
*THE TOWN OF TEULON
COMMUNITY ECONOMIC
DEVELOPMENT PLAN 2007*

November, 2007



SEQUUS

COMMUNITY ECONOMIC DEVELOPMENT PLAN 2007

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1. BACKGROUND AND PROCESS

OVERALL GOALS: The overall goals that the plan will be designed to address are to...

1. INCREASE THE NUMBER OF RESIDENTS IN THE TOWN OF TEULON, and
2. INCREASE THE NUMBER OF BUSINESSES IN THE TOWN OF TEULON.

These two goals will be made more specific with the addition of targets, milestones and timelines as part of the project.

The process we used to develop this plan was as follows...

1. **COMMUNITY SURVEY:** We launched an online community survey to collect community input and publicized it through the community newspaper, public announcements, e-mails, links on the town website and so on. There were 144 visits to the survey but only 35 persons actually completed it.
2. **SURVEY RESULTS:** The survey results were reported on-line, summarized in a Power Point presentation and reported in an Adobe PDF file.
3. **COMMUNITY MEETING:** A meeting was held on June 19th, 2007 during which the results of the community survey were shared with those present. Participants generally endorsed the survey results and added to them.
4. **DRAFT PLAN:** A first draft of a Community Economic Development Plan prepared based on the survey and the June 19th meeting.
5. **TASK FORCE:** An appointed Task Force on Teulon's Future will pick up action items from June 19th meeting and develop Strategic Action Plans for top 3-5 Strategic Priority Areas.
6. **RE-DRAFT:** Draft second version of Community Economic Development Plan adding Strategic Action plans.
7. **TO COUNCIL :** Present Final draft to Council for approval
8. **TO CHAMBER:** Present approved plan to the Chamber of Commerce
9. **TO COMMUNITY:** Develop and hold Second Community Meeting to announce Community Economic Development Plan and collect community Feedback.
10. **FINAL:** Draft Final version of Community Economic Development Plan
11. **COUNCIL ADOPTS:** Council meets to endorse/adopt Final Community Economic Development Plan

After that, the plan will be implemented. The Task Force will continue to meet and steer the implementation process.

2: COMMUNITY ASSESSMENT

The survey asked several questions designed at taking stock of the positive attributes of the community as a place to live and as a place to do business. We began with a place to live. The highlights were as follows...

Respondents were asked, "What keeps you in Teulon?" the top answers were...

- The people... Friendly, helpful, family, etc
- The quality of life. Small, rural, quiet, safe...
- Close enough to the city... but far enough away
- The amenities... School, hospital, golf, park,
- It's Affordable

They were also asked, "What would deter someone from moving here?" They said...

- No housing
- No jobs
- Too far from city
- Not enough shopping
- Not enough for kids

And they were asked, "What could make it even better?" They answered...

- More for kids to do... pool, skateboard park, etc.
- More jobs/businesses...
- More affordable housing...
- Better shopping...
- Nicer Main Street
- And lower taxes!

Then we looked at Teulon as a place to operate a business.

We asked "Why would a business come to Teulon and stay?" and you said for all the reasons we want to live here plus...

- Less competition
- Lower taxes and overheads
- Large catchment area,
- On a busy highway, and
- Customer loyalty

And we asked "What would make Teulon more attractive for businesses?" You said...

All of what we said about bringing in more people plus...

- Industrial park and/or Business Centre
- Professional promotion
- Incentives and removal of restrictions
- Fix main street

3. WHERE DO WE WANT TO BE?

In this section we begin the process of setting a new direction for the town. First of all we asked about support for growth. If the survey respondents represent the larger population, there is lots of support for growth in both the size of the community and the size of the business community.

Support for growing the community is at 84% as can be seen in the table below from the survey report.

3. First, do you agree with the goal of growing our community's population? Use the scale below to indicate how you feel about growth in our population.		
1. I don't support growth	0	0%
2	2	6%
3	3	10%
4	3	10%
5. I fully support growth	23	74%
Total	31	100%

Support for growing the business community is even stronger at 94%.

