Community Growth Tool Kit

Version 1.0 (2010)
# Table of Contents

**Foreword**  
**Is This Right For You?**  
**How to Use this Tool Kit?**  
*The Community G.R.O.W.T.H. Model*  
*What is Community Development*  
*Innovative Approaches*  
*Regional Development*  
**Step 1 – Getting Organized**  
**Step 2 – Reviewing the Data**  
*SWOT Analysis*  
*Demographics*  
*Business Profile*  
*Infrastructure*  
*Housing*  
*Community Services and Facilities*  
**Step 3 – Opening the Lines of Communication**  
**Step 4 – Working Together – Implementing for Success**  
**Step 5 – Tools to make it Happen**  
*Sample Community Vision Survey*  
*Sample Business Owner Survey*  
**Step 6 – How to Sustain Success**  
*Financing Your Growth Strategy*  
*Marketing Your Community*  
*Sustaining Success*  
**Resources**
Foreword

The Saskatchewan Chamber of Commerce has developed the Community Growth Tool Kit. The Tool Kit was conceived as one way for local Saskatchewan Chambers of Commerce to help their communities and also, for community members to take leadership in planning and enabling their communities to grow. The Tool Kit is intended as an introductory-level, self-guided workbook complemented with some practical templates. Rather than each community have to “reinvent the wheel”, a common resource was seen as beneficial to community leaders.

Development of the Tool Kit is part of the Saskatchewan Chamber of Commerce’s Sustainable Growth Strategy for a New Saskatchewan. The Growth Strategy plans for a bigger and better Saskatchewan, laying out “stretch” targets such as a provincial population goal of 1.5 million people by 2030. Of course, this growth is not possible without action and lots of it! Business, government, individuals, and communities all have key roles to make that desired growth a reality. It is all about having a prosperous province where people want to live, work, and play.

The Saskatchewan Chamber’s Growth Committee has created and led the Tool Kit project. The Centre for Management Development, part of the Faculty of Business Administration at the University of Regina, was engaged to develop the Tool Kit. A senior marketing student, Andrea Mulholland has researched, compiled, and written the Tool Kit with support from many others.

The Tool Kit will be only one element of a focused strategy to engage communities and individuals in thinking about and implementing ideas for growth. The Tool Kit will be supplemented with qualified trainers and other resources to support communities in their growth strategies.
Is This Right For You?

Who? Who is this tool kit for?
This tool kit is an introductory level guide to community growth and development. It is not geared towards experts in the field, but instead geared towards community leaders, groups, and citizens who are interested in initiating growth within their own communities.

What? What is the purpose of this tool kit?
The purpose of this tool kit is simple – to engage citizens and help them determine what their community will look like in the future. The tool kit is also a guide that will help citizens develop a strategy for achieving future growth. The Saskatchewan Chamber of Commerce has a stated goal that every Saskatchewan community will have their own growth strategy to direct and sustain their own community growth, and therefore, sustain the growth of the province.

Where? Where are target communities located?
This tool kit will be a valuable resource for all communities, though larger communities may have internal resources available to them. The information is general in nature and can be applied to any community wanting to initiate growth. What is important in terms of this “where” question, is determining what the term “community” means to you. Does the term community refer to a specific city or town, or does community refer to a specific area/suburb within a larger city centre? In terms of your target area, you could also be referring to a specific region or to a broader group of communities that are working together to achieve similar economic growth strategies. The key point is that you determine this definition prior to initiating any planning stages.

Why? Why should you initiate a community growth and development initiative?
According to a 2006 study, Saskatchewan’s census rural population has continually declined over the past six decades. However as of 2007 Saskatchewan has witnessed a revitalization of these smaller communities. An opportunity exists for all Saskatchewan communities to reverse the effects of recent trends and embark on a plan to transform their communities. It takes a lot of hard work and planning, but it is possible for those community leaders, groups and citizens who commit to working together to make a difference within their community.
How to Use this Tool Kit

• Begin by reading all sections of the Tool Kit to ensure you have that “big picture” understanding of community growth and development. A quick scan of the section headings will help you organize the Tool Kit in your mind.

• Try to follow the activity/session planner to ensure you carry out all the right steps in the most effective order. While the community growth strategy will be a living document that needs to be evaluated and updated on a regular basis to meet the ongoing needs of the community, the initial planning process can be completed in about three to four Discussion / Decision-making sessions.

• This Tool Kit provides a high-level outline that will meet the needs of all communities. However, you may wish to refer to other tools and information resources to supplement the direction provided in this Tool Kit.

• Using competent professionals will also be a key part of the community planning process. This Tool Kit will not be a replacement for the knowledge that planners, consultants, market analysts, real estate developers, bankers, contractors, etc. will be able to provide you. Rather, it gives you a basic understanding of what should be happening along the way in the community planning process.
The Community G.R.O.W.T.H. Model

The Tool Kit follows a common community development process:

- Step 1 – Getting Organized
- Step 2 – Reviewing the Data
- Step 3 – Opening Lines of Communication
- Step 4 – Working Together – Implementing for Success
- Step 5 – Tool to make it Happen
- Step 6 – How to Sustain Success

Each of these steps will be outlined in more detail in the development sections of the Community Growth Tool Kit. Follow these steps in order to develop your own Community Growth Planning Document.

What is Community Development?

Community development has been defined as:

“Actions taken by an organization representing an urban neighbourhood or rural community in order to

1. Improve the economic situation of local residents (disposable income and assets) and local businesses (profitability and growth); and

2. Enhance the community’s quality of life as a whole (appearance, safety, networks, gathering places, and sense of positive momentum)

3. Enhance the community’s quality of life as a whole (appearance, safety, networks, gathering places, and sense of positive momentum).”

This definition identifies the essential goals of community development, and is a good reminder of what community organizations should be striving for as they develop their community growth strategy.

---

Innovative Approaches

A shift is emerging in the way citizens are approaching community development. Rather than focusing on everything that is wrong with your community, experts suggest a methodology in which community members identify community assets, listing “individual and organizational skills and capacities.” Focusing on what your community already has, and developing a vision that better utilizes those existing assets, will help you develop a more realistic and relevant Community Growth Strategy.

Innovations in Community Development Strategies:

<table>
<thead>
<tr>
<th>Old Terminology</th>
<th>New Terminology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Development</td>
<td>Community Building</td>
</tr>
<tr>
<td>Needs Assessment</td>
<td>Asset Mapping</td>
</tr>
<tr>
<td>Clients</td>
<td>Citizens</td>
</tr>
<tr>
<td>Individual Leadership</td>
<td>Community Capacity</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>Strategic Visioning</td>
</tr>
<tr>
<td>Deficiencies</td>
<td>Capacities</td>
</tr>
<tr>
<td>Dependency</td>
<td>Interdependency</td>
</tr>
<tr>
<td>Industrial Recruitment</td>
<td>Building from Within</td>
</tr>
<tr>
<td>Outside Evaluation</td>
<td>Internal Monitoring</td>
</tr>
</tbody>
</table>

Regional Development

A community development plan must fit within the broader regional planning environment. It is important that the community growth plan be shared and discussed with other nearby communities and also with the local regional economic development authority, as the community’s plan must fit within the other strategy for the area. Initiatives that may have been considered only at a community level could be more feasible and sustainable if they fit within a regional context.

---

2 Kreztmann and McKnight (1993)
3 Source: Flora, 1997, p. 4
Step 1 – Getting Organized

Checklist

√ Identify why you need a plan
√ Ask who is on your team
√ Determine what skills/perspectives the team is missing
√ Identify one person to take leadership
√ Assess strengths and weaknesses of the team
√ Develop Terms of Reference

√ Have your first team meeting to review purpose, Terms of Reference, rules of operations, and process going forward
Getting Organized

The “organizing” phase involves taking steps that will prepare you for future phases. Understanding and thoroughly planning a high-level outline first will make your progress a whole lot easier. Skipping steps will likely mean that you won’t get the maximum benefit out of your growth strategy.

