

R E P O R T

ACTION KAMSACK

Tourism



Recreation



Culture



Brought to you by:
Wendy Becenko, Economic Development Officer

Kamsack Economic Development Authority Inc.
and the
Town of Kamsack



Table of Contents

REPORT ACTION Kamsack

Kamsack Economic Development Authority Inc.	3
Background:	3
KEDA Projects:	3
WHAT DO WE DO?	4
What Is The Business Retention and Expansion Program?	5
STEPS:	5
ONE: Information Sessions for Business Persons	5
TWO: Recruit Interviewers for the One on One Interview:	5
THREE: Train the Interviewers:	5
FOUR: One on One Interview:	5
FIVE: Analyze the information obtained via the interview:	5
FIVE B: Community Brainstorming Session:	6
SIX: Create a NEED List & Immediately Follow=up on Red Flag Issues.	6
SEVEN: Strategic Planning:	6
EIGHT: Implementation	6
Project Participants.....	7
OVERVIEW OF BR&E PROJECTS:	8
Interview Results	9
BUSINESS SUMMARY:	9
SUNRISE HEALTH REGION STATS:	9
Main Products Services Provided at Location	10
BUSINESS / SERVICE OPPORTUNITIES:	12
Priority Projects	12
Tourism	14
Downtown Improvements	15
Medical Health Care	18
Building Relationships	18
Building Relationships	19
Agri-Business Industry	21
Trades & Skilled Labour	22
Youth Retention.....	25
Global Market	26
Child Care	27

KEDA Inc.

Kamsack Economic Development Authority Inc.

Background:

In February 2006, council created Kamsack Economic Development Committee (KEDC) under the leadership of the economic development officer. Its purpose is “to promote, expand & enhance the community development of the Town of Kamsack”.

In September 2007, Wendy Becenko was hired as Economic Development Officer and resumed the responsibilities of the KEDC. KEDC meets on a monthly basis (every second Thursday of the month). It is made up of 10 persons: 3 council members, 3 public at large members, 1 rep from the Duck Mountain Loans Inc., 1 rep from the RM of Cote #271, Town Administrator and Town Economic Development Officer.

In October, 2006, we added an advisory council to the committee. These members meet with the KEDC four times per year. The advisory committee is made up of persons with knowledge, connections, etc. that are not available to the committee on a regular basis. The purpose of the advisory committee is to act as advisors and direction-leaders to the committee. It is a non-voting position, but the information is invaluable.

In March, 2007, we successfully incorporating our committee as a non-profit organization, Kamsack Economic Development Authority Inc. (also referred to KEDA). In March my office was moved to the Crowstand Centre Room 200/201. This will allow for more confidentiality as well as be accessible to the public.

KEDA Projects:

For our first year, the committee felt it was very important to build up community spirit. We struggle with a huge defeatist attitude in our area. More importantly, the community viewed the economic development efforts of council and staff as a waste of time. Therefore, we needed to bring our presence to the public as quick as we could.

Community event projects included: information sessions with businesses, Christmas tradeshow, new resident meet and greet event. In April, 2007 we hosted Kamsack’s first annual Spring and Garden Tradeshow – a huge undertaking followed by a volunteer appreciation night. Both projects far succeeded their expected targets.

This past summer, we opened the *Kamsackmade* Visitor Information Center and Gift Shop. This was a very successful project. It acted as our tourism information booth as well as an incubation center for inspiring home based artists and entrepreneurs. Kamsack Home Hardware and Prairie Family Center played a huge part in the center project’s success. They donated their jumping castle to us – free of charge. A great asset and attraction for the booth. To compliment the tourism booth, we partnered with 30 Kamsack businesses to create the “Kamsack Coupon Book 2007”. This booklet was distributed to the park, regional attractions, local tourism booths, Sask Tourism booths and participating businesses. The book was well received by many visitors.

As you would expect, event coordination can not be the only focus of economic development. We are also working on developing strategic action plans. The ongoing plans include: project planning, advertising & promotion planning & tourism planning. A very large planning project implemented is ACTION Kamsack, a business retention and expansion project.

KEDA Inc.

What do we do?

MISSION: To promote, expand & enhance the community development of the town

VISION: to have Kamsack known as a community with the full package: year-round recreation, heritage, multi-culturism and tourism for youth, families and seniors alike. We want to see growth in our population to 3000 and would like to see us generating revenue from our water. We want to see our Main Street issues resolved & revitalized. Lastly, we want to see a relationship developed with our first nations neighbours.

VALUES: The members of KEDA will work together for the purpose of achieving both our mission and our vision. All discussions will be dealt with the utmost confidentiality until deemed public knowledge. The projects undertaken by KEDA must have an economic impact to Kamsack. We will take preference to projects that have a regional economic impact vs. town-only benefited projects.

CORE SERVICES:

Local Initiative & Project Management: KEDA is responsible for initiating and managing local projects & programs that will enable the growth and development of Kamsack's economy.

Client Services: KEDA is responsible for assisting clients with the new & existing business needs. This includes providing information, preparation assistance or contact resourcing for:

Reports: demographics, statistics, local & regional profiles

Applications: financial, grant, incorporations, Kamsack incentive programs

Plans: business plans, marketing plans

Or any other services directed by KEDA or engaged by EDO.

Marketing: KEDA is responsible for promoting the community of Kamsack and Kamsack businesses both locally and externally.

Information Services & Education: KEDA is to develop the capabilities and opportunities of local businesses as well as upgrading the skills of new & existing Kamsack businesses, entrepreneur and staff. We will accomplish this by taking a leading role & becoming the hub of information for Kamsack businesses, entrepreneurs, committees, organizations & residents. This will be accomplished by:

- Being active members of key community organizations for the purpose of gathering & providing information of Kamsack opportunities
- Creating & managing a business resource centre at the office of the EDO, Developing a quarterly business updates direct-mail newsletter for Kamsack

THE PROJECT

What is ACTION Kamsack?

ACTION Kamsack is a project initiated by the Kamsack Economic Development Authority. The project includes initiating a business retention and expansion project (based on one done by Swift Current) to serve as a management tool to help community partners contend with issues surrounding community revitalization. The BR & E develops a framework for moving forward with community revitalization.