9. First, do you agree with the goal of growing our business community? Use the scale below to indicate how you feel about growth in our business community.		
I don't support business growth	0	0%
	0	0%
	2	6%
	4	13%
I fully support business growth	25	81%
Total	31	100%

We discovered at the community meeting just how closely tied these two goals are. In fact, we are in a classic 'Catch 22'. There doesn't seem to be enough people to attract more businesses but people may not want to move here unless there is the shopping variety, job opportunities and revitalized Main Street that more businesses bring. So how do we break the cycle?

It is important to note that the survey respondents are not asking for a 'business as usual' approach to growth. They want major change; here are the survey results for the kind of change people are looking for...

16. Which of the following options best describes how you feel about our community's future?		
WE SHOULD STAY THE WAY WE ARE, WE ARE DOING FINE.	0	0%
WE SHOULD BE MAKING SOME MINOR CHANGES, BUT THE NEED IS NOT URGENT.	8	26%
IT'S ABOUT TIME WE MADE SOME MAJOR CHANGES.	15	48%
WE DESPARATELY NEED TO TURN THIS COMMUNITY AROUND.	5	16%
Other, Please Specify	3	10%
Total	31	100%

Sixty four % of respondents want major change or a total turn around. And 81% are looking for new services to attract new citizens or employers.

19. If you think we should be changing, which of the following options best describes the kind of change you think we should be making?		
OFFER NEW SERVICES TO OUR EXISTING CITIZENS OR EMPLOYERS?	5	16%
FIND NEW CITIZENS OR EMPLOYERS FOR OUR EXISTING COMMUNITY SERVICES?	3	10%
DEVELOP NEW SERVICES TO ATTRACT NEW CITIZENS OR EMPLOYERS?	25	81%
CONTINUE TO OFFER THE SAME SERVICES TO THE SAME CITIZEN/EMPLOYER BASE ONLY DO IT MUCH BETTER?	2	6%
Other, Please Specify	5	16%

So how much growth do we want? While we haven't set numbers yet, one participant at the community meeting suggested that a goal of 1500 people might be a place to start. The mayor stated that doubling the size of the community would not be a strain on the system and would not hurt what makes the town a great place to live.

SETTING SPECIFIC GOALS

There is nothing like a big goal to change the nature of thinking and action. Small goals lead to 'business as usual', big goals force us to think outside of the box because we can't achieve them without major breakthroughs. In the table below, we have plugged in some numbers into some slots to serve as a starting point.

Population growth is fairly straightforward. Numbers come out every five years to help us keep score. Measuring business growth is different. We can count jobs but one major industrial employer might be enough to reach a jobs target. But people also want more business/service variety so the number of different businesses may be a useful indicator. How many jobs does it take to bring 375 new people to town by 2011 or 875 by 2016?

VISION INDICATORS & GOALS

INDICATOR	2001	2006	2009	GOAL 2012	GOAL 2016
NUMBER OF PEOPLE	1058	1124	1325	1500	2000
GROWTH IN BUSINESS					
• Number of new businesses?				10	
• Number of jobs in new businesses?				20	
• Home-based jobs				5	
• Expansion of existing businesses				5	
JOB GROWTH IN NON-BUSINESS SECTOR				15	
<i>Total new jobs</i>				45	

WHAT IS DRIVING US TO CHANGE? At the community meeting, it was stated that we need to grow because...

- STANDING STILL IS NOT AN OPTION, YOU EITHER GROW OR DECLINE
- ONCE DECLINE STARTS, IT'S HARD TO STOP
- DECLINE PRODUCES MORE DECLINE

WHAT IS STANDING IN OUR WAY? While there are many good reasons for moving in the direction we selected, there are a number of significant hurdles to jump including,

- THERE ARE LOTS OF COMMUNITIES FACING THE SAME CHALLENGE SO THERE IS COMPETITION FOR PEOPLE AND BUSINESS
- OUR OWN COMPLACENCY AND RESISTANCE TO CHANGE

4. HOW WILL WE GET THE FUTURE THAT WE WANT?

The next phase in the planning process is to work on the implementation plan that will take us in the desired direction. A team was created to help develop the implementation plan using the survey results and their own experience and knowledge. The team members are...

