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CED

IN THE NEW ECONOMY



Summary of Rural Issues Related to CED in the New Economy

We are pleased to acknowledge the generous financial support of the Social Sciences and Humanities Research Council, grant #538-2002-1003, via the Manitoba Research Alliance on Community Economic Development in the New Economy, a consortium led by the Canadian Centre for Policy Alternatives – Manitoba.



**Social Sciences and Humanities
Research Council of Canada**



ISBN #0-88627-479-6



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SUMMARY OF RURAL ISSUES RELATED TO CED IN THE NEW ECONOMY*

The Manitoba Research Alliance on Community Economic Development in the New Economy (referred to throughout this document as the Research Alliance or the MRA) is a three-year research project to examine how communities might overcome obstacles and share in the benefits created by the New Economy. We identified Community Economic Development (CED), a development strategy that emphasizes local self-sufficiency, local decision making and local ownership, as a strategic response to assist communities in taking up the opportunities and meeting the challenges created by the transition to a New Economy.

The Research Alliance brings together academic researchers from the universities of Manitoba, Winnipeg and Brandon; senior government policy makers; and practitioners active in Manitoba's dynamic CED community (and elsewhere). The lead organization is the Canadian Centre for Policy Alternatives–Manitoba, a community-based research institute uniquely positioned to make such community-university connections. The team's Principal Investigator is Dr. John Loxley, Professor of Economics at the University of Manitoba. The Research Alliance was launched in late 2002, and it funded and oversaw more than 40 individual research projects chosen to help meet the larger project's overall goals. This research was conducted by academics, students and community researchers, in many cases working in teams. These

projects have been successful, not only in their particular research findings, but also in providing opportunities for students and community researchers to receive practical research training. And they have bridged the gaps between academic disciplines, and between the university and the larger community. While focussing primarily on Manitoba, the composition of the Alliance has enabled it to draw on experiences from across Canada and beyond.

This publication is one of ten summary publications prepared by the Research Alliance. These publications, which we have come to call “kits,” describe the results of our research, and the kits are organized by audience or by theme. It should be emphasized that we are not — nor could we be — comprehensive in addressing these themes. Rather, we have identified a wide range of research results based on the specific research projects that we undertook. The themes and audiences for the kits arose out of the research, as we think these themes are the most effective way to organize the results.

* We are pleased to acknowledge the generous financial support of the Initiative on the New Economy of the Social Sciences and Humanities Research Council; via the Manitoba Research Alliance on Community Economic Development in the New Economy. For further information please see: <http://www.manitobaresearchallianceced.ca>.

The complete list of kits is as follows:

1. The impacts of the New Economy
2. The potential of Community Economic Development
3. Government policy regarding Community Economic Development and the New Economy
4. The role of gender in Community Economic Development and the New Economy
5. Aboriginal issues in Community Economic Development and the New Economy
6. Business issues in Community Economic Development and the New Economy
7. Education issues in Community Economic Development and the New Economy (aimed at educators)
8. Urban issues in Community Economic Development and the New Economy
9. Rural issues in Community Economic Development and the New Economy
10. Northern issues in Community Economic Development and the New Economy

These kits, along with the rest of the publications prepared by or for the Research Alliance, can be downloaded for free from www.manitobaresearchallianceced.ca. Much of the research has also been published by the Canadian Centre for Policy Alternatives — Manitoba (www.policyalternatives.ca/mb).

A note on sources

This particular publication is informed by all the research carried out, but in particular the information here has been drawn from the following individual projects:

Agricultural Land Trust Research Project, by Blair Hamilton

“Is CED an Alternative to the New Economy? Debates and Theoretical Issues,” by Heather Graydon

Economics for CED Practitioners, by John Loxley and Laura Lamb

The Evolution of Community Learning Networks: Political Philosophy and Historical Examples from Rural Manitoba, by Karen Rempel

“Government Policy Towards Community Economic Development in Manitoba,” by Lynne P. Fernandez

High-Speed Internet, Understanding the Real Advantage, Maximizing High-Speed Technology to Enhance Production and Encourage Growth in Rural Areas, by Chaboille CDC

