

Manitoba Community Adjustment Handbook

November, 2001

The *Manitoba Community Adjustment Handbook* as well as the *Manitoba Community Adjustment Resource Toolkit* are available in hardcopy through the Rural Development Institute at Brandon University at the addresses below.

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Table of Contents

In this chapter you will find:

- A summary of the contents of the *Manitoba Community Adjustment Handbook*
- A description of the Resource Toolkit
- Information on how to use the Handbook and Resource Toolkit

Chapter 1: Introduction

1.1 What are the Manitoba Community Adjustment Handbook and Resource Toolkit?

The *Manitoba Community Adjustment Handbook and Resource Toolkit* takes the position that communities want and need to take an active role in managing community adjustment.

While there are exceptions, Manitoba communities seldom have the resources to employ professional consultants to lead community adjustment efforts. Instead, communities must frequently rely on citizen committees, part-time planners, and public officials trained in other fields. Communities also need access to tools, information and resources that can be adapted for local needs and implemented with relative ease.

The *Manitoba Community Adjustment Handbook* is intended to help guide communities facing the process of community adjustment. The handbook is a comprehensive, practical and easy-to-use outline of processes that will help a Community Adjustment Committee develop a well planned and effective, community-based action plan. However, communities should keep in mind that every community is unique including the circumstances that it faces. Therefore, the outcomes of the community-based action plan will vary widely.

Complementing the handbook is a *Resource Toolkit* that provides additional information. Selection of these resources has been based on their appropriateness to community adjustment as well as their application to Manitoba communities.

Lessons Learned from Manitoba communities

“Each community is different – but the process – the blueprint is the same. You need to remember to be flexible.”

NOTES:

Chapter 1: Introduction

Lessons Learned from Manitoba communities

1.2 Contents of the Handbook

While each community has its own unique set of circumstances, experience shows that there are some “tried and true” basic steps that will help communities respond effectively to community adjustment situations. These basic steps are:

The Handbook describes these steps and suggests additional resources from the Resource Toolkit that provide further information. The following table identifies where these basic steps are located in the Handbook.

Basic Steps	Chapter	Page Number
Getting Started	3	21
Assessing the Situation	4	41
Developing a Plan of Action	5	57
Human, Community and Financial Resources	6	67
Evaluation	7	89

The Handbook also contains the following useful information.

Additional Information	Chapter	Page Number
What is Community Adjustment?	2	9
Workforce Adjustment	8	99
Economic Development	9	109
Directory of Resources	10	115

NOTES:

1.3 Contents of the Resource Toolkit

The Resource Toolkit contains a variety of resources developed and used by various groups and organizations involved in community adjustment. The resources in the toolkit have been selected for their appropriateness to community adjustment as well as their relevance to Manitoba communities.

Further details on each of the resources can be found in the Chapter 10, Directory of Resources. This directory gives a brief description of the resource and how it can be obtained.

1.4 Website Resources

A number of the resources in the Resource Toolkit can be downloaded from websites. These sites are listed in the first section of Chapter 10.

1.5 Using the Handbook and Resource Toolkit

The handbook describes the community adjustment planning process as well as other useful information. The **Notes** section can be used for written comments. This section also recommends resources in the Resource Toolkit that will substantially expand the content identified in each section of chapter.

An important component of each chapter is the section titled **Lessons Learned from Manitoba communities**. This section provides real-life examples and advice from individuals who have experienced the community adjustment process. A complete list of participants can be found on the acknowledgements page of this document.

NOTES:

Chapter 1: Introduction

Lessons Learned from Manitoba communities

The extent to which a community uses the Handbook and Resource Toolkit depends on the needs of the community, the particular situation it faces and the individuals involved. Each chapter begins with a title page that lists the major themes of the chapter. Use the list to determine if you wish to read the chapter or move on to other chapters. Each chapter concludes with a description on what content is provided in the next chapter.

1.6 A Manitoba Perspective

This section provides examples and information based on the experiences of several Manitoba communities that have faced community adjustment. Whenever possible contact names have been included.

1.7 Looking Ahead to Chapter 2

The primary objective of this handbook is to provide Manitoba communities with a framework to help guide them through the changes to the process of community adjustment. The next chapter provides brief descriptions of some of the concepts and terminology that are used throughout this Handbook and the community adjustment process.

NOTES:

In this chapter you will find:

- A description of the concept of community adjustment
- A description of related concepts (community development, community resilience and community capacity)
- A summary of community adjustment situations – rapid decline, rapid growth and slow decline
- Suggested principles of the community adjustment process
- Examples of Manitoba communities involved in community adjustment

Chapter 2: What is Community Adjustment?

2.1 What is Community Adjustment?

The situations are familiar – the largest employer in a single-industry town falters, workers are laid off, eventually the plant closes. Less common are circumstances where the rapid expansion of a major industry or increased diversification of a community’s economic base result in rapid growth and changes to the demographic profile of a community’s population. These are examples of *community adjustment*.

Regrettably, the most severely affected, and perhaps the least able to mitigate the circumstances of some type of community adjustment, are communities that are dependent on one resource such as mining, logging, manufacturing, or agriculture. Without long-term thought or planning these communities will not likely survive the loss or adjust strategically with the gain.

A community adjustment process is centred on the involvement of local people working together to find ways to adjust to a particular set of circumstances that will result in prolonged and profound changes to the community. Typically, various levels and types of government agencies play a role in helping the private sector, industry, workers and communities overcome the situation.

Situations leading to community adjustment originate from changes to any number and/or kind of environmental, social, economic or cultural factors. Ultimately, these changes will have major implications for the community.

Lessons Learned from Manitoba communities

*“Transition can bring
people in the community
together.”*

NOTES:

Chapter 2: What is Community Adjustment?

Lessons Learned from Manitoba communities

“You need to have a positive attitude! This means being ready to make or create new partnerships, be entrepreneurial or ready to invest in the community.”

These implications include the major impacts on the employment and tax base as well as the ripple effect that a community adjustment situation can have on families, community infrastructure (ex. hospitals, schools, libraries, recreational facilities) and businesses over the short-, medium-, and long-term. These potential impacts represent the challenges that each community adjustment committee needs to address.

2.2 The Challenges Of Community Adjustment

The extent to which a community adjustment committee can help mitigates the effects of change depends on a community’s ability to address various challenges, to develop solutions and translate their ideas into action. This means that community adjustment committees need to be fully aware of the major challenges that they will face. These challenges include:

- the need to re-tool the labour force;
- the ability to work with workers and employers in the process of adjustment;
- the capacity to manage for changes to infrastructure such as the tax base, effect on schools and health services, real estate values.
- the ability to consider and encompass competing agendas;
- the leadership needed to mobilize community leaders and volunteers;
- the development of alternative employment opportunities (business development diversification);
- the networking and partnership skills necessary for possible solutions including new public and private sector partnerships; and,
- the community’s flexibility to scale (up/down) community amenities to fit new realities.

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2.3 Related Concepts: Community Life Cycle, Community Development, Resilience and Capacity

Concepts such as community life cycle, community development, community resilience and community capacity are inter-related and mutually reinforcing to community adjustment.

Communities are dynamic entities. They can fluctuate from good economic times and periods of growth, to downturns when the economy experiences stagnation. Changes occur over extended periods of time usually with slight or moderate impacts to the community. This is typically known as the *community life cycle*. Superimposed over the community life cycle is the goal of sustainability, specifically survival over the long term.

Community development builds upon a community life cycle and aims toward increasing or enhancing a community's quality of life indicators. Measures of indicators of a community's quality of life include the number and kinds of businesses, employment opportunities, housing, education or health services, as well as recreational and environmental resources. (Figure 1).

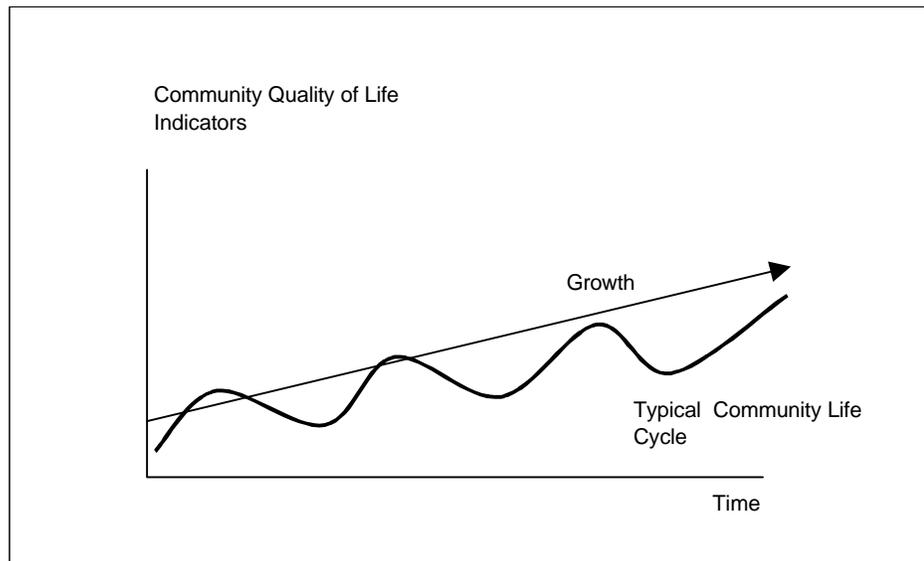
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Chapter 2: What is Community Adjustment?

Lessons Learned from Manitoba communities

Figure 1: Community Development Process



Community resilience is a related concept that refers to the intentional actions of a community to enhance the personal and collective capacity of its citizens and institutions. The intended outcomes of these actions include, but are not limited to community self-reliance; partnering and collaboration among community organizations and associations; diversified employment; and, enhanced community awareness of its position relative to the broader economy.

Community capacity refers to the extent to which a community's human, environmental, cultural, economic, and infrastructure resources are able to respond to situations or events affecting the community. It also includes the systems, relationships and community interactions that shape the quality and quantity of a community's social and economic circumstances.

For more information: Section 2: The workbook to the [Community Resilience Manual](http://www.cedworks.com/bookstore/crpmain.html),
<http://www.cedworks.com/bookstore/crpmain.html>

2.4 The Concept of Community Adjustment

The document, *Toward Revitalized, Resilient and Sustainable Communities Across British Columbia*, provides the following definition of community adjustment.

“Community adjustment means local people working together to find ways to adjust to the closure or downturn of a major industry and the ripple effect, not just on direct employment and the tax base, but on families and children, schools, hospitals, libraries and services businesses.”

(Province of British Columbia, *Toward Revitalized, Resilient and Sustainable Communities Across British Columbia*, p. 17)

This definition provides an excellent description of community adjustment. However, for the purposes of this Handbook, the term community adjustment also includes the circumstances associated with rapid economic or industrial growth. In summary, community adjustment is characterized by a particular set of circumstances that result in a *change* to some or a number of aspects of the community’s quality of life.

The most familiar examples of community adjustment situations are those that originate from the terminal downsizing or closure of a community’s major employer. The net results of these circumstances are predicted to be rapid decline of a community’s quality of life indicators. (Figure 2)

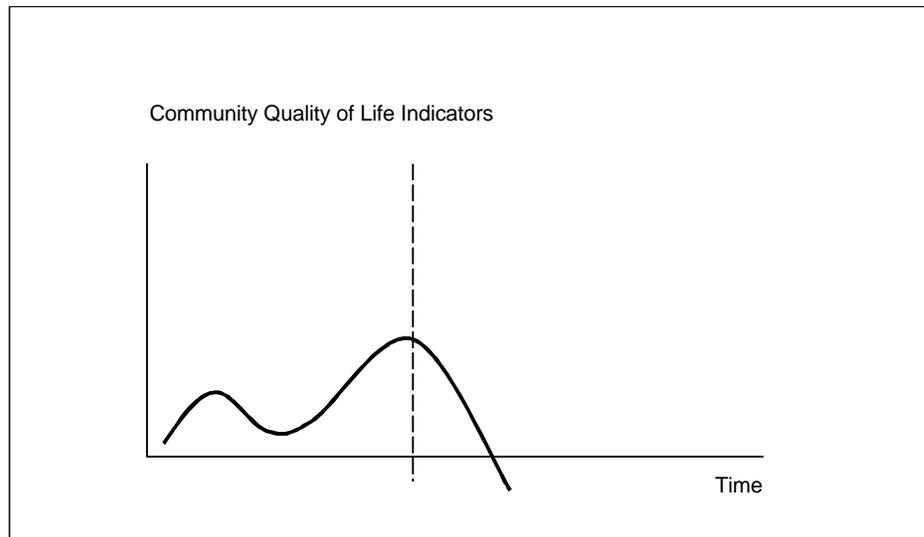
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Chapter 2: What is Community Adjustment?

Lessons Learned from Manitoba communities

Figure 2: Community Adjustment – Rapid Decline



Generally, these types of community adjustment situations are characterized by:

- advance warning including an identifiable time frame for the downsizing or closure;
- government involvement;
- labour/industry adjustment process involving employer, employees, government agencies; and,
- immediate gloom and doom reaction from community.

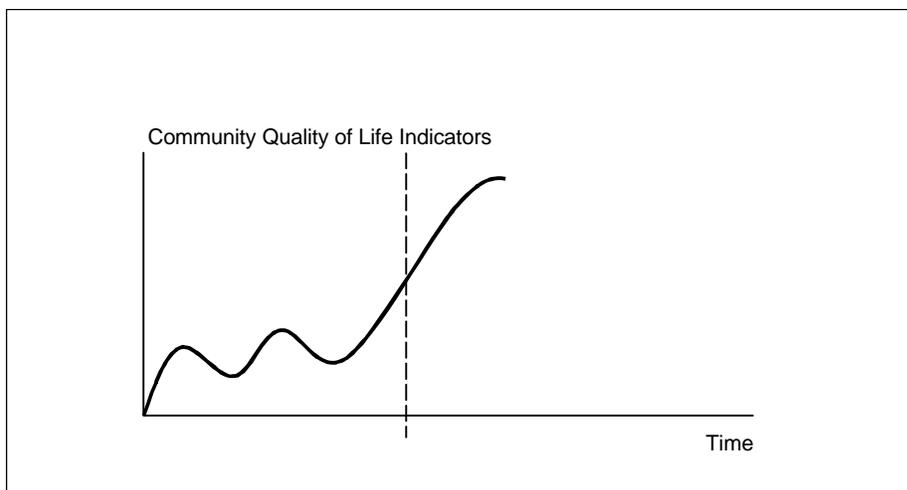
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Another type of community adjustment are those communities that are predicted to experience rapid growth in the quality of life indicators.

(Figure 3) This type of community adjustment is characterized by:

- an advanced awareness including an identifiable time frame for the opening or expansion of a large scale business or industry;
- a wide range of speculation on the effects to the community;
- an overall sense that the challenges to the community are “good problems to have”; and,
- an increased sense of community pride and optimism.

Figure 3: Community Adjustment - Rapid Growth



Communities in rapid growth include a number of rural communities that are becoming ‘bedroom’ or retirement communities near large urban centres. Often these types of community adjustment situations bring tension as well as optimism.

Recent examples of Manitoba communities adjusting to potential rapid growth include the City of Brandon as a result of the construction of the

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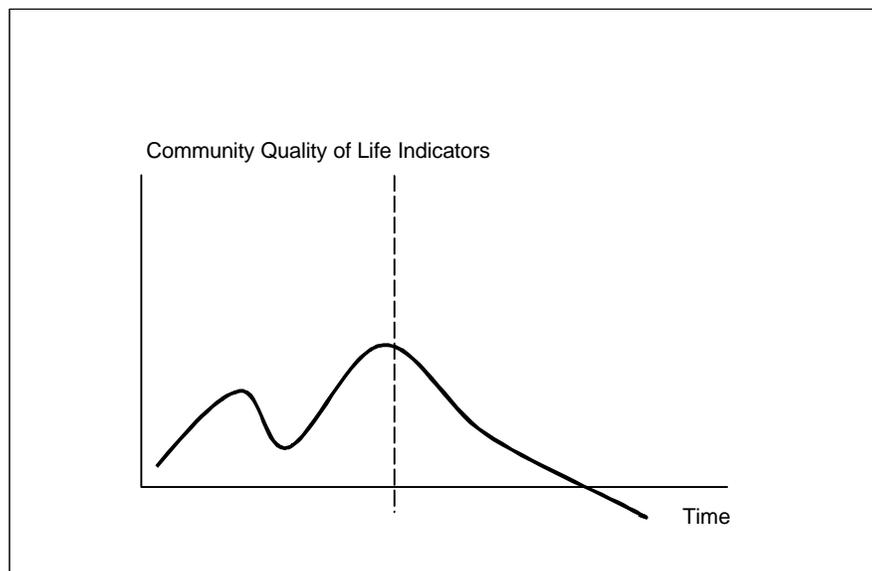
Chapter 2: What is Community Adjustment?