Section Objectives

1. Develop the Terms of Reference for your Community Growth Strategy.
2. Establish a Community Steering Committee.
3. Decide whether to use an external consultant.

Terms of Reference

Developing a detailed ‘Terms of Reference’ document is a critical part of ensuring the future success of your project. The ‘Terms of Reference’ document will describe the purpose and structure of your community growth initiative and your steering committee. It will document how the scope of your community Growth Plan will be defined, developed, and verified throughout the course of the initiative, and will also provide a documented basis from which future decisions can be made.

The Terms of Reference document should help answer the following questions:

- What has to be achieved through the course of the initiative?
- Who will take part in the initiative?

Steering Committee

Organizing a steering committee should be an obvious starting point. Developing a Growth Plan will be too
large an initiative for any one individual to take on, so utilizing a team of committed individuals will be key. The process of improving a community will no doubt take the efforts of a number of highly skilled individuals from various backgrounds. If you don’t already have individuals in mind for your steering committee, and even if you do, it is important to remember that having different interest groups represented will be highly beneficial.

The success of your community initiative will depend, in part, on having a diversity of opinions represented on the steering committee. If you do not have dialogue, you probably haven’t been stretching your thinking.

The organizing phase is also an appropriate time for you to identify the strengths and weaknesses of each of your organizing committee members. You want to understand in this early organizing phase what each of your committee members can bring to the process, and what phases of your growth strategy they are most interested / qualified to lead. Be sure to ask about their individual goals prior to recruiting them in order to ensure a good fit!

A final point to consider regarding the establishment of a steering committee is leadership. Traditionally there must be one person who is willing to take on the leadership / facilitator role. Consideration could be given to a co-chair arrangement, for both continuity and to share duties. For example, one person could chair meetings while the other manages the process, or one person can be focused on the external stakeholders, while the other person is responsible for community networking. Overall, this chair or pair of co-chairs will be responsible for organizing the efforts of the organizing committee, evaluating the progress of the Growth Plan, and will likely take on a key decision-making role. To lessen confusion amongst outside stakeholders, one person should be the key point of contact for the steering committee.

**Timeline**

This stage will likely take from one to three months to complete. It is very important to spend some time up front being clear on what you want to accomplish. You want your process to be inclusive, but also efficient in both time and energy. A lot of energy can be wasted started too broadly or too narrowly -- so think carefully about the number of people who will need to be involved and about what their expectations will be.
Step 2 – Reviewing the Data

Checklist

- Plan for a facilitator or meeting leader
- Organize an agenda for the assessment meeting
- Invite the team and others (as needed) to the assessment meeting
- Brainstorm SWOT exercise
- Summarize into written notes
- Circulate notes to all in attendance and those who could not attend
- Set a deadline to collect feedback
- Ask your municipality administrator or your Regional Health Authority for current population figures
- Get your local Chamber (or a local business leader) involved in developing your business profile
Reviewing the Data

This stage is about completing investigations into the ‘as-is’ state of your community, which will ultimately prepare you to make more realistic ‘to-be’ future plans. The method you choose for collecting and analyzing your community information is up to you, but a common first step is the completion of a community profile. In the following development sections, you will find tools you can use to collect and analyze population, business, infrastructure, housing, and services data.

SWOT Analysis

A useful situational analysis tool is a SWOT analysis. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats.

**Strengths and Weaknesses** (or areas of improvement) are internally focused. They are about the community’s capabilities and limits. For example, maybe a strength in your community is your strong Mayor. Perhaps a weakness could be having only one main industry, resulting in a community that is not diversified.

Consider:
- How can your community use and capitalize on each of your internal strengths?
- How can your community improve on each internal weakness?

**Opportunities and Threats** (or barriers) are externally focused factors outside of the community’s direct control. An opportunity could be trends, such as young people moving into the community. A threat could be deteriorating highways surrounding your community.

Consider:
- How can your community exploit and benefit from each external opportunity?
- How can you community address each external threat?

Conducting a SWOT Analysis is a simple do-it-yourself assessment exercise that you can facilitate at your first development / decision-making session. Follow these steps for completing a SWOT analysis:

1. Assemble your steering committee.
2. Have four large pieces of paper (One page for each letter of SWOT).
3. Appoint a recorder.
4. Brainstorm a list of all strengths, weaknesses, opportunities, and threats.

Completing the SWOT analysis as a group will help you assemble a more accurate representation of your community.
It is possible for a factor to be a strength and a weakness, or both an opportunity and a threat. Perhaps strong local businesses are a strength for your community, but having too few of these locally operated businesses is a weakness.

Keep in Mind...

- You should be realistic about the community characteristics that you list as strengths and weaknesses.
- SWOT analysis should focus in on very specific factors about your community – be specific about your community’s internal strengths and weaknesses!
- SWOT analysis is subjective; don’t let your SWOT analysis be the only analytic tool you use to examine the internal and external environments.
- You should prepare a SWOT analysis in relation to other communities similar to yours.

Demographics

Population data will play an important role in the development of your community growth strategy. Current population numbers will work to inform other goal setting activities, and future population estimates will set the stage for planning in other functional areas (e.g., housing, land use, community facilities). A strong alignment will be needed between the population numbers you anticipate reaching over the next 5 to 10 years, and the other goals and objectives that you set for your community to achieve over that time period. Funding for your community will also tend to rely on the population data collected, and the population figures your anticipate reaching in future years.

Section Objectives

1. Provide a step-by-step guide to gathering population data.
2. Direct users to helpful population gathering resources.
3. Provide instructions for assessing population objectives/targets.
4. Provide guidelines for developing your population objectives/targets.
Step 1 – Gathering Population Data

Gathering population data is an important and often time-consuming step. Depending on the size of your community or region, specific population data may already be compiled and ready for use, having been prepared by a provincial, federal, or private source of statistical information. You can use these outside sources to answer the following population related questions:

- What demographic trends are occurring in your community related to:
  - Population size?
  - Age structure?
  - Household – size and number?
  - Income – level and distribution?
  - Education level?
  - Family structures?
  - Diversity (Aboriginal population, immigrants, members of visible minority groups)?
  - Employment?

Find It!

* Saskatchewan Population Data available at Statistics Canada - Community Profiles
  [http://www.statcan.gc.ca](http://www.statcan.gc.ca)

* Saskatchewan Bureau of Statistics – Provincial Constituencies Profile

In smaller communities of 500-600 people, it may be possible to create population and age records from a variety of sources, such as property tax rolls, school enrolment records, or other public sources. To supplement this, it may be helpful to distribute a questionnaire door-to-door, asking for basic information such as age and sex. If a door-to-door questionnaire is used, questions about race, income, or marital status should be avoided.¹

Remember that accurate population data is essential, as this information will help you develop relevant and realistic future community objectives.

Step 2 – Analyzing Population Data

It isn’t necessary for you to develop these statistical numbers all on your own. Provincial and federal statistical information sources will also produce reports related to projected population growth for specific communities or region. What will be important is interpreting this data with an understanding that you will be making changes to your

¹ Daniels, Keller, and Lapping (1988), *The Small Town Planning Handbook*
community that could increase the expected future growth rates. Cite the external sources from which you obtained your base numbers; this will help defend your own growth estimates. Be sure to justify the estimated increase in population growth that you anticipate by citing the specific variables that you intend to change within the community, which you anticipate will result in the increased growth rates. Remember that there must be consensus regarding your population goals and objectives. You have to find the growth level that is right for your community, so don’t feel as though you need to grow from 500 people to 5,000 in any specific period of time. Consider the type of community you have now, and what you want to have in the future. Then focus on an optimal level of population growth that will enable your community to maintain its own individual community spirit.