IT and CED Networks, by Susannah Cameron

Manitoba Alternative: Food Production and Farm Marketing Models, by Kreesta Doucette and Glen Koroluk

“A Scan of Community Economic Development Organizations, Rural Communities and First Nations in Manitoba and their Participation in the New Economy,” by Carly Duboff

The New Economy? Continuity and Change in Gardenton, by Susan Heald

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SUMMARY OF RURAL ISSUES RELATED TO CED IN THE NEW ECONOMY

What Is Community Economic Development?¹

Community Economic Development (CED) has been subject to an eclectic range of definitions. To some, CED covers any economic development initiative, be it private, public or community driven, taking place within some definition of 'community', usually a geographic one. According to this view, there is no necessary inconsistency between orthodox economics and CED. In view of the more demanding definitions of CED now coming to dominate the literature, more radical departures from the orthodoxy seem necessary.² These define CED as a social process in terms of decision making; they replace the individual 'consumer' with the collective community; they see the meeting of collective 'needs' taking precedence over the satisfaction of individual consumer 'demands'; they take a long view of economic activities as opposed to that of short-term profit maximization; and they see economic decisions as being inextricably linked to social, environmental, political and cultural considerations.

Within this more demanding view of CED, there are two schools of thought. The first, associated with a more radical, communal, tradition, sees

CED as a form of social organization alternative to capitalism. The second has a more limited vision, seeing CED as a desirable and workable approach to dealing with particular problems facing communities. These problems are a direct outcome of the way in which capitalism differentially and unevenly affects certain communities, and CED is seen as a way to help fix them. Adherents to the first school are often found working alongside those of the latter.

The most complete set of CED principles are those underlying the Neechi model of CED. Neechi Foods Co-op Ltd. is an Aboriginal worker-owned, cooperative retail store in inner-city Winnipeg. The idea of this approach is to build a strong, inward-looking, self-reliant economy, which is based on goods and services consumed by people who live or work in the community. In theoretical terms it is a "convergence" strategy of economic development.³ It favours cooperative ownership, small-scale production and popular control over economic decision making. It is a holistic approach, in which the safety, health and self-respect of residents are of paramount importance.⁴ The principles on which it operates are as follows: production of goods and services for local use; use of local goods and services; local re-investment of locally generated profits; long-term employment of local residents; local skill development; local decision making; improved public health; improved physical environment; neighbourhood stability;

human dignity and solidarity among communities and businesses following these principles.

Notwithstanding the ongoing debates about how to define CED, the Neechi Principles have been widely adopted as a benchmark in Manitoba's CED community (and especially in Winnipeg, where the CED community is large and active), and as a theoretical starting point by the MRA

“The Neechi Principles have been widely adopted as a benchmark in Manitoba’s CED community”

and most of the individual researchers working on projects under the MRA. Several researchers attempted to refine or restate a definition of CED, but all these redefinitions remained broadly consistent with the Neechi principles. For example, Friesen and Hudson extracted components from a number of works to define CED as “placing the community at the centre of economic development — such that the community is both the beneficiary and the prime mover. By matching local resources with local needs, community members are able to realize their higher-order non-economic needs, as well as their basic material needs.”⁵ Fernandez adopts a definition prepared by the BC Working Group on CED, which takes CED to be “a community-based and community-directed process that explicitly combines social and economic development and is directed towards fostering the economic, social, ecological and cultural well-being of communities.”⁶

What Is the New Economy?⁷

In recent years, a New Economy has emerged, one in which information and knowledge play a central role. The emergence of the New Economy has been credited with generating robust economic growth, new and challenging employment opportunities, new wealth-creation possibilities, and the promise of greatly enhancing the productivity, and hence incomes, of people in the rest of the economy. Information technology also offers new opportunities for leisure, education, lifestyle and access to government services.

