

Summary Report

Building, Connecting and Sharing Knowledge: A Dialogue on Linkages Between Communities

A Research Event Hosted by Infrastructure Canada

March 2005

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Building, Connecting and Sharing Knowledge: A Dialogue on Linkages Between Communities

Summary Report

Introduction

As Infrastructure Canada (INFC) moves forward in its work on modernizing public infrastructure across the country and advancing the New Deal for Cities and Communities, research is playing a central role.

One area where there is a pressing need for research to support policy development is the linkages between communities. These linkages are economic, social, cultural, environmental and geographic. In addition, how communities relate to one another is defined through governance structures.

Although research on different facets of linkages between communities has been undertaken, the overall state of knowledge about what the linkages are, how they play out and the impacts they have is relatively weak. In addition, a broader, more integrated analytical approach for thinking about how communities are connected that can support and inform policy-making on cities, communities and public infrastructure issues has not yet emerged.

Linkages between communities are crucial in shaping human activities and interactions. They connect people and places and forge interdependencies between communities. As a result, the present scarcity of research on linkages is surprising. Given the importance of infrastructure and communities issues on Canada's policy agenda, it is also a matter for concern. Tackling the knowledge gap is critical for both effective policy development and effective implementation.

Building a Research Agenda on Linkages

As a first step towards building a research agenda in this area, INFC, with assistance from Canadian Policy Research Networks (CPRN), hosted a dialogue entitled *Building, Connecting and Sharing Knowledge: A Dialogue on Linkages Between Communities* on Thursday, March 3, 2005 in Ottawa. The Honourable John Godfrey, Minister of State (Infrastructure and Communities), and a mix of approximately 30 experts from the policy-making and research sectors participated.

There were two guiding questions for the half-day event:

1. What are the impacts of the various linkages between communities (e.g., social, economic, cultural, environmental and governance)?; and
2. What are the prospects for a more integrated analytical approach for increasing our understanding of these linkages and how might this be developed to support policy making?

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The event began with opening remarks from the Deputy Head of Infrastructure Canada, André Juneau, and from the Minister, the Honourable John Godfrey. Mr. Juneau provided an overview of INFC's Research Strategy and the objectives underlying the department's role on research. Minister Godfrey focussed his remarks on the collaboration between three worlds that he sees as necessary to meet the needs of Canadians regarding infrastructure, cities and communities and sustainability: the academy; public policy and administration; and politics. As the Minister noted, the dialogue was in fact designed to further foster this collaboration, with all three of the worlds represented at the event. The Minister emphasized, too, that the present time is one of great opportunity – for an effective and innovative federal government role in cities and communities; for rising above old dichotomies and acknowledging the inter-connections between the urban, rural and regional development policy agendas; and for using federal investments in infrastructure as a point of entry for achieving policy objectives regarding cities and communities and sustainability.

Following the opening remarks, the session continued with presentations of three papers prepared for the session: INFC presented a literature review of research on linkages; Jim Simmons (Ryerson University) examined linkages in the context of urban systems; and Bill Reimer (Concordia University) looked at linkages from a rural economy perspective. Mario Polèse (Université du Québec) provided a commentary on the Simmons and Reimer papers. The Simmons and Reimer papers, as well as the synthesis paper completed by Polèse following the event, were all commissioned by INFC. Polèse's paper, which builds on his commentary, is referred to in this report.

After the presentations participants had an opportunity to begin plenary discussions. Participants were asked to focus the plenary discussion on the two guiding questions on the impact of linkages and the prospects for a more integrated analytic approach that could support policy-making.

The dialogue was chaired by Judith Maxwell, President of CPRN.

The following two sections of this summary report provide the main messages and themes from the paper presentations and the plenary discussions. The report ends with a conclusions section that summarizes the issues.

The dialogue agenda and the list of participants are included in the appendices.

The Dialogue Papers

Infrastructure Canada's Literature Review

The literature review prepared by INFC was designed to help bring together existing literature and insights, to be a point of departure for the event, and to contribute to the development of a longer-term research agenda on linkages

To this end, the review sought to identify the literature sources that allow focused study of the social, economic, environmental and cultural linkages between communities. Importantly, INFC looked for literature that went beyond traditional dichotomies – e.g., rural/urban, agricultural/industrial and core/periphery – to look at linkages between communities of all sizes and types.