Lessons Learned from Manitoba communities

Maple Leaf hog processing plant and the increased population growth of rural communities in the fringe area of Winnipeg.

There is another type of community adjustment that is beginning to appear in Manitoba. Specifically, these are situations where communities have been in slow decline for a number of years. (Figure 4) Most of the communities experiencing this type of situation rely heavily on agriculture.

Figure 4: Community Adjustment – Slow Decline



This type of community adjustment situation is characterized by:

- slow and unrelenting decline over a longer period of time;
- single-industry or resource-based economy in gradual decline; and,
- older aging population and out-migration of younger population.

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2.5 A Manitoba Perspective

Recent examples of Manitoba communities facing community adjustment include:

- the Rae Gold mine closure in Bissett impacting the communities of Bissett, Manigotogan and Seymourville (1999);
- the downsizing of Whiteshell Laboratories (Atomic Energy Canada Limited) at Pinawa (1997-2001);
- the downsizing of the labour force due to technological change at Hudson Bay Mining & Smelting at Flin Flon (1992-95);
- the closure of Black Hawk Mine at Lynn Lake (2000); and,
- the construction of Maple Leaf Pork processing plant at Brandon.

The Provincial Government Departments most closely involved with Manitoba communities facing community adjustment are:

- Manitoba Education, Training and Youth
- Manitoba Labour and Immigration
- Manitoba Industry, Trade and Mines
- Manitoba Intergovernmental Affairs

2.6 Looking Ahead to Chapter 3

This chapter provides descriptions of key terms associated with community adjustment. The most significant feature of community adjustment is that it means local people working together to develop and implement a plan of action. Chapter 3 describes the first steps in developing this plan of action, specifically the formation of a community adjustment committee.

Lessons Learned
from Manitoba
communities

NOTES:

Chapter 2: What is Community Adjustment?

Lessons Learned
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communities

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In this chapter you will find:

- Information on holding an informational meeting
- How to form a Community Adjustment Committee
- Suggestions on the membership of the Community Adjustment Committee
- Suggestions on the structure and operation of the Committee including the responsibilities of the executive committee, sub-committees, components of effective meetings, discussions periods, preparing agendas and keeping minutes
- Notes on facilities and equipment
- Reminders for basic operations of the Committee
- A Manitoba example of a community adjustment committee

Chapter 3: Getting Started

3.1 Getting Started

Many times, the first response to communities facing any kind of adjustment is an urgency to initiate a plan of action. However, the most effective approach to sustaining the community in the face of adjustment is a planned process involving a variety of stakeholders.

“The primary goal of community adjustment is to keep the community as stable as possible – and to maintain basic services to remaining residents – while the community develops a plan for building new enterprises and diversifying its economy.”

(Province of British Columbia, *Toward Revitalized, Resilient and Sustainable Communities Across British Columbia*, p. 17)

This planned process typically begins with a community information meeting followed by the establishment of a community adjustment committee.

3.2 Organizing an Informational Meeting

The goal of the meeting is to provide the community with accurate, first hand information and to identify supporting agencies and key stakeholders. All agencies involved in the adjustment should be invited to provide information on the adjustment to the community. The most likely people or constituents of the community to be affected should also be invited to ensure that the lines of communication be kept open.

Lessons Learned from Manitoba communities

“Community or town councils are usually contacted when a closure or down-sizing is about to occur.”

“Look for common ground to bring the community together.”

Chapter 3: Getting Started

Lessons Learned from Manitoba communities

“Communication is critical. As soon as an informational meeting is planned, someone needs to take charge of having a communications strategy.”

“If there’s no media person in your community make sure that messages only go out from people who have been given the authority to deliver the message.”

A community leader, or representative from an outside agency should act as an interim chair or facilitator to help organize or initiate the informational meeting. Examples include:

- civic politicians;
- economic or community development staff;
- business and community associations;
- not-for-profit associations;
- labour and labour groups;
- special interest groups; or,
- community members with a special concern.

Participants at informational meetings could include representatives from:

- provincial and federal government departments such as labour, social services, education, health;
- municipal or regional agencies such as regional health authorities, local planning districts, rural municipalities, First Nations councils;
- labour union and industry;
- environmental groups;
- media;
- regulatory agencies.

Content of the meeting should include information from:

- the employer;
- local government and health authorities;
- the school division;
- related government services;
- unions;
- business;
- First Nations councils.

NOTES:

3.3 Forming a Community Adjustment Committee

Community involvement in identifying needs, setting priorities and finding solutions is a fundamental characteristic of successful community adjustment plans. This handbook is based on community involvement to adjustment; therefore, the formation of a Community Adjustment Committee is essential.

Begin to develop a Community Adjustment Committee by identifying a team of people who you know have an interest in community adjustment and who can work together well. The number of members of this core team depends largely on what the next steps are. For example, in the beginning the Community Adjustment Committee may wish to find out more about an issue. In this case, the Committee could be kept small – that is, three to five individuals to get things started or sorted out. A larger team can be formed if the problem or challenges have been identified, or there is sufficient information to proceed.

Once you have identified a team of people, set a meeting time, date and place. Personally contact or prepare written invitations to people who have a vested interest or who would like to work on the Committee. Indicate to them why the committee is important and list some suggested roles that the Community Adjustment Committee will play.

Some of the main goals of the first meeting are to ensure that everyone is aware of what they are getting into and how much time, skills and energy are needed. An organizational meeting will help clarify these issues before formally establishing a community adjustment committee.

Lessons Learned from Manitoba communities

“Even setting up a Community Adjustment Committee may be seen as an aggressive move to those who don’t want change.”

NOTES:

Chapter 3: Getting Started

Lessons Learned from Manitoba communities

Critical elements of an organizational meeting include:

- preparations for the meeting are made in advance;
- the purpose of the meeting is understood;
- significant stakeholders have been invited;
- everyone is reminded to keep an open mind; and,
- an appropriate venue or meeting space is considered.

Before the organizational meeting:

- plan ahead;
- decide on the issues that need to be discussed;
- clarify what the purpose is and what needs to be accomplished;
- draw up an agenda to help keep the meeting on track;
- make sure that there is an acting chair preferably someone who has experience in running meetings; and,
- have a sign in sheet for names and addresses.

Through discussion, participants at the organizational meeting should be able to answer the following questions:

- Why do we need to have a community adjustment process?
- What are the potential risks and benefits from this approach?
- What are the first steps?
- Who are the key people and/or organizations that need to be involved?

The answers to these questions will help establish the size, composition and purpose of the Community Adjustment Committee.

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3.4 Membership of the Community Adjustment Committee

The work and effort that goes into a successful Community Adjustment Committee is considerable and can be controversial. One of the first steps of any community process is to build support from the community. This also applies to the process of community adjustment.

One way that this can be achieved is to consider community members and stakeholders who have a vested interest in the community adjustment process. Some of these include representatives from:

- businesses;
- Chamber of Commerce;
- government agencies involved or impacted by community adjustment;
- community organizations;
- financial institutions;
- civic or municipal politicians;
- labour organizations;
- religious institutions;
- schools;
- health care;
- community residents; and,
- First Nations councils

Lessons Learned from Manitoba communities

“Make sure to keep the media informed as much as possible.”

“It’s good to have government involved in the process of Community Adjustment. They’re knowledgeable about programs that may be helpful. You also need someone from the outside who will support the situation.”

NOTES:

Chapter 3: Getting Started

Lessons Learned from Manitoba communities

3.5 Structure and Operation of the Community Adjustment Committee

The structure and operation of the Community Adjustment Committee are critical components of an effective, well-run committee. Both of these should be established early in the formation of the Community Adjustment Committee.

3.5.1 Structure

Most committees form an executive to act on behalf of the entire committee and make immediate decisions if necessary. Executive positions include:

- Chairperson
- Vice Chairperson
- Treasurer
- Secretary

Decide if these positions should be appointed or elected and the responsibilities of each. Additional positions can be created depending on the situation and the task at hand. For example, if the Community Adjustment Committee has financial resources, it may wish to hire an executive director. Another position that the Committee may wish to consider is that of a spokesperson who would be responsible for communications with the media and public.

For more information: (executive committee positions on committee offices) [The Winning Formula: Facilitating Investment in Small Business Growth – Lessons from 22 Pilot Projects Under the Canada Community Investment Plan](http://ccip.ic.gc.ca), Industry Canada, pg. 9 – 20. <http://ccip.ic.gc.ca>

Responsibilities of Executive Committee positions are:

The Chairperson

The chairperson's responsibilities include:

- know the committee members, their positions (if any), and qualifications;
- plan, prepare and distribute the agenda for the meetings ahead of time;
- know the goals and objectives of the committee;
- organize and direct the meetings;
- allow adequate discussion but limit time;
- delegate tasks to those with the appropriate abilities to carry them out; and,
- ask for feedback on meetings.

The Vice Chairperson

The vice chairperson's responsibilities include:

- know the committee members and their positions and qualifications;
- assist with preparation of the agenda for the next meeting;
- assist the chairperson with making decisions;
- assist the chairperson with delegation of tasks to committee members;
- chair meetings when chairperson is unable to attend meetings; and,
- report back to the chairperson when they are not able to attend meetings.

Lessons Learned
from Manitoba
communities

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Chapter 3: Getting Started

Lessons Learned from Manitoba communities

The Treasurer

As a member of the Executive Committee, the treasurer's responsibilities include:

- prepare or supervise the preparation of financial transactions;
- keep or supervise the management of accounting records;
- prepare or supervise budgets; and,
- prepare or supervise the preparation of funding proposals.

The Secretary

As a member of the Executive Committee, the secretary's responsibilities include:

- ensure that minutes are kept of all meetings;
- ensure that members are provided with copies of minutes;
- file all minutes of meetings; and,
- prepare letters, press releases, proposals and other types of documentation.

If at any time the Committee becomes too large, diversified or unmanageable, sub-committees can be formed to deal with specific tasks. A chairperson should be appointed for each sub-committee created. The chairperson, along with one or two other members of the sub-committee should be present at every regular committee meeting. These sub-committees will allow the Community Adjustment Committee to achieve many different tasks in an organized and efficient manner.

For more information: (executive committee positions on committee offices) [The Winning Formula: Facilitating Investment in Small Business Growth – Lessons from 22 Pilot Projects Under The Canada Community Investment Plan](http://ccip.ic.gc.ca), Industry Canada, pg. 9 – 20. <http://ccip.ic.gc.ca>

3.5.2 Operation of the Community Adjustment Committee

Clearly defined operational procedures of the Community Adjustment Committee is one of the best ways of keeping the Committee on track, making the best use of human resources and avoiding conflicts at the Committee level. Some of the basic elements of operations are:

- Adopt and enforce meeting procedural rules such as Robert's Rules of Order.
- Set regular meeting dates, place and starting time.
- Set time limits for meetings.
- Obtain professional guidance to organize the Committee's financial affairs and accounting procedures.
- Establish processes on how and what types of information will be shared to Committee members, the wider community, the media, government and industry stakeholders and interested individuals.
- Frequently review and evaluate the Committee's operations. Be prepared to adjust operations.

Some operational "ground rules" for committee members include:

- use available time efficiently;
- engage in open communication;
- respect other committee members;
- take advantage of training if needed;
- take time to read the minutes and information;
- evaluate the work of the Committee every few meetings; and,
- make sure that agendas and minutes are well kept.

Lessons Learned
from Manitoba
communities

NOTES:

Chapter 3: Getting Started

Lessons Learned from Manitoba communities

Effective meetings share the following common characteristics:

- a prepared agenda;
- adequate discussion time, however, keeping time limits;
- use of decision-making process;
- well-kept minutes; and,
- an appropriate physical set-up.

The agenda is an outline that is prepared by the chairperson ahead of time. It is most often used as an outline for the meeting. Allotting time for each agenda item may be a useful tool for staying on track and finishing meetings on time. A sample agenda has been included at the end of this chapter.

3.6. The Discussion Period and Keeping Time Limits

It is the Chairperson's responsibility to ensure that the agenda is on track and a time limit for each item has been set and is followed. After each topic has been introduced or written material reviewed, the Chair should allow for an open discussion period with a limited amount of time. The Chair should also try to avoid having any one person dominate a discussion. If time is running short, the Chair should tell the committee that there is time for one more comment, then move on to the next item on the agenda.

Time limits should also be set for the rest of the meeting items. The Chair should try whenever possible to stay within the time period. Lengthy meetings should be avoided, as members will leave feeling tired and frustrated.

NOTES:

Making good decisions about an issue or course of action requires that all members fully understand the implications of the subject matter.

The steps to making good decisions are:

1. clearly define the problem;
2. suggest solutions;
3. analyse the ideas, pros and cons of a situation;
4. choose the most appropriate solution through a vote;
5. delegate / implement the decision; and,
6. make any necessary changes.

3.7 Keeping Good Minutes

Good minutes are critical. The purpose of keeping minutes of a meeting is to provide a record of all past transactions of the committee. Minutes are used to:

- evaluate;
- resolve misinterpretations;
- analyse work to date;
- inform those who missed the meeting of the events; and,
- inform new members of the functions of the committee.

NOTES:

Chapter 3: Getting Started

Lessons Learned from Manitoba communities

Minutes should be simple, point form sentences of the key points of a meeting. Basic elements of minutes include:

- name of the organization;
- the time, date and meeting place;
- who chaired the meeting and who was present;
- adoption of the last meetings minutes;
- introduction of any new material;
- comments of the new material;
- movements toward accepting or rejecting the new material;
- name of the person (people that moved, and seconded the movement);
- new material;
- agenda items for the next meeting;
- time, date and place of the next meeting;
- the secretary and chairperson's or president's signature at the bottom of the minutes.

3.8 Facilities and Equipment

Good facilities and readily available equipment are important for effective meetings. A good physical set up for the Committee's meeting room is one that promotes discussion and equality. Meeting tables should be oval, round or square.

NOTES:

Other physical factors to consider when choosing a meeting room include:

- temperature and air flow;
- size of the room;
- lighting;
- power outlets; and,
- adequate seating.

Available equipment includes:

- writing pads and flip charts;
- name tags;
- markers and pens or pencils;
- extension cords.

Snacks and refreshments are optional; however, these are a very economical acknowledgement of the committee members' contributions.

Lessons Learned
from Manitoba
communities

NOTES:

Chapter 3: Getting Started

Lessons Learned from Manitoba communities

“Formulating a mandate can be a real challenge”.

“Remember – a mandate remains constant but the objectives may

“Clarify expectations of what the committee can realistically do.”

“Be prepared for contradictions in what people want the committee to do”.

3.8 Establishing a Mandate

A mandate describes the Community Adjustment Committee’s purpose or ‘reason for being.’ Before developing a plan of action, the Community Adjustment Committee should formulate a mandate.

One of the main benefits of having a mandate is to help the Committee make decisions. The mandate of the Committee is particularly important at a time when there are competing demands and expectations of the Community Adjustment Committee and choices need to be made. Generally speaking, all activities and plans of the Community Adjustment Committee should reflect the mandate.

Ideally, the Community Adjustment Committee’s mandate should clearly and briefly state who, what, when, where, why, and how. The following questions may help your committee clarify its mandate:

- What is the role of your committee?
- What are your main services or products?
- Who are your clients?
- Why is your committee different from other committees or agencies involved in community adjustment?
- What does your group bring to the community?

Try to formulate a mandate that will encompass the unique viewpoints of Committee members. It does not have to be lengthy or wordy but should be an accurate reflection of the aims and purposes of the committee.

NOTES:

Once you have decided on a mandate statement, use the following questions to verify the accuracy of its meaning.

- Does the current mandate reflect what the Committee is trying to accomplish?
- What parts should be kept and what should be changed?
- Is it realistic?
- Does it answer the questions ‘who’, ‘what’, and ‘how’?

The Committee should be reminded from time to time of its mandate. For example, it can be an agenda item randomly added at meetings. A reminder of the Committee’s mandate is particularly helpful when establishing priorities and determining goals and objectives.

3.9 A Manitoba Perspective

The downsizing of the AECL’s Whiteshell Laboratories prompted the community of Pinawa to create a committee known as the Pinawa Implementation Committee (PIC). The PIC acts as an umbrella committee to the Local Government District of Pinawa, mandated to co-ordinate and implement proposals which address economic development, employment and community adjustment issues for the Community of Pinawa. The Community Committee is a committee of the Pinawa Implementation Committee. Its structure is as follows:

Lessons Learned from Manitoba communities

“You need to listen to competing demands and try to incorporate them into committee’s mandate”.