Some researchers have been quick to caution that the extent and “newness” of the New Economy should not be overstated. Historically, all capitalist economies have experienced cycles of upturn and recession, with the upturns often the result of technological innovations. Information technology is no doubt a major innovation, but the fundamental elements of the economy remain in place. Evidence suggests that the only sectors that have experienced extraordinary economic growth in the New Economy are the computer information technology-based sectors.⁸ And since many businesses have already bought and incorporated the new technology, growth in these sectors will level off.⁹

“The benefits of the New Economy growth have not been distributed evenly”

There is also evidence that the benefits of the New Economy growth have not been distributed evenly, and the New Economy may even have hurt the most vulnerable people, creating permanent job insecurity. A “dual-segmented” labour force intensifies the split between high-paying, flexible jobs and deskilled, low-wage, non-unionized,

service-sector jobs.¹⁰ For rural communities, certain elements of the New Economy overlap substantially with the structural economic changes associated with globalization and neo-liberalism. These changes are closely related to the family

“The New Economy in Manitoba is small and growing slowly, and centred in Winnipeg”¹¹

farm crisis and many of the challenges facing rural communities, as discussed in more detail elsewhere in this publication.

Not surprisingly, given that there is not even general agreement about whether and to what degree a “New Economy” actually exists, there is no foolproof, touchstone definition for the term. However, a number of authors see it as being underpinned by three major structural changes: a rise in general education levels; the development and availability of new information technology; and the increase in “invisible” trade in services, mergers and acquisitions, and the flow of information. This definition was adopted by the Manitoba Research Alliance as a starting point and was used by many of the researchers on our team.

The New Economy is intimately linked with the information and computer technology (ICT) sector (in fact, it is often *defined* as the ICT sector, although in reality it is broader than just that). The new economy in Canada is largely concentrated — or “clustered” — in a few large cities, primarily in Quebec and Ontario, and secondarily in British Columbia and Alberta. Research on clusters of innovation stresses the importance of proximity in the process of innovation. Since the early 1990s, clusters have emerged as a widely influential public policy idea, and many governments have adopted formal attempts to foster clusters of innovation and new economy development. A “cluster” is essentially a group of interconnected companies, suppliers and institutions (such as

universities) that both compete and cooperate in a field. They are all located in the same geographic area, which could be a city or a region (Silicon Valley, for example). The geographic concentration gives the area critical mass. Proponents of the cluster approach argue that clustering enhances competition, productivity and innovation. Firms and supporting institutions in clusters are linked formally and informally. Firms within the cluster are privy to new research findings and technological developments. Innovation is partly driven by competitive pressures — especially early in the life of a cluster — but, over time, collaboration among members increases as levels of trust are increased.

Manitoba seems to have had the misfortune of missing out on the late 1990s New Economy boom, but the good luck of avoiding the bust. (This is not at all unusual for Manitoba, a province with an open mixed economy not prone to the extremes of a boom and bust cycle.¹²) In comparison to the rest of the country, the ICT sector in Manitoba is relatively small and growing relatively slowly. It

“Just as New Economy growth is clustered at the national level, in Manitoba it is clustered in Winnipeg. This presents challenges for rural communities.”

is also located primarily in one urban centre: Winnipeg. In other words, the clustering effect seen at the national level is replicated at the provincial level. This presents challenges for rural communities attempting to avail themselves of the possibilities offered by New Economy developments.

Effects of the New Economy on Rural Manitoba Communities¹³

The New Economy appears to hold real potential to counter the effects of social and economic exclusion. For individuals living in disadvantaged communities, such as those in the inner city or in remote rural locations, the benefits might be

“Rural communities typically lack the characteristics that would attract New Economy industries”

realized directly through New Economy jobs and increased productivity, or through related phenomena, such as better educational opportunities, greater access to government and better state services.¹⁴ That is the promise.

The challenge is that disadvantaged communities typically lack many of the characteristics that would attract New Economy industries. Rural, northern and First Nations communities in Manitoba also have low general education levels, tend to lack workers trained in the use of new technologies and have limited access to broadband and IT equipment.

“The number of family farms is decreasing, and the rural population is not growing”

Since the Second World War, rural Manitoba has seen significant farm consolidation, but that trend — in which ever-fewer families rely on the family farm as their primary source of income — has been exacerbated in recent years. According to the 2001 Census, from 1996 to 2001 the total number of farms in Manitoba declined by 13.6%, while the average farm size rose. There seems little doubt that globalization and the structural adjustment of Canadian agriculture are affecting

rural Manitoba. In general, the family farm is disappearing in the face of high capitalization requirements and the concentration of land ownership. A parallel trend is that rural population growth is essentially stagnant.