Infrastructure Canada concluded in its review that there is no body of research specifically focused on the linkages between communities. There are several areas of research, however, that address facets of the linkages between communities, and which could be used to support further research and policy development. These include:

- Urban systems theory
- Suburbanization and metropolitanization
- Impact of information and communications technologies
- Globalization
- Demography – immigration and migration
- Cultural growth poles
- Environment studies

Infrastructure Canada noted that urban systems theory explicitly addresses linkages between communities, but the scope is narrow, i.e., it does not address the range of social, environmental and cultural linkages that result from changes such as immigration and globalization.

Infrastructure Canada concluded that there is no existing analytical framework for understanding linkages between communities. Beyond geography and systems theory, Infrastructure Canada suggested there were other areas of research that have looked at relationships within communities (e.g., social capital) and these might be useful in analyzing relations between communities.

Simmons on Linkages and the Urban System

Jim Simmons was asked to prepare a paper addressing the two guiding questions from an urban systems perspective. In particular, Simmons was asked to reflect on what the urban systems literature reveals about linkages between communities.

Simmons began his paper noting the significance of linkages (or connections or relationships) in shaping human activities and altering communities. This is particularly true for Canada, with great distances and diversity between communities.

Simmons reviewed the patterns and trends in linkages by size, distance and content (or type). Size matters, according to Simmons, as flows between communities are directly related to the number of “potential movers” in one community and the “number of opportunities” in the other. The greater the distance between communities, the fewer the linkages, usually because of time, cost or competition from alternatives.

According to Simmons, the trends indicate that large metropolitan regions are continuing to increase in population, and dominate the growth in activities and linkages. At the same time, international linkages are also growing and international trade and immigration flows have grown faster than domestic flows. The main types of linkages reviewed by Simmons are information, contacts, economic and governance. Technological changes such as the internet, email, cell phones and transportation have contributed to rapid growth in these linkages. Simmons noted that the expansion of metropolitan areas is happening more rapidly than public sector institutions and governance structures. Simmons suggested that supportive community institutions and governance structures need to quickly evolve, as metropolitan expansion has created a need for “new forms of multi-level cooperation” to provide for citizens.

Simmons concluded his paper by summarizing what is known about linkages, and suggesting future research directions. As to what is known, Simmons’ noted the following:

- There has been an overwhelming acceleration in the growth in linkages of all kinds.
- There is little systematic information about their magnitude or geography.
- The size and diversity of opportunities for citizens have become more attractive, and distance is less and less a deterrent.
- This has resulted in a concentration of population and economic activity in the largest cities in Canada – the larger the city, the higher the average growth rates.
- International linkages play an increasingly larger role for urban systems in Canada.

Given what we know, Simmons asked “what do we need to know about the urban system?” Some of his ideas for research directions included:

- Better efforts to monitor linkages, e.g., flows across different spatial units.
- Exploring the impact of international linkages on the urban system.

- The role of immigrants in the globalization process.
- The implications of “non-growth” as fewer and fewer Canadian cities will continue to grow.
- Expanding definitions of communities within cities, as metropolitan areas continue to grow.
- The impact of demographics on linkages, e.g., aging.

Reimer and a Rural Perspective on Linkages

Bill Reimer was asked to prepare a paper addressing the two guiding questions from a rural economy perspective. In particular, Reimer was asked to consider what the rural economy literature reveals about linkages between communities.

The trends in the growth of metropolitan areas, big cities and the urban system have substantial implications for the future of rural areas and communities in Canada. While the size and population of rural areas might be in an inevitable decline, Bill Reimer emphasized in his paper that “a strong rural Canada is necessary for a strong Canada.”

According to Reimer, rural areas sustain urban areas, for example through provision of natural resources that are the foundation of urban growth, and through the availability of green space and recreational opportunities for urban populations. But the rural/urban relationship is an interdependent one – urban areas provide markets for rural goods, as well as technical, financial and cultural supports.

Reimer reviewed the trends and changes in rural/urban community linkages across five dimensions – exchange and trade, function, institutions, environment, and perceptions and values. Exchange and trade are becoming increasingly concentrated in urban areas, with people in rural areas having to travel greater and greater distances as a result. According to Reimer, rural areas are becoming less focused on primary commodity production and more focused on providing recreational opportunities for urban residents. Institutional linkages have changed greatly – from a past where local organizations provided much of the governance and social supports to rural residents, to a present where – since the 1980s – market and bureaucratic-based relations are dominant. Reimer described how the impact of this trend has been a decline in social infrastructure in rural communities in Canada.