“At the end of the day, accountability rests with the local political council. They have to lead as well as build consensus to arrive at a process that will drive the change.”

NOTES:

Chapter 3: Getting Started

Lessons Learned from Manitoba communities

Community Committee of the Pinawa Implementation Committee

Executive	Mayor and Council
Contract Staff	Community Implementation Co-ordinator
Pinawa Implementation Committee General Board	
Chair	Mayor
Pinawa District Council	One Member
Pinawa Community Development Corporation	One Member
Economic Development Authority of Whiteshell	One Member
Whiteshell School District	One Member
Pinawa Business Council	One Member
Pinawa Hospital	One Member
Whiteshell Workforce Adjustment Committee	One Member
North Eastman Health Association	
AECL – Whiteshell Laboratories	One Member
Community-at large	One Member
Executive Officio	
Department of Labour	One Member
Department of Education and Training	One Member
Federal Government Representation	One Member
Legal	Pinawa LGD Law Firm as required

3.10 Looking Ahead to Chapter 4

Once the Community Adjustment Committee has been established, move to a plan of action. Chapter 4 describes one of the most essential steps to the development of a plan, gathering information and assessing the situation.

NOTES:

Sample of a Draft Agenda

XYZ Community Adjustment Committee

March 31, 2001

Lion's Hall

XYZ, MB

7:00pm

1.0 Call to Order

2.0 Agenda and Approval of Minutes

2.0 Approval of Agenda

2.1 Approval of Minutes from last meeting

3.0 Guests or delegations

4.0 Continuing Business

4.1 Item from previous minutes

4.2 Outstanding business

5.0 Communications

6.0 Sub-committee reports

7.0 New Business

7.1 New issues

8.0 Information

9.0 Adjournment

NOTES:

Chapter 3: Getting Started

In this chapter you will find:

- The purposes for assessing a community's situation
- The types of information communities need to gather
- Guidelines on how to gather and analyze information
- Examples of information gathered by the community of Pinawa, MB

Chapter 4: Assessing the Situation

4.1 Assessing the Situation

The Community Adjustment Committee needs to gather various types of information in order to do an accurate assessment of its situation, the challenges it faces and the community's resources and capacity to address the issues. Good information is the basis of good decisions. This means that gathering the necessary information, that is assessing the community and the situation it faces - are the first steps in developing a plan of action.

Assumptions are often made about whether or not a community has the kind of assets or resources needed to adjust to changing situations. However, assumptions are not a firm foundation for good decisions. Furthermore, the Community Adjustment Committee would have difficulty in developing a shared understanding of the community's issues and circumstances. Therefore, one of the first tasks of the Community Adjustment Committee is to design a process to gather accurate information and data about your community.

The purposes of assessing the situation are to:

- provide an accurate description of the community;
- develop an understanding of the community adjustment issues facing the community; and,
- develop a common information and database.

The following sections describe the types of information that are useful to a Community Adjustment Committee and how the information is gathered, analyzed and prepared into a report.

Lessons Learned from Manitoba communities

“Go to your town council and ask for funding to help out with these assessments. Many will have emergency funds that can help.”

“Don't forget to let long-time community residents have their say.”

Chapter 4: Assessing the Situation

Lessons Learned from Manitoba communities

www.communityprofiles.mb.ca contains valuable information on community profiles.

4.2 Types of Information

Types of information that are useful to Community Adjustment Committee include the following:

- community profile;
- community assets;
- impact assessment of the adjustment;
- needs assessment;
- trends and issues.

Community Profile

A community profile is a description of the community – the features that make the community unique. Community profiles include all types of geographic, demographic and economic information on a community. Recently the Province of Manitoba developed an extensive website of profiles of Manitoba's communities and regions.

Mapping of Community Assets

Assets can lie in many different areas of the community. In fact, some are very well kept secrets. When we think of an asset or resource, the most likely thing to come to mind is available money or a contract in which possible funding may lie. However, community assets are much broader than this, and money isn't everything.

Assets can be found all over the community in many different forms. Investing in the community can be considered a most valuable asset since it represents long term commitment to the community by its inhabitants.

For more information: (asset mapping) Community Capacity Building, Human Resources Development Canada, pg. 141 – 144. <http://www.participation.net/english/cbtoolkit.htm>

Some examples of community assets are:

- The community's *natural resources and physical assets* such as land, parks, schools, community centres, libraries, public housing and businesses.
- The community's *human capital* found in the knowledge, leadership, skills, time, energy, interest and commitment of community members.
- *Cultural capital* as indicated by common values and language, customs, traditions, beliefs, and arts.
- *Social capital* which refers to the social connections and linkages to other communities, government agencies, outside organizations and related networks.

A large amount of statistical information on your community can be found on the following web site: www.communityprofiles.mb.ca. In addition to this the Community Adjustment Committee may wish to undertake a survey of community residents to gain other types of information. Another aspect of the survey might be to indicate future capacity, potential or limitations to use.

Once the information has been gathered, it can be categorized into by the type of asset – natural resources and physical assets, human capital, cultural capital and social capital – and presented in a report. Mapping of Community Assets can be used to develop proposals, attract investors and develop action plans.

Impact Assessment

An impact assessment is a particular type of report that assesses the potential impact of a situation on various aspects of the community as well as the community as a whole. Not only will an impact assessment help in planning it can also be used to lobby government and other organizations to assist with the adjustment.

Lessons Learned
from Manitoba
communities

“A Community Impact Assessment is used to focus objectives.”

NOTES:

Chapter 4: Assessing the Situation

Lessons Learned from Manitoba communities

“Seek “consultants” in your own community. Ask local government agencies “What would be the impact on your hospital, school, RM, whatever if the population dropped by 10%, 20%, etc. etc.”

Assessment of the impact of a community adjustment situation should be gathered from the community including:

- community residents;
- schools;
- hospitals;
- civic government;
- businesses;
- community organizations.

Individual interviews or survey questions asking “What will be the impact and/ or ripple effect of the situation?” can be used to provide information. Many times, independent consultants are used to carry out impact assessments. (One approach that a committee might take is to send out a “Request for Proposal” or RFP to a variety of agencies and consultants.)

Impact assessments are particularly important when community adjustment committees are lobbying government or seeking funding.

Needs Assessment

The process used to identify a community’s needs is known as a needs assessment. A needs assessment is used to:

- identify gaps in information;
- assist with matching needs and services;
- ensure the best use of community resources;
- gain a broader perspective of the residents;
- concentrate efforts and save time and money; and,
- provide information for planning.

For more information: The Citizen’s Handbook – A Guide to Building Community in Vancouver, Charles Dobson, Vancouver Citizen’s Committee, (Chapter 1) <http://www.vcn.bc.ca/citizens-handbook/> and Healthy Communities: The Process – A guide for volunteers, community leaders, elected officials and health professionals who want to build healthy communities, Public Health British Columbia, pg. 12 – 20 and Community Capacity Building, Human Resources Development Canada, pg. 111 – 122 <http://www.participation.net/english/cbtoolkit.htm>

Once the needs have been identified, it will be up to the Community Adjustment Committee to determine their priority. Ranking needs is one way to prioritize what needs to be done first. This can be done by writing each need on a piece of paper and then having the committee rank them in order of importance. It can also be accomplished using a rating sheet which ranks each need as ‘critical’, ‘immediate’, ‘important’ or ‘desirable’. Both of these approaches will help the Committee set its priorities.

Community Trends and Issues

By their nature, community trends and issues are more subjective and will cover a broader range of topics. In spite of this, an inventory of community trends and issues will help the Community Adjustment Committee in its deliberations. The Community Adjustment Committee should remember to maintain its focus on *community trends and issues* in contrast to individual or sector specific issues.

Lessons Learned
from Manitoba
communities

Chapter 4: Assessing the Situation

Lessons Learned from Manitoba communities

4.3 Gathering the Information

How does a Community Adjustment Committee go about gathering this information on assets, needs, trends, and issues? The basic steps are:

- deciding what type of information is needed;
- determining who will gather the information;
- deciding how the information will be gathered;
- analyzing the data;
- preparing a final report; and,
- disseminating the findings.

What type of information is needed?

In the case of information, the “more the merrier” has some merit. However, information management can rapidly become an issues. A rule of thumb for the Community Adjustment Committee is to attempt to gain information on every aspect of the community that will be affected by the community adjustment situation.

Who will gather the information?

Gathering information takes time therefore the Committee needs to carefully consider how this will be accomplished. Suggestions include hiring a staff member or establishing a special committee to oversee this function. Outside consultants may also be hired on a contract basis to provide the Committee with the information it needs. The Community Adjustment Committee should be prepared to supply financial resources to prepare these reports.

For more information: (how to complete a needs assessment) Community Action Resources for Inuit, Métis, and First Nations – Assessing Needs, pg. 23 – 54 <http://www.hc-sc.gc.ca/hppb/cds-sca/cds/pdf/assessingneeds.pdf> and The Community Resilience Manual, The Guide, The Centre for Community Enterprise, Forest Renewal B.C., pg. 1-21 – 1-30. <http://www.cedworks.com/bookstore/crpmain.html>

How will the information be gathered?

The answer to this question is based on what type of research is needed and where are the sources of information.

The Committee should review the following questions when determining how the information will be gathered:

- What information is needed?
- Where can this information be gathered?
- How much money is available for research?
- Are there any time limits?
- Are there any legal matters to be considered?
- Is this information already available? If so, where?
- Is this something that will benefit the majority or only a few?
- Is the overall cost of this project worth the benefit?

There are two main types of information or data: existing information and new information.

Existing information

Existing information is available from many sources including newspaper articles, journal articles, monthly activity forms, case records, budget and financial statements, previous studies and reports, census data, community studies, other research and literature. Look for this information at provincial and federal government departments, media or newspaper offices.

Statistical information is available through the Manitoba Bureau of Statistics or the Statistics Canada website. www.statcan.ca

Lessons Learned
from Manitoba
communities

For more information: [Discovering Your Community, A co-operative Process for Planning Sustainability](#), The Harmony Foundation, pg. 15 – 39 www.harmonyfdn.ca and [Marketing Your Community – Growing Stronger Together](#), Manitoba Rural Development, pg. 10 - 15.

Chapter 4: Assessing the Situation

Lessons Learned from Manitoba communities

New Information

New information is collected using a variety of approaches.

Focus groups are interviews that are conducted in groups of 8 to 15 people who represent the population. Questions are prepared ahead of time and the answers recorded and then analysed. While this method allows information to be collected relatively quickly and the interviewer can ask for clarity on the question, it is easy for the group to wander off the subject or be influenced by other participants. The facilitator must also have proper training to extract the proper information in question. This method produces excellent qualitative information, but not usually quantifiable information.

Individual interviews can be done face to face or over the telephone. Questions are constructed, then re-worded in a way that validates the original question. This strategy is used to check ideas, facts, and opinions that have been stated by the respondent. Individual interviews are more personal and allow for greater depth in finding information. They do however require more time, effort and money. Again, the interviewer should be trained and possess strong communication and interpersonal skills.

Spontaneous interviews are undertaken in public places where individuals can be questioned without prior notice. They are short, quick and to the point and should take no longer than 15 minutes maximum.

NOTES:

Surveys and Questionnaires

The Community Adjustment Committee may wish to gather information using surveys or questionnaires. Questions are usually short and quantifiable results may be obtained. If the Committee is trying to gather data on a sensitive subject, surveys or questionnaires may be the best approach as anonymous and the respondent can answer the questions in the privacy of their own home. The benefit of this method is that a large number of people can be asked to provide information. It is possible to reach groups that are difficult to contact and is generally inexpensive. The downside of surveys and questionnaires is that responses can be delayed and/or the rate of response is often low

Public forums

Public forums are public meetings where people from a specific group gather to present their opinion before other individuals and groups. Presentations can be made in a large group followed by discussions in several smaller groups. Each small group records its ideas or concerns and a representative is picked from each to present these ideas and concerns to the larger group. This method allows the Community Adjustment Committee to gather a large amount of information in a short period of time from a large number of people. However, the participation rate is difficult to predict and the information gathered is more public opinion rather than concrete facts. Going into detail is often not possible and the discussion can get off track if direction is not labelled.

Lessons Learned
from Manitoba
communities

For more information: *The Community Resilience Manual, The Workbook*, The Centre for Community Enterprise, Forest Renewal B.C., pg. 2-17 – 2-80, <http://www.cedworks.com/bookstore/crpmmain.html> and *Discovering Your Community, A co-operative Process for Planning Sustainability*, The Harmony Foundation, pg. 15 to 21. www.harmonyfdn.ca

Chapter 4: Assessing the Situation

Lessons Learned from Manitoba communities

Choosing the right method of data collection will depend on the information that the Community Adjustment Committee is trying to gather as well as the time, money and effort that can be put into this stage. Again, it is a good plan to examine these issues prior to beginning the process.

Analysing the information

After the information has been gathered, it will need to be analyzed. Quantifiable or numerical data can be entered into software programs such as spreadsheet or specifically designed research databases. Qualitative or descriptive information should be analyzed based on themes and frequency of response. The task of analysing the information should be given to someone who has expertise in data analysis.

Preparing a final or situational report

The most common elements of a final or situational report are:

Executive summary: A concise summary of the main themes of the report.

Background or introduction: A short section describing the history, issues, and purpose of the information. Relevant information which adds to the conclusions can be included in this section.

Methodology: This section identifies the way in which the information was gathered and analyzed.

Findings: This section presents the findings based on the data that has been gathered. Raw data is not presented however a summary of the data is useful.

Conclusion: This section is used to draw conclusions based on the findings.

Recommendations: Recommendations can be drawn from the findings and conclusions.

For more information: Discovering Your Community, A co-operative Process for Planning Sustainability, The Harmony Foundation, (analysing data) pg. 40 – 43, (using the data) pg. 44 – 45.

Disseminating the findings

The Community Adjustment Committee will need to decide how it will disseminate the findings and who will receive them. For example, individuals who contributed to the interviews, focus groups, surveys, meetings, forums, or whatever method was used, may wish to view the results of the study. The Committee may also wish to hold public meetings to publicize the results while stressing the importance of follow up actions to rectify the situation.

Do not forget to disseminate the report to various stakeholders including elected representatives and government departments.

4.4 A Manitoba Perspective

In 1995 Atomic Energy of Canada Limited (AECL) announced that it would be closing its operations at Whiteshell Laboratories.

Collectively, the community of Pinawa has gathered a variety of types of information that has helped assess the consequences and provide community focus and direction.

- In August of 1996, the Pinawa Mayor and Town Council, conducted a preliminary survey called the *Pinawa Residents Survey* in conjunction with the Labour Adjustment Unit of Manitoba Labour. The survey covered perceptions of the residents about the employment situation, assessment of community needs, the plans residents have regarding their homes, and general demographic information such as ages, employment categories, and education attained.

Lessons Learned from Manitoba communities

“As a federal government single-industry community, Pinawa faced a very unique community adjustment situation. For example, the community had a pool of highly skilled, highly paid employees. Pinawa also faced the complexities of transfer of capital assets and its specialization as a nuclear research facility.”

NOTES:

Chapter 4: Assessing the Situation

Lessons Learned from Manitoba communities

“Keep in mind that Pinawa continues to be a community in change and continues to re-invent itself.”

- In 1996, the Pinawa Community Development Corporation, the Local Government District of Pinawa, and Manitoba Labour contracted the Angus Reid Group to survey the community in order to identify community needs and priorities for adjusting to the challenges facing Pinawa. Results of the survey are contained in the report, *Mapping Pinawa’s Future*.
- In March 1998, *Strategic Options for Managing Change in the Local Government District of Pinawa* was released. This was quickly followed by the Community Adjustment Team Report – *Dawn is Here*, in April, 1998.
- In November 2000, the Winnipeg River Brokenhead Community Futures Development Corporation, prepared the report *Pinawa Community Issues Workshop Summary Report*.

Another Manitoba example is that of the community adjustment situation faced by the City of Brandon and the opening of the Maple Leaf Meat Packing facility. This report, Socio-Economic Assessment can be found at www.econdev.brandon.mb.ca.