- Colleen Engel, engelcro@mts.net
- Michael Ledarney, mledarney@leg.gov.mb.ca
- Cherise Griffin, cherisegriffin90@msn.com
- David Leduchowski, intauto@mts.net
- Bruce Koke, abatisconstruction@msn.com
- Neinke Schutz-Kolster, teulondc@mts.net
- Barb Mankewich, tsrc@mts.net
- Lenore Skrabek, ljskrab@mts.net

The survey asked you what should be done... you presented this starting lists of ideas to build the population...

- *Tackle the housing issue*
- *Do something to make it better for kids...*
- *Fix up Main Street*
- *Attract more businesses*

And this list to grow the business community...

- Promotion and marketing
- Attract one big employer, others will follow
- Grow the population, business will follow

What we do we do next?

- Set some goals... Population growth... Business growth...
- Build a Leadership Team
- Develop Action Priorities
- Get Community Buy-in
- Act

5. IMPLEMENTATION PLANNING

The Implementation Planning Team met for the first time on July 24th and began the process of building a plan for the growth and development of the community. We discussed some basic operating principles such as...

- Keeping the list of action areas small and manageable
- Setting specific, measurable goals for each area
- Setting up each action area as a project to give it focus and profile
- Finding a 'champion' for each project
- Finding 'partners' for each project willing to join in with funding, sweat, ideas, etc.

An overview of the Strategic Action plan

<i>ACTION AREAS/'PROJECTS'</i>	<i>WHO is responsible? Partners? Others involved.</i>	2007	2008	2009	2010	2011	2012
1. Tackle the Housing Shortage 2. Attract new Businesses/Employers 3. Create something for kids to do 4. Develop, then implement a Marketing plan for the Community	Community Resource Committee Chamber of Commerce and Community Resource Committee David Leduchowski and Park Board Colleen Engel and Community Resource Committee						

5.1 Tackle the Housing Shortage

ISSUE/INTENT: The survey highlighted the need for housing to purchase/rent in Teulon. The group instantly agreed that this is the top priority. If we can increase the availability of attractive, affordable housing, there are people who will move into town. If the population starts to grow, business will follow. New businesses will require new people, who in turn will need housing. The cycle will start to feed on itself.

While we want Teulon to grow, we do not want a ‘big city’ subdivision. Rather, we want the empty lots in town to gradually fill with new homes that fit with the look and feel of the community. We want to retain the large lot sizes and the individuality of each home.

We also discussed the preference that buyers have for a home that is already built rather than work with a builder to have one built. This preference has been a stumbling block to growth since it forces builders to tie up capital in the hopes of a sale that may not come. Finding someone to take that risk has not been easy.

GOAL: The goal is to get into a cycle that adds an average of one new home every three months for the next several years. At the end of 5 years, Teulon would have added 20 new homes to its existing stock providing room for 60 or more new citizens. We did not discuss rentals, but at some point in the cycle, new rental units may be added to meet demand.

MEASURES: We will use the following table to track progress.

<i>Measure</i>	2008	2009	2010	2011	2012
1. New single family housing units added to the existing stock	4	4	4	4	4
2. New rental units added to the existing stock					

STRATEGIES: The strategies that we discussed include the following...

- Find an ‘entrepreneur’ willing to take the risk and the lead by starting the process by building one new unit on speculation. This unit would serve as a model home until sold. The model home would be used to show other potential buyers what is possible. The ‘entrepreneur’ would have to be a professional builder, able and willing to build homes that will fit in with the community. Once started, other builders may be attracted to do the same thing.
- Provide positive support to that builder from the Town of Teulon by providing promotion and marketing of the town as a place to live and raise a family; by providing incentives on the purchase of land and services; by removing/reducing bureaucratic hurdles; by working with the builder(s) to deal with any community resistance to change; and so on.

LEADERSHIP/PARTNERS: Leadership for this project would come from a willing ‘entrepreneur’ teamed up with the Community Resource Committee of the Town of Teulon. Others will be invited to join the team as the project grows.