Shared natural resources are an obvious link between communities. Urban sprawl and the competition for agricultural land, resistance to rural industry by urban “visitors” (e.g., hog farms), and environmental preservation campaigns are examples noted by Reimer. On perceptions and values, Reimer suggested how rural and urban people can be both integrated and divided. This is particularly true in the different perspectives of the role of rural areas in Canada’s social, economic, environmental and cultural future.

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Reimer concluded his paper with guidelines for the development of an analytical framework, and directions for future research. For the framework, Reimer suggested:

- That community linkages must be recognized as multiple, complex and diverse
- Distance and density matter, and both high and low density have advantages and disadvantages
- Appropriate forums for the consideration of key decisions by all stakeholders need to be established; new forms of governance relations need experimentation
- Power relations need to be acknowledged, with attention paid to facilitate the participation of the less powerful
- The social infrastructure in smaller communities needs to be rebuilt
- The framework must not marginalize rural and remote communities, but recognize their contributions to Canadian society

Research directions suggested by Reimer include:

- Devoting resources to designing, collecting, and distributing information at the level of communities and regions that is longitudinal, comparative and systematic
- Developing indicators that are appropriate for identifying and analyzing linkages
- Identifying and understanding how social infrastructure is organized, changing, and what opportunities exist for rural/urban collaboration and co-investment
- Identifying and understanding the similarities and differences in the values and perceptions of rural and urban Canadians

Polèse on Linkages, Infrastructure and the Future of Canadian Communities

Mario Polèse was asked to draw on the Simmons and Reimer papers, and other literature as required, to distill the policy lessons and address how an analytic framework could be developed for thinking about linkages between communities. Polèse provided comments and a presentation deck at the dialogue, and prepared a formal paper after the event.

Polèse built on the papers by Simmons and Reimer to propose a framework for analyzing linkages between Canadian communities. Polèse noted that while Simmons and Reimer came at the linkages question from different perspectives, they arrived at similar conclusions:

The Canadian economy, population, and the linkages that accompany them, are continuing to polarize around the largest urban centres, with the concomitant risk that small distant communities will be increasingly marginalized (p. 1).

For Polèse, density and distance matter, as Reimer indicated as well. Polèse's argument about density and distance is built on his understanding of the importance of face-to-face linkages to sustain the rapid growth in the services economy in industrialized nations.

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Growth in services, including scientific, professional, technical, creative and leisure services, depends on human interaction. The need to establish trust in these relationships also creates demand for face-to-face linkages

Polèse argued that electronic linkages, production and investment linkages and face-to-face linkages are interdependent. A service-based, knowledge-dependent and creative economy produces increasing demands for face-to-face linkages. It is this need for face-to-face linkages that produces cities and contributes to increasing density.

The location of producer services in larger cities draws other sectors to these locations because, again, it is face-to-face linkages that are required for consumption of the services produced. So, proximity of communities to these larger centres is a criterion for regional economic success.

Polèse pointed out that linkages can produce conflicting results, that is, they may bring communities closer but they also can increase competition between them. For example, transportation changes have made big city markets accessible to small and distant producers, while at the same time have allowed the producers in the big cities to get their products to distant markets. Polèse made the point that pursuing linkages also requires making choices – “for some Canadian communities, already overpowered by a multitude of linkages, what may be needed are better fences” (p. 6).

Polèse summarized his analysis suggesting that researchers and policy-makers need to look beyond the rural/urban divide. Polèse demonstrated differences in the population growth of four groupings of communities divided on rural/urban and centre/periphery axes. He showed that it is the urban and rural communities that are closest to large urban centres that show the greatest population growth, leading Polèse to conclude that it is not the urban/rural divide that matters, but the location of the community.

Polèse concluded his paper with suggestions for the outlines of an analytical framework. He suggested that a first step is to locate communities on a grid with two axes – size, and distance from a large urban centre. This is important for Polèse as the linkages and other policy, program and investment priorities should be different for each community grouping.