NOTES:

4.5 Looking Ahead to Chapter 5

The information contained in a community profile, needs assessment, or impact assessment is used as the foundation of the action plan. This information from these reports will help the Committee answer these questions:

- Where are we now?
- What will be the extent of the community adjustment?
- What will be the impacts?
- Ideally, where do we want to be at the end of (month, year...)
- What is the general direction that we want to take to close the gap between where we are now, the results of the adjustment and where we want to be five years from now?
- What are our priorities?
- What resources do we have, what do we need, and what are we likely to receive?
- How will we measure our success?

Once the Community Adjustment Committee has gathered and analyzed information its next step is to develop a plan of action. Chapter 5 *Developing a Plan of Action* provides guidelines and resources on developing a plan of action.

Lessons Learned
from Manitoba
communities

NOTES:

Chapter 4: Assessing the Situation

Lessons Learned
from Manitoba
communities

NOTES:

In this chapter you will find:

- The significance of the careful development of a plan of action
- Key elements of a plan of action
- Identification of the planning process
- Examples of short-term actions plans from Lynn Lake, MB

Chapter 5: Developing a Plan of Action

5.1 Developing a Plan of Action

The importance of carefully developing a plan of action is often replaced by a community's anxiety to get the ball rolling. However, rushing through the planning phase rarely results in a successful plan of action. This means that the Community Adjustment Committee will likely face the challenge of maintaining momentum while making well-informed decisions.

It is important to remember that planning for community adjustment is a process and a strategy owned and driven by the community to influence growth, change, decline and adjustment of a local economy. The overall goals of planning for community adjustment are to take advantage of opportunities and work collectively to solve problems.

5.2 Planning

Planning involves making decisions about the steps which need to be taken to respond to the community adjustment situation. Planning has a number of benefits including:

- team-building for the committee;
- identification of realistic goals and objectives;
- benchmarks for evaluation;
- credibility for funders; and,
- comfort for Committee members.

The outcome of the planning process is often referred to as an "action plan" although many other names are used. Regardless of the name, an action plan is a written document containing a planned set of goals, objectives and actions.

Lessons Learned from Manitoba communities

"Every community has its own identity".

"Actions will be a variety of short, medium and long-term activities."

NOTES:

Chapter 5: Developing a Plan of Action

Lessons Learned from Manitoba communities

“Don’t forget to include a communications strategy in your action plan. It’s absolutely critical.”

“A community impact assessment can be really helpful when a committee is trying to focus its goals and objectives”.

Key elements of a community-based plan for community adjustment include:

- a community vision which describes what is hoped for and valued by the community;
- an assessment of the current situation;
- an understanding of the community and an awareness of the experiences and advice of community members;
- identification of key stakeholders such as employees, government, potential sources of assistance and community groups;
- integration of a variety of community perspectives; and,
- clear articulation of goals and objectives that can be evaluated and measured over time.

5.3 Steps in the Planning Process

After establishing the Committee’s vision and mandate and assessing the situation, the steps in developing an action plan are:

- establishing priorities;
- setting short-, medium- and long-term goals;
- determining objectives which will achieve the goals;
- identifying how progress, success and impact will be measured;
- preparing a written action plan.

Establishing priorities may be difficult for a Community Adjustment Committee, particularly if competing factions are members of the Committee. The information gathered in the community needs assessment will be helpful as well as the mandate of the committee. To establish priorities, the Community Adjustment Committee will need to look at the main or critical areas that need to be addressed, what are the obstacles, and what is realistic for the Committee to do.

NOTES:

Once the Committee has determined its priorities it can begin to identify its short, medium and long-term goals and objectives and ultimately, its plan of action. Examples of goals are:

- to build a vibrant, local economy
- to work with all stakeholders.

After priorities have been established and the goals identified, the Committee can begin to articulate specific objectives. Objectives are:

- short-term actions that will determine how and when goals will be reached;
- specific, realistic and measurable; and,
- answer the questions ‘what’, ‘when’ and ‘how’.

Examples of objectives are:

- to identify possible supports and contacts
- to prepare media releases on a regular basis.

The following checklist can help the Committee scrutinize its list of objectives:

- Do the objectives start with a verb?
- Are they realistic?
- How will success be measured?
- Will the results be adequate to meet the goals and perhaps the deliverables?

Lessons Learned from Manitoba communities

“It’s a good thing to link your objectives to the deliverables of the funders.”

NOTES:

Chapter 5: Developing a Plan of Action

Lessons Learned from Manitoba communities

“Remember that your plan of action is evolutionary and will change as circumstances change. You need to be flexible.”

When the goals and objectives have been determined it is time for the Committee to assign the tasks to the most suitable people for the job. Keep in mind a person’s qualifications, their ability to perform the task, their team working skills, communication skills and reliability. Some people in the group will be highly motivated and show leadership skills, while others will want to participate, but would rather be assigned a task than initiate one. Remember that the efforts of everyone involved is valuable and there will be many different jobs which need to be done to reach the committee’s goals.

The next step in the planning process is identifying how progress, success and impact will be measured, however, it should be considered as the goals and objectives are being developed. This step called evaluation is discussed in more detail in chapter 7.

The Committee should now be ready to formulate its unique plan of action. Action plans are the set of activities required to meet each objective. In general, action plans should be an outline consisting of the following elements:

- objectives;
- activities proposed to meet the objectives;
- resources needed and/or resources available;
- person in charge;
- timeframe; and,
- budget.

For more information: (developing goals and objectives) [Community Action Resources for Inuit, Métis, and First Nations – Planning](http://www.hc-sc.gc.ca/hppb/cds-sca/cds/pdf/planning.pdf), Health Canada, pg. 29 –39. <http://www.hc-sc.gc.ca/hppb/cds-sca/cds/pdf/planning.pdf>

5.4 Using Consultants

Consultants or a neutral third party can be very helpful at this stage in the life of the Community Adjustment Committee. For example, workshop sessions facilitated by a neutral person can be used to help the Committee determine its priorities, identify goals, objectives and develop a plan of action. Often these individuals can be found right in a community.

5.5 A Manitoba Perspective

Lynn Lake

Ms. Victoria Adams, an independent consultant working with the Lynn Lake Community Adjustment Committee offers the following observation:

“There is no cookie cutter for change. As far as I’m concerned dealing with social and economic change is not like retooling a factory. It requires a broad-based skill set as well as intuitive abilities to deal with multiple stakeholders and different agendas as well as complex issues that do not lend themselves to a single focus approach. Attention to single issues in my view is what is at the heart of a community’s inability to find appropriate solutions.”

Lessons Learned from Manitoba communities

“It’s one thing to put the plan together – but its entirely another thing to get it implemented.”

For more information: The Community Resilience Manual, The Guide, pg. 1-41 – 1-44, and The Workbook to the Community Resilience Manual, Centre for Community Enterprise, pg. 2-92, <http://www.cedworks.com/bookstore/crpmmain.html> and The Community Development Handbook – A Tool To Build Community Capacity, Human Resources Development Canada, pg. 33-38 <http://www.hrdc-drhc.gc.ca/hrif/hrif/community-communautaire/menu/page2.shtml>

Chapter 5: Developing a Plan of Action

Lessons Learned from Manitoba communities

In September 2000, the Lynn Lake Community Adjustment Committee (LLCAC) presented a *Short Term Plan/Course of Action Report*. Sectors covered in the report include the Social Sector (Education, Housing, Declining Service Organization Membership, Out Migration of Residents); the Municipal Sector, the Health Sector, the Economic Sector and First Nations Relations. Examples of short term action plans from this report include:

Education:

An education sub-committee of the Lynn Lake Community Adjustment committee was formed to determine the impact on the school programs, the impact on student support services and the financial impact on the district. A comprehensive report will be submitted to the LLCAC.

Declining Service Organization Membership

Membership drives are scheduled for the fall.

Housing

The Town Council will apply to the Provincial Government to cost share the demolition of houses earmarked for demolition.

Reduction of Municipal Revenue

Contact the Community Services Council requesting assistance with the operating and maintenance expenses of the arena. The Town Council will apply for provincial assistance to cover the shortfall in municipal revenue.

For more information: (working out the details) Healthy Communities: The Process – A guide for volunteers, community leaders, elected officials and health professionals who want to build healthy communities, Public Health British Columbia, pg. 23.

5.6 Looking Ahead to Chapter 6

Once the community adjustment committee has developed a plan of action it is time to move towards making these plans a reality. Human, community and financial resources are needed to implement the action. Chapter 6 describes the resources a community adjustment committee needs to make things happen.

Lessons Learned
from Manitoba
communities

NOTES:

Chapter 5: Developing a Plan of Action

Lessons Learned
from Manitoba
communities

NOTES:

In this chapter you will find:

- Information on the types of community resources
- Understanding and managing human resources
- Types of community resources
- Seeking financial resources
- An example of partnership used in the town of Pinawa, MB

Chapter 6: Gathering Resources

6.1 Gathering Resources

One of the biggest challenges the Community Adjustment Committee faces is gathering resources to implement the plan of action. This requires human, community and financial resources.

Human resources are the individual skills and abilities that come from the members of the community and the community adjustment committee. In addition to a community's assets, *community resources* includes the support of other community groups, other communities in the region or who are facing a similar situation, government agencies and institutions, unions, industry, and the local media. *Financial resources* describe the money or sources of funds available to the committee.

6.2 Managing Human Resources

Managing human resources, including the Community Adjustment Committee as well as volunteers, involves time and effort from not only the Committee leader or leaders, but from Committee members as well. Important considerations for managing human resources include:

- leadership;
- recruiting and mobilizing volunteers;
- teamwork; and,
- conflict resolution and mediation.

Lessons Learned
from Manitoba
communities

“It’s one thing to put a plan together – it’s another thing to implement it.”

NOTES:

Chapter 6: Gathering Resources

Lessons Learned from Manitoba communities

“There are born leaders and elected leaders. Keep your eyes and ears open for individuals who can help.”

“Sometimes leadership comes from unexpected places.”

Leadership

Community leaders work towards responding to community adjustment by:

- focusing energy on getting results
- motivating people to act; and,
- encouraging organizations to amalgamate their resources, skills, and knowledge to build a better community.

The goal of the leader is to encourage those who work with them, not dictate and manipulate the situation to fit what they see as being important. In the case of community adjustment, this can be particularly difficult given the complexity of the task.

A list of desirable leadership qualities includes:

- patience
- confidence and humility
- passion for the issues
- tenacity
- interpersonal skills
- communication skills
- entrepreneurial spirit
- organizational skills
- political skills
- problem solving skills
- partnership building skills
- willingness to learn
- ability to accept constructive criticism, honour different work styles and handle failure.

For more information: (developing leadership) [Tools and Techniques for Community Recovery and Renewal](http://www.cedworks.com/bookstore/crpm.html), Centre for Community Enterprise, pg. 37 – 43. <http://www.cedworks.com/bookstore/crpm.html>

As a leader, the Chair of the Community Adjustment Committee plays a particularly important role. Strong leadership can prove invaluable in winning support, resolving conflict and gaining access to resources. Conversely, weak leadership within the organization can result in a lack of clarity, inability to gather support and funding and eventual burnout of committee members and volunteers.

Effective leaders have the ability to:

- Provide vision: the ability to state a vision and motivate along the way.
- Inspire: others in the face of negative circumstances
- Supervise: keep everyone informed of changes and decisions;
- Motivate: create circumstances that take advantage of your resources;
- Evaluate: show volunteers and committee members their efforts are worthwhile;
- Ensure: everyone remains satisfied and productive;
- Appreciate: all their efforts through every step.

Recruiting and Mobilizing Volunteers

Most community adjustment committees depend on volunteers to develop and carry out a plan of action. This means that the efforts and time that volunteers contribute are invaluable. Volunteers bring skills, talents, interests and enthusiasm to a project. It is these characteristics that often bind people together to work towards a common cause.

Lessons Learned from Manitoba communities

“Use sub-committees.”

“Be aware of volunteer overload and look for ways to celebrate successes.”

NOTES:

Chapter 6: Gathering Resources

Lessons Learned from Manitoba communities

The basic steps to recruiting and mobilizing volunteers are:

- recruitment
- screening
- training or orientation
- placement
- ongoing support and recognition of efforts.

The Community Adjustment Committee will need to consider how it will recruit the numbers and kinds of volunteers that are needed. One approach is to write up a job description and advertise for volunteer positions. Another is to ask anyone interested in being a volunteer to complete a volunteer application or profile. These strategies will help clarify the tasks and reduce conflict with others. When each party knows exactly what to expect, the result will be a good relationship, positive working environment and enthusiasm for the task.

To maximize everyone's efforts, it is crucial that the right people are given the right job. Volunteers give their time and energy to a cause that they see as worthwhile, but if they are asked to do something that is boring or redundant without seeing the fruits of their labour, they will likely quit. Also, if they are given little direction and feel lost and useless, the chances of losing them are much greater. Everyone loses out on a project if it is left undone, and fewer and fewer people will show enthusiasm towards the project. Personalized attention and appreciation to volunteers go along way in recruiting and mobilizing volunteers.

NOTES:

Members of the Community Adjustment Committee, particularly the Executive should make every effort to give the proper amount of attention to the volunteer base. Some reminders include:

- welcome volunteers into the organization;
- ensure introductions are made;
- express how helpful they will be;
- assign two or three training days with someone familiar with the organization;
- ask them how they are doing once established in their role; and,
- check with them regularly if they have any questions or concerns about the task.

Remember that the most encouraging committee leader is aware of an individual's abilities, limitations, personalities, needs, and desires.

Knowing these characteristics is important when assigning tasks, activities, or projects. When volunteers are happy with what they are doing they will be productive.

There comes a point where every volunteer will eventually retire. Be gracious and accept this without question and thank them for all their efforts and accomplishments. Take note of their ideas and concerns to improve the project and write down exactly what they have been doing for the next person that takes over their job. If time permits, find another volunteer to replace them, and ask them to consider training the person before they leave. The Community Adjustment Committee may consider a small gift as a token of appreciation, or an award for an exceptional job well done.

Lessons Learned from Manitoba communities

*“Look for ways to
include all volunteers.”*

For more information: Community Action Resources for Inuit, Métis, and First Nations – Finding Resources, Health Canada, pg. 21 – 50 <http://www.hc-sc.gc.ca/hppb/cds-sca/cds/pdf/findingresources.pdf> and The Citizen's Handbook – A Guide to Building Communities in Vancouver, Charles Dobson, Vancouver Citizen's Committee, Chapter 1 – Community Organization and Building Community Leadership in Manitoba – Leadership Programs in Manitoba, Sally Cunningham, WESTARC Group, Inc.

Chapter 6: Gathering Resources

Lessons Learned from Manitoba communities

“Individual committee members need to avoid taking ownership.”

“Conflict is the most challenging aspect of community adjustment.”

“Recognizing different perceptions is the heart of handling conflicts.”

Ceremonies and other forms of gratitude make people feel useful and appreciated, and will encourage volunteers to continue the good work that they have been doing.

Teamwork

All committee members should be encouraged to promote teamwork and community ownership for the project. Residents in the community will more than likely embrace a venture when they feel that they have the opportunity to contribute or if it something that they have helped to do. Teamwork is a very important feature of any group, and one that should not be taken for granted. When team members are united in a common goal, great things can be achieved. As a project is carried out, people will get to know each other and learn to work together. Motivation is born from the satisfaction that comes from doing a job well, working well together, and feeling that teamwork is effective. In time, bonds will develop which will help in times of stress or conflict.

Conflict Resolution and Mediation

Conflict occurs when two or more parties disagree on an issue or decision and insist that their opinion is the correct one. The most common causes of conflict originate from:

- lack of clarity on the Community Adjustment Committee’s purpose, policies or programs
- disagreement on how the committee functions;
- allocation of tasks; and,
- perception of roles.

Another cause of conflict occurs when personal feelings are insulted. People take pride in their values and beliefs. If these are contradicted or put down, they feel insulted, which is usually shown through anger.

For more information: (building a team) Discovering Your Community – A Co-operative Process For Planning Sustainability, The Harmony Foundation, pg. 10 – 14 www.harmonyfdn.ca

Most conflict can be labeled and resolved through discussion. This is usually done by the leader for the committee and worked out with those involved. However, those situations that involve personal feelings are the most difficult to identify and iron out.

Open communication is the key to any good relationship, and it is the responsibility of the chairperson to identify these types of conflicts and help resolve them. The following questions may be helpful if conflict does erupt on the Community Adjustment Committee:

- Is the conflict about how the group or organization functions?
- How do committee members react to constructive criticism?
- If they take it personally, how can this be overcome ?
- Could this anger come from other causes?
- Is the anger expressed towards particular individuals?
- Has the Committee Chair taken a leadership role in conflict resolution?
- What steps should be taken to avoid conflict in the future?