What Is The Business Retention and Expansion Program?

Business Retention and Expansion (BR&E) is an economic development philosophy and process that focuses on the support and enhancement of existing business opportunities and infrastructure (as opposed to a development model that seeks to attract new business to the jurisdiction in question). The initial goal of a BR&E initiative is to identify and address the community's needs, concerns and business opportunities. It is an effective means of gathering business input for the purposes of creating and implementing a strategic community economic development plan.

STEPS:

ONE: Information Sessions for Business Persons

It is essential that the community knows and understand what and why we are initiating a BR & E Program. Our goal was to have 50 business persons attend one of our sessions. We held session at the Kamsack Chamber of Commerce meeting plus 6 session at the Town Council Chambers over a 3 month period. We had 28 business persons plus council attend these sessions.

TWO: Recruit Interviewers for the One on One Interview:

The crucial part of this program is the one on one interview. We needed to recruit persons that can conduct a non-conflicting, non-prompted, confidential interview with the businesses. To fulfill our needs we focused on recruiting members of the Kamsack Centennial Committee. They did a fantastic job with the centennial. It is with this dedication and organization we needed to ensure the success of Action Kamsack project.

THREE: Train the Interviewers:

The interview must be done so that it allows us to obtain the best information we can get through the interview process. Each volunteer visitor was asked to attend a training session at which each questions was reviewed and interview strategies were discussed.

FOUR: One on One Interview:

To obtain the information required to create a well informed action plan for economic retention, development and growth within Kamsack, the interview must be done on a one on one basis. Our goal was to interview 30 businesses by March 2007. We are proud to say that we interviewed 52 businesses varying from home-based businesses to a manufacturing business. Each interview varied from 1 hours to 3 hours each. Approximately 80 hours of volunteer time was invested into this process.

FIVE: Analyze the information obtained via the interview:

The interview answers need to be presented in an understandable and presentable manner in order to accomplish our task of creating an Action Plan. Each interview was carefully reviewed and tabulated into summary reports that would allow our committee to analyze the information and create a need list. To avoid any biased information, the data was kept strictly to numbers and record of responses without any identifying information.

FIVE B: Community Brainstorming Session:

Step Five was added to our project. The information obtained through the interview process was strictly from the business perspective. We did not get a view from the residents of the community. To accommodate this, we held a Community Brainstorming Session on April 17, 2007. The session was held at the OCC Hall. It began with a welcome from our committee chair, Wayne Sas, a message from Mayor Darryl Binkley, a town update from our Administrator, Rona Siedle. The brainstorming session led by Wendy Becenko, EDO. We had approximately 40 persons attend and was well received. Each person was divided into groups. The group then went through a series of questions. The answers were posted based on their topic and finally each person in attendance were allowed to vote as to their importance. The results have been referred to throughout this report.

SIX: Create a NEED List & Immediately Follow-up on Red Flag Issues.

The target of this project was to identify our needs in order to develop a well thought out strategy that we could follow to lead Kamsack to economic growth and prosperity. The KEDA committee met for a full day brainstorming session at Duck Mountain Lodge in May 2007. During this day, the committee went through a series of analytical activities that lead them to best decipher the information obtained. The session lasted from 8 am through to 5 pm. The committee's advisory council attended as well.

SEVEN: Strategic Planning:

Once we had our needs identified, we needed to figure out how we were going to overcome our needs. KEDA members created subcommittees. The subcommittee's purpose was to identify strategic actions that would overcome these needs.

EIGHT: Implementation

No action plan is successful unless it is followed. Therefore it's imperative that we follow our plans and report on our successes and shortfalls for readjustment. ACTION Kamsack will remain in the implementation process until the needs have been overcome. One of the first implementation steps is to report on our findings. The committee felt that communication is crucial to the continued support, growth and results of the ACTION Kamsack project.

PROJECT PARTICIPANTS

ACTION Kamsack Business Retention & Expansion Program

Every community needs to pay attention to their existing businesses. BR & E has become a key element of local economic development efforts. While the attraction of new businesses and the encouragement of new business start-ups are important parts of an overall economic development strategy, many communities now recognize the need to do a lot more to assist existing businesses to survive and grow.

The BR&E challenge to a community is to capture business expansions while taking preventative actions to reduce the number of business closings and contractions. Action Kamsack, in launching this BR & E program, has the potential to improve its climate for existing business and thereby benefit from the continued presence and growth of the businesses already here.

There are two key benefits to this program. First, Action Kamsack has learned business perceptions of community strengths and weaknesses. Second, it defines a plan of action in which diverse community leaders will address the issues identified over time. The knowledge gained and to act on that knowledge, will prove invaluable as Action Kamsack's initiative moves forward.

Objectives:

Action Kamsack has four objectives:

- To build a positive business environment for success of local businesses and ultimately success of the community.
- To accurately assess the needs of business.
- To provide assistance to business that will help them survive the economic difficulties and assist them with expansions that add new jobs.
- To build co-operation and consensus among businesses, local government and economic development organizations.

Program Sponsors

This program is sponsored by the Town of Kamsack and the Kamsack Economic Development Authority.

People Involved in Action Kamsack

Three groups of people have been very important to Action Kamsack's success to date in its BR&E Program. These include 1) the leadership team, 2) the volunteer visitors and 3) the firms visited.

1. ACTION Kamsack Leadership Team

Kamsack Economic Development Authority Board Members:

- Wayne Sas, SasKam Sportsman
- Barry Hvidston, RM of Cote #271
- Betty Dix, The Glass Door & Councilor
- Karen Koreluik, Detour & Councilor
- Helen MacFarlane, Councilor
- Rona Seidle, Town Administrator
- Ken Helmkey
- Russ Brunt
- Russ Kalmacoff, Rockmount Corp.
- Audrey Horkoff, ACRE
- Sally Bishop
- Wendy Becenko, Economic Development Officer

2. ACTION Kamsack Volunteer Visitors:

We had 6 wonderful persons from the Centennial Committee volunteer for our project namely:

- Audrey Horkoff,
- Adeline Nykolaishen,
- Cecelia Cazakoff,
- Ev Banks,
- Helen MacFarlane
- and Lyn McGaughey.
- Kamsack EDO was the seventh interviewer.