Some rural communities in Manitoba have made major investments in the establishment of the infrastructure needed to allow them to provide high-speed internet access to local citizens and businesses. The village of St. Pierre-Jolys and the Rural Municipality of De Salaberry, located half an hour's drive south of Winnipeg, is one such community. This community is located in relatively prosperous southern rural Manitoba, and so it does not face the same barriers to New Economy development that other rural communities face. A case study of the community (Chaboille CDC) found that, even though the local community development corporation acquired

“Some rural communities are investing in and receiving the benefits of the New Economy”

the capacity to offer high-speed wireless access in its district in 2004, many people are still not taking advantage of this opportunity. The technology has benefited businesses in a range of sectors, including retail, tourism and manufacturing, and it has contributed to creating and maintaining employment in the area, most significantly by attracting two call centres. Yet, survey and interview results suggest that uptake of the technology by local people and businesses is still lower than it should be. It is limited by three main barriers: many people in the community feel that it is still too expensive; an older population (typical for a rural area) is slow to adopt new technology; and there is insufficient promotion of the technology's advantages by local government.

Gardenton is a very small (estimated population just under 200) community in rural Manitoba. It has seen all its businesses, including the post

office, close since the railway went out of use in the 1960s and the track was officially decommissioned in 1977. Gardenton was the subject of a detailed case study by the MRA (Heald), in which every household in the community was asked to complete a survey (approximately two-thirds agreed to participate); the surveys were followed by 20 personal interviews. The purpose was to discover and describe the ways in which one par-

“The New Economy has not eliminated the economic marginalization of rural communities”

ticular community is affected by, and responds to, recent economic changes, including those associated with the New Economy. The author of this study concluded that, while “regional, national, and international economic changes...had clear and indelible effects on what it is possible to do and be in Gardenton, there are also continuities which have a great impact on people’s lives.” Specifically, while Gardenton has experienced some changes in the occupations of its residents as a result of New Economy developments, a more fundamental reality is this: Gardenton was economically marginalized before the advent of the New Economy, and it remains so today. For the most part, this typical rural Manitoba community has remained at the margins of the changes wrought by the New Economy, changes that have done little to mitigate the community’s relative economic vulnerability.

CED in Rural Manitoba

Government and Policy

Western Economic Diversification Canada

Western Economic Diversification (WD) administers programs and services intended to advance innovation, entrepreneurship and sustainable communities. In the fulfillment of its mandate, WD has been involved in CED programs, although it is not dedicated specifically to CED. Because WD offers its services to a variety of different types of initiatives, it can support a CED-based program, and it will accept the CED definition adopted by the community.

WD sees itself as a facilitator of partnerships. It is able to partner with the province, other federal departments and with municipalities. As well as bringing partners to the table, WD can provide much-needed funding to community projects. The closest that WD comes to a CED policy is through the administration of its Community Futures Development Corporations (CFDCs). Manitoba has 16 CFDCs, each one led by a local board of volunteer directors. Notwithstanding

“WD’s main role is to facilitate partnerships”

the lack of an explicit CED focus, the CFDCs are providing a valuable service to Manitoba communities and, in some cases, may be building CED strategies without being aware of it. For example, WD supports grassroots development in the province’s north. The Northern Diversification Centre Initiative in The Pas looks for alternatives to forestry and other resource-based, capital-intensive development. Projects may include the gathering and processing of wild mushrooms or rice and the making of Christmas wreaths. CFDCs work together with the communities to market the products at the local level so that they can be shipped

south for sale. Running parallel to WD's support for community-driven projects is the growing tendency of both the federal and provincial governments to support community initiatives.