Polèse stated that locating communities in this way allows common interests to be more readily apparent, but also acknowledges that positioning communities doesn't identify the technical and economic forces driving community change – “the relationships are complex, with myriad feedback effects” (p. 7). Polèse argued that his perspective on the importance of proximity is useful nonetheless, as it directs researchers and policy-makers to ask the “right” questions. Polèse closed his paper with a thematic list of research topics and questions:

- Interdependencies between linkages
- Relationships between trends in specific linkages and the future of communities

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- Relationships between the economics of specific linkages and the future of communities
- Conflicting impacts of linkages on communities
- Social value of maintaining “unprofitable” linkages (e.g., rail links)
- Baseline standards for public services in communities across Canada
- Impact of economic, technological and social change on linkages

Summary

There are a number of themes that emerged from the four papers. In response to the first guiding question on impacts of linkages, all of the authors stressed the importance of linkages (or connections or relationships) between communities. Linkages are fundamental in shaping human activities and contributing to the development of communities in Canada.

Other themes that arose from the papers are more directed towards answering the second guiding question on the prospects for an integrated analytical approach to linkages, and how the approach might be developed to support policy-making. These themes were:

- The authors stressed the complexity of community linkages, and the difficulty that this complexity creates in attempting to conceptualize and generate appropriate analytic frameworks.
- In understanding linkages between communities, the authors stressed the importance of size, and proximity/distance to large urban centres – it is the combination of the two that is fundamental to understanding linkages and community economic success.
- Simmons stressed a focus on international linkages as integral to understanding the development of communities.
- The traditional understanding of community differences along rural/urban lines is insufficient in understanding the complexity of community linkages and community prosperity.
- There is a lack of appropriate data to understand the dynamics of community linkages.

Plenary Discussion

As outlined earlier, there were two questions that dialogue participants were asked to address: what are the impacts of the various linkages between communities?; and, what are the prospects for a more integrated analytical approach for increasing our understanding of linkages in support of policy-making?

The plenary discussion ranged widely on these questions in response to the papers and the presentations by the authors. There were a number of themes and perspectives that emerged.

Themes and Perspectives

- What are linkages for? Sustainability and economic prosperity

Participants emphasized that to investigate linkages raises the question of what the linkages are for. The perception was that there needs to be a shared understanding of the goal or purpose of pursuing linkages between communities. Understanding the goal enables appropriate linkages to be pursued. Economic security and prosperity for communities was seen as fundamental.

The focus on economic security and prosperity led other participants to suggest that economic prosperity is too limited a goal, although they were not disagreeing with its importance and fundamental connection to community success. The point being raised was that a sole focus on economic growth as a driving force for community development neglects the interdependence of the economy with the other three pillars of community sustainability – the environment, culture and social well-being. In particular, participants felt that the concept of sustainability fundamentally incorporates this perspective of interdependence and should be drawn upon in attempting to understand and promote linkages between communities.

- Clustering and spatial units

Participants responded to the authors' focus on the size of communities and their proximity to large urban centres. They felt that with sustainability as the goal, i.e., as the organizing framework to guide linkages and community development, an increasing concentration of the Canadian population in ever larger urban centres was not inevitable. This led to discussion of the ways and means to counteract this "inevitability," and community clustering was an approach that was suggested. Participants emphasized that how communities cluster, i.e., along what lines and for what reasons are important. One participant suggested that "functional economic areas" was a useful lens for understanding and implementing an optimal mix of services and supports. Other participants introduced the notion of watersheds and airsheds as appropriate spatial units to understand and promote community linkages. The watershed planning approach was seen as especially consistent with a sustainability framework.

- Community planning

Participants highlighted that a critical activity to promote linkages towards community sustainability was community planning, and that cooperative, integrated and shared planning was necessary. The feeling was that larger urban centres were responding to this challenge, but that smaller, rural and remote communities were not.

- Community capacity

According to participants, one of the main reasons that smaller communities were not engaging in things like cooperative community planning was that there has been a lack of development of, and in some instances a reduction in, the capacity of communities to take on such activities. Participants stressed that linkages between communities will not happen without sustained efforts to support the development of community capacity. The issue was linked to Reimer's argument for the need to rebuild community social infrastructure in smaller rural communities.

- Community resources

Participants stressed the importance of identifying the necessary community resources to support the development of community capacity to pursue community linkages. As the research paper authors identified the lack of appropriate data to comprehensively study community linkages, dialogue participants noted that there was a lack of available, quality information for smaller communities to use to inform their planning and decision-making. And economic opportunities in larger communities have been drawing experience and expertise away from smaller communities, adding further to growing resource disparities between them.