3. ACTION Kamsack Participating Firms & Firms Visited

- Kamsack Home Hardware
- Prairie Family Center
- The Glass Door
- Field Dept. Store
- RD Ag Central
- Border Mountain Country B & B
- Buck's Dollar Store
- Ron's Construction
- Hawryluk Agency Inc.
- Nykolaishen Farm Equipment
- Howler Custom Cycle
- Deanna's Design
- Broda Construction
- Gateway Enterprises
- Affinity Credit Union
- Matt's Furniture
- SasKam Sportsman
- Boggy Creek Signs
- Co-op Food Store
- Linda's Garden Path
- Country Service
- Northern Quinoa Corp.
- Rosowsky & Campbell
- Duck Mountain Ambulance Service
- Mary Kay – Kathy Handzuik
- Weber's
- The Works
- The Edge
- Co-op Gas Bar
- D & M Accounting
- Cottenie & Gardner Inc.
- P & J Plumbing
- Kendall Motors
- IXL Marketing
- Sarcan
- Don Pazoria
- Benneke Computers
- TD Canada Trust
- Kamsack Mall Clinic
- Chester's Place
- Subland
- Kamsack Shop Easy
- Paisley Ladybug
- Kandy's Dari Korner
- Clark's Repari Shop
- Cinderella & the Prince
- GNB Construction
- Rexall Drugs
- Andrychuk Funeral Home
- SaskWheat Pool
- Kamsack Tirecraft
- Woodlander Inn
- Wong's Restaurant
- Toro's Steakhouse
- Todd Plymouth
- Penguin Holdings
- Nu Western Autobody
- Warilyn's Sewing Basket
- Kreg's
- DC Electric
- D & E Flatland Screening
- Rita Brock – Weekender
- Pioneer Grain
- John Doe's Restaurant

OVERVIEW OF BR&E PROJECTS:

Profitability is the key to the retention and expansion of firms. While the owners of a firm might be attracted to an area because it is a nice place to live or to raise a family, a firm can only survive if it makes a profit (revenues exceed costs). The same is the case for businesses that start in the community. The owners may be loyal to the community, but if they cannot make their business profitable they will close or move it; they do not have a choice.

In a market economy, making a profit is the responsibility of the firm management and its employees, not community groups, local or provincial governments. However, the actions of these groups can sometimes help firms become slightly more profitable. The priority projects outlined below are aimed at helping firms become more profitable and thus be able to survive and grow in the community.

INTERVIEW RESULTS

BUSINESS SUMMARY:

Below is a summary of the businesses interviewed in ACTION Kamsack.

Legal Forms of Businesses

26	Corporations
20	Sole Proprietors
1	Non-Profit
3	Partnerships
2	Cooperatives
52	

Number of Employees

Full	Part	Total
169	105	247

20	Less than 3 employees
13	4 - 10 employees
8	11 - 20 employees

20	Largest number of employees for one employer
2	businesses at this employee #

Primary Business Activity:

17	Retail Trade
7	Professional Services (Trades)
5	Food & Beverage
5	Auto & Petroleum
4	Agricultural Services
3	Financial Services
3	Professional Services (Office)
2	Accommodations
2	Wholesale Trade
2	Real Estate
2	Health Services
2	Advertising
1	Construction
1	Recycling
56	

*NOTE: some may check more than one

Property Ownership

42	Own their own buildings
10	Lease & don't anticipate problems renewing lease.

SUNRISE HEALTH REGION STATS:

KAMSACK	AGES				TOTAL
	-20	21 - 40	41-64	65+	
Males #	199	193	302	213	907
Females #	191	173	282	339	985
Population	390	366	584	552	1892
Percentage	20.61%	19.34%	30.87%	29.18%	

KAMSACK	AGES				TOTAL
	-20	21 - 40	41-64	65+	
Males %	51%	53%	52%	39%	48%
Females %	49%	47%	48%	61%	52%

SUNRISE REGION	AGES				TOTAL
	-20	21 - 40	41-64	65+	
Population	12827	12188	18766	12418	56199
Percentage	23%	21.69%	33.39%	22.09%	

Main Products Services Provided at Location

4	Auto Supplies	1	Fishing Supplies
4	Restaurant	1	Florist
3	Auto Repair	1	Food
3	Fast Food	1	Footwear
3	Hair Products	1	Furniture
3	Hair Stylist	1	Grain Processing Contracts
2	Accommodations	1	Grain Production Contracts
2	Appliances	1	Gravel & Concrete Products
2	Car Dealership	1	Grocery
2	Clothing	1	Hardware
2	Confectionary	1	Heating
2	Financial Services	1	Hot Tub
2	Giftware	1	House ware
2	Insurance	1	Income Tax Preparation
2	Real Estate	1	Jewelry
2	Signage	1	John Deere Products
2	Tanning	1	Laundromat
2	Variety Store	1	Legal
1	Accounting	1	Lounge
1	Advertising	1	Medical Services
1	Ag Services	1	Paint
1	Air Conditioning	1	Petroleum
1	Ambulance	1	Pharmacy
1	Auto Windshields	1	Plumbing
1	Auto body	1	Recycling Centre
1	Baking	1	RV Dealership
	Bourgault		
1	Dealership	1	SaskTel Mobility
1	Building Supply	1	Sears Outlet
1	Campground	1	Small Engine Repair
1	Chopper Products	1	Spa
1	Computer	1	Specialty Grains
1	Computers	1	Sports
1	Construction	1	STC Bus
1	Cosmetics	1	Sundry
	Custom		
1	Motorcycles	1	Tires
1	Desktop Publishing	1	Trophies
1	Electrician	1	T-shirts
1	Electronics	1	U-Haul
1	Engraving	1	Video Rentals

COMMUNITY'S STRENGTHS:
Each business was asked to rate
each of the services. Here are
the results:

	Advantage	Disadvantage	No Opinion (same as any other locations)
Quality of Life	43	1	2
Support from Local Residents	32	6	8
Water & Sewer	31	4	8
Utilities Available	30	3	7
Support from Local Businesses	29	9	9
Land Costs	28	0	5
Support from Municipality	26	5	14
Access to Markets	20	2	5
Cost of Leasing	20	1	6
Development Charges	20	1	20
Telecommunications	19	6	12
Local Permit Process	18	1	13
Municipal Taxes	17	13	10
Cost of Construction	15	10	11
Labour Costs	15	9	12
Municipal Bylaws	15	3	17
Telecommunication Capacity	15	9	8
Access to supplies	14	20	8
Access to R & D	13	10	11
Local Market Size	13	27	6
Availability of zoned land	12	1	12
Availability of skilled labour	11	30	4
Transportation Costs	5	25	7
Access to Training	4	25	8
Available Transportation	4	14	12

Positive Factors for doing Business in Kamsack:

47	Quality of life	23	Education and training facilities
36	Land availability	20	Business climate
35	Location	19	Taxation rate
33	Public utilities	17	Information technology infrastructure
31	Community attractiveness	17	Business support services
28	Community attitude	16	Transportation infrastructure
26	Business costs	9	Educated and trained labour force
		1	Bilingual labour pool *(if Ukrainian counts)

BUSINESS / SERVICE OPPORTUNITIES:

Each business interviewed was asked what services and supplies are needed and/or would be an asset to our community. Below are answers provided by our business persons:

18	Clothes	1	Bowling Alley
9	Bakery	1	Butcher
9	Dentist	1	Community Bathrooms
9	Plumber	1	Co-op Bigger Store
9	Taxi / Shuttle Service / Courier	1	Costco
8	Electrician	1	Electrical Parts
5	Mechanic	1	Food Packaging
5	Shoe Store	1	Gallery
4	Auto Dealerships	1	General Paints
4	Day care	1	Giant Tiger
4	Doctor	1	Gym
4	Drycleaners	1	Home & Garden Service
3	Accommodations	1	Indoor Pool
3	Delivery / Pizza Delivery	1	Local newspaper
3	Specialty Retail Outlets	1	Machinery Dealerships
3	Stationery & Office Supplies	1	Major Electrical Supplier
2	Car Wash: touch less, laser	1	Meat Processor
2	Computer parts	1	Musical Instruments
2	Denturist	1	Oilfield
2	Good / Fine Dining Restaurant	1	Park at Banks Cres.
2	Green / Environmentally Friendly products	1	Pea Gravel
2	Grocery Store with competitive pricing	1	Pharmacy (Competitive pricing)
2	Health Care / Senior Care Store	1	PV Mart type store
2	Health Food Store	1	Seed Testing Lab
2	Large Clothing Store	1	Senior High Rise
2	Optometrist	1	Snowmobile Shop
2	Tourism Info	1	Star Bucks
1	Antique Store	1	Strawboard open
1	Auto Card lock Services	1	TV Repair
1	Benjamin Moore Paints	1	Vet - resident vet
1	Book store	1	Website Developer

Brainstorming Session was “What are some of the businesses that Kamsack needs?”

• Taxi	12	• Book store	2
• Bakery/Coffee shop	10	• Barber shop	1
• Trades people	8	• Import shop	1
• Butcher shop	7	• Outdoor Adventure	1
• Gym	4	• Child care	1
• Resident Veterinarian	3	• Antique shop	1
• Tour bus	2	• Hiking guide or “Outfitter”	1
• Hotel Accommodations	2	• Retreat centre	

PRIORITY PROJECTS

The following 9 projects were identified upon analyzing the results of the One on One interviews. The Action Kamsack team believes that these items will require our attention in order to obtain growth and prosperity in the town of Kamsack.

1. Capitalize on our Natural and Existing Tourism Attractions
2. Revitalize and Improve our Downtown area
3. Maintain community support for the creation and sustainability of our local medical health care system.
4. Develop & Support Working Co-operative Relationships amongst committees, council, Rural Municipalities, First Nations, surrounding communities and amongst the businesses themselves.
5. Explore Agricultural and Agri-Value Industry Development for Kamsack.
6. Identify and Respond to the needs for developing and attracting Trades and Skilled workers to Kamsack.
7. Reconnecting and Attracting Youth to our community.
8. Create and expand opportunities that will enable Kamsack businesses to enter & compete in the Global Market.
9. Assist in the development of sustainable, government subsidized Child Day Care

To expedite the initial project write-up and team organization the preliminary volunteer leaders for each of these initiatives were selected by KEDA Inc.. Each team is expected to select ongoing leadership. For more information or to get involved in a project please contact one of the volunteers listed under that project description.

1. Tourism

In a regional focus, tourism in Saskatchewan is worth an estimated \$1.6 Billion. There are over 70,000 workers employed in tourism related employment. The 2004 International and Canadian Travel survey data revealed that visitors spent a total of \$98 million dollars in the 1.25 million trips they made to the East Central Saskatchewan Tourism Region (our region). Included in the total was \$17.1 million spent by hunters and fishermen. The outdoor segment in East Central generated one third of all spending in the region, with cultural visitors spending \$13.1 million, or about 1/5 of all spending by overnight visitors. Over the course of the year, visitors spent more than 1.9 million person nights in East Central Saskatchewan, with an average stay in the region of three nights (2.98). One-tenth of the 1.9 million person nights were spent in the region's hotels, motels, resorts, bed and breakfast establishments and other commercial roofed properties.
(stats from East Central Tourism Marketing Plan 2006-9)

The ACTION Kamsack committee identified Tourism as a priority project as Kamsack & surrounding area is rich with tourism opportunities that are not being capitalized on. Kamsack and surrounding area can boast natural downhill ski area, park, lakes, hunting, museum, arts, National Doukhobour Heritage Village, Fort Livingstone Guild, golf courses, pool and much, much more. We have restaurants, accommodations, bed and breakfasts and events that compliment these tourist attractions. However, we are not taking advantage, together, to capitalize on our natural strengths of our community.

SHORT TERM GOALS

This project will be focusing on a) identifying these tourism opportunities, b) educating the importance tourism means to our community and c) coordinating groups, businesses and tourism attraction committees for events, activities, advertising opportunities, seminars, and training within our region.

LONG TERM GOAL

Our long term goal is to become the 4 season tourism destination capital of Saskatchewan.