Rural CED Organizations in the New Economy¹⁵

As a result of the New Economy, there has been an increase in services for and by rural CED organizations. For rural CED organizations, the New Economy holds the potential to allow for new forms of training and education, as well as for research and the sharing of information with other organizations. This holds special potential for rural organizations. E-learning (conducted over the internet) and tele-learning (in which a group of people participate in a conference call in which learning occurs) allow rural CED organizations to provide a level of staff training that would otherwise be impossible due to a lack of resources, or because they are located in rural or distant communities. A report prepared for the MRA by Duboff found that the majority of rural CED organizations are using computers for such basic tasks as word processing and data management, and all the CED organizations surveyed are connected to the internet.

"CED organizations have come to rely on new technology for basic tasks"

Most CED organizations also recognize the importance of computer literacy and access, not just for staff, but for the wider community. With the rise in New Economy participation, public-access computers have become prevalent in CED organizations. On average, there are 5.5 public-access computers available in CED organizations, and many other CED organizations would provide public-access computers if they had the resources to do so.¹⁶

The biggest barriers to participation in the New Economy by CED organizations are the cost of new technology and a lack of staff time to learn new programs. There are also differences between rural and urban CED organizations when it comes to use of New Economy technologies. More urban organizations continue to employ other tools for research and communication; for rural organizations, using the internet is almost always cheaper than using the phone, due to long-distance charg-

"New technology has been a boon to CED networks"

es. Also for rural organizations, however, these advantages are often tempered by limited or unreliable internet access, as described elsewhere in this publication.

CED Networks

Over the past decade, communication and collaboration between otherwise isolated and independent CED organizations have increased through the formation of networks. These networks allow participating organizations to share information, improve practices and coordinate policy and funding initiatives. The emergence and growth of these networks have paralleled those of New Economy technologies. CED networks in Manitoba typically use IT tools such as Web sites, e-mail, distance training courses, video conferencing and on-line surveys. A study conducted by Cameron for the MRA on the use of such IT tools to facilitate the work of CED networks found that they had provided significant benefits to the networks that use them. The main limitation was that most, if not all, members of the network must have access to a new technology for effective support of network-wide communications and planning. Thus, new technologies will not be employed by a network until a critical mass of member organizations has access to that technology.

Community Learning

Networks in Rural Manitoba¹⁷

The Network of Community Enterprise Development Centres (N-CEDC) is a network of six southwest and south-central Manitoba communities and regional economic development organizations. The goal of the N-CEDC is to promote community and economic growth in and among the network members. From 2001 to 2003, the primary activity of the N-CEDC was the Learning for Life Initiative, a community-based program aimed at promoting lifelong learning as an approach for CED.

In a report prepared for the MRA, Remple studied the recent history of community learning organizations in rural Manitoba and the contributions that lifelong learning can make to CED. This was partly to test the idea that New Economy developments — in particular, access to new technologies — offer the opportunity to “scale up” current CED models and increase their reach into rural communities. Community learning actually has a long history in Manitoba, making up part of the province’s cooperative/communitarian tradition. Based on a survey of the literature, interviews and focus groups, Remple makes three key conclusions:

- Government funding is critical to establishing, though perhaps not to sustaining, community learning organizations.
- Manitoba community learning organizations have received little or no government support for their programs, and as a result have had to rely largely on voluntary agencies. This situation is not typical in Canada.
- Compared with other Canadian jurisdictions, including our closest neighbour Saskatchewan, Manitoba’s university extension activities into rural communities have been erratic and short-lived.

CED Opportunities in Rural Manitoba

In a report prepared for the MRA, Duboff expressed optimism about the economic opportunities that new technologies offer rural communities. The internet potentially allows rural businesses to reach a global market.¹⁸ It should be noted, however, that such an approach is only partially consistent with CED; for example, it does not meet the first criterion of the Neechi Principles:

“The internet can connect rural businesses with a global market”

production of goods and services to meet local needs. Nonetheless, there is nothing to say that rural enterprises could not use new technology to meet a number of other CED goals. Three key opportunities are identified:

- There is a need for new technology itself. Communities can create companies that will offer IT services to neighbouring First Nations and rural communities.
- Call centres have proven to be a useful industry for communities with limited other options. Manitoba already has a strong call-centre industry — concentrated in Winnipeg — thanks in part to its central North American location, the “neutral” accents of Manitobans and government targeting of the industry as a priority for subsidization.
- Manufacturing can now operate in rural areas, receiving orders electronically and shipping the goods to customers directly.