- Community mobilization

Participants acknowledged that mobilizing communities to ensure that they contribute to creating their own futures is both essential and challenging for communities to move ahead. Smaller communities face particular difficulties in mobilizing community residents. On the one hand it would seem to be easier in smaller communities to engage and mobilize residents than it is in larger communities – residents have more direct connections with each other and with day-to-day community issues. On the other hand, slowly growing or declining populations in smaller communities means that the available time that residents have to participate is also declining, and there is increasing burnout among community residents that are already engaged.

- Public education

Dialogue participants suggested that one route to engaging community residents in contributing to determining their future was public education campaigns around the concepts and practices of sustainability. Although the concept and its understanding have been in front of the public for over 15 years, participants mused that perhaps it is time to “re-introduce” the concept to people in their communities, particularly if the concept can be practically tied to current and practical community issues and concerns.

- Leadership

Leadership is required at many levels to mobilize communities and their residents; to strategically plan for linkages that will promote community sustainability; and, to creatively manage both the change process and the ongoing dynamics of modern community life. In particular dialogue participants commented on the need to develop processes and structures to manage change using sustainability principles. Leadership is necessary to create the space for the development of processes in support of community linkages, and to promote the legitimacy of these approaches as routes to community sustainability.

- Governance

As Simmons noted in his paper, participants felt that governance structures and institutions in Canada have not evolved to support the multi-level community cooperation that is required to develop and pursue constructive and sustainable community linkages. There have been promising developments with Urban Development Agreements in Canada, but participants were cautious about suggesting that UDAs are the answer to complicated governance questions. Certainly the goal is to develop governance mechanisms as cooperative structures and processes that reinforce and contribute to the building of trust and accountability – within and between communities.

- Linkages Research

Participants offered a number of suggestions for concepts and analytical approaches which could be usefully drawn upon in building a research agenda on linkages. Specific reference was made to: the importance of not overlooking governance-based linkages in the linking-up of Canada's communities and the rich literature on governance; social networks and related concepts; the ecosystem concept and the research it informs; and, the role of information technology and values chains as bases for and drivers of linkages.

As Simmons emphasized in his paper, participants suggested that international linkages should be examined. These include regional and cross-border linkages for North America, and global linkages. Participants also reinforced what Polèse had suggested, that both the positive and negative impact of linkages need to be considered.

The paper authors and participants noted the lack of appropriate data to comprehensively understand linkages between communities. Of particular concern was that community level data were generally unavailable. However, the important point was also made by Polèse and others that data gaps are not uniform; on trade linkages, for example, data is in fact very rich. Overall, participants agreed that data issues will need to be addressed as part of advancing a research agenda on linkages that comprehensively reflects social, economic, environmental and cultural linkages.

Conclusions

The dialogue contributed to understanding the two questions that guided the research and discussion: what are the impacts of the various linkages between communities?; and, what are the prospects for a more integrated analytical approach for increasing our understanding of linkages in support of policy-making? The dialogue session reinforced the complexity of understanding community linkages and raised a large number of issues for researchers and policy-makers that are outlined in this summary report.

On the first question, of note:

- The research paper authors and dialogue participants agreed on the importance of community linkages as fundamental in shaping the development of communities in Canada.
- In particular, both the size/density of a community and the proximity of the community to a large urban centre are critical to successful community development.

Regarding analytical approaches to studying linkages:

- The complexity of community linkages makes it difficult to suggest a conceptual and analytic framework that can adequately make sense of the complexity.
- The paper authors, in particular, highlighted many research directions and research questions to guide research and policy-makers wanting to further understand community linkages.
- The research and policy-making process is often hampered by a lack of comprehensive data to understand community linkages. Community-level data and multiple data sources – both quantitative and qualitative – need to be made available and/or be developed to better support our understanding of community linkages.
- Dialogue participants suggested moving the analytic point of departure from a focus on community linkages to a more goal-oriented and normative analysis. While some stressed economic prosperity and success as the fundamental community goal, others suggested that a more holistic and interdependent analytic framework was required. Sustainability was suggested as the foundational framework to examine linkages for economic prosperity and community well-being.
- The plenary dialogue focused on the issues, challenges and routes to moving communities towards a more sustainable and secure future.
- The suggestion was that the key policy drivers are both horizontal and multi-jurisdictional, and that the development of community capacities is necessary to support communities in finding the means to develop the governance processes and institutions that can build cooperation within and between communities.