Example: Population Goals and Objectives

- Promote a gradual increase in the number of residents in your community of 3-5% per year.
- Seek to attract young families with children.
- Encourage people of retirement age to move to the community.
- Set aside land at for the construction of a retirement age community.
- Provide low-interest mortgages to young families willing to move to town.

Business Profile

If the commercial district in your community has deteriorated, it will likely impact the image of not only the local economy, but the image of the entire community. This point is what makes commercial renewal and revitalization so critical to community growth strategies. The heart of the community often exists within local businesses. When the community businesses disappear, unemployment increases, residents have to go elsewhere to shop, and many citizens will end up moving because fewer and fewer jobs exist close to home. Revitalizing a community’s economy is one of the best first steps the steering committee can take to revitalize their entire community. In this section you

---

2 Source: Daniels, Keller, Lapping, 1988, p. 40
will learn that your local business community has more to offer than simply the products and services they sell.

**Section Objectives**

1. Discuss the concept of community asset mapping.
2. Understand the different types of local businesses that exist, and how they differ in terms of what they can offer the local community.
3. Assess a four-pronged strategy to help you boost your local economy.
4. Discuss potential economic goals and objectives.

**Community Asset Mapping**

The process of community asset mapping is about finding out what businesses exist within your community. The purpose of community asset mapping is to find out exactly how existing businesses participate within your community, determine what further capabilities these businesses possess in terms of getting involved in the community, and to find ways of mobilizing these capabilities to further improve business participation within the community.

The key activities for asset mapping are:

- Defining community boundaries.
- Choosing a business inventory method.
- Making a complete list of all businesses in the community.
- Assessing and organizing the information you find.

The inventory that you prepare should help you answer what businesses exist in your community, how many businesses there are, where the businesses are located, how many people they employ, and what industry they are involved in. You can utilize a number of different sources to find this type of information, both formal and informal sources of business registration information. Engaging the businesses themselves, likely through a formal survey process will garner the best results in terms of accuracy and timeliness.

Refer to the Tools Section on page 38 for an example of a business survey document.

---

3 Source: Kretzmann and McKnight (1996), *A Community Building Workbook*:
**What will you get out of the asset mapping process?**

You may find through the asset mapping process that there are a lot more businesses operating within your community than you realized upon first glance. Remember that community asset mapping will involve compiling a list of all large, medium, and small businesses as well as more informal businesses. Thriving economies will likely have lots of each type of business. Business is the cornerstone of a strong local economy, providing jobs and creating wealth. There is also an opportunity to use the asset mapping information to identify gaps and opportunities such as *clustering*.

**How can businesses contribute to the successful growth of your community?**

Businesses will contribute to your community in a variety of ways. They will “train and hire local individuals for jobs within the company; urge their employees to participate in local associations; make purchases at local business institutions, invest in local property, and support local volunteer activity (Kretmann & McKnight, 1996, p. 2).”

---

**Benefits of Export-Based Businesses**

- *Export based-businesses can reach a larger base of consumers than what exists within the community itself; consequently, export based businesses have greater growth potential.*
- *As export-based businesses grow they will employ more people from within the community, and even have the potential to attract new residents to the community.*
- *Growth of an export-based business generally leads to increased demand from other local retail businesses located within the community.*

---

**Definition: Clustering**

“Clusters are geographic concentrations of interconnected companies, specialized suppliers, service providers, and associated companies in a particular field that are present in a nation or region. Clusters arise because they increase the productivity with which companies can compete.”

---

**Types of Businesses**

Types of businesses that exist in your community can be defined in three broad categories:
1. Export-Based Businesses – businesses that export their products or services to other regions in order to make money.
   - The industries most often included in the export based business category are: manufacturing, agriculture, mining and forestry, exporting “service” industries like oil service, and IT consulting.
   - Often an export-based business is the primary source of income for a smaller community.

2. Local Retailers – businesses that are located within the community and provide goods and services to that particular community or region.

3. Destination Businesses – attract people from outside the community, generally they will fall into a tourism-related industry (e.g. hotels, resorts, etc.).

It will be important, as the community steering community, to focus your attention on assisting in the growth of export-based businesses for reasons mentioned previously. Also, consider what products and services are currently being imported into the community that could feasibly be produced locally or regionally.

**Strategy for Economic Improvement**

The following three elements should be addressed early in your strategy to help initiate growth:\(^4\)

1. The Commercial District
2. Local Entrepreneurs
3. The Local Workforce

Many communities use these elements as primary strategies for community economic development as they are central to the neighbourhood’s economy.

Each element will be discussed.

**The Commercial District**

If the physical appearance of businesses in your community has deteriorated, chances are the image of your community as a whole has also been tarnished. Nothing says “We’ve hit hard times” like boarded up storefronts and poorly maintained commercial districts. As a community planning committee, you have to realize that outside business owners are not going to want to locate their businesses in your community simply

---

because space is available. If the image being presented in your commercial district is one of failed businesses, then outside businesses may stay clear. You want your commercial district to say to potential residents and business owners that your economy is booming, and that business owners that choose to start-up in your community can reach great levels of success!

Making improvements to the commercial district is a good starting point for attracting new businesses. To help address issues within the commercial district your committee should consider the following questions:

- What types of investments in local infrastructure can be made to help attract private investment within the community?
- What changes can be made at a low cost to the community that will enhance the appearance of the commercial district in your community?
- What incentives can be offered to business owners to entice them into vacant shops within your community’s commercial district?
- Would a local business improvement district be viable?
  - Consider:
    - Multi-coloured buildings.
    - Heritage or themed signage to give a common look to the commercial district.

**Local Entrepreneurs**

Local entrepreneurs are a great resource for smaller communities to tap into, “they can fill vacant storefronts, serve as positive role models, create local gathering places, bring in new goods and services, create local jobs, and bring positive momentum to all community economic development efforts (Temali, 2002, p. 6).” One great characteristic of these local entrepreneurs is that they likely already have a personal investment in your community, and will be interested in staying within the community for the long-term, and could be interested in taking on a mentorship role to help other future entrepreneurs to start-up and grow.

A key issue for many smaller communities is a lack of financial support and incentives for the development of their small business base. To help address this important element of community growth, your community could consider developing incentive programs to help these entrepreneurs get started.
Small Businesses – Example Sources of Financing

Aboriginal Business Canada – Government of Canada – Indian and Northern Affairs
Aboriginal-owned businesses can access up to $99,999 for: starting a business, expanding, marketing, new product and process development, etc.

APEX Investment Fund – Prairie Financial Management
Entrepreneurs starting a business in Saskatchewan who require between $1 to $5 million of funding may be eligible for equity financing from the APEX Investment Fund, if their business is in one of the following sectors: manufacturing, oil and gas value-added agriculture, management buy-outs.
http://www.pfm.ca/apex.htm

Commercial Loans – Saskatchewan Indian Equity Foundation Inc.
Aboriginal businesses may be eligible for a commercial loan for capital expenditures of heavy equipment through SIEF.
http://www.sief.sk.ca/sief?PAGEID=32

Clarence Campeau Development Fund
Funding for small business owners of Métis ancestry.
http://www.clarencecampeau.com/

Community Futures Loan Program – Western Provinces - Government of Canada – Western Economic Diversification
Entrepreneurs can get up to $150,000 to start or grow a business through the Community Futures Program if they live in a rural area and have been turned down for a loan by banks, credit unions, or other financial institutions.
http://www.wd.gc.ca/eng/272.asp

CYBF Start-Up Loan – Canadian Youth Business Foundation
Entrepreneurs between the ages 18 and 34 years old can get a loan of $15,000 to start a business.
http://www.cybf.ca/entrepreneurs/cybfstartuploan.php

Remember: Government sources of financing can be helpful for new entrepreneurs, but the business must have the ability to sustain itself in the long-run without government support for this type of financing option to be a good idea.
Local Workforce

One of the major factors that will impact the retention rates of citizens within small communities is the availability of jobs. “For most residents, the best path to economic development is training and placement in jobs with decent pay and prospects for advancement (Temali, 2002, p. 7).” The availability of jobs within your community will be impacted by the work your community does in regards to improving your commercial district and the work done assisting entrepreneurs with their new business ventures. The availability of education/training programs within your community will also greatly impact the success that your local workforce has, and consequently, the benefit they can have to your local economy.