Agricultural Land Trusts as a Tool to Save Family Farms¹⁹

A number of writers have pointed to agricultural land trusts as a way to mitigate the harmful effects of market forces on land use, while enhancing the affordability of land, access to land, sustainable use of land and a belief in a broad community

“Small family farms are assumed to be more consistent with CED”

interest in how the land is used. The land trust is a legal vehicle to assemble land that is literally “held in trust” for the community in perpetuity. Typically, the land trust is made up of both donated and purchased land. Funds to purchase the land can come from donations by individuals or foundations, or from government sources. (Land trusts are usually registered charities, and can issue tax receipts for donated land or money.) The trust then makes land available for specified uses — these uses vary depending on the trust, but they always have an accepted community benefit, and would not generate enough revenue to allow the land user to buy the land on the open market.

There is an assumption that smaller family farms that are financially viable will be more likely

“Residents were receptive to a CED message, but have not internalized it”

to pass the farm on to their children, and more likely to use environmentally sustainable farming techniques. This approach has been used successfully in a number of jurisdictions in Canada and the US. For a case study report prepared for the MRA, Hamilton investigated the potential for the agricultural land trust model to be used in the

RM of Franklin. He also conducted meetings in the RM to find out what the response to the idea might be from community residents.

His research revealed that this rural community has suffered the effects of structural adjustment in agriculture (family farms are disappearing) that the agricultural land trust model would appear to be an appropriate strategy for Franklin and that land distribution in the area is such that it is still possible to preserve small farms. And some local residents expressed support for the goals of land trusts. However, Hamilton concludes that, while Franklin residents seem receptive to a “CED message,” they have not internalized that way of thinking. They did offer insight into how the model might be applied in their community, and where the difficulties would be.

Alternative Food Production and Farm Marketing Models²⁰

In a report prepared for the MRA, Doucette and Koroluk conducted research into three alternative food production and farm marketing models: community shared agriculture; The Winnipeg Humane Society Certified labelling program for meat products; and the Direct Farmer Market Retail Program. These models, all of which have been implemented on at least a trial basis in Manitoba, have the potential to provide greater self-sufficiency to producers in Manitoba, while increasing local food security by providing fresh local food to the consumer. They also offer potential environmental benefits by reducing the distance food travels “from gate to plate” and, where organic practices are in place, reducing the use of synthetic chemicals, growth hormones and genetically modified organisms. Main methodologies included reviews of the literature and key documents, case studies, interviews and surveys.

Community Shared Agriculture (CSA)

CSA is a partnership between a farmer and consumers. Member of a CSA purchase a share (usually between \$200 and \$500) in the farm’s harvest

prior to the growing season. In return, members receive a portion of the farm's produce. This form of partnership guarantees farmers a market and shares risks with consumers. Although this is not an inherent quality of CSAs, most provide some additional social "value added," such as the use of environmentally friendly organic production, or the hiring of recent immigrants. Doucette and Koroluk conclude that the CSA model does not provide a simple solution to economic, social or environmental challenges, but, rather, it increases community food security and represents one niche option available to farm families.

Farmers' markets

In the mid-1980s the Manitoba Department of Industry, Trade and Mines initiated the Manitoba Provincial Farmers' Marketing Association, with the goal of developing a critical mass of farmers' markets in the province. Markets were established as independent cooperatives with common practices and legislation but with separate steering committees. The association operated until the late 1990s, when member burnout, organizational shifting between government departments and the merger of the Farmer's Market Association with the Provincial Fruit Growers' Association removed the perceived need for a formal organization. There are still more than 20 farmers' markets operating in Manitoba.

The farmers' market model provides an opportunity for vendors, including farmers, to diversify their incomes. While the immediate economic impact of farmers' markets is likely to remain small for the foreseeable future, the model holds numerous other important benefits for rural communities. Government and municipal supports are required. The addition of farmers' market participation to a livelihood portfolio would appear to represent an attempt to increase the standard of living for farm families, rather than a specific poverty-alleviation strategy.