ACTION PLAN: Our beginning action plan follows. The plan will be updated as we learn more about what is working and what is not.

ACTION STEPS	WHEN	WHO	COSTS	OUTCOMES
Identify the builder(s) willing to make the first investment.	asap	Task force	N/A	Completed.
Build the first ‘display unit’	By Dec. 31, 2007	Entrepreneur		
Develop the Town Support package for the project. <ul style="list-style-type: none"> • For developers • For interested buyers 	By Dec. 31, 2007	Community Resource Committee		
Inventory all vacant lots in the community	By Dec. 31, 2007	Community Resource Committee		
Explore ways to bring the vacant lots to the marketplace	By Dec. 31, 2007	Community Resource Committee		
Make the new housing incentive by-law more visible	By Dec. 31, 2007	Community Resource Committee		
Find out more about how Teulon is seen by outsiders and determine how best to present ourselves	By Dec. 31, 2007	Community Resource Committee		

5.2 Attract New Businesses/Employers

ISSUE/INTENT: While housing for new citizens is the number one priority, these new people will also need jobs to go to, places to shop, entertainment, services, and so on. All of this means attracting new employers and new businesses to town. New businesses, on the other hand will want to know that there is the population base to support the business and an adequate supply of labour to fill whatever jobs they bring.

It also means keeping the businesses that are already established in Teulon.

GOAL: The goal is to attract 10 new small businesses to Teulon over the next five years or an average of 2 per year while keeping the ones we have.

MEASURES: We will measure progress in achieving this goal using the following table.

<i>Measure</i>	2008	2009	2010	2011	2012	TOTALS/COMMENTS
1. New business attracted to Teulon	2	2	2	2	2	10 new businesses
2. Number of jobs added by these new businesses	4	4	4	4	4	20 new jobs
3. New employers in the non-business category (e.g. government, non-profits, health care etc.)	1		1		1	3 new non-business employers
4. Number of jobs added by these new non-business employers	5		5		5	15 new non-business jobs
5. Retention-expansion of existing business/employers in Teulon						
• Losses of business/employers	0	0	0	0	0	No net losses during the period
• Added jobs through expansion	1	1	1	1	1	5 new jobs
6. Number of home-based businesses that provide self-employment	1	1	1	1	1	5 new jobs
Job totals	11	6	11	6	11	Total 45

STRATEGIES: We discussed several possible strategies to achieve these goals including...

- Marketing and promoting Teulon as a place to bring your business
- Identifying specifically what types of business to target by taking an inventory of what is and what is missing
- Identifying what kinds of businesses are already established in communities of the size we want to become

- Finding solutions to the expense of commuting, (buses, rail etc.) and then promoting those solutions
- Making Teulon a 'business-friendly' town by looking at it from an 'outsider's' perspective and building on strengths and removing impediments
- Use personal contacts to attract other businesses.
- Attract businesses that will add to the goal of making Teulon an attractive place for young people (entertainment, recreation, fitness, arts, culture, shopping, etc.)
- Develop a recognition and incentive program that will encourage businesses to 'professionalize' and 'step it up a notch' to encourage residents to buy local
- Dress up the main street to make it more appealing

We might also consider approaching existing businesses to determine what plans they have to stay and grow their business and identify what barriers they might be facing, and what kinds of assistance and support they might need to overcome them.

For non-business employers, we did not develop strategies but we should make sure that Teulon is in the running when governments at any level make decisions to create, move or expand offices.

LEADERSHIP/PARTNERS: We think that the Chamber of Commerce and the Community Relations Committee of the Town of Teulon should partner on this project. Between them, they should identify a project leader who can ensure that the action plan is followed and the roles that the Chamber and the Town will play are clear. For example, the Chamber could take the lead in finding and attracting new businesses while the Town of Teulon could take the lead in the other strategies and find partners in other levels of government and in non-profits to work with.

ACTION PLAN: Our initial action plan follows.