OBJECTIVES

This committee will target on 1) creating a tourism market package for business persons to partner up with that focus on product packaging, database marketing and internet opportunities; 2) establishing a tourism booth for the summer seasons, 3) Increase the % of persons perceiving Kamsack Tourism as important through awareness and communication, 4) Create a Tourism Board to carry out these objectives and 5) increase tourism opportunities by 25%

UPDATE

The Town of Kamsack opened Kamsack^{made} Visitor Information Center for 8 weeks this past summer. It was located inside a CN Caboose located at our CN Trackside Gardens. The visitor center was also home to a gift shop (a consignment store), a Jumping castle (thanks to Home Hardware & Prairie Family Centre) and tourism information. It average 50 person visits per week. Visitors came from all over including Saskatchewan, BC, Manitoba, Ontario and Wales.

Tourism Subcommittee Volunteer Leaders:

Wayne Sas, Ken Helmky, Russ Brunt, Wendy Becenko

**SURVEY RESULTS:
Communities Strengths**

21	Tourism / Duck Mountain Provincial Park / Ski
15	Inexpensive Real Estate / Low Property Costs & Living
12	Friendly People / Come together, care
10	Location, central to 3 major cities, close to Ykton
9	Quality of Life, relaxed, not busy
6	Affordable to do business
6	Unlimited potentials & opportunities
5	First Nations
5	Friendly & Welcoming & Supportive Businesses

SURVEY RESULTS: EVENTS KAMSACK COULD HOST:

7	Summer events: Concert, Air Plane Rides
6	Joint Events with Park
3	Baseball Games / Slo-pitch Tournaments
3	Duck Mountain Ski Area: Development, Promotions or Reunion
3	Events at Caboose or Broda Park like sing a longs or picnics
3	Flea Market
3	Quad Tour or convention
3	Regular Theatre Productions or at Park
2	Conferences: Provincial
2	Fishing at Assiniboine River / Fish derby
2	KamJam expansion: Fiddling, jigging, singing
2	Locally Grown Festival
2	Polka Party / Old Time Dance Parties
2	Snowmobile Parade / Derby
2	Tradeshow
2	Winter Fest / Santa Parade

BRAINSTORMING SESSION: What Events or Activities could Kamsack host to encourage tourism?

- Triathlon 13
- Use Assiniboine River
ie: canoe rides, etc 12
- Outdoor Retreats 11
- Drag Races (at airport) 8
- Tournaments of all kinds 7
- Promote Trans Canada trail 6
- First Nations Tourist Attraction
(residential school issue) 5
- Demolition Derby 5
- Skateboard competition 5
- Shishliki at caboose 5
- Music Festival to promote local
talent 5
- Lantern Festival (river) 4

At the community Brainstorming session, participants were asked:

**1.a. What features or activities do you consider to be Kamsack's strengths?
(that is, what makes us more attractive than other communities?)**

- Location – scenic valley 6
- Volunteers 5
- Ski Hill 5
- Low Cost of Real Estate & Living 4
- Proximity to Duck Mountain Provincial Park 4
- Hospital 4
- Multi-cultural mosaic 3
- Dale Fesik – Bylaw Enforcement Officer 2
- Economic Development Committee & Small Business Loans 2

2. Downtown Improvements

The first impression counts the most. When a visitor comes to our community, it's our duty to ensure that their first impression be a positive one. That first impression can't be taken back. At our Community Brainstorming Session, we asked participants to answer and vote on areas in which they thought needed the most improvement for our community. The top answer voted by participants was the creation of a downtown theme. Other items listed consisted of improving the overall condition and presentation of our downtown area. When we asked our interview participants to rate the downtown business, we saw similar results.

Short Term Goals:

This project will help address these issues including 1) creation of a downtown theme , 2) exploring options to business person to entice store-front facelifts, 3) filling empty lots; 4) improving used commercial space; 5) developing co-operation with KEDA and Chamber of Commerce and 6) maintaining the downtown benches (in sun) and its surrounding area.

Long Term Goals:

The ultimate goal of this project is to have an attractive, viable downtown area that is fully occupied and to develop the down-town theme for Kamsack.

Objective:

The objectives outlined for this project is to:

- meet with downtown business owners to discuss the needs, wants and possibly develop a theme
- explore options to entice the development of a theme such as 0% financing through the small business loans association.
- Dress up any unused buildings with the use of window displays and murals.
- Address our existing public spaces for improvement

Downtown Improvement Volunteer Leaders:

Wayne Sas, Helen MacFarlane, Wendy Becenko

**At the Community Brainstorming Session, participants were asked:
In what areas do you feel we , as a community, need to improve on?**

• Downtown Theme	21
• Opening First and Second Street	18
• Doctors	13
• Outdoor Adventure ie: cross country trail on golf course	13
• Improve Downtown (including RCMP supervision)	11
• Attracting Industry	11
• Longer hours for local restaurants	11
• Gimmick/Image – so people remember us	11
• Accommodations ie: hotel, convention centre	10
• Tourism – develop the Boulevard & make people stop	9
• Upkeep of facades	8
• Retirement Condo's (low & high income)	8
• Gym (all ages)	6
• Cleanliness of our Community	5

SURVEY RESULTS:
Consumer Opinion

	Excellent	Good	Fair	Poor
Parking signage	4	27	10	7
Parking facilities	3	34	7	5
Traffic flow on streets in the area	3	28	14	5
Uniform hours of operation	3	25	19	2
Customer service	3	23	21	2
Exterior appearance of other retail areas in the community	3	20	19	7
Quality of merchandise available	2	18	27	3
Accessibility for the handicapped	2	17	22	6
Public safety groups e.g. lighting, security, police presence	2	16	21	9
Display / presentation of products & services	2	11	30	6
Roadside signs for advertising	1	22	17	8
Special events or promotions held in the shopping area	1	10	26	10
Competitive prices	1	10	26	13
Exterior appearance of the downtown area	1	8	19	22
Mix of businesses to attract variety of customers	0	9	24	17
Product selection	0	8	25	17

3. Medical Health Care

One of the most important issues surrounding Canadians today is health care - the lack of doctors, nurses, staff, facilities and funding. Kamsack has been on the news numerous times for emergency service closures due to the shortage of doctors.