Strategies for conflict resolution include:

- Compromise: Both parties agree to disagree and come up with a solution that will please everyone to create a win-win situation.
- Avoidance: The conflict is avoided entirely.
- Putting off the problem: Groups using this approach to allow a cooling off period or to take time to accurately assess the source of the conflict.
- Confrontation: Different viewpoints are presented and discussed using a competition approach (where two parties view resolution as a win-lose situation), or using collaboration (where both parties are highly assertive and co-operative).
- Mediation:

NOTES:

Chapter 6: Gathering Resources

Lessons Learned from Manitoba communities

The Chair plays an important role in managing conflict resolution. Steps to resolve conflict include:

1. Identify the conflict using first person statements, such as: ‘I believe that we have a problem’, or ‘I have noticed a problem as we have been discussing this subject’.
2. Find the cause of the conflict.
3. Clear up any misunderstandings that may have occurred in the communication process. Stick to the issue and the facts.
4. Consider all possible solutions to the problem and review the pros and cons of each.
5. Pick the best solution to the problem and implement it.
Alternatively, suggest a solution and allow the parties involved to have a cooling off period.

Conflict resolution can be very effective if handled correctly. In the short term, relationships on the Committee may suffer; however, these can be improved over the long term. By clearly outlining each person’s tasks, roles, and responsibilities, people will respect boundaries and work better together.

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6.3 Community Resources

Community groups can be very useful allies and sources of support. Early on in the process the Community Adjustment Committee should arrange to meet with community associations and organizations, government agencies and institutions, businesses and non-profit groups. Keep in mind that other communities in your geographic region or those with a similar situation may have their own arrangement with various organizations. The Committee may want to contact these groups and local government offices to form partnerships with them also, or to simply ask their advice of the situation or concern. Enquire if they have come across similar situations, and if so, how did they handle them? Working together will make a difference to each community as well as improving the region.

Government agencies and institutions in the community may also be able to provide support to your Committee. Government employees can provide direction through supportive programs or services offered to assist with change. A government liaison can supply additional contacts with other government programs as well. Staff can act as facilitators with the initial start up of the organization or project if needed, and will remain available for further assistance once the program is underway. Keep in mind however, that the government will not be able to provide all the answers to a community adjustment situation.

Social service organizations and health providers such as the regional health authority, mental health associations and women's groups can provide emotional and family support.

Lessons Learned from Manitoba communities

“One of the major stakeholders is the school. Children often feel the biggest impact. Kids need to have an outlet and need to feel that they can get support.”

NOTES:

Chapter 6: Gathering Resources

Lessons Learned from Manitoba communities

Unions represent the workers. An effective union will have continuous face-to-face contact with the people that they are representing. In the case of community adjustment, unions are valuable resources. Not only do they work hard behind the scenes but they also contribute information on processes and concerns that the community adjustment committee may need to address.

Contact union representatives in the community and share information about the state of the community and what may be done about it. This is especially helpful in communities who have one major employer and those facing cutbacks. The Committee can also work together with local unions to better community vitality, well being, and resilience.

Corporations are sensitive to economic impacts. They provide the necessary jobs to support the local economy, and depend on primary producers for such things as coal, oil, natural gas, lumber, electricity, and other necessities in order to fully function. In turn, a healthy community can provide a skilled workforce, which will benefit corporations. As a result of this interdependence, many businesses have contributed donations or provided sponsorships to community-based projects and organizations. Others may support local leadership programs in order to increase community capacity and to find creative answers to community problems. To tap into these resources, make sure that the Community Adjustment Committee introduces itself to the local business community. Consider hosting an open house and inviting representatives from these corporations.

For more information: (accessible and effective government services) [Strong People Building A Stronger Tomorrow – A Sustainable Economic Renewal Strategy for Rural Manitoba](#), The Economic Innovation and Technology Council, Sustainability Manitoba, Manitoba Rural Development, pg. 30 – 32.

Have on hand any pamphlets, flyers, or other documents that clearly outline what the organization is, what you are attempting to achieve, the mandate, current projects, current assets, contact information, and any other useful information.

The Committee may consider forming a partnership with any one or more of these community groups or organizations as a way to maximize skills and knowledge or as a means to gather financial support for the community adjustment process. Partnerships are formed where two or more parties with similar goals and objectives collaborate, share the authority, work, resources, risks and benefits, and results or proceeds. Partnerships, when used to their potential, can highly benefit all parties involved.

Partnerships are at the heart of finding solutions to complex problems that can't be achieved by a single group. Some of the benefits of partnerships include:

- efforts are combined to find solutions;
- costs, skills and resources are shared;
- overlap and duplication are eliminated;
- goals, activities and ideas are integrated; and,
- shared knowledge is utilized to its full potential.

Strong leadership skills and a clear sense of direction are needed to ensure a strong and productive community-based partnership. Before entering into a partnership, each potential partner should have a clear sense of the following:

- demonstrate a commitment to achieving the goal;
- know who the partners are and could be;
- be aware of the goals and objectives;

Lessons Learned from Manitoba communities

“Partnerships are important for implementation.”

“You need time to look for subsidies and partners.”

For more information: [Tools and Techniques for Community Recovery and Renewal](http://www.cedworks.com/bookstore/crpmain.html), Centre for Community Enterprise, pg. 18 – 23 <http://www.cedworks.com/bookstore/crpmain.html> and [Strong People Building A Stronger Tomorrow – A Sustainable Economic Renewal Strategy for Rural Manitoba](http://www.cedworks.com/bookstore/crpmain.html), The Economic Innovation and Technology Council, Sustainability Manitoba, Manitoba Intergovernmental Affairs, pg. 33 and [The Partnership Handbook](http://www.cedworks.com/bookstore/crpmain.html), Human Resources Development Canada. <http://www.hrdc-drhc.gc.ca/common/partnr.shtml>

Chapter 6: Gathering Resources

Lessons Learned from Manitoba communities

“It may be a big challenge just to figure out who is the community.”

“If there is no local media, the committee can put together fact sheets with major stakeholders. You can then invite comments or questions from the community.”

- what do the Committees want to accomplish as partners?
- understand the roles and responsibilities of each group;
- be willing to share in the costs through financial support or in-kind services.

6.4 Maintaining Close Connections with the Community

One of the most important roles of the Community Adjustment Committee is to build connections to the community.

For example, the Community Adjustment Committee should try to keep journalists informed of the committee’s activities on a regular basis. Choose a spokesperson and have them communicate with the press about the Community Adjustment Committee’s activities. Regular press releases, press kits, and press conferences will keep the lines of communication open with journalists and ultimately, the public. Keep the message simple yet clear in order to effectively communicate information to the audience. Evaluate the write up prior to sending it to print.

There are several different types of communications tools available to help a Community Adjustment Committee maintain connections with the community.

Printed Material: Newspaper articles, letters to the editor, journal articles, newsletters, annual reports, flyers, briefs, pamphlets, brochures, and posters. Consider the Committee’s budget, the length of the article, graphics and photos, colour, type of stationary, and format.

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Television: Community channels, short messages, interviews, shows, and documentaries. Television can be a very expensive media, and depending on the available resources in your community, this media may be limited. The committee can send in a short press release or public service announcements which some stations may scroll across the screen or display for a few seconds as text. Creating a video to accompany the text will be much more expensive, yet maybe more effective. Make sure the spokesperson is well prepared for interviews. Consider the budget carefully.

Radio: Short advertisements, public service announcements, interviews, news bulletins, panel discussions, call-in shows, and broadcasting extracts from conferences, discussions, or meetings. This form of communication is less expensive, yet still reaches a large amount of people. Consider producing a taped message that the station can simply play on the air.

The Internet: Web sites, links, and e-mail addresses. The Internet is the newest form of publicity, and can be very effective. It reaches the largest audience possible: the world. Links to other similar sites will provide the audience with a variety of resources. Depending on the resources available, it may cost a few hundred dollars to create and maintain a website. However, the overall benefits can outweigh the costs since a lot of information can be supplied through pictures, written material, digital surveys, large documents available in portable document file format (pdf), and even sound recordings and videos. As well, providing an e-mail address will allow all those who visit the site to contact the committee with questions, comments, and requests for more information.

Lessons Learned from Manitoba communities

“You need to create your own communication channels.”

NOTES:

Chapter 6: Gathering Resources

Lessons Learned from Manitoba communities

Audio-Visual Media: PowerPoint (or related) presentations, slide shows, and videos. All are fairly inexpensive, but professional looking, and are effective in today's visually based society. 'A picture is worth a thousand words' and the audience will extract much more information from this type of media than a simple written or spoken message.

Sponsorship: Sponsors are individuals or groups that help pay for part of an advertisement for another company or organization in exchange for mentioning their names. The Community Adjustment Committee may consider acting as a sponsor for activities or events that support the community. Support can be shown in many different ways and does not necessarily have to be monetary. Provide the use of equipment, food supplies, gift certificates, a sample of the committee's product or service, or volunteer effort towards an event.

Public Activities: Informational meetings, lectures, discussion panels, presentations, information booths, display cases, and promotional material. Plan to advertise a public activity well in advance to ensure a good turnout. Choose an atmosphere where people will feel comfortable expressing their opinions. Informational meetings, lectures, and discussion panels should include a question and comment session afterwards. Portable information booths and display cases will allow the committee to advertise at cultural, political, business and other events and will help to make your mandate known. Stickers, pens, calendars, coasters, bookmarks, pins, caps, sticky notes, ball caps, tee-shirts, window signs, bumper stickers and other promotional material are other options.

For more information: (communications and community building activities) The Citizen's Handbook – A Guide to Building Communities in Vancouver, Charles Dobson, Vancouver Citizen's Committee, Chapter 2 – Community Building Activities. <http://www.vcn.bc.ca/citizens-handbook/>

6.5 Financial Resources

The Community Adjustment Committee will very likely face the challenge of obtaining financial resources. The most common sources of funding to community-based organizations are:

- grants from governments or foundations
- donations
- fund-raising projects
- funding requests
- community in-kind

Government grants: Government grants or funding may be available to community-based organizations that meet the appropriate criteria required for financial support. Obvious choices are those government departments and agencies directly involved in the community-adjustment situation. Other options and opportunities may be available, however, these may take more time and effort to investigate the possibilities.

Donations: This source of funding involves soliciting donations from businesses, foundations, or individuals. Asking for donations from individuals can be time consuming and not an easy task. Seeking donations from corporations is also time-consuming however the amount may be larger. The Community Adjustment Committee may wish to investigate the possibility of becoming a non-profit organization for tax purposes. Donations can also include in-kind support from a variety of community organizations, individuals or businesses. In-kind support includes such activities and services as photocopying, distribution of information, access to information and employee time.

Lessons Learned
from Manitoba
communities

For more information: visit the Ontario Ministry of Agriculture, Food and Rural Affairs for a variety of documents on volunteers, working with groups, managing meetings and fundraising. – <http://www.gov.on.ca/OMAFRA/english/rural/facts/factshts/>

Chapter 6: Gathering Resources

Lessons Learned from Manitoba communities

Fund-raising Projects: Fund-raising projects include any special events or selling of products. These projects can be labour-intensive and somewhat risky if products or the event is undersold.

Funding Requests: The Community Adjustment Committee may be required to prepare a written funding proposal. The preparation of funding proposals requires a lot of work. Before starting to work on the proposal the Committee should consider the following questions:

- Who will prepare the proposal?
- Does the project match with the Committee's mandate?
- Does the project meet the funder's eligibility criteria?
- What categories of expenses are eligible?
- Can overhead costs be included in the budget? If so, in what category, how much and what is the proper terminology?
- How detailed should the proposal be?
- What is the acceptable length of the proposal?
- What special information should be included in the proposal?
- Who are potential partners and supporters? Can we get letters of support?
- What is the deadline for submitting the proposal?
- What are the evaluation criteria for proposals?

Basic elements of funding proposals include:

- An introduction, which describes the background history of the organization, the need for the project, and, the expected outcomes and benefits.
- A description of the project, which includes the activities and linkages to other projects, partners or resources.
- Details of expected outcomes that describes the anticipated results or benefits and deliverables.
- A work plan which is a realistic timetable of all the objectives and the goal of the organization's project or program.

For more information: The Volunteer Centre of Winnipeg - <http://www.volunteerwinnipeg.mb.ca/> .

6.6 A Reminder

Regardless of the source of funding, the Community Adjustment Committee needs to make sure that it has put into place proper accounting procedures. (Refer to Chapter 3). It also must be prepared to work through the budget process. (Refer to Chapter 5).

6.7 A Manitoba Perspective

Partnerships are critical components of all community adjustment situations. The Town of Pinawa included the following statement in its proposal for the Pinawa Implementation Committee.

Principle/Guidance for a Successful Community Adjustment Committee Model

Federal/Provincial historical data shows that successful committees have resulted when all partners have a common interest and focus, if they respect one another, are willing to make concessions and are clear on the priorities. Partners must be committed to achieving the goal, be determined to have input, recognize that consensus is not the same as unanimity. They should know at the outset who the partners are and could be, be aware of the goals and objectives, agree on the criteria that will be used to measure success and share in the total costs through financial or in-kind services.”

Lessons Learned
from Manitoba
communities

For more information: on grants and resources refer to the *Manitoba Grants Resources Manual* available at the following website: <http://www.gov.mb.ca/chc/grants/manual.pdf>

Chapter 6: Gathering Resources

Lessons Learned from Manitoba communities

Funding partnerships for the Pinawa Implementation Committee was provided by:

- Atomic Energy of Canada Limited
- Manitoba Labour and Immigration
- Manitoba Education and Training
- Local Government District of Pinawa
- Economic Development Authority of Whiteshell
- Western Economic Diversification
- Whiteshell Workforce Adjustment Committee

Other stakeholders partnering with the Committee include non-government organizations, the business sector, non-profit organizations and other provincial and federal government departments.

6.8 Looking Ahead to Chapter 7

Monitoring progress, making adjustments to plans and examining what has been learned will help the Community Adjustment Committee keep on track with its goals, objectives and resources. Chapter 7 provides information on evaluation.

NOTES:

Chapter 7: Evaluating Progress and Outcomes

✓	Funding Proposal Checklist
	Have the most up-to-date application guidelines been used?
	Does the proposal reflect the importance of the project?
	Do the various sections and categories in the text follow each other logically?
	Is the problem clearly defined?
	Are the project goals and objectives stated?
	Is the methodology presented in sufficient detail?
	Are the expected results described?
	Are the team members' responsibilities clearly defined?
	Can your organization realistically accomplish this project?
	Can the committee accomplish the proposed work with this budget?
	Has the budget been double-checked?
	Are all necessary signatures included?
	Is all of the support information (e.g. charitable organization registration number, letters of support, résumés, all appendices) included?
	Are all of the required forms completed and included in the proposal?
	Does the presentation reflect the high quality of work expected for the project?
	Are the pages numbered and in correct sequence?
	Are there the correct numbers of copies for the funding agency?
	Is the proposal properly addressed?
	Does the proposal respect postmark or receipt deadlines?
	Are there receipts available as proof of the mailing date?

(Adapted from Community Action Resources for Inuit, Métis and First Nations - Finding Resources, Health Canada)

NOTES:

Chapter 7: Evaluating Progress and Outcomes

Vertical line for notes.

NOTES:

In this chapter you will find:

- Information on the reasons why evaluation is important
- Guidelines for developing an evaluation plan
- How to gather information
- Examples of community adjustment outcomes from Bissett, Pinawa and the Hudson Bay Mining & Smelting Worker Adjustment Committee

Chapter 7: Evaluating Progress and Outcomes

7.1 Evaluating Progress and Outcomes

Evaluation is the process of gathering information about the progress or outcomes of an activity or project. Evaluating the progress of an activity will enable the Community Adjustment Committee to make changes as they are needed. Evaluating the outcomes of an activity can provide recommendations and “lessons learned” for future activities.

7.2 Developing an Evaluation Plan

An evaluation plan is a written outline of all aspects of the evaluation process including:

- what is being evaluated;
- who is doing the evaluation;
- what are the timelines;
- what type of information is needed;
- how will it be analyzed; and,
- how will the results be reported including conclusions and recommendations.

What is being evaluated?

There are four main types of evaluation that are categorized according to what is being evaluated.

1. Outcome Evaluation: Evaluates the outcomes of the completed project only.
2. Process Evaluation: Evaluates only the steps and processes in the completed project.
3. Program Evaluation: The entire project is evaluated.
4. On-going Evaluation: Progress including the processes and intended outcomes are evaluated at a mid-point or as the project progresses.