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Participants felt the dialogue had contributed to reinforcing the critical connection between research and policy-making; that the dialogue had increased the potential for innovative and informed research on community linkages, from diverse experiences and perspectives; and that there was a consensus that, given the magnitude of research needs, setting priorities within an agenda for research is essential. It was suggested that the latter be guided by the central policy questions and the policy problems facing Canadian communities.

Appendix 1. Agenda

Building, Connecting and Sharing Knowledge A Dialogue on Linkages Between Communities

*March 3, 2005
8:00 a.m. to 1:30 p.m.*

250 Albert Street, 14th Floor
Ottawa, Ontario

AGENDA

- 8:00 – 8:30 **Coffee and Muffins**
- 8:30 – 8:40 **Welcome by Infrastructure Canada**
- 8:40 – 8:50 **Welcome and Introductions by the Chair, Judith Maxwell, CPRN**
- 8:50 – 9:05 **Overview of Linkages** (Simon Snoxell, INFC)
- 9:05 – 10:30 **Panel Discussion**
Presentations
- The Urban System and Linkages (Jim Simmons, Ryerson University)
 - The Rural Economy and Linkages (Bill Reimer, Concordia University)
- Commentary* (Mario Polèse, Institut national de la recherche scientifique, Université du Québec)
- 10:30 – 10:45 **Refreshment Break**
- 10:45 – 12:15 **Plenary Discussion**
What are the impacts of the various linkages between communities (e.g., social, economic, cultural, environmental and governance)?
What are the prospects for a more integrated analytical approach for increasing our understanding of these linkages and how might this be developed to support policy making?
- 12:15 – 12:25 **Conclusions and Next Steps by Judith Maxwell, CPRN**
- 12:25 – 12:30 **Closing Remarks by Infrastructure Canada**
- 12:30 – 1:30 **Lunch**

Appendix 2. List of Participants

Building, Connecting and Sharing Knowledge: A Dialogue on Linkages Between Communities

Créer, connecter et partager les connaissances : dialogue sur les liens entre les collectivités

List of Participants – Liste des participants

Government of Canada – Gouvernement du Canada

Infrastructure Canada

The Honorable John Godfrey – L'Honorable John Godfrey
Minister of State (Infrastructure and Communities)
Ministre d'État (Infrastructure et Collectivités)

Andrew Bevan
Chief of Staff – Chef de Cabinet
Office of the Minister of State (Infrastructure and Communities)
Cabinet du Ministre d'État (Infrastructure & Collectivités)

André Juneau
Deputy Head – Sous-Ministre
Infrastructure Canada

Adam Ostry
Deputy Head, Policy and Research – Cities Secretariat
Député chef, Politique et recherche – Secrétariat des villes
Infrastructure Canada

Guy McKenzie
Associate Deputy Head – Administrateur général délégué
Infrastructure Canada

Guy Bujold
Senior ADM – SMA principal
Policy and Communications – Politiques et communication
Infrastructure Canada

Yazmine Laroche
Head, Cities Secretariat – Chef, Secrétariat des villes

Margaret Hill
Director, Research and Analysis – Directrice, recherche et analyse
Infrastructure Canada

Appendix 2. List of Participants

Guy Felio
Guest Researcher – Chercheur invité
Program Operations – Opérations du programme
Infrastructure Canada

Simon Snoxell
Consultant
Research and Analysis – Recherche et analyse
Infrastructure Canada

Statistics Canada - Statistique Canada

Ray Bollman
Chief, Research and Rural Data – Chef, Section de la recherche et des données rurales
Statistics Canada – Statistique Canada

Agriculture and Agri-Food Canada – Agriculture et agroalimentaire Canada

Donna Mitchell
Executive Director, Rural Secretariat – Directrice exécutive, Secrétariat rural
Agriculture and Agri-Food Canada – Agriculture et agroalimentaire Canada

Canadian Policy Research Networks – Réseaux canadiens de recherche en politiques publiques

Judith Maxwell
President
Canadian Policy Research Networks

David Hay
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Canadian Policy Research Networks

External participants – Participants externes

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Appendix 2. List of Participants

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Royal Roads University

Michael Harcourt
Chair
Prime Minister's External Advisory Committee on Cities and Communities

Jack Hayden
Member
Prime Minister's External Advisory Committee on Cities and Communities

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Chaire de recherche du Canada en Développement rural
Université du Québec à Rimouski

Rose Olfert
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