The Town of Kamsack has taken a frontline approach towards doctor recruitment. In 2005, the Town of Kamsack spent \$5,900, in 2006,\$32,870.66, and so far this year, \$34,400.00 toward Doctor Recruitment objectives. This is over and above the efforts in which Sunrise Health Region invested in recruitment. The result, we have a new doctor. We are very pleased to have Dr. Joe Greyling joining our hospital staff this October. Please ensure that you welcome him and his family to our community.

Short Term Goals

There is still a need for more medial professionals in our community. The town of Kamsack will continue with this project to ensure 1) continued community support to the recruitment of medical staff and maintenance of our medical health care system, 2) ensure that we have an efficient number of doctors, 3) and to keep our hospital fully functional.

Long Term Goal

To maintain our status as a fully functional district hospital which will, in turn, attract new families to our community.

LOCAL SERVICES: Level of Satisfaction	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied
Fire prevention services	26	20	0	0
Garbage removal	23	22	0	1
Snow removal	22	18	6	2
Schools	19	21	3	1
Policing	18	21	7	2
Public utilities	15	30	1	1
Cultural / Recreational Facilities	12	26	4	2
Senior Facilities	11	22	4	0
Health department permit	10	7	1	0
Planning, zoning and building permit	9	15	4	1
Street repair	8	21	15	4
Provincial approvals (i.e.. Environmental, licensing)	6	14	7	0
Local community college	6	10	6	5
Medical health services	5	19	21	4
Federal approvals (i.e.. Licensing)	5	10	4	1
Industrial training	4	5	4	5
Child Care Services	2	10	7	7

4. Building Relationships

BUILDING CO-OPERATIVE WORKING RELATIONSHIPS (TOWNS, R.M.'S, 1ST NATIONS) (BUSINESS CO-OPERATION) (RESIDENT – QUALITY OF LIFE)

It is important for a community to understand that a town can not be built by itself. It needs a group of people to make ANYTHING successful. A town would require someone to make a plan, another to draw the designs, another to make the laws, another to sell the idea to the people, others to implement the plan, many to make it happen while others are needed to ensure the plan is done right. Finally, you need someone to analyze the process to ensure the plan is achieving what it intended to do in the first place.

Imagine all the details needed to create a well functioning community. Businesses have special needs, requirements. Residents have their needs. Schools & children needs are far different from our senior's needs. The list goes on and on.

The bottom line is that in order to have a well functioning community, we need to work together. By working together, we can become:

- More efficient
- Better informed & more understanding of others
- Increase profit for businesses
- Increase our quality of life for our residents.
- Become a leading edge community

SHORT TERM GOAL:

It was very apparent from reading the surveys, that many of our business persons do not have the network or co-operative working relationship with their fellow business persons. The reasons can only be speculated. The short term goal of this project is to identify the existing project committees and offer our services to enhance and assist them. These groups

include: Businesses groups, Services groups, Rural Municipalities, First Nations, Towns, Residents.

This project will research co-operative relationship building opportunities that can be communicated to these groups. Existing committees such as the chamber of commerce will receive our support and assistance in building these relationships. This project will create new campaigns that will inform the public of the importance of us all working together as a community. Marketing and Promotions were the top rated item for required assistance. Therefore these campaigns will include marketing opportunities such as shop local shopping bags & bumper stickers, website, co-op advertising campaigns, and a community branding campaign. This project will aim to help our businesses create a more profitable bottom line by working co-operatively together. Other projects include community events, freight / buy groups, First Nations community projects, RM cooperative agreements, etc..

LONG TERM GOAL

The long-term goal would be for ACTION Kamsack to be an umbrella group to link the entities with no redundancy and to assist in communicating the projects to the community. The expected outcome of this project is to co-ordinate the facility development efforts with a possible joint venture in marketing and development information. This project hopes to see sustainable, effective working co-operative relationship amongst groups to make whole area a better place to live, work and visit. This project is aimed to make Kamsack the regional centre for the area.

**SURVEY RESULTS:
Community's Weaknesses**

9	Declining Market Size / Population	3	Lack of Trades
8	Lack of Qualified / Skilled / Willing Workforce	3	Loitering on Main Street: Unemployed / Uninspired
7	Negative Attitude / Professionalism of Business Community	2	Business close early - 6 pm it's shut down
6	Crime: Shoplifting, Break Ins, Young Offenders	2	Cultural Differences
6	Negative Attitude of Citizens	2	High cost of transportation
6	Poor Business Co-operation / Communication	2	High Priced Groceries
6	Too close to Yorkton - lack of local shopping		Lack of business services / products warehouse - distance to suppliers
6	Transportation Routes - end of the line. Isolated community	2	
4	Appearance of Main St. - some Buildings	2	No Industry / Reason to keep young people here
4	High Municipal Taxes		

SECTION 4: INFORMATION ASSISTANCE

11	Marketing / Promotion
6	Financial Support for training
5	Environment Regulations
5	Financial Management
5	Job Training Assistance
4	Financial Support for hiring students or youth
4	Financing / Sources of Capital
4	Finding a New Location
3	Business alliances / networking
3	E-Commerce
3	Local Zoning / Regulations
3	Management & Strategic Planning
2	Agri-Food Biotechnology

13. Current Marketing Efforts of Businesses

42	Word Of Mouth
39	Print Ads
20	Radio
17	Direct Mailers / Database Systems
11	Tradeshaw
8	TV
8	Newsletters
2	Co-op Advertising
2	ONLY use print ads
8	ONLY use Word of Mouth
21	Engage in 3 or more types of promotion

14. Redefining market efforts

21	Yes, will be redefining their marketing efforts to attract new clients
29	No, they will not be redefining their marketing efforts to attract new clients

Out of these 29,

3	Only use word of mouth for advertising
5	Use word of mouth + one other type of advertising
5	Use more than 3 types of advertising

Building Co-operatives Subcommittee Volunteer Leaders:

Wayne Sas, Betty Dix, Rona Seidle, Wendy Becenko, Karen Koreluik, Barry Hvidston, Ken Helmky, Russ Brunt, Helen MacFarlane

5. Agri-Business Industry

When asked, "What can the EDO, Chamber of Commerce do for you, the answer was "Create Industry", "Encourage new business."