Lessons Learned from Manitoba communities

“The purpose of an evaluation is help the community achieve its goals.”

“Community Adjustment Committees will be asked to show how they are accountable.”

For more information: (reasons to evaluate) Community Action Resources for Inuit, Métis and First Nations – Evaluating, Health Canada, pg. 19 – 24, <http://www.hc-sc.gc.ca/hppb/cds-sca/cds/pdf/evaluating.pdf> and Discovering Your Community – A Co-operative Process for Planning Sustainability, The Harmony Foundation, pg. 48. www.harmonyfdn.ca

Chapter 7: Evaluating Progress and Outcomes

Lessons Learned from Manitoba communities

“A Community Issues Workshop is helpful to demonstrate where you have come from and new initiatives.”

The Community Adjustment Committee should make a decision about the type of evaluation needed prior to fully developing an evaluation plan.

Who will do the evaluation?

Evaluations can be done internally – that is by the people involved internally with the Committee. Or, the evaluation can be done by external or outside consultants. There are advantages and disadvantages to both. Internal evaluations are less costly but the Committee runs the risk of losing objectivity. External evaluations are more objective however they can be costly. An outside consultant can also act as a guide with the members of the organization and teach them the ‘tricks of the trade’.

What are the timelines?

Timelines should be linked with the type of evaluation. They should also be realistic and allow for delays. For example, gathering information is time-consuming and dependent on the cooperation of other people. Timelines may also be dictated by the deliverables of a contract or requirements of funders.

What type of information is required?

Evaluation is done by reviewing written or anecdotal information. The process for gathering and analyzing information is similar to those identified in Chapter 3 – Assessing the Situation. Please refer to this section to learn more about each of these methods of data collection.

For more information: (human aspects of evaluation) Community Action Resources for Inuit, Métis and First Nations – Evaluating, Health Canada, pg. 59 – 64. <http://www.hc-sc.gc.ca/hppb/cds-sca/cds/pdf/evaluating.pdf> The Community Development Handbook, Flo Frank and Anne Smith, Human Resources Development, pg. 63, also see pg. 71 – 72. <http://www.hrdc-drhc.gc.ca/hrib/hrif/community-communautaire/menu/page2.shtml>

Chapter 7: Evaluating Progress and Outcomes

In general, the evaluation team or consultant will need information about the following:

- goals and objectives of the project as outlined in the plan of action;
- processes and the intended activities of the project;
- history and background;
- people involved in planning the project;
- anticipated or realized outcomes and benefits; and,
- affects of the project on people and the community.

How will it be analyzed?

Try to avoid making any assumptions about the outcomes of the evaluation before analyzing the information and the data presented.

Quantifiable data or numerical data can be entered into a computer for analysis. Programs such as Microsoft Excel, SPSS, or other such programs allow calculation of almost anything required from your database.

All *qualitative data* or descriptive information should be examined.

Search and sort through the information to find themes and identify gaps, problems, or overlaps in information. From this, the committee will be able to identify the weaknesses and strengths of the project or program.

Lessons Learned from Manitoba communities

“Link the evaluation to the mandate.”

“Make sure everyone involved in the community adjustment process gets a copy of the report.”

NOTES:

Chapter 7: Evaluating Progress and Outcomes

Lessons Learned from Manitoba communities

How will the results be reported?

Once the information is compiled, the committee should write a final report of how well the project or program worked. Conclusions should be based on the analysis of the information that was received. From this, discuss the strengths and weaknesses of the program or project design, the quality of its inputs, outputs, and processes, whether or not inconsistencies occur, and include recommendations about improvements that the committee believes would be helpful in the future. All of these conclusions should be supported by data.

The evaluation report should be presented to all members of the Community Adjustment Committee to discuss what was found in an open discussion. The Chairperson of the Committee should encourage a constructive discussion. Also, the Committee may need to consider preparing a formal response to the report and the development of a communication strategy.

For more information: (what to do next) A self-assessment checklist is available in Community Capacity Building, Human Resources Development Canada, pg. 82 to 90. <http://www.participation.net/english/ccbtoolkit.htm>

Chapter 7: Evaluating Progress and Outcomes

7.3 A Manitoba Perspective

The following are excerpts are examples of community adjustment outcomes.

Bissett and Region Workforce Status as of January 28th, 2000

The following data base of 121 workers represents residents only from the found communities that were previously employed by Rea Gold.

Community	Employed by Harmony Gold	Employed by another company	Actively looking for work	Total	% adjusted*
Bissett	49	10	3	62	95%
Manigotogan	8	11	9	28	68%
Hollow Water	3	5	17	25	32%
Seymourville	3	3	0	6	100%
Total	63	29	29	121	76%

* % Adjusted represents the total number of residents from a specific community that found employment at Harmony Gold or by another employer divided by the total number of residents residing in the community at the time.

Lessons Learned from Manitoba communities

“In the case of Bissett and region, the Workforce Adjustment Committee was able to find work outside of the mining sector. If you look at the numbers, it’s interesting that approximately 1/3 of the workers found work in outside of the mining sector within the labour market region.”

NOTES:

Chapter 7: Evaluating Progress and Outcomes

Lessons Learned from Manitoba communities

Client Summary Statistics as of August 31, 2000 (AECL, Pinawa)

Below is a client summary for the Whiteshell Worker Adjustment Committee for period August of 1997 to August 2000. The data indicates that 280 workers from 4 communities were provided with a wide variety of adjustment services. These services were coordinated by an education and training counsellor seconded to the Committee.

	Pinawa	Lac du Bonnet	Beuasejour	Winnipeg	Other	Totals
Total Clients	145	30	33	24	53	285
Employment Counselling	116	26	29	20	15	206
Programs Provided						
Total # of programs	128	29	18	8	3	166
Total # of individuals	116	22	15	7	3	163
Training	6	4	2		1	13
Completed training	42	7	10	4	1	64
Have or found Job	39	6	9	5		59
Self-employed	11	1	1	1		14
Retired	8		1	1		10
Moved	10		1	2	1	14
Still Looking	41	15	15	12	13	96
PROVIDED ADJUSTMENT	75	11	12	8	2	110
NOT ADJUSTED	41	15	15	12	13	96

NOTES:

Chapter 7: Evaluating Progress and Outcomes

Third Year - Final Report of Hudson Bay Mining & Smelting Worker Adjustment Committee

With the Snow Lake and Namew Lake Mine closures; and plant modernization in the Flin Flon Operations, 495 HBM&S hourly employees have been identified to be reduced from its present workforce. It was decided that an objective would be to give all the assistance possible to the affected employees as well as other workers and employers affected by the workforce reduction.

The following chart summarizes the services to clients.

“A store front office provided a comprehensive package to all directly and indirectly impacted workers. Government programs and services were de-centralized and were provided to the Worker Adjustment Committee to administer. This provided an effective service delivery directly to the clients.”

	Not sure	Other MB	Other SK	Creighton	Denare Beach	Snow Lake	Flin Flon	Total
Attended Office in Person		15	17	153	77	447	882	1591
Services Provided								
Provided information		15	16	106	35	25	501	698
Resume typed		6	5	29	16		169	225
Photo copies		4	6	29	20		169	228
Long distance calls		4	2	15	14		109	144
Fax		3	5	20	16		172	216
Counselling Services	37	30		31	19	3	82	202
Discover Program				10	6	4	122	142
Referred to CEC		3	5	28	11		90	137
Referred to Other Training	52			3			10	65
Requested upgrading		2		14	4		62	82
Programs Provided								
Applied Counselling Course (ACC)				5	1		9	15
Career Counselling/Aptitude Testing	25							25
Educational Assessment		3	1	14	6	1	56	81
Adult Upgrading	161							161
Anger Management Workshops	144							144
Values Clarification & Co-dependency	30							30
Rational Emotive Therapy Workshops	106							106
Employment Workshops				15	1	10	99	125
Host Training Seminars				49	5		63	117
Programmable Logic Controllers			1	2	3		9	15
Prospectors Training Course		1		1	1		7	10
Mobility Services								
Job Search				14	9		68	91
House Search				4			9	13
Relocation to Job		5	8	41	22		149	225
Relocation to School		2	2	21	3		66	94
Training Incentive Fund							10	10
Total Mobility Spent								\$495,438.00
Disruption								203
Interplant								246

NOTES:

Chapter 7: Evaluating Progress and Outcomes

Lessons Learned
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7.4 Looking Ahead to Chapter 8

Community adjustment most often begins with a change to the workforce. In terms of timing, the downsizing of the labour force is followed about a year later with the ripple effect on the community. The next chapter provides some background information on Labour Force Adjustment and the Community.

NOTES:

In this chapter you will find:

- Information on Workforce Adjustment Committee
- Structure and objectives of a Workforce Adjustment Committee
- Reference to Manitoba's legislation on the establishment of a Workforce Adjustment Committee

Chapter 8: Workforce Adjustment Committees

8.1 Workforce Adjustment and the Community

It is not uncommon to hear of people being ‘laid off’, in fact, the phrase has become a common term. Losing a job is a very personal and profound experience in anyone’s life. This chapter takes a community perspective on workforce adjustment.

Communities facing adjustment situations typically form special committees or sub-committees of the Community Adjustment Committee to deal specifically with the issues and problems associated with the workforce. These committees are known by a number of different names such as Labour-Management Adjustment Committees, Workforce Adjustment Committees, Transitions Teams or Workforce Adjustment Committees. Regardless of what they are called the challenges facing communities and individuals facing the loss of jobs are the same. In Manitoba, these committees are most commonly referred to as Workforce Adjustment Committees.

Regardless of what they are called, the basic premise, which underlies the concept of a Workforce Adjustment Committee, is that workers and adjustment assistance are best handled by those directly affected by the situation. From a community’s perspective, the goal of the committee is to develop a comprehensive plan for the community and individuals (and their families) faced with job loss and economic decline.

Lessons Learned from Manitoba communities

“The community feels the effects of worker layoffs about a year later.”

“Legislation in Manitoba triggers Workforce Adjustment Committees.”

NOTES:

Chapter 8: Workforce Adjustment Committees

Lessons Learned from Manitoba communities

8.2 What is a Workforce Adjustment Committee?

Legislation triggers the establishment of a Workforce Adjustment Committee however the composition varies from community to community. Experience has identified the following essentials of any Workforce Adjustment Committee:

- union involvement and cooperation in the process of worker adjustment increases quality and improves outcomes. At both the plant and community level, organized labour must be involved in designing and delivering services.
- plant or business management involvement and cooperation is also needed for success.
- government agencies such as the Workforce Adjustment Unit, Employment Services of Manitoba Labour and Immigration, Manitoba Education, Training and Youth, as well as Manitoba Industry, Trades and Mines, and Human Resources Development Canada are critical to promoting management-labour cooperation to achieve successful transition, re-employment or retraining services for dislocated workers. These agencies can also provide assistance in situations where there is no union representing the workers facing adjustment.

The workers, company, union, and the community all benefit by working cooperatively to plan a comprehensive program which maximizes all resources available to reduce the effects of worker dislocation.

NOTES:

The purposes of the Committee are to:

- help displaced workers make a successful transition to a satisfactory job in the shortest possible time;
- provide for worker and community participation in designing activities and services that make up a comprehensive adjustment strategy;
- encourage and develop when possible employment alternatives available to dislocated workers;
- organize and provide the services necessary to assist the workers in finding a new job; and,
- communicate and motivate the workforce and the community.

In many community adjustment situations, the Workforce Adjustment Committee is the primary planning body for re-employment, re-training or transition efforts. These efforts may include such activities as:

- organizing job search training;
- identifying peer support specialists and other forms of employment assistance;
- working in conjunction with economic development activities to attract and create new jobs;
- selling and marketing the community and its workforce;
- informing the community and the workers of the activities needed to place affected workers;
- mobilizing community resources to serve the workers; and,
- seek additional resources needed to serve the workers.

Lessons Learned
from Manitoba
communities

“Clarify what the employees can do to help.”

NOTES:

Chapter 8: Workforce Adjustment Committees

Lessons Learned
from Manitoba
communities

8.3 Activities of a Workforce Adjustment Committee

Activities of the Workforce Adjustment Committee include:

- collection of information on the needs of fellow workers;
- identification of support and counselling services needed and/or available;
- liaison with the Community Adjustment Committee to identify community and financial resources;
- development and implementation of a comprehensive workforce adjustment program, which emphasizes employment and training opportunities or assistance for dislocated workers;
- provision of a social support group for the affected workers and their families;
- tracking of the progress of each affected worker in terms of education, training and new employment; and,
- provision of a communication strategy to disseminate factual information, seek answers from reliable sources and minimize rumours.

NOTES:

8.4 Benefits

Overall, the workers, company, union and the community all benefit by working cooperatively to plan a comprehensive program which maximizes all resources available to them. Some of these benefits include:

- increased potential for earlier re-employment;
- workers helping workers;
- coordination of services and effective use of resources;
- increased motivation, productivity and morale;
- potential reduction in costs of employment insurance, workers' compensation or severance pay;
- improved and cooperative labour-management relations; and,
- positive community impact.

8.5 Structure and Objectives of a Workforce Adjustment Committee

A Workforce Adjustment Committee is organized by Manitoba Labour and Immigration.

Members on the committee will vary depending on the resources available in the affected community. Members may include representatives of the workers, the affected company, elected officials, training institutions, employment and training agencies, economic development corporations and local social service agencies.

In Manitoba Government agencies such as the Workforce Adjustment Unit of Manitoba Labour and Immigration and Manitoba Education, Training and Youth, provide a key role as resource for all parties.

NOTES:

Chapter 8: Workforce Adjustment Committees

Lessons Learned from Manitoba communities

Careful selection of a neutral third party as chair will be extremely helpful to all parties. As with other aspects of a Workforce Adjustment Committee, membership and objectives should be adapted to meet local needs. Suggested objectives of the Workforce Adjustment Committee include:

- to maintain an on-going relationship with workers and employers;
- to foster a commitment to finding solutions which will help individual workers and their families;
- to build worker acceptance;
- to act as an advocacy for workers' concerns; and,
- to liaise with other local, provincial and federal government agencies.

8.6 Suggestions for Sub-Committees

The Workforce Adjustment Committee may find the following sub-committees helpful.

A Communications Committee provides information to:

- workers and their families about services available and how to obtain them;
- community agencies of needs identified by the workers and their families;
- the Community Adjustment Committee as well as the community of developments and activities.

An Economic Development Committee helps to:

- find alternate uses of the facility;
- markets the collective skills of the affected workforce; and,
- attracts new employers and jobs.

NOTES:

The Employment and Re-training sub-committee can help to:

- assess the possibility of an employee buyout or alternative ownership structure;
- identify training opportunities and resources available in the community;
- inform workers of training opportunities; and,
- encourage and coordinate employment and training providers to participate in re-tooling.

The Peer Counselling and Support Services sub-committee provides a mentorship and support service to workers. This committee would work to:

- support workers and their families through peer counselling network;
- act as a liaison between workers and social service agencies; and,
- identify gaps in services.

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communities

NOTES:

Chapter 8: Workforce Adjustment Committees

Lessons Learned from Manitoba communities

8.7 A Manitoba Perspective

Legislation governing establishment of a Workforce Adjustment Committee is found in the *Employment Standards Act*. The legislation covers the termination or intent to terminate the employment of 50 or more employees. Sections of the Act pertaining to workforce adjustment are contained in subdivision 2 “Termination of the Employment of a Group of Employees.”

The lead department on workforce adjustment is Manitoba Labour and Immigration. The unit involved is the Labour Adjustment Services, Employment Standards. This unit serves a coordinating role to organizations and communities.

An excellent resource for communities is *Labour Adjustment Services – Worker Adjustment Handbook: Helping Workers Through Change*, available from Manitoba Labour and Immigration, 402-401 York Avenue, Winnipeg, Manitoba, R3C 0P8.

8.8 Looking Ahead to Chapter 9

Chapter 9 provides an outline of community economic development.

NOTES:

In this chapter you will find:

- Information on community economic development
- Key contact information

Chapter 9: Community Economic Development

9.1 Community Economic Development

Today's shifting economy is having an effect on the towns and villages of rural Manitoba. Globalization, technological change, an increasing demand for better education, environmental regulations, industrial shifts, and an aging population affect a community's ability to encourage economic development. Strategies for community economic growth include:

Marketing the Community

Marketing a community is comparable to marketing a product or service, the result being a good economy, and local stability and growth.

Job Creation

Job creation in small communities can be a very challenging task. In many small communities, job creation results from small and home-based businesses. It is often the dream of small towns to try to entice large companies into their community to produce jobs for, and well being among, their citizens. However, this rarely happens, and the importance of small and home-based businesses is very apparent in rural Manitoba today.

