and Trade and Culture Commissioners as an Innovative Mechanism of Governance in North Atlantic Island Nations, Regions, Territories and Provinces**

*John Joy, Q.C*

**Abstract:**

In Newfoundland and Labrador we universally decry the migration of our citizens to find work in other Canadian cities, towns and communities and elsewhere in

the world. Government policy has always had, as a matter of principle, the aim of reversing this trend.

While acknowledging the tragedy of these circumstances, we can use these facts in a limited remedial manner to mitigate the effects of emigration on our economic, social and political climate.

One small way to achieve this would be for the Province of Newfoundland and Labrador, for example, to create a corps of honorary trade and culture commissioners. These individuals would serve as volunteers providing a formal contact for Newfoundlander and Labradoreans around the world. Members of our Diaspora could serve in this capacity, but so could our friends, acquaintances and business partners in these countries.

This governance innovation reflects the role of consulates in sovereign states. In provinces such as Prince Edward Island and Newfoundland and Labrador, a territory such as Nunavut, in places with limited sovereignty such as Greenland, the Faroe Islands and the Aland Islands, in regions of unitary states such as the Shetland Islands, the Orkney Islands, the Isle of Man, the Channel Islands the role of honorary trade and culture commissioners would serve as a formal contact for these islands for their citizens and for the rest of the world, and would supplement the services of their national governments' embassies and consulates.

I plan to explore in the paper this new idea comparing the potential for Newfoundland and Labrador with the benefits Iceland receives from its consuls.

### **Titre: La migration des jeunes ruraux : un atout pour le développement des collectivités**

Patrice Leblanc

Professeur-sociologue, département des sciences du développement humain et social l'Université du Québec en Abitibi-Témiscamingue (UQAT)

#### **Résumé:**

La migration des jeunes des milieux ruraux vers les grandes villes est un phénomène important. En fait, selon les données les plus récentes du Groupe de recherche sur la migration des jeunes, c'est plus de 70 % des jeunes Québécois ruraux qui quitteront leur village d'origine entre 20 et 34 ans. Si certains décident de s'établir en ville, d'autres optent pour revenir vivre dans leur village d'origine ou dans la région environnante. Cette communication abordera trois questions liées à ce phénomène : 1) quels sont les raisons qui incitent les jeunes à revenir dans leur milieu d'origine?; 2) comment tirer profit de ces aller-retour et des compétences que les jeunes développent lors de ces migrations?; 3) quels

sont les liens qui existent, et comment en tirer profit, entre les jeunes partis à l'extérieur de leur milieu d'origine et les gens rester sur place?

**Title: Diversification in Saskatchewan: Small Lessons in Big Spaces**

*Rose Olfert*  
*University of Saskatchewan*

**Abstract:**

Saskatchewan is characterized by wide-open spaces, many small communities and some small successes in diversifying its one-time resource-based economy. Historically heavily dependent on agriculture, resources development in mining, forestry and oil and gas resulted in one kind of diversification. However, these additional primary sectors suffer from some of the same limitations as agriculture, in terms of supporting retaining population—capital intensive production. In those pockets where manufacturing, and to a lesser extent services, have developed, population retention has been improved. Characteristics of these rural firms offer some small-scale lessons for economic development and diversification.

**Title: Urban Growth in the Rural Countryside: We are all in the same boat**

*Mark Partridge*  
*University of Saskatchewan*

**Abstract:**

**Title: Social Infrastructure, Partnership Development and Parameters Influencing Partnerships in Rural Areas**

*Laura Ryser*

*Research Manager, Rural and Small Town Studies Program, University of Northern British Columbia*

**Abstract:**

This paper aims to continue in-depth exploration into the social infrastructure of innovative services and voluntary organizations. This includes an examination of the local and non-local partnership development, as well as a number of parameters that may influence these partnerships, such as the need to adopt regulations, technology, new services, or a board of directors as a result of the partnership itself. Insights from this discussion will be accompanied by examples and findings of work in four sites of the New Rural Economy Project: Mackenzie, BC, Wood River, SK, Tweed, ON and Springhill, NS.

**Title: Urban and Rural in Municipal Amalgamations in Iceland**

*Grétar Eythórsson*

*Professor in Political Science, Bifröst Business School*

**Abstract:**

The first part of the presentation gives basic background information on the Icelandic local government system, the municipalities, their size pattern, tasks, finances etc. In the second part a historical overview of the issue of municipal amalgamations will be given. This goes back to 1943 and ends in referendums on municipal amalgamation which will take place in the 8th of October 2005. That gives the possibility of some fresh results and reflections in the following week. In the third part there will be given an overview on main theories and experiences of peoples and politicians attitudes to municipal amalgamations. A focus is on the urban rural question. Looking at amalgamations, the hottest potatoes in this context are primary schools. An evaluation of seven amalgamations in Iceland in the 1990's has also shown amalgamations to have a significant impact on social services and voluntary work, especially in the urban-rural context. Finally, fresh results from 62 referendums will be discussed and evaluated.

**Title: Challenges and Opportunities in Multi-level Governance**

*Kelly Vodden*

*Centre for Coastal Studies*

*Simon Fraser University*

**Abstract:**

Comparative analysis of multi-level governance models in three Canadian coastal regions suggests both challenges and opportunities for actors at each

scale in evolving governance systems. Cases are examined within the interrelated realms of economic development and resource management and at the increasingly important scale(s) of the sub-provincial region. Consistent with recent research on community resilience and complex adaptive systems, findings emphasize the importance of learning and adaptation but also the need to balance continuity and innovation. Case studies from three Canadian regions also highlight the need for flexibility and ongoing discussion in defining appropriate scales of governance and in managing interactions between them. Constructive relationships between embedded scales, local to global, are critical to healthy social-ecological systems and require greater attention. Clarification of roles, responsibilities and expectations, mutual recognition, respect and support, ongoing two-way communication and information networks are all important for improved relationships. Adequate time and resources for building trust and mechanisms for adaptation are also needed, a significant challenge in today's political and economic climate.