Economic Considerations for Your Steering Committee:

- Is your community’s economy shifting from one industry to another?
  - If so, how has the shift affected the local economy?
- What percentage of the local economy is export-based?
  - Has your community become more or less dependent on export over the past few years?
- What kinds of goods and services are imported into your community?
  - Has the value of these imports increased or decreased over time?
- What are the trends in retail trade in the local economy?
  - Is there outflow of retail sales to other towns or regions?
  - If so, in what specific areas are consumers being lost?

Your steering committee should take the time to evaluate the needs of the labour force within your community, as well as the needs of the employers. Prior to developing workforce goals, you will need to complete an inventory of local labour force attributes, including:

- The number of workers in your community, and the expected increase or decline in this number.
- Education level of your workforce.
- Occupations available in your community.
- Average wages per occupation.
- The unemployment rate in your community.

This information may be more difficult to acquire, and may require a second survey or other tools to obtain.
Infrastructure

Not the most glamorous section of your growth strategy-planning document, infrastructure management will be an important part of your Growth Strategy! Understanding your community’s sewer, garbage, water, and energy systems is an absolutely essential part of the planning process. Mainly you need to determine whether or not your community infrastructure can handle an increased town capacity. And if not, determine how this aspect of planning will slow down your community’s progress. It is important to note that your steering committee will be required to consult a variety of professionals (e.g. city engineers, provincial planning agencies, and professional urban planners) for all of the infrastructure related planning.

Section Objectives

1. Discuss some of the key elements of infrastructure accessibility within a small community.

2. Provide assessment checklists for infrastructure systems (water supply and sewage, landfill, transportation, power, and natural gas).

Water Supply and Sewage Disposal

Initially you need to identify whether your community has a central or septic sewage system. For those communities that are still operating with a septic system, it is important to recognize that your ability to attract industry into the community may be limited by factors such as older water and sewage disposal technologies. If your community consists of more than 2,500 citizens, or if your population projections put your community well above the 2,500-person mark you may want to consider the implementation of a municipal sewer and water system.

You should evaluate the following factors as part of the investigation phase if your community is already operating with a municipal sewer and water system:

1. What is the capacity of your sewer and water system?

2. What are the current usage levels of your sewer and water system?

Tip Jar

For all required infrastructure improvements you should create a detailed schedule for the next 10 years of predicted updates that will need to be made, and the order which they will need to be made in. This will be useful as you are developing your future community infrastructure budget.

---

5 Daniels, Keller, and Lapping (1988), *The Small Town Planning Handbook*
3. Where are your sewer and water lines located?
4. What is the age and condition of your sewer and water system?

This information will be available or can be developed with help from community administration/planning/public works.

**Garbage Disposal**

Similar factors should be evaluated for your landfill facility as were evaluated for your sewer and water system. For this process it is also useful to have a map created that displays the locations of landfills within the region.

1. What was the disposal area of your community landfill at the time it was opened? What is the current disposal area of your landfill?
2. What is the current condition of your community landfill?
3. Has the community experienced any problems with the landfill in recent years?
4. What is the expected lifespan of your community landfill?

**Transportation**

Smaller-sized communities present unique challenges in terms of transportation. For many residents of small communities a shortage of public transportation options means that mobility options are very often based solely on vehicle-based transportation. Assessment of transportation infrastructure is necessary as the number and conditions of local roads often varies tremendously between smaller communities, and as with other infrastructure considerations in your growth strategy, poor road conditions and public transit can detract from the allure of your community for potential residents and industry.

The following information should be gathered as you prepare your transportation infrastructure survey:

1. The total kilometres of streets.
2. The surface cover of streets according to the following classifications:
   a. Dirt surface (number of kilometres).
   b. Rock and gravel surface (number of kilometres).
   c. Mixed bituminous (number of kilometres).

---

6 Daniels, Keller, and Lapping (1988), *The Small Town Planning Handbook*
d. Concrete (number of kilometres).

3. A list of all streets in the community accompanied by a condition report of each in terms of each of the following classifications:
   a. Poor – needs major construction.
   b. Fair – extensive repair of old surfaces.
   c. Good – only normal maintenance needed.

To help determine some reasonable transportation infrastructure goals and objectives for your community, it is also recommended that you collect survey data related to the usage rates of some of the more significant transportation routes within the community. If a significant amount of work is required on your local roads, understanding what routes are used most often will help you determine which roads are top-priorities for repair for you community members.

**Communications**

Another important infrastructure consideration for communities relates to communications including high-speed Internet and cellular phone coverage within and around these smaller communities.

An inventory of the following communications infrastructure and services should be compiled:

1. Local exchange carrier characteristics: service area, central offices and equipment, costs and service.
3. Long-distance services (depending on boundaries of the local access and transport area and the existence of extended-area service).
4. Wireless (including cellular, personal communication services or digital wireless, satellite).
5. Internet service provider’s characteristics: local dial-up access, number of modem lines and their speed, dedicated lines, connection to backbone, variety and cost of services.
6. Television/video (including both public and private cable, satellite downlinks and uplinks, and interactive video).

*Infrastructure is critical to the growth potential of a community so it must be carefully evaluated. In many communities the village/town officials will have all of this data.*
Housing

What would your community be like if it didn’t have housing for its community residents? If you’re anticipating a large increase in your population, you’ll need to have homes available for these new residents to live in! To attract and retain residents, similar to attracting businesses, you will need to keep housing quality, availability, and maintenance a top-of-mind priority throughout the community planning process.

Section Objectives

1. Outline the process for collecting community data.
2. Determine how to predict future housing requirements.

Step 1

Determine the total number of quality residential dwellings available.

Remember your list of residential dwellings includes houses, condos, apartments, townhouses, etc. Each unit that can accommodate a separate family should be counted as “one” individual dwelling.

Step 2

Obtain a copy of the town property map. Not only will this help your committee determine how many dwellings exist within the community, but it will also be useful in later stages of the growth planning process when you (along with a qualified city planner) are deciding where future housing developments can take place within the community.

Step 3

Estimate future housing demand by doing the following:

- Compare future population growth projections (which you estimated earlier in the planning process) with the currently available housing. *(Note: in this comparison remember that a vacancy rate of 5% or more should be sufficient in terms of handling a short-term population increase.)*

- Estimate the number of new dwellings and the number of new dwellings already in existence that will need to be updated in the short-term, to meet minimum standard requirements.

Tip Jar

During the housing evaluation you should also consider the availability of (1) community housing, and (2) rental property.
Community Services and Facilities

Making an effort to improve community services and facilities will make a huge difference to residents of the community. Improvements in community social services will ultimately help bolster the residents’ commitment to the overall Community Growth Planning project. Improving community social services will also be a basic requirement if your community has any intentions of attracting new residents. You likely won’t have complete control over the services discussed below, but including an assessment of them in your overall community-planning document is absolutely essential!

Section Objectives

1. Outline each of the relevant community services that you should be evaluating for the purposes of your plan.
2. Determine the process for collecting community services and facility requirements.

You should have already determined through your community assessment survey which community services already exist within your community. If your residents already have easy access to health facilities, police protection, fire protection, and educational institutions, than the purpose of this investigation section may be simply to identify what services need improvements, and in what order you believe these improvement should take place. As with all other investigation sections the focus is to rank the community services in order of importance, develop future goals relating to these services, and eventually develop a detailed timeline from which you will approach community service and facility improvements.

Health Care and Health Facilities

Evaluating Health Care Capacity:

- How many practicing doctors do you have in the community?