Winnipeg Humane Society certified program

The Winnipeg Humane Society Certified program was established in 2002 and provides certification and labelling for meat produced in accordance with animal welfare organization standards. It was the first program of its kind in Canada. Meat that is certified under this program has been produced at farms that have been inspected by an independent certifier. Certifying costs between \$150 and \$175 annually, and farmers receive a 10% premium for certified meat. There has been limited uptake of the program. While such a program holds considerable potential, this one has run into serious problems with what might be considered "branding" issues. The term "humane" would appear to be a marketing liability; perhaps the most likely alternative, "natural," suffers from the fact that unlike "organic," there are no standards for objective certification.

"Policy changes could support small-scale agriculture"

Policy changes that might help support small-scale agriculture have been identified by Doucette and Koroluk:

- Manitoba should endorse Canada's Action Plan for Food Security and also develop a provincial food policy that places greater reliance on production for the local market and sustainable food production systems.
- Manitoba should keep better track of its food economy, in particular the analysis of inter-provincial flows of food. This is needed to allow for policy development that maximizes the value added on food products and minimizes environmental impact of food production, as well as policies that more directly support small farms. The need for a broad consumer-education program was also identified.

Conclusion

Community Economic Development has been subject to an eclectic range of definitions, but in Manitoba (and especially in Winnipeg) the Neechi Principles have been widely accepted as an effective benchmark.

The benefits of New Economy growth have not been distributed evenly.

The New Economy in Manitoba is relatively small and growing slowly, and it is centred in Winnipeg. This presents real challenges for rural communities.

Rural communities typically lack the characteristics that would attract New Economy industries.

The family farm is disappearing and the rural population is not growing.

Some rural communities are investing in, and receiving benefits from, the New Economy. Still, the New Economy has not eliminated the economic marginalization of rural communities.

Western Economic Diversification plays a central role in facilitating partnerships between government and rural communities.

CED organizations in rural communities have come to rely on new technology for basic tasks.

New technology has been a boon to CED networks.

Rural Manitoba has a long history of community learning networks, despite these having received low levels of government support.

The internet can connect rural businesses with a global market.

Small (and, in particular, family) farms are assumed to be more consistent with CED.

A number of writers have pointed to agricultural land trusts as a way to mitigate the harmful effects of market forces on land use and help save small-scale agriculture.

Community-shared agriculture represents one niche option available to family farmers.

Farmers' markets offer an opportunity for farmers to diversify their incomes. While the

immediate economic impact is likely to remain small for the foreseeable future, the model holds numerous other important benefits for rural communities.

Policy changes could help support small-scale agriculture; a provincial food policy should be developed and should place greater reliance on food self-reliance and sustainability.

Notes

- 1 This section draws most on Loxley and Lamb, Friesen and Hudson, and Fernandez.
- 2 See, for instance, Canadian CED Network, 2004; Loxley, 1986.
- 3 Thomas, 1974, cited in Loxley and Lamb, p. 2.
- 4 Loxley, 2002, cited in Loxley and Lamb, p. 2.
- 5 P. 4.
- 6 P. 1.
- 7 This section draws most heavily on Graydon and Duboff.
- 8 Bobe, 2002; Tabb, 2001, cited in Graydon, p. 16.
- 9 Delong, 2002; Tabb, 2001, cited in Graydon, p. 17.
- 10 Hudson, 2001; Yates, 2001, cited in Graydon, p. 16.
- 11 This section is based primarily on Friesen and Hudson.
- 12 Calculated from Statistics Canada, *Trends in Provincial and Territorial Economic Statistics: 1981–2002*, Table 1, p 21.
- 13 This sections draws most heavily on Heald, Chaboillee CDC, and Hamilton. For more information see Rempel, and Doucette and Koroluk.
- 14 See MacKenzie and Duboff for fuller discussions of these points.
- 15 This section draws on Duboff.
- 16 Duboff, section 4.0.
- 17 This section is based on Remple.
- 18 Duboff, 3.2.1.1.
- 19 This section is based on Hamilton.

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