Lessons Learned from Manitoba communities

*"Remember that options
in the past may not be
viable in the future."*

Chapter 9: Community Economic Development

Lessons Learned from Manitoba communities

*“Remember that
business is there for the
bottom line.”*

Recognizing Business Opportunities

It is very important to recognize business opportunities. Examining past and current trends, knowing the market, scrutinizing individual trends, and recognizing the changing needs of the local business climate is the most effective way to do this. It is easier to recognize opportunities via this process, particularly in the cottage industry and home-based businesses. Local or regional resources must be identified and pooling them may be very helpful.

9.2 A Manitoba Perspective

There are a number of organizations and agencies involved in community economic development in Manitoba. These organizations include:

Community Futures Partners of Manitoba Inc. (CFPM)

Provincial Association Office
127 - 167 Lombard Avenue
Winnipeg, MB R3B 0V3
Ph: (204) 943-2905
Fax: (204) 956-9363
cfpminc@mb.sympatico.ca
<http://www.cfpm.mb.ca>

Economic Developers Association of Manitoba (EDAM)

EDAM Association Manager
700-177 Lombard Avenue
Winnipeg, MB R3B 0W3
voice:204.795-2000
fax:204.222.0229
executive@edamonline.ca
<http://www.svcn.mb.ca/edam/>

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Federal Business Development Bank

BDC Building
5 Place Ville Marie
Suite 400
Montreal, PQ H3B 5E7
1 888 INFO-BDC (1 888 463-6232)
fax: 1-877 329-9232
info-bdc@bdc.ca
www.bdc.ca

Human Resources Development Canada

Manitoba Regional Office
Suite 750
226 Graham Avenue
Winnipeg, MB R3C 0K3
www.mb.hrdc-drhc.gc.ca

Manitoba Government

Departments:
Manitoba Industry, Trade and Mines
Manitoba Intergovernmental Affairs
Manitoba Labour and Immigration
For addresses refer to the Province of Manitoba's web site:
<http://www.gov.mb.ca>

Community Development Corporations (CDC)

Manitoba CDC Association
P.O. Box 100
Hamiota, MB R0M 0T0

Regional Development Corporations (RDC)

www.manitobafirst.com

The Western Economic Development Association WEDA Inc.

Box 915, 94-1st Street
Souris, Manitoba
Phone.(204)483-2173
Cell.(204)724-0475
Fax.(204)483-3826
wedainc@mb.sympatico.ca
<http://www.manitobafirst.com/>

For more information: (business development and how to support local businesses) Business Development – Growing From Within – Growing Stronger...Together, Manitoba Rural Development

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Western Economic Diversification Canada

P.O. Box 777
Cargill Building
712-240 Graham Avenue
Winnipeg, MB R3C 0J7
Phone: 1-800-561-5394
Fax: (204) 983-1280

Community Economic Development Technical Assistance Program (CEDTAP)

www.carleton.ca/cstier/cedtap

The Canadian CED Network

Phone (toll free): 1-877-202-2268
www.canadiancednetwork.org

The Volunteer Centre of Winnipeg Inc.

410 - 5 Donald Street South
Winnipeg, Manitoba
Canada R3L 2T4
Phone: (204) 477-5180
Fax: (204) 284-5200
Email: vcw@mb.sympatico.ca
<http://www.volunteerwinnipeg.mb.ca/>

NOTES:

In this chapter you will find:

- Description of reference documents available through the internet
- Description of reference documents to order

Chapter 10: Directory of Resources

10.1 Reference Documents Available through the Internet:

1. Community Action Resources for Inuit, Métis, and First Nations

Health Canada, 391 York Avenue, Winnipeg, Manitoba, R3C 0P4, phone: 1-204-983-2508, fax: 1-204-983-9372.

This website contains a series of six booklets covering the essential steps of community action.

The booklets are available through the following website:

<http://www.hc-sc.gc.ca/hppb/cds-sca/cds/publications/index.html>

Titles of the booklets are:

- Assessing Needs
- Planning
- Finding Resources
- Making It Happen
- Evaluation
- Toolbox

a. Assessing Needs

The booklet *Assessing Needs* outlines the first step of a successful community project. By examining the community, it is possible to get a broad overview of the state of the area. This will ultimately provide a framework for planning community based projects and programs.

This first book in the series covers all aspects of a needs assessment, including a definition, reasons to do an assessment, who should do the assessment, and how to complete a needs assessment. <http://www.hc-sc.gc.ca/hppb/cds-sca/cds/pdf/assessingneeds.pdf>

b. Planning

After assessing needs and identifying gaps, preparing a work plan is the next stage in community development. The booklet, *Planning*, describes “reflecting and deciding in advance what to do and how to do it, when to do it and who does what”, pg. 13. It is important to make these plans in advance to create a solid base for your project or program and make the most of your resources. A mandate for the organization must be formulated, followed by the development of a strategy and identification of goals and objectives. These will help form the work plan.

Planning is the second stage in community development, and this publication discusses and outlines what planning is, why to plan, and how to plan for community development.

<http://www.hc-sc.gc.ca/hppb/cds-sca/cds/pdf/planning.pdf>

c. Finding Resources

Finding resources requires time and energy, tact, effort and perseverance. It requires contact with both public and private funders, organizations and citizens in the community. Often the results are not what was originally expected. However, searching for resources is a vital

Chapter 10: Directory of Resources

part of community development. It is these funds and resources that will carry the project or program and these volunteer hours that are the heart of the organization.

Finding Resources is the third step in community action. This publication describes why resources are needed, how to recruit volunteers, and finding money, materials and services are discussed and explained.

<http://www.hc-sc.gc.ca/hppb/cds-sca/cds/pdf/findingresources.pdf>

d. Making It Happen

Once the community development project or program has been planned, the needs assessed and a work plan has been established, it is time to move towards making these plans a reality. Human resources such as team work, will allow the group to work effectively and efficiently to get the project or program completed. However, funding is also an important resource and a budget will need to be outlined and accounts will have to be kept to manage monetary resources. Finally, the organization will have to promote its mandate, goals and objectives to inform, and eventually involve the public about the organization's activities.

Making It Happen is the fourth booklet. This publication covers teamwork, budgeting and accounting of monetary resources, as well as organization promotion.

<http://www.hc-sc.gc.ca/hppb/cds-sca/cds/pdf/makingithappen.pdf>

e. Evaluation

This booklet, *Evaluation*, defines and explains evaluation as well as why evaluate, how to evaluate and the human aspects of evaluation.

The evaluation process should be a part of every project or program. It is the finishing piece, and will let the group know how well they have done, what has worked well, what could change to improve the project or program, and what needs following up. Evaluating also reveals if the results are accurate with the outline for the project or program and if the conclusions are relevant to the organization. Not only can evaluation be done at the end of the project, but during each step of the project as well, assisting in keeping the project or program on track.

Evaluation is the final and continuing stage in a project or program.

<http://www.hc-sc.gc.ca/hppb/cds-sca/cds/pdf/evaluating.pdf>

f. Toolbox

As the sixth and last publication in the series, the *Toolbox* holds information that is valuable at every stage in the community development process. The first chapter addresses the interpersonal aspects of community development; in effect, communication. The second chapter focuses on how to actively facilitate the tools and techniques to maximize the efforts of the organization. The third and final chapter outlines activities that will promote the success of the community development project, program or activity. The Toolbox supplies valuable information about hands on activities to promote successful community development.

- <http://www.hc-sc.gc.ca/hppb/cds-sca/cds/pdf/tools.pdf>

2. Community Capacity Building, Human Resources Development Canada, 140 Promenade de Portage, Phase IV, Hull, Quebec, K1A 0J9, fax: 1-819-953-7260, e-mail: info@hrdc-drhc.gc.ca <http://www.participation.net/english/ccbtoolkit.htm>

HRDC's mission is to improve the life of all Canadians, and Community Capacity Building is one way to achieve this goal. Throughout this document, HRDC has defined what capacity building is, examples of communities that have adopted the process, various skills and development sources involved, and how to launch the Community Capacity Building process. The 'binder is a toolkit' in the sense that it takes the reader step-by-step through community assessment, implementing CCB, forming partnerships, asset mapping, strategic planning, and evaluation. Also included is a list of related websites, contacts, networks, partners, reference books and publications

3. The Center for Community Enterprise contains resources needed to assist in community economic development. It offers books and articles on ideas and outlines for individuals or communities interested in developing their community. It also offers assistance in putting together a personalized plan for individual communities. In addition, current CCE projects are outlined, with up-to-date information on their progress. Online order forms and contact information are also available. <http://www.cedworks.com/>
4. The Asset-Based Community Development Institute (ABCD) site includes an index to ABCD publications, mapping tools documents, ABCD networks, and a link to a discussion group. This site is primarily based on research and publications done by the Institute; it offers workbooks, videos, and development papers. Online order forms are available, as well as contact information for the Institute. <http://www.nwu.edu/IPR/abcd.html>

The following workbooks are also available:

- a. Community Transformation: Turning Threats into Opportunities (2001) at: <http://www.northwestern.edu/IPR/abcd/snowflyer.html>

This book takes stories from other communities and investigates the fine details of what that community experienced when trying to adjust to difficulties. The results are a series of short, detailed examples of how to look at change and help deal with the stress of adjustment. Use the reference section to get a sample of a first-source hiring agreement, or for grantwriting advice, or for the contact information of a colleague you can share with.

- b. The Organization of Hope: A Workbook for Rural Asset-Based Community Development (2001) at: <http://www.northwestern.edu/IPR/abcd/hopewp.html>

There's something Rural about Asset-Based Community Development. This is a Workbook of, by, and for rural community leaders trying to "use what we've got, to get what we want." It is the latest in the ABCD series to follow up on the best-selling title in community development history: *Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets*, by John McKnight and Jody Kretzmann.

How do you build your rural community from the inside out? How do you find and mobilize the assets of your small town and rural area? The Organization of Hope tells inspiring stories of rural communities from across the countryside, and draws common rural themes ranging from income patching and individual skill development to community organizing and rural ethnic diversity. The Workbook covers points for getting started (or restarted); strategies for

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turning assets and hope into action and new relationships; and practical examples of appropriate projects and methods to consider for your rural community.

- c. [A Guide to Building Sustainable Organizations From the Inside Out \(2000\)](http://www.northwestern.edu/IPR/cfwcopy.html) at: <http://www.northwestern.edu/IPR/cfwcopy.html>

This workbook is based on the work of SHOW-21, a project introduced by the Chicago Foundation for Women. SHOW-21 (Sustainability of Health Organizations for Women into the 21st Century) is an innovative example of how successful capacity building can be undertaken among nonprofit organizations. SHOW-21 is based on the assumption that sustainability can be achieved when organizations recognize and understand the full measure of their assets and capacities and then build upon them.

The workbook illustrates the SHOW-21 model for increasing organizational sustainability, and offers a series of activities and tools to other groups interested in this effective approach. It is presented by the Chicago Foundation for Women in collaboration with the Asset-Based Community Development Institute, the members of the SHOW-21 working group, the author, and the funders of SHOW-21.

The Chicago Foundation for Women believes that through sharing the SHOW-21 process and lessons learned, it can have a transforming impact on how nonprofits think about their own sustainability and future organizational development. Although this workbook comes out of the wisdom of women's organizations, this process can be applied to any organization.

- d. [Leading by Stepping Back: A guide for City Officials on Building Neighborhood Capacity \(1999\)](http://www.nwu.edu/IPR/publications/stepback.html) at: <http://www.nwu.edu/IPR/publications/stepback.html>

This workbook tells the story of Savannah's experience in developing a citizen-centered city government that allowed it to work productively with local residents to improve troubled neighborhoods and build a stronger community. It illustrates the neighborhood-development strategies implemented over time that resulted in a new understanding of residents as co-producers of healthy communities rather than simply consumers of government programs and services.

- e. [A Guide to Mapping and Mobilizing the Associations in Local Neighborhoods \(1999\)](http://www.nwu.edu/IPR/publications/associations.html) at: <http://www.nwu.edu/IPR/publications/associations.html>

This workbook outlines the steps for collecting, organizing, and using information about a neighborhood's citizen associations. It also shows how to identify the community-building activities in which the associations are currently involved, and determine the kinds of efforts in which they might want to become involved in the future.

- f. [Newspapers and Neighborhoods: Strategies for Achieving Responsible Coverage of Local Communities \(1999\)](http://www.nwu.edu/IPR/publications/media.html) at: <http://www.nwu.edu/IPR/publications/media.html>

This new volume brings together three articles that explore different aspects of the relationship between local communities and the newspapers that print stories about them. Each was written independently of the others and offers a different perspective and a different framework with which to examine newspapers and neighborhoods.

They are linked by their common concern for how, as author Byron White states the issue, "the media and citizens are missing each other" and why newspaper coverage of neighborhoods sometimes fails to satisfy local residents.

- g. City-Sponsored Community Building: Savannah's Grants for Blocks Story (1998) at: <http://www.nwu.edu/IPR/publications/savannahwb.html>

This guide tells the story of how the City of Savannah sponsored an enormously successful small grants program called Grants for Blocks, which enabled residents of Community Development Block Grant (CDBG) neighborhoods to initiate and implement their own neighborhood improvement projects. It illustrates how the program has generated a positive impact in Savannah neighborhoods by providing a simple mechanism for local people to become involved with their neighbors, to develop and improve relationships with the city, to acquire and utilize new skills, and to take an active role in building their own dreams and visions for their community.

- h. A Guide to Creating a Neighborhood Information Exchange: Building Communities by Connecting Local Skills and Knowledge (1998) at: <http://www.nwu.edu/IPR/publications/exchange.html>

This book presents a simple, inexpensive method for discovering untapped local resources that can be shared among community members. It shows how to design and operate a capacity-listing-and-referral service utilizing volunteers, donated space, and a minimal budget. This model can be modified and expanded for larger groups with greater resources.

- i. A Guide to Evaluating Asset-Based Community Development: Lessons, Challenges, and Opportunities (1997) at: <http://www.nwu.edu/IPR/publications/evalwb.html>

This guide is written primarily for community-building practitioners from the point of view of an experienced evaluator, but it should also be useful for funders and others who would like to be helpful to community builders. This document seeks to provide some guidance about how evaluation strategies can actually improve the work of community builders. It identifies and clarifies some of the most important issues and dilemmas that come up on trying to evaluate community-building projects and suggests ten important principles for those wishing to implement evaluation strategies which are appropriate for this work.

- j. A Guide to Capacity Inventories: Mobilizing the Community Skills of Local Residents (1997) at: <http://www.nwu.edu/IPR/publications/capinv.html>

This book provides eleven clear examples of capacity inventories developed and used by different communities across the United States as well as practical reasons and valuable tips for conducting and using capacity inventories in your community.

Among the groups featured in this book are the Family Support Network of Seattle; Interfaith Action, a church-based community organization in Minneapolis; the rural-based Sierra County Children's Health Collaborative in California; the Neighborhood Pride Team in Portland; the Mutual Partnerships Coalition of Seattle; and Banana Kelly Community Improvement Association in New York. Each has created its own special tools and methods of mapping and mobilizing the capacities of its local residents. These stories represent just a few of the creative ways that community groups around the country are making the asset-based development process work for them.

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The book also contains the individualized capacity inventories that each group designed.

- k. [A Guide to Mapping Consumer Expenditures and Mobilizing Consumer Expenditure Capacities](http://www.northwestern.edu/IPR/publications/consumerwb.html) (1996) at: <http://www.northwestern.edu/IPR/publications/consumerwb.html>

This book is part of a series of workbooks on The Neighborhood Economy that expand on the guidelines laid out in [Building Communities from the Inside Out](#). It presents a model for exploring how individual make choices about the purchase of products and services, and about how much they spend on specific kinds of items.

Each workbook in this series offers instructions for completing a community map of the asset in question, including how to turn the individual- or organizational-level data into community-level data, and providing models for data presentation. It then presents ways to mobilize the capacities these assets represent, including specific projects that serve to organize and take maximum advantage of local capacities. It also offers an example of what a finished product might look like.

- l. [A Guide to Mapping Local Business Assets and Mobilizing Local Business Capacities](http://www.northwestern.edu/IPR/publications/businesswb.html) (1996) at: <http://www.northwestern.edu/IPR/publications/businesswb.html>

This book is part of a series of workbooks on The Neighborhood Economy that expand on the guidelines laid out in [Building Communities from the Inside Out](#). It outlines a plan for understanding what businesses exist in a community, what kinds of resources they possess, and to what extent they are, or could be, mobilized into community development efforts.