ACTION STEPS	WHEN	WHO	COSTS	OUTCOMES
Make a formal approach to the Chamber of Commerce to get involved.	ASAP	Task Force		
Update the list of the kinds of businesses the community needs/wants	September 2007	Chamber		
Develop a target list of businesses to approach to consider establishing in Teulon	October 2007	Chamber		
Develop 'Business Attraction' kit	Early 2008	Colleen as part of 'Marketing'		
Begin the campaign to attract new businesses	2008 and beyond	Chamber with support from Town		
Take an inventory of existing businesses including... <ul style="list-style-type: none"> • Type of business 	Begin Fall 2007 and carry on through next 12	Community Resource Committee		

<ul style="list-style-type: none"> • Number of jobs • Growth/Expansion plans • Barriers to growth • Assistance required to grow • Etc. 	months as time permits			
Approach the school to develop a program to encourage entrepreneurship in young people.	Fall 2007	Community Resource Committee		

5.3 Create something for kids/families to do

ISSUE/INTENT: The community survey raised the issue of activities for kids, teens and families. Many asked for a new pool. There were other suggestions. The team felt that this issue should make the short list of areas for action, but that there was more time and less urgency to develop this area.

GOAL: The goal is to have a ‘signature’ attraction that will not only fill the needs of community residents but may also attract others to the town.

MEASURES: We have not yet developed measures for this area but we know that finances are an issue and that it must be affordable not only in terms of capital investment to get started but also to operate on an annual basis.

STRATEGIES: Among the strategies we considered were...

- Make it a major attraction and feature of the town (a “signature” attraction)
- Make it water based as that is usually successful
- Consider a ‘splash pad’ such as the one in Swift Current
- Raise community funds to help finance it
- Find a partner to help operate it

After discussion, we decided to focus our efforts on a splash pad. This decision was made on the basis of economic feasibility, a fit with the existing park, competition from other communities, and the fact that it could be a first step in a long term development that may include other related attractions such as a pool.

LEADERSHIP/PARTNERS: We think that we need one enthusiastic leader to get the project started, gather some information, do the math, and make some suggestions. Dave Leduchowski, agreed to take on the leadership role, others volunteered to help. Dave can build a team around this project as it grows. In the short term, Dave should begin to work with the Park Board.

ACTION PLAN: A starting action plan follows. More will be added once the project is better understood.

ACTION STEPS	WHEN	WHO	COSTS	OUTCOMES
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Identify what work has already been done on the 'splash pad' and other concepts.	September, 2007	Dave		
Develop a financial and operational feasibility assessment so that the numbers and the concept are clear.	October, 2007	Dave		
Bring the proposal to the Task Force for consideration and further direction.	December, 2007	Dave and Task Force		

5.4 Market the Community

ISSUE/INTENT: The community survey raised the issue of promoting and marketing the town more effectively. The discussion of the first three projects above also raised the awareness among the team of the need for pulling the whole plan together in a package that would promote the community to potential new residents and to potential new employers. There was also a feeling that there needs to be a better way to inform existing residents and employers about the town and what the town is doing to make it more attractive.

GOAL: The goal is to have a new and exciting marketing plan for the Town of Teulon ready by the end of December 2007 so that implementation can begin in 2008. The plan will be supportive of the plans to add to the housing stock, attract new businesses, and provide more for families to do.

MEASURES: We have not developed measures for this area but we know that the measure in the other three action areas will serve as indicators of how well this focus is working.

STRATEGIES: The critical first step is to develop the marketing plan. Once the plan is developed, it will identify what strategies we will use to attract people and businesses to the community. We agreed that the plan must have two components, one to tell our story to others and one to tell our story to ourselves.

LEADERSHIP/PARTNERS: Colleen has agreed to take the lead on this project.

ACTION PLAN: A starting action plan follows. More will be added once the marketing plan is developed.

ACTION STEPS	WHEN	WHO	COSTS	OUTCOMES
Develop the marketing plan.	December, 2007	Colleen		
Get approval for the marketing plan.	December, 2007	Council		
Implement the marketing plan.	2008 and beyond	Colleen and Community Resource Committee		