Lack of trained medical professionals will always be a key issue for smaller communities. Develop methods specifically for attracting and retaining health professionals (e.g. recruiting bonuses, etc.).
You will need to engage locally elected operating boards, as they will have control/guiding rights over local community services, they will also have power over the allocation of town revenues amongst the various community services and facilities.

**Evaluating Health Facilities:**

- How many medical and dental clinics are there in the community?
- How many patients can the local hospital handle?
- How far away is the next closest hospital?
- List all neighbouring communities that have health facilities, include information related to their service area, quality of their structure, equipment, and staffing.
- How many rural residents do your community health facilities service in addition to your own local residents?

**Police and Fire Protection**

As your community grows so will its need for quality police and fire protection services. The local police and fire departments can help you collect current situation data for police and fire protection services.

**Evaluating Police Protection Services:**

- How many full-time employees exist within police protection services in your community?
- How many part-time employees exist within police protection services in your community?
• How many criminal investigations have been undertaken within your community within the past three years?
• Has there been an increase or decrease in levels of crime within your community over the past three years?
• Provide detailed statistics regarding criminally related activities over the past year.
• Provide a physical description of the infrastructure devoted to police services.

**Evaluating Fire Protection Services:**
• How many full-time employees exist within fire protection services in your community?
• How many part-time employees exist within fire protection services in your community?
• Where is (are) the fire hall(s) located in your community?
• Describe in detail the fire protection service area in your community.

**Education**
First, identify what school division your town is in. There is a good chance that much of the required planning information related to education has already been prepared by that local school district.

**Evaluating Education Services:**
• List the private and public schools that exist within your community.
  o Where is each school located?
  o What is the current enrolment level of each school?
  o What is the maximum capacity of each school?
• Provide a physical description of the school’s infrastructure (interior and exterior)?
  o Estimate the useful life of all educational facilities within your community.
• Provide a 5 to 10 year estimate of future school enrolment levels for your community.
  o How will your population growth estimates impact these enrolment estimates?
Parks and Recreation Services

Don’t forget to assess the quality and availability of community parks and recreational services! Not only will residents greatly appreciate the presence of community green space, but these spaces will also help to enhance the appearance of your entire community. Although it’s unlikely that upgrades to parks and recreational services will supersede improvements to health, education, or police and fire protection services, they are still important elements in terms of how they may help you to beautify your community.

- Determine the number of acres of parkland you have, and display these areas on future planning maps.
- Describe the recreational facilities (i.e. playgrounds, bicycle paths, picnic areas, etc.) available at each of the parks within your community.

Find It!

Refer to the following organizations for more information on specific programs related to community development funding.

SaskCulture Inc.
For information on funding for sport, culture, and recreation programs.
http://www.saskculture.sk.ca/

Saskatchewan Arts Board
Provides grants, programs, and services to individuals and groups whose activities have an impact on the arts and artists in Saskatchewan.
http://www.artsboard.sk.ca/Grants/grants.shtml

Timeline

Depending on the available information, this stage will likely take from one to six months to complete. Caution is needed to ensure you are getting the right information and not just any information. Too much information is very difficult to manage and requires more work to understand and synthesize.
Step 3 – Opening the Lines of Communication

Checklist

✓ Analyze who you need to talk to and what their interests are in order to gain support for the growth process

✓ Invite a small group first to make sure the stakeholder process works and then expand

✓ Use a couple of people to finalize the wording of the vision statement—too large a group and it is too slow a process
Opening the Lines of Communication

The Communications stage of the Growth Planning Process will involve reviewing the current situation data to develop common future goals and objectives for your community. During this step you will begin to address specific issues that arose during the Review Stage. This is the perfect opportunity for you and your steering committee to begin engaging other members of the community to determine where exactly you want the community to go when you implement your Growth Strategy. This step will be more intensive than previous stages, and will likely require you to recruit a few more members to your organizing team. Consider recruiting additional sub-committees that will be able to support your steering committee through the rest of the Community Growth Process.

Section Objectives

1. Develop a communications plan.
2. Identify key stakeholders.
4. Develop your mission and vision statements.

Communication Processes

As you engage more community leaders and residents in the planning process, it will become increasingly more difficult to effectively and efficiently manage the process of prioritizing community issues to make decisions. Managing the varying opinions and viewpoints of participating community members will likely require that you and your steering committee have a very thorough plan to handle communications. You will want to develop a strategy for both managing stakeholders and managing communications to make this process run more smoothly. The following elements should be outlined in your communications plan:

• Who will be involved, and specifically what will each member’s role be in the planning process;

• How will you keep those members/stakeholders engaged during the process; and

• How will you communicate the decisions and vision to other community residents.
**Who To Invite, and Who Not To…**

It will be up to you and your steering committee to determine who should be involved in the planning process and who should not be. As mentioned before, it is beneficial to engage different groups of people who represent a variety of viewpoints, so that your end Growth Strategy sufficiently meets the needs of community members. However, the more differing viewpoints and community leaders that are involved, the more complicated the communications processes will likely become. Weigh the benefits that each new group brings to the table, and remember that you will want to enlist community members that will be engaged and committed all the way through the planning process.

Potential leaders/stakeholders that should be involved will come from the following areas and community groups:

- Government
- Property Owners
- Religious
- Civic
- Health Care and Social Services
- Youth
- Senior Citizens
- Education
- Local Business
- Agricultural
- Manufacturing
- Industry

You can facilitate communications between these groups through:

- One-on-one meetings
- Group meetings
- Presentations to local organizations
- Invitations to discussion/decision making sessions
- Formal letters
- Invitations to submit briefs

**Keeping Committee Members Motivated**

Keeping volunteers and committee members motivated is a difficult task. For most, community planning will not be their full-time job, and consequently, it will be easy for participants to lose interest if the Growth Strategy itself is not defined clearly, or if participants’ specific roles are not outlined in detail. Residents need to have a clear understanding of what they have got themselves involved with, and what specifically
they can do to further the Community Growth process for their community. Another key factor comes back to the initial development of the vision and mission statements. As explained earlier, clearly articulated statements about where the community is headed, and how they are going to get there, will help activate volunteers and committee members if the overall focus of the Community Growth initiative gets lost.

**Communicating With Your Neighbours**

You want to communicate your growth strategy with not only the residents of your own community, but also with neighbouring cities and towns. You may not be the only community developing a growth strategy; other cities and town will likely have relevant experience that they can share with you related to their successes and failures in growing their own communities. Also, if these neighbouring communities are in the midst of developing their own growth strategies, there exists potential to link your efforts to market the growth and development of your region as a whole. There is no reason to “recreate the wheel” when it comes to developing a community growth strategy. You will not be the first or last community to undergo such an initiative, so the more support you have from individuals who have successfully undertaken such an initiative, the better. Keep in mind that a benefit of individual Saskatchewan communities taking on growth and development efforts could be improving the image of Saskatchewan as a whole.

**Future Vision**

In establishing a community vision it will be important for you and your organizing team to clearly understand where you are currently and where you want to go. You will utilize the various stakeholder groups to develop your community mission and vision statements. These two types of planning statements will be the focus of your first decision-making session.

Here’s the difference between the mission and vision statements:

**Vision Statement**

The vision statement will describe the preferred future of the community. It should present an exciting view to both internal and external stakeholders, and be effective in rallying the support of all community members. The vision statement should build on the community’s current capabilities and inspire a transformed image amongst community members. A time frame can be included (i.e. by 2020…) in the vision statement, but is not required. The vision statement will be future-oriented, but based in reality. Ask yourself: “Is the vision actually attainable?” The vision should be specific enough to provide a complete picture, but not be too rigid. You want your community vision statement to inspire, but you also want to avoid misleading or disappointing members of the community.
Mission Statement
The mission statement is what your community is doing now. This statement should be distinctive, relevant, and memorable. Your community’s mission statement likely already exists, if not, it should be developed with a broad range of stakeholder input.

Why Vision and Mission Statements
If you don’t know what you are doing now, how can you determine what you as a community need to be doing differently? The following diagram illustrates the relationship between mission and vision:

![Diagram showing the relationship between Mission (Purpose), Community Growth Plan, and Vision (Future).]

NOW          How to Get There          LATER
The missing distance (the “stretch”) is filled by developing and implementing your own Community Growth Plan.

Capturing the Community Vision
Having a good understanding of the community is important, and you will gain this understanding through your visioning survey. Yet, conducting a visioning survey will be just the beginning of the strategic visioning process.

There are a number of ways you and your organizing committee can go about developing a vision. Bringing together key community leaders for a one-day Visioning Session can provide you with the opportunity to not only capture the various ideas of the community leaders, but also give you a chance to bring those ideas together into one succinct vision statement.

The Visioning Session will provide you with an opportunity to:
- Educate community leaders about the statistical trends affecting the community.

Refer to the Tools Section on page 36 for a sample community vision survey. Have your steering committee, sub-planning committees, and any citizens interested in participating, complete the survey prior to your first Planning Session.
- Report the findings from your visioning survey back to local leaders.
- Create a base from which a vision and mission statement can be developed.
- Identify priority issues for the various leaders.
- Find common priorities from which your implementation strategy can be devised.

Visioning Session Sample Agenda

- 8:00 AM Registration
- 8:30 AM Introduction (by steering committee chairperson)
- 8:45 AM Presentation of Investigation Stage findings (data: population, business, infrastructure)
- 9:30 AM Presentation of Visioning & Business Surveys
- 10:00 AM Visioning Exercise (small groups – refer to the toolbox for sample questions to direct the small group discussions) – what does the community look like 5, 10, and 15 years from now?
- 11:30 AM LUNCH BREAK
- 1:00 PM Large group – prioritizing key community issues
- 2:15 PM Vote on final issues
- 2:30 PM Develop a go-forward strategy/action plan
- 3:30 PM Session Wrap-Up
- 4:00 PM Steering Committee Discussion
- 5:00 PM Wrap-up

Checklist For Your Community Visioning Session

- Choose a location (should include space to accommodate breakout sessions)
- Equipment: data projector, laptop computer, screen, and flip charts for each small group
- Find individuals to act as facilitators for the small group discussions (these “independent” people should not be key local leaders / stakeholders)
- The steering committee should hold a meeting prior to the Visioning Session to confirm details and train facilitators

Timeline

To adequately engage people, several weeks are needed in advance of each engagement process to provide adequate notice and to get the right people. Thus, it is likely this step will take from three to four months to complete.
Step 4 – Working Together – Implementing for Success

Checklist

✓ A large flowchart can map out the various workgroup timelines

✓ Download free project planning software – the less advanced, the better

✓ Pick the right time to launch your initiative – tie into an event in the community
Working Together – Implementing for Success

Section Objectives

1. Develop a financing strategy.
2. Begin staged implementation of your Community Growth Strategy.

Staged Implementation

The implementation phase of your Community Growth Strategy is a critical one and must be monitored closely to ensure success. The implementation phase is also one of the more difficult stages to provide a template for, as different communities will have very different requirements during this stage.

As the specific details of your implementation plan will vary, follow these four rules for improved chances of success upon implementation:

1. Agree upon key initiatives and order of implementation up-front;
2. Assign individual tasks to specific implementation groups;
3. Ensure that implementation groups meet regularly; and
4. Plan for early and continuous success.

Key Initiatives and Order of Implementation

As community planners, you want to ensure that you have received support from all key stakeholders regarding the priority initiatives and the order in which you plan to implement them. To further improve acceptance of the proposed Growth Strategy, leave some time between finalizing the implementation schedule and the actual implementation, for community members to develop a full understanding of the implementation plan and provide feedback. The key is being sure that you and your committee have thoroughly worked through the final approval steps prior to engaging in the implementation stage of the Community Growth Strategy.

Implementation Plan Checklist

Your Implementation Plan document should include the following:

- Key initiatives (and the order in which these initiatives will be approached)
- Required resources for each initiative
- Potential project risks/constraints
- Detailed timeline – including critical initiative milestones
Assign Tasks to Specific Groups

Determine ahead of time what skills are required to implement each community initiative. Assign each initiative to a committee that has a high-level of expertise in the specific area of implementation. Include people that have been involved in all prior stages of developing the Community Growth Strategy, and also include the community members that will be most affected by the specific initiative. It is the responsibility of the steering committee to ensure that those responsible for the specific initiatives receive the resources necessary to carry out the initiative specific tasks.

Meet Regularly

Members of individual implementation committees, as well as the planning committee as a whole, need to meet regularly to monitor the progress of the implementation plan. Those who are responsible for implementing the Community Growth Strategy will likely come across unexpected challenges, which will be solved most easily by regular communications. In the early stages of implementation, meetings should be scheduled for every 3 to 6 months, depending on the level of complexity of each individual initiative. Regular evaluation will help ensure that the implementation never falls too far off course. Although regular monitoring activities are important, the individual implementation committees must have enough authority on their own that they can respond to challenges as they arise without the permission of all upper levels of the community planning committee.

Plan for Early Success

One final point to note is that during implementation it is extremely important that community members outside the various planning committees begin to see the community planning committee’s accomplishments. Consequently, implementation of individual initiatives should be planned in such a way that the committees can deliver and see successes early on. This will help to further motivate committee members, and help engage community residents in the Growth Strategy. Pick initiatives that have high visibility and popularity amongst community members to implement first, getting some easy “wins” done right away! Utilizing this tactic throughout the project ensures that initiatives are structured in such a way that committees can meet key milestones regularly throughout implementation.

Timeline

This stage is very difficult to sequence as there are many elements, and those elements will be unique to each community. Also, there is much work required here to get the level of detail needed to complete the plan. Plan for at least six to twelve months in this stage, but make sure to plan status updates to avoid losing momentum.
Step 5 – Tools to Make it Happen

**Checklist**

- √ Post these tools on a community web-site, and allow people to download and e-mail the survey
- √ Ask the community for feedback through e-mail surveys like SurveyMonkey.com or fluidsurveys.ca
- √ Make sure survey respondents get a summary of what the survey results were
- √ Test your survey on one or more people to make sure it is clear
# Tools to make it Happen

*The following are samples of what your community visioning surveys may look like:*

**Community Vision Survey**

1. **Rank the following five factors in order of importance, in terms of their influence over where you decide to live.**

   ___ Employment opportunities
   ___ Proximity to family members
   ___ Proximity to good schools and other social services
   ___ Housing availability
   ___ Recreational activities

2. **Rank your satisfaction with the following attributes (1 to 5, 5 being the highest) of the community:**

<table>
<thead>
<tr>
<th>ATTRIBUTE</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Not Sure</th>
<th>Not Satisfied</th>
<th>Very Unsatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Elementary education</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Secondary education</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Availability of adult continuing education</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Job skills training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Programs for senior citizens</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Health care</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Child care services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Recreation programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Recreation facilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Cultural activities (art, music, festivals, etc.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Housing availability and cost</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Municipality planning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Local streets and roads</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Major highways serving the area</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. Public transportation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. Traffic movement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17. Commercial air service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18. Water and sewer service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19. Water quality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20. Storm drainage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21. Environmental protection</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22. Law enforcement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23. Telephone service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24. Level of local taxes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25. Availability of quality jobs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26. Retail shopping</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27. Downtown</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28. Cleanliness of the community</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29. Access to public recreation areas</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30. Community image/appearance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
a. Rank the top 3 issues facing your community today out of the following choices (1 is the highest, 3 is the lowest, only select 3).

<table>
<thead>
<tr>
<th>Rank</th>
<th>Issue</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Quality of local education</td>
</tr>
<tr>
<td>2</td>
<td>Availability of jobs</td>
</tr>
<tr>
<td>3</td>
<td>Lots of young people</td>
</tr>
<tr>
<td></td>
<td>Level of crime and drug activity</td>
</tr>
<tr>
<td></td>
<td>Availability of quality housing</td>
</tr>
<tr>
<td></td>
<td>Cost of local housing</td>
</tr>
<tr>
<td></td>
<td>Level of local taxes</td>
</tr>
<tr>
<td></td>
<td>Lack of vacant land in the community that can be developed</td>
</tr>
<tr>
<td></td>
<td>Inadequate shopping in the community</td>
</tr>
<tr>
<td></td>
<td>Condition of the downtown</td>
</tr>
</tbody>
</table>

b. Age (select one):

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 15</td>
<td></td>
</tr>
<tr>
<td>16 to 25</td>
<td></td>
</tr>
<tr>
<td>26 to 35</td>
<td></td>
</tr>
<tr>
<td>36 to 45</td>
<td></td>
</tr>
<tr>
<td>46 to 55</td>
<td></td>
</tr>
<tr>
<td>56 to 65</td>
<td></td>
</tr>
<tr>
<td>65 plus</td>
<td></td>
</tr>
</tbody>
</table>

d. Level of formal education (select one):

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not completed</td>
<td></td>
</tr>
<tr>
<td>High school graduate</td>
<td></td>
</tr>
<tr>
<td>Post-secondary certificate</td>
<td></td>
</tr>
<tr>
<td>University degree</td>
<td></td>
</tr>
</tbody>
</table>

e. How long have you lived in the community (select one):

<table>
<thead>
<tr>
<th>Length of Time</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than one year</td>
<td></td>
</tr>
<tr>
<td>One to five years</td>
<td></td>
</tr>
<tr>
<td>Six to ten years</td>
<td></td>
</tr>
<tr>
<td>Eleven to twenty years</td>
<td></td>
</tr>
<tr>
<td>More than twenty years</td>
<td></td>
</tr>
</tbody>
</table>
## Business Owner Survey

1. **What is your position/job title in this business (select one)?**

<table>
<thead>
<tr>
<th>Position/Job Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner</td>
</tr>
<tr>
<td>Chief Executive/Chief Operating Officer/Principal</td>
</tr>
<tr>
<td>Manager (finance, marketing, personnel)</td>
</tr>
<tr>
<td>Other (please specify)</td>
</tr>
</tbody>
</table>

2. **Type of business activity (select all that apply)?**

<table>
<thead>
<tr>
<th>Business Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crop Production</td>
</tr>
<tr>
<td>Animal Production</td>
</tr>
<tr>
<td>Forestry and Logging</td>
</tr>
<tr>
<td>Fishing, Hunting, and Trapping</td>
</tr>
<tr>
<td>Support Activities for Agriculture and Forestry</td>
</tr>
<tr>
<td>Oil and Gas Extraction</td>
</tr>
<tr>
<td>Mining (except Oil and Gas)</td>
</tr>
<tr>
<td>Support Activities for Mining and/or Oil and Gas</td>
</tr>
<tr>
<td>Utilities</td>
</tr>
<tr>
<td>Construction</td>
</tr>
<tr>
<td>Manufacturing</td>
</tr>
<tr>
<td>Wholesale Trade</td>
</tr>
<tr>
<td>Retail Trade</td>
</tr>
<tr>
<td>Information Technology and Cultural Industries</td>
</tr>
<tr>
<td>Finance and Insurance</td>
</tr>
<tr>
<td>Real Estate and Rental and Leasing</td>
</tr>
</tbody>
</table>
3. Organizational Form (select one)

<table>
<thead>
<tr>
<th>Type</th>
<th>Private Enterprise</th>
<th>Public Enterprise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnership</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sole Proprietorship</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cooperative</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Profit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. What are your key business products/services?

5. How long has your business been active (years/months)?

6. Head Office (select one)

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>In your municipality</td>
<td></td>
</tr>
<tr>
<td>In the region</td>
<td></td>
</tr>
<tr>
<td>Within Canada</td>
<td></td>
</tr>
<tr>
<td>Outside of the country</td>
<td></td>
</tr>
</tbody>
</table>
7. How full-time workers does your business employ (select one)?

<table>
<thead>
<tr>
<th></th>
<th>0</th>
<th>1–5</th>
<th>6–10</th>
<th>11–50</th>
<th>51–100</th>
<th>&gt; 201</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8. How part-time workers does your business employ (select one)?

<table>
<thead>
<tr>
<th></th>
<th>0</th>
<th>1–5</th>
<th>6–10</th>
<th>11–50</th>
<th>51–100</th>
<th>&gt; 201</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

BUSINESS PERSPECTIVE ON THE OPERATING ENVIRONMENT

9. Do you intend to expand your business (select one)?
   ___ YES (Go to question 10)
   ___ NO (Go to question 11)

10. Where do you intend to expand your business (select all that apply)?

<table>
<thead>
<tr>
<th>Within the Municipality</th>
<th>Outside the Municipality</th>
<th>Outside of the Country</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

11. Are you optimistic or pessimistic about the future of your business in the community?
   ___ OPTIMISTIC
   ___ PESSIMISTIC

12. Does the business experience difficulties in finding qualified people?
   ___ YES
   ___ NO
13. In which skills areas do you think your staff needs training? Rank each skills area from 1 to 9 according to priority, with 1 being the highest and 9 being the lowest.

<table>
<thead>
<tr>
<th>a. Technical Skills</th>
<th>f. Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>b. Accounting</td>
<td>g. Quality Control</td>
</tr>
<tr>
<td>c. Computer Skills</td>
<td>h. Budgeting</td>
</tr>
<tr>
<td>d. Management</td>
<td>i. Other (please specify below)</td>
</tr>
<tr>
<td>e. Marketing and Sales</td>
<td></td>
</tr>
</tbody>
</table>

14. Where do you experience the main competition for your products/services? Using a scale 1-3, please rank in order of importance, 1 being the most competition, 3 being the least.

<table>
<thead>
<tr>
<th>In your municipality</th>
</tr>
</thead>
<tbody>
<tr>
<td>In your region</td>
</tr>
<tr>
<td>Within Canada</td>
</tr>
<tr>
<td>Outside of Canada</td>
</tr>
</tbody>
</table>

15. Do you think that business associations can help you develop your business?

_____ YES  
_____ NO  

16. List any business associations operating in your community.
17. **In which business sector would you invest in a new business?**

```