Each workbook in this series offers instructions for completing a community map of the asset in question, including how to turn the individual- or organizational-level data into community-level data, and providing models for data presentation. It then presents ways to mobilize the capacities these assets represent, including specific projects that serve to organize and take maximum advantage of local capacities. It also offers an example of what a finished product might look like.

- m. [A Guide to Mapping and Mobilizing the Economic Capacities of Local Residents](http://www.northwestern.edu/IPR/publications/indivwb.html) (1996) at: <http://www.northwestern.edu/IPR/publications/indivwb.html>

This book is part of a series of workbooks on The Neighborhood Economy that expand on the guidelines laid out in [Building Communities from the Inside Out](#). It offers a template for discovering what kinds of skills, abilities, and experiences individuals possess that could be translated into economic activity and increased economic stability.

Each workbook in this series offers instructions for completing a community map of the asset in question, including how to turn the individual- or organizational-level data into community-level data, and providing models for data presentation. It then presents ways to mobilize the capacities these assets represent, including specific projects that serve to organize and take maximum advantage of local capacities. It also offers an example of what a finished product might look like.

5. [The Community Development Handbook – A Tool To Build Community Capacity](http://www.hrdc-drhc.gc.ca/hrib/hrif/community-communautaire/menu/page2.shtml), Flo Frank and Anne Smith, Human Resources Development Canada, 5th floor, Place De Portage IV, 140 Promenade De Portage, Hull Quebec, K1A 0J9, phone: 1-819-953-7414, fax: 1-819-997-5163 <http://www.hrdc-drhc.gc.ca/hrib/hrif/community-communautaire/menu/page2.shtml>

Community Development is a complex process that manifests itself in different ways to different communities at different times. To assist with understanding this process this handbook focuses on differentiating some common terms such as community capacity building and community development. Prerequisites to community development must be in place in order for it to be effective and benefit the community. Keeping these in mind, as well as recognizing that each situation is different, the community adjustment process is outlined step-by-step as well as how to apply it. This, of course, may be adapted to each individual situation.

The attitudes, knowledge, and skills surrounding community development are important constituents when implementing a plan. Team building skills, management skills, and ability to communicate openly and effectively, and many others, are all components needed to ensure the process will go smoothly. If some of these are missing problems may arise. Some common problems and solutions are described to allow the reader to ponder these in advance to help prevent these difficulties and challenges in the future. Although this handbook is a good start, it cannot possibly supply all the answers to community adjustment. Use the ideas and resources in this handbook as well as other sources of information to help grasp the concept of community development.

6. The Partnership Handbook, Flo Frank and Anne Smith, Human Resources Development Canada, 5th floor, Place De Portage IV, 140 Promenade De Portage, Hull Quebec, K1A 0J9, phone: 1-819-953-7414, fax: 1-819-997-5163
<http://www.hrdc-drhc.gc.ca/common/partnr.shtml>

A vision of goals and an understanding of the impacts are the first steps toward an effective partnership. Managing partnerships, volunteers, negotiations, time, finances and stress, as well as possessing planning, evaluation, problem solving, and team building skills are assets that different partners will bring to the table. No one will possess all of these, so it is important to let everyone do what they are best at, at different points in the partnership process.

Whether community-based partnerships, rural, northern, or urban partnerships, government, regional, or national partnerships, each is different and unique in every situation. Together, people can make a difference, and partnerships unite people in a common vision for their communities.

7. The Community Resilience Manual, The Guide, The Centre for Community Enterprise, CCE Publications, PO Box 1161, Port Alberni, B.C., V9Y 7H2, Phone (toll free) 1-888-255-6779, fax: 1-204-723-1922, e-mail: mcnair@junction.net
<http://www.cedworks.com/bookstore/crpmmain.html>

The Guide describes a model and assessment of resilience through various steps and processes. Before one can begin, it is crucial to understand what resilience actually is. An assessment of the community must be done to identify gaps in the services of the community that may be present and suggest possible areas that need attention. One way to do this is to compile the data collected into a community profile. The analysis of this will assist with decision-making and will ultimately form the basis for a plan to strengthen the community.

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8. The Workbook to The Community Resilience Manual, The Centre for Community Enterprise, CCE Publications, PO Box 1161, Port Alberni, B.C., V9Y 7H2, Phone (toll free) 1-888-255-6779, fax: 1-204-723-1922, e-mail: mcnair@junction.net
<http://www.cedworks.com/bookstore/crpmmain.html>

The Workbook contains worksheets and detailed instructions on the processes outlined in Section I, *The Community Resilience Manual – The Guide*. It is a hands-on guide to identifying your community's resilience through identifying characteristics and indicators of strength, data collection, and management, 23 characteristics of resilience are examined as well as priority setting and planning workshops.

9. Tools and Techniques for Community Recovery and Renewal, Centre for Community Enterprise, CCE Publications, PO Box 1161, Port Alberni, B.C., V9Y 7H2, Phone (toll free) 1-888-255-6779, fax: 1-204-723-1922, e-mail: mcnair@junction.net
<http://www.cedworks.com/bookstore/crpmmain.html>

Tools and Techniques for Community Recovery and Renewal began as section three of the Manual known as 'the Catalogue'. The Centre for Community Enterprise received numerous inquiries about it and it gradually took on a life of its own and became a separate document. It is a revised and changed edition, dealing mainly with economic development for local benefit with an emphasis on small cities, towns and rural regions. It addresses planning, research, advocacy, personal development, retaining and creating jobs and addressing financial issues.

10. The Winning Formula: Facilitating Investment in Small Business Growth – Lessons from 22 Pilot Projects Under The Canada Community Investment Plan, Industry Canada, Information Distribution Centre, Communications Branch, Room 205D, West Tower, 235 Queen Street, Ottawa, Ontario K1A 0H5, e-mail: publications@ic.gc.ca
<http://ccip.ic.gc.ca>

This publication is a 'how to' guide for community leaders interested in the economic growth in their community; in particular small and medium sized enterprises. To establish if a community investment facilitation service is needed, it is advised that an assessment of the community be undertaken to ensure services are meeting the community's needs. An organization to work towards economic growth should be put together, a board developed, mandate outlined, and an executive director appointed.

Target audiences must be established to determine what type of marketing activities the organization will do. Small and Medium sized enterprises should be supported by the organization and sources of investment should be identified and strategically marketed. The board can also assist entrepreneurs by reviewing investment proposals before they are presented to a potential investor. To support local investors and business people, keep in contact with them by running an active outreach program. Finally, keep everyone informed of decisions and activities to promote a network of businesses and communities working together.

11. Small Business Information Guide – Financial Assistance Programs, Canada / Manitoba Business Service Centre, PO Box 2609, 250 – 240 Graham Avenue, Winnipeg, Manitoba R3C 4B3, phone: 1-888-665-2019, fax: 1-204-983-3852, info-fax: 1-888-665-9386, e-mail: Manitoba@cbsc.ic.gc.ca , internet: <http://www.cbsc.org/manitoba>

This directory was established by the Canada / Manitoba Business Service Centre to help entrepreneurs and other business people wade through the many financial assistance programs provided by the federal and provincial government.

A brief description of each is provided to assist the reader in understanding whether or not they may qualify for the program. Addresses and associated contact information are included with each description. Numerous programs are listed under ‘General Business Financing Programs’, ‘Aboriginal Business Financial Programs’, ‘Disabled Entrepreneur Financing Program’, ‘Rural Business Financing Programs’, ‘Venture Capital’, and ‘Wage Subsidies’. Overall, this directory supplies a very complete list of resources for any entrepreneur in the province.

12. The Citizen’s Handbook – A Guide to Building Community in Vancouver, Charles Dobson, Vancouver Citizen’s Committee, 522 East 10th Avenue, Vancouver, B.C., Canada, V5T 2A4, phone: 1-604-877-1550 <http://www.vcn.bc.ca/citizens-handbook/>

When something happens in the community its citizens are affected, and thus naturally concerned. This handbook outlines a guide to community grassroots organizing. Beginning and organization may be a challenge, but researching the topic thoroughly as well as undertaking a community building activity will assist with this process. Planning goals and objectives will set the way for taking action and making your concerns and priorities known. It is very important that each step or project is evaluated in order to understand what is working and what is not.

The components of this process; getting and keeping people, leading, meeting and deciding, facilitating, fundraising and group structure are all discussed. A wealth of community building activities to choose from has been included, such as opening community kitchens for those in need as well as how to organize around ‘hot’ issues. The Citizen’s library – book reviews, and links to related sites and Vancouver sites provide additional information for those interested in building community strength.

13. Rural Development Information, Resources and Fact Sheets - Ontario Ministry of Agriculture, Food and Rural Affairs. This website presents the *Rural Development Handbook* which provides communities with a number of resources for community readiness, working with groups, managing meetings, communicating effectively, volunteer management, and marketing. Available in either English or French. Website <http://www.gov.on.ca/OMAFRA/english/rural/facts/factshts/>

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10.2 Reference Documents to Order:

14. A Place To Start – Surviving a Changing Business Climate, Province of British Columbia, Ministry of Economic Development, Small Business and Trade

The changing state of rural communities today has largely been due to a change in the economy, changing priorities and values, changing patterns of trade and in some cases, resource depletion. As a result, many single industry towns in British Columbia die when their major employer leaves. This publication was designed to give information about the potential effects of such a situation, identify the warning signs to look for, and outline a process that may potentially save a community. Industrial closure is inevitable, but meeting the needs of those directly affected and of the community will help solidify partnerships and work towards community improvement. Businesses that have the potential to be viable can be saved and new jobs can be created through a plan to restructure and build a new and stronger community economy.

15. Community Choices, A Sustainable Communities Program for Manitoba – A guide for the effective use of Community Round Tables, Manitoba Rural Development, 2022 Currie Boulevard, Brandon, Manitoba, R7A 6Y9, phone: 1-204-726-6275, fax: 729-6275

Once a Community Round Table has been established, the process of developing the community vision begins. Assessing the issues, strengths, weaknesses, and community characteristics are vital steps in understanding your community. Looking for gaps in the information gathered is important when evaluating your material, as is public feedback. In order to finalize a vision, a Community Round Table must approve it.

Developing an action plan is the first step towards implementation. The Round Table members must identify and map resources in their community and local area, then match the projects with available resources. Committed individuals may then present the vision to others, such as government officials, the public, businesses, and other committees and organizations, or anyone else involved in the community. The long-term goal of the Round Table should be to promote discussion about the community's future.

16. Leana, Carrie R.; Feldman, Daniel C.; Coping With Job Loss – How Individuals, Organizations and Communities Respond to Layoffs, Lexington Books, McMillian Books, 1200 Eglinton Avenue East, Suite 200, Don Mills Ontario, M3C 3N1, 1992

Job loss has become part of today's changing world. Workers that face losing their job will have natural emotional reactions to this news. The entire community may be involved and will be influenced by job loss, and the way these situations are handled by government, corporations, and unions will have an influence on how the individual and the community will cope.

17. Creating Jobs In Your Community – Growing Stronger... Together, Manitoba Rural Development, 2022 Currie Boulevard, Brandon, Manitoba, R7A 6Y9, phone: 1-204-726-6275, fax: 729-6275

Job creation in small communities is mainly due to small and home-based businesses and, since this affects the whole community, it is a process in which everyone may be involved.

To begin with, a meeting should be held including as many representatives from different sectors as possible to decide how to search for job creation opportunities. At first, all ideas should be placed on the table, and then refined. It is very important to recognize business opportunities. Examining past and current trends, knowing the market, scrutinizing individual trends, and recognizing the changing needs of business is the most effective way to do this. Local or regional resources must be identified and pooling them may be very helpful.

18. Strong People Building a Stronger Tomorrow – A Sustainable Economic Renewal Strategy for Rural Manitoba, Sustainability Manitoba, The Economic Innovation and Technology Council, Manitoba Rural Development, March 1994,

Towards creating a rural strategy, the Manitoba Government released “Framework for Economic Growth: Policy Directions for Manitoba”, guided by the Manitoba Round Table. Several key components will need to be established in order for this strategy to work. Community-based strategies and organizations should work towards establishing long-term goals and provide direction for growth. Education and training will work towards developing skills in all sectors, and promote entrepreneurship-business development. Physical infrastructure should be put in place and be capable of ensuring environment and economic resources for the future. Investing in other communities will financially benefit the local area, and it is important that this is not only done by government, but by members of the community as well. By recognizing existing strengths and areas of emerging opportunity, it is possible to better calculate and build upon areas of opportunity. The strategy must take in the unique situation of northern communities in order to address these issues, and urban and rural areas should be linked to access effective government services and ensure connectivity. This will provide an opportunity for growth and development through partnerships.

19. Discovering Your Community – A Co-operative Process For Planning Sustainability, The Harmony Foundation of Canada, 1183 Fort Street, Victoria, British Columbia, Canada, V8V 3L1, Phone: 1-604-380-3001, Fax: 1-604-380-0887, www.harmonyfdn.ca

Our past activities have adversely affected much of our natural resources and today we must learn to live in harmony with our physical environment rather than attempting to dominate it. Positive actions towards sustainable development are the focus of this workbook. Current social, cultural, economic, environmental, and political practises need to be re-examined to ensure resources are not destroyed all together.

Assess what is needed to begin this process. Assemble a group of individuals from the community that are working towards the same goal.

Gather and analyse data on the community and identify all the challenges it faces with respect to sustainable development. The Community Profile Worksheet included will assist in identifying the economic, social, and cultural dimensions of the community, as well as identify community leaders, and attributes the community cares about the most. The results of this search will allow the group to create a work plan to resolve the identified issues and discuss how it can be carried

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out. As this plan is activated in the community, refer back to the plan often to stay on track. Ensure that evaluation is done to assess what was missed and what needs a follow up.

20. Labour Adjustment Services – Worker Adjustment Handbook: Helping Workers Through Change, Manitoba Labour, 402-401 York Avenue, Winnipeg, Manitoba, R3C 0P8

Unemployment can be a very stressful time in a person's life, especially if they haven't been active in the job market for some time. Career options such as re-employment, skills upgrading, retraining and self-employment may all be possibilities for those who are out of work. As you search for a new job, you will find that the new job market is very competitive, so compiling an effective resume and a good cover letter is very important when looking for work. Interview pointers, sample resumes and cover letters, and a list of community services and resources have been included.

21. Marketing Your Community – Growing Stronger Together, Manitoba Rural Development, 2022 Currie Boulevard, Brandon, Manitoba, R7A 6Y9, phone: 1-204-726-6275, fax: 729-6275

Marketing your community is comparable to marketing a product or service, the result being a good economy, and local stability and growth. Advertising what is available, as well as what potential lies within and around the community should be the objective of the leaders in the community. To undertake this, it is critical to develop a marketing plan. Included in this should be the community's attributes, background information, statistics, municipal infrastructure, and current economic development. A community profile will highlight the state of the current economy and identify gaps where potential growth may take place. Out of this analysis, the community will be able to advertise these 'niches' to potential employers. In order to be effective, advertisers must be aware of the target market, and thoroughly know what assets are available in the community. This will assist with growth and contribute to a healthy local economy.

22. Organizing for Economic Development – Growing Stronger Together, Manitoba Rural Development, 2022 Currie Boulevard, Brandon, Manitoba, R7A 6Y9, phone: 1-204-726-6275, fax: 729-6275

Introducing integrative approaches that consider social, cultural, environmental, and economic factors is the key to sustainable communities today. Recruiting members from all corners of the community will ensure all areas of concern are heard and as many different ideas and suggestions are brought to the table in order to find out as much information as possible about the community. It is necessary to set up an organizing committee so the issues may be addressed. Now the community is ready for the planning process. Examples of a by-law and suggested terms of reference have been included.

23. Quick Reference for Women Entrepreneurs – Finances, Resources, Business Plans, etc., Manitoba Women's Directorate, 100 – 175 Carlton Street, Winnipeg, Manitoba, R3C 3H9, phone: 1-800-263-0234

The Manitoba Women's Directorate has compiled a document of existing programs in the province to help businesswomen in the marketplace today. Broken down into two main categories, *Financial Assistance Programs* and *Information/Consultation/ Support Services*,

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each begins with the most frequently asked question from women entrepreneurs. Each question is answered and the reader is directed to the most appropriate program that can assist with the topic in question. In addition to the 18 programs described and listed, contacts are also given for Manitoba Agricultural Extension offices, Rural Development regional offices and Industry, Trade and Tourism offices across the province.

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