Kamsack must take a lead role in researching and developing industry in and around Kamsack. Agricultural or Agri-Business development is an area the committee felt we must focus on. Agriculture is the number one industry in this area. Our area boasts rich, fertile soils. There are many programs and initiatives that are available and must be researched.

Programs such as the Advancing Canadian Agriculture and Agri-Food (ACAAF) program is a five-year, \$240 million program aimed at positioning Canada's agriculture and agri-food sector at the leading edge to seize new opportunities. Funding for the ACAA program is provided by Agriculture and Agri-Food Canada (AAFC).

Regionally, the Agriculture Council of Saskatchewan receives \$3.22 million annually to deliver Saskatchewan's ACAA program. The ACAAFS program is delivered under three "Pillars".

Biofuels?

The Saskatchewan governments, both Economic & Co-operative Development and Agriculture and Food are promoting the development of BioFuels in Saskatchewan.

Our Prime Minister just gave \$1.5 billion to biofuel producers

- o Money is intend to go directly to companies that produce biofuels
- o This could include up to 20 cents per litre of biofuels being produced
- o This includes companies still on the drawing board to qualify

On December 20th, 2006 Canadian government announced a \$345 million bid to assist farmers and rural communities. Of this \$345 million, \$200 million will provide producers with incentives for participation and \$145 million will provide money for R and D.

To meet the government requirements of 2% biodiesel in all diesel by 2012, 3 billion liters would need to be produced. Meeting a 2% requirement could even be achieved by 2010.

Experts say that with the right funding it would be easy to have a 5% requirement of biodiesel in all diesel.

Why Biodiesel?

- A 2% requirement of biodiesel in fossil diesel would be like taking 1 million cars off the road
- Biodiesel can be used in any diesel burning engine with little to no modifications
- It can be used in on-road vehicles, short to long haul trucks, as well as off-road vehicles used for mining, forestry, agriculture, and marine.
- Biodiesel can be used in its pure form (B100) or B5 which is a 5% blend of biodiesel to fossil diesel
- Using biodiesel cuts exhaust emissions including black smoke, odor, greenhouse gases, air toxins, and particulates.
- Pure biodiesel is non-toxic and completely biodegradable
- Its emissions contain virtually no sulphur oxides or sulphates, which cause acid rain
- Biodiesel production and use reduces CO2 emissions by up to 110% compared to petroleum diesel

- An additional \$100 million demand for canola generates \$83 million in Canadian GDP and more than 730 direct jobs (source M. Goodwin Consulting Ltd, "Canola Socio-Economic Value Report," 2006).

SHORT TERM GOALS

The short term goal of this project is to a) seek persons, investors, producers who would be interested in developing an agri-business task force for the purpose of developing an agri-business industry in our area, b) create a strong presence for this task force, and c) conduct a pre-feasibility study for the agri-business industry in our area.

LONG TERM GOAL

The long term goal of this project is to develop agri-business industry in our area.

Agriculture Subcommittee Volunteer Leaders:

Russell Kalmacoff, Russ Brunt, Ken Helmkey, Wendy Becenko. This project is being done in partnership with Rock Mount Corporation out of Calgary, KEDA Inc. and the Town of Kamsack.

In what ways can local Chamber of Commerce, Economic Development Office or Business Association help your business:

5	Attract new business / industry
5	Co-op marketing packages
5	Promote Kamsack & Kamsack businesses
4	Become the hub of information - minutes, brochures
4	Communication of Local Events
3	Financial Assistance
3	Support

What assistance, if any will help prevent the closure of this business?

3	Attract New People &/or Businesses to the Area
2	Find a buyer
2	Tax Breaks after x number of years
1	Create NEW industry
1	Ensure no more closures IE: Hospital
1	Find Government Grant Money
1	Find Trained Staff
1	Get more physicians
1	Get more work
1	Get rid of the smoking ban in restaurants & lounges
1	Help attract labour
1	Keep Main Street Attractive
1	Lower Business Taxes
1	Work as a community TOGETHER to keep businesses up & running
1	Work closely with Duck Mountain Provincial Park

6. Trades & Skilled Labour

Many of our businesses reported a need for skilled laborers and trades persons. Our ultimate goal is to provide tools and services that would allow the provision of a workforce that meets the needs of the local community and address the high rate of EI and poverty levels.

It was also determined that even though there was a high need for skilled laborers, existing employment programs (grants, listing services and assistance) are hugely under utilized. It was also quite clear that the importance of a structured training program for employees was not understood by employers.

The short term goal of this project is to complete a survey that identifies the needs, opportunities and what is available to the businesses. The project will look into options that will meet their needs such as schooling, Parkland College Courses, mentorship programs and other employment assistant programs. These findings will be communicated to the businesses & the committee will continue to work closely with these businesses and assist with their needs.

Most significant barrier to the expansion of businesses in Kamsack:			
12	Availability of Staff	3	Marketing & Promotion
11	Finding Capital	3	Municipal Government Regulations
6	Not wanting to expand	3	Seasonality of Business
6	Provincial Government Regulations	3	Time, have other jobs
5	High Fuel Costs	2	Federal Government Regulations
4	Declining Market	1	Cost of additional staff remove benefit of expansion
4	High Transportation Costs	1	Lack of Communication Infrastructure
4	Increased Competition	1	Packaging Opportunities
4	Training of Staff		

Barriers to New Businesses Coming To Town:

28	Inadequate Labour supply	4	Declining Market Size
17	Lack of adequate building facilities	2	Availability & variety of different sized parcels of land
17	Lack of Proactive new business recruitment	2	Crime Reputation
17	Resistance from local business	1	Development charges
12	High Taxes	1	Lack of water / sewer capacity
10	Inadequate security / policing	1	Main Street Loitering
8	Inadequate transportation	0	Inadequate water supply
6	Availability of properly zoned and designated land	0	Lack of serviced land
5	Information technology capacity	0	Slow Approval Process

SECTION 5: HUMAN RESOURCES

Employee Projections

Over Next 2 years, they believe the number of employees will:

15	Increase (by 1 – 8 employees)	32	Remain The Same
2	Decrease (by 1 employee)	3	Don't Know

Human Resources: Training

13	Have conducted a formal training needs analysis
37	Have not conducted any formal training needs analysis

Hours of Training per year

17	Conduct 1 - 10 hours, on average training for their employees
11	Conduct 11 - 20 hours, on average, training for their employees
10	Do not train their employees
10	Conduct over 31 hours, on average, training
3	Conduct 21 - 30 hours, on average, training for their employees

36	Feel that the training provided has achieved it's goals
6	Feel that the training provided has NOT achieved it's goals

29	Have difficulty recruiting employees
20	Have NO difficulty recruiting employees

Methods of Employee Recruitment:

35	Word of Mouth
23	Use Local Ads
13	Employment Services
9	Use Ads in Other Newspapers
8	Website / Online Services
4	Other
1	Schools
1	Family
1	Applications
1	Internet

NOTE:

11	ONLY use word of mouth
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What skills or qualifications are lacking in our local workforce

10	Willingness to work	2	Basic math skills
5	Customer Relations / Professional & Trained staff in Tourism area, smile	2	Maturity
5	Mechanics	2	Reliability / Dependable
3	Common Sense	2	Tech Skills
3	Electricians	2	Willingness to work in a Small Town
3	Plumbers		

Trades & Skilled Labour Subcommittee Volunteer Leaders:

Rona Seidle, Betty Dix, Wendy Becenko

7. Youth Retention

A major issue in rural communities is the out flight of their youth. After putting major investments of time, energy and money into raising their children to adulthood, the community often watches (or encourages) them leave for economic opportunities in larger communities. Based on flat population statistics and significant aging seen in the community, this is an issue in Kamsack.

The second issue under this heading is the lack of entrepreneurship amongst youth. In our interviews, 61% of the businesses interviewed have been in operation for 10 years or more. There are many programs that are available to youths (35 & under) for starting their own businesses such as Small Business Loans, Canadian Youth Business Foundations Youth Business Operating Loan, Mentorship Programs.

SURVEY: Years in Operation

13	Greater than 10, Less than 25 years
12	Greater than 3, Less than 10 Years
10	Grater than 35 years
9	Greater than 25, Less than 35 years
6	Greater than 1, Less than 3 years
1	Less than 1 year

SHORT TERM GOALS:

The goals for this committee are: a) Research & provide opportunities for youth such as Youth Loans and mentorship programs, b) Advertise opportunities for youth, c) Talk with schools for possible joint projects, d) support projects that encourage innovated ideas of our youth.

LONG TERM GOAL

Change the demographics of our community by increasing youth and young families living in and operating businesses in Kamsack. (to increase population of residents under 40 years of age by 10% over 10 year period).

SURVEY RESULTS:

Barriers to Growth

12	Population / Market Size
7	Demographics: Age

The expected outcome for this project is to reconnect and attract youth to our community.

Subcommittee Volunteer Leaders:

Wendy Becenko, Karen Koreluik, Maureen Humeniuk

8. Global Market

As stated above, a barrier to growth in Kamsack is due to our population & market size. Therefore, we need to increase our trading market as well as bring in new money rather than circulating local dollars.

SHORT TERM GOAL

This project will investigate the barriers our businesses face in competing in a global market. Issues such as transportation issues, communication services will be addressed and tools to overcome these barriers will be investigated and initiated. This project's short term goal is to create a global presence for the Town of Kamsack and its businesses. This includes creating a new, updated, professional Kamsack website presence. The website will allow us to create a "shop Kamsack" website with a link on the Town website – the start of bringing Kamsack to the Global Market and ease our means of communicating on a mass scale.

LONG TERM GOAL

The long term goal is to retain and expand our businesses & manufacturers by increasing their trading market size and ensuring that Kamsack businesses have the resources in place so that they can compete in the global market.

Global Market Subcommittee Volunteer Leaders:

Barry Hvidston, Maureen Humeniuk, Wendy Becenko

SECTION 3: MARKETS

Within Canada

39	100%
8	90 - 99%
1	80%
1	75%

Within the US

1	80%
1	25%
7	Under 10%

Outside Canada & US

2	10%
1	5%
1	1%

LOCAL Markets

Percentage within Kamsack Market

8	100% local
7	90 - 99% Local
3	80 - 89% Local
9	70 - 79% Local
3	60 - 69% Local
5	50 - 59% Local
8	Less than 50% Local

Percentage with Sask.

1	90%
2	80%
6	40%
7	30%
4	20%
7	10 - 19%
6	Less than 10%

Percentage within Canada

1	98%
1	60%
3	30%
2	20%
10	10-19%
8	Less than 10%

Uses of the Internet by Businesses:

33	Email
29	Research
17	Internet Based Systems
15	Webpage
14	On-line Inventory

14	Not Applicable or do not use
13	Order Processing
9	On-line Credit Card
5	Banking

9. Child Care

Just as important as our health care, we must focus on meeting the child care needs of our families. Currently there is no government funded child care in Kamsack. The lack of child care services burdens existing families & is a deterrent for families considering moving to Kamsack. This project will assist in the set up of a government, subsidized child care facilities in Kamsack.

UPDATE:

Since the time of our analyzing stage of this project, we have learned that we have been approved for a government subsidized daycare in Kamsack. It is due to the initial efforts of two Kamsack ladies, Paula Mayer and Anne Berezowski, that Kamsack was approved for a 33 space government subsidized day care facility. They, with the help of the economic development officer and their board, created KamKids Daycare Inc., a non-profit organization. This organization will be responsible for the set up, fundraising and administration of a daycare facility in our community. Currently the project is waiting for capital grant approval. The daycare opening is subject to this approval.

KEDA Inc. will assist KamKids Daycare Inc. in anyway they require to ensure the opening of this facility.

LOCAL SERVICES: Level of Satisfaction	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied
Fire prevention services	26	20	0	0
Garbage removal	23	22	0	1
Snow removal	22	18	6	2
Schools	19	21	3	1
Policing	18	21	7	2
Public utilities	15	30	1	1
Cultural / Recreational Facilities	12	26	4	2
Senior Facilities	11	22	4	0
Health department permit	10	7	1	0
Planning, zoning and building permit	9	15	4	1
Street repair	8	21	