```

18. **Please list in order of importance, the five most important factors that hinder you from expanding your business (1 id the highest, 5 is the lowest).**

```1. 
2. 
3. 
4. 
5. ```
Visioning Session – Small Group Discussion

How do you envision the community in the future?

1) Size of community (circle one)?
   a. Maintain the current population
   b. 1000 residents
   c. 2000 residents
   d. 5000 residents
   e. Other _______

2) What would you like to see as the rate of growth for our community in the future (circle one)?
   a. 0% - no growth
   b. 5% growth - # of houses per year
   c. 10% growth - # of houses per year
   d. 0% growth - # of houses per year
   e. 50% growth - # of houses per year

3) What type of residential developments would you like to see (circle up to 3)?
   a. Single Family Dwelling
   b. Townhouses
   c. Duplexes
   d. Apartments
   e. Acreages
   f. None

4) What type of Commercial development would you like to see (circle up to 3)?
   a. Retail
   b. Grocery Store
   c. Hotel
   d. Strip Mall
   e. Service Station
   f. Other (List)
   g. None
5) What type of Recreational development would you like to see (circle all that apply)?
   a. Rink
   b. Arena
   c. Ball Diamonds
   d. Soccer Field Green Space
   e. Water Park
   f. Walk/Bike Paths
   g. None

6) What type of institutional development would you like to see (circle all that apply)?
   a. Community Centre
   b. New Town Office
   c. Fire Station
   d. Seniors Complex
   e. Health Facilities
   f. Daycare

7) Given all the possible developments mentioned above, what would you rank as priority for our community, and why?

---

**Time Line**

This step can be reasonably expedient. However, to maximize the participation of respondents, plan several weeks and multiple reminders to people to get their responses. A total of between two to three months would be sufficient time for this step to be completed.
Step 6 – How to Sustain Success

Checklist

√ Be realistic on what you can do

√ Meet with the municipal council in Executive Committee or other “in camera” process to discuss results and next steps

√ Publish your growth strategy – use PDF formats on websites rather than expensive printed reports
How to Sustain Success

Section Objectives

1. Finance your Community Growth Strategy.
2. Develop a community image and market it!
3. Update your plan in 5 to 10 years.

Financing Your Growth Strategy
As community leaders, you will be responsible for identifying potential financial resources and matching them with the appropriate community initiatives. You will need to utilize private, public, and non-profit sectors as sources of funding for your various initiatives. Each initiative will likely have to draw from at least two of these three sources. The amount that each source gives will be based on the risk profile of the initiative; its feasibility and value; the amount expected from other traditional private sources; and the outstanding balance required to fund the initiative.

The financial component of your Community Growth Strategy will include the following information:

- Detailed estimates of start-up costs (this should include capital as well as operational expenses).
  - Capital items should include acquisition and construction costs.

- 5-year operating budget and statement of cash flows.
  - All sources of funds should be shown in the financial plan, as well as the costs and timing associated with each source.
  - Sensitivity analysis for your financial plan (i.e. best, worst, and most likely scenarios)

- Anticipated returns for each investor/lender.

- Exit strategies for the investing participants/stakeholders.

Financing Questions:
- What resources do you need to carry out each planned initiative?
- Do you have the resources already?
- Can you share the cost/resources with another organization/community group?

Potential Sources Funding:

Public Sectors Players
- Federal government
- Provincial government
- Local/municipal government

Private Sector Players
- Banks
- Individual Investors
- Property Owners

Non-Profit Sectors Players
- Community Development Corporation
- Faith-Based Organizations
- Foundations (both privately-funded and community supported)
Communities will need to first identify costs of their Community Growth Strategy as a whole, and then break those financials down further so they can compare costs on a project-by-project basis. The decision to undertake one project over another may come down to a cost-based decision.

It is also important to note that project costs can vary, increasing or decreasing, from the original cost estimate (more often than not, increasing). Communities should have a contingency fund, or a pool of money which they can draw from, in case a specific initiative goes over budget. This type of planning will help ensure that initiatives don’t fall behind schedule due to funding constraints, and will be an essential part of sustaining the momentum of the overall Community Growth Strategy.

Find It!
Refer to the following organizations for more information on specific programs related to community development funding.

First Nations and Métis Relations
For information on funding programs through the First Nations and Métis Economic Development Program and the Northern Development Program.
http://www.fnmr.gov.sk.ca/

Marketing Your Community
Competition to attract investment, jobs, and new residents into your community will be fierce. Marketing will be a critical influencing factor, which will help attract targeted resident and business groups into your community.

Marketing Defined
The process of marketing a community can be broken down into three broad categories:
1. Defining the community image
2. Identifying the target audience
3. Creating awareness about the community with the specified target audience

Community Image
A community’s image, as defined by Phillip Kotler is “the sum of beliefs, ideas, and impressions that people (residents, target audience, outside public, etc.) have of a place.”
The community image should be:

- Simple
- Distinctive
- Realistic
- And specific to the audience you want to attract!

Communities can utilize a number of different marketing tools and techniques to help define their community. Slogans and logos are such examples, and they can play an important role in keeping your community image positive in the minds of local residents, visitors, outside businesses, etc.

They can also provide a unifying theme or “brand” to the community’s various marketing materials.

Slogans and Logo Examples:

**Slogan:**
A catch phrase, or small group of words that are combined in a special way to identify a community.

**Logo:**
A recognizable graphic design element, often including a name or trademark, representing a community.

I Love Regina

“I Love Regina”

Moose Jaw
SURPRISINGLY UNEXPECTED

“New York is Big but we are Biggar”
**Target Audience**

Your target audience could include:

- **Businesses**
  - Outside companies not yet located within the community
  - Existing businesses, owned and operated within the local community
  - New business start-ups, new community entrepreneurs

- **New and Existing Residents**

- **Community Stakeholders** (elected officials, board members, sponsors, etc.)

- **Media**

Competition to attract investments and jobs into your community will be fierce.

**Creating Awareness**

The final marketing component involves broadening awareness about your community. A variety of marketing tactics and tools can be utilized to help distribute your community’s message. Some effective ways to promote and market your community (keeping in mind a smaller community’s budgeting restraints) include:

- **Public Relations** – News releases should be sent to local, regional, and provincial media to help gain community exposure and to publicize specific community events. Local media support will be a critical part of effectively marketing your community growth initiative at a reasonable cost, and could also be an effective way of keeping citizens up-to-date/on board with you continued community growth initiatives.

- **Trade Shows** – Good opportunities exist to buy or share trade show booths with other communities or economic development agencies.

- **Direct Mail** – Best results will come from mailing specific marketing materials to specific target audience groups. Direct mail materials include: brochures, post cards, community profiles, newsletters, etc.

---

**Target Market Checklist**

- Who is your target audience?
- Where is your target audience located?
- What does your target audience currently think about your community?
- What would you like your target audience to think about your community?
- How will you attract your target audience to your community?
- Who else is competing for your target audience?
- Networking/Special Events – Can be helpful for communities to get in contact with organizations that have specific knowledge of/contact with companies that are in expansion mode.

- Email – Targeted email is effective. However, mass newsletters, announcements, etc. could be treated as Spam (unwanted email) and trashed.

- Websites – Great way to get new and up-to-date information about your community out to potential residents and businesses quickly. Any information you want to disseminate can be done at a relatively low cost, compared to other marketing mediums.

- Social Networking Tools (e.g. Facebook) – A cheap alternative to designing and maintaining a community website. Keep in mind that this alternative on its own does not convey the same level of professionalism as a well designed website.

**Sustaining Success**

To sustain ongoing success within your community, it is critical that you treat your Community Growth Strategy as a work-in-progress; a strategy that you review and revise regularly to ensure that it maintains its relevance amongst community members for years to come.

It is unlikely that you will have achieved everything that you set out to in the first cycle of community planning, development, and implementation. It is possible for you and your community to revisit the goals and objectives you had to overlook the first time-around, and incorporate them into a new cycle of community development. As the commercial and residential environments change in your community, your steering committee should re-evaluate the vision to ensure the community has not outgrown the original statement.

It is also important that your steering committee approaches and engages new community leaders so that a process for community development can be established and sustained for future years. A critical element for sustaining development and growth within the community will obviously be directly related to the establishment of a long-term funding strategy. Along with securing the necessary funding, developing alignment between community leaders and residents will help institutionalize the process of regularly reviewing your Community Growth Strategy.

Tip Jar

Include long-term goals, for 5 and 10 years down the road, in your Community Growth Strategy.

Document all steps of your growth and development process, and pass your succession documents along to future community leaders.

These documents will help future leaders execute subsequent phases of your Community Growth Strategy more easily.
Timeline

This step is the most critical as it involves attracting resources to ensure your plan can be implanted. Your growth plan is a living document – you change it when it needs to be updated. A minimum of 12 to 24 months will be needed to adequately roll out the plan and get buy-in. Of course, the implementation itself may take a number of years to complete.
Resources

Creative Problem-Solving. (1990). Leader Resources, 1(1)


This tool kit was developed by the Centre for Management Development at the University of Regina (www.uregina/admin/cmd). The author is Andrea Mulholland. © 2009: With appropriate citation and acknowledgement of the Saskatchewan Chamber of Commerce, the materials may be used for non-commercial purposes without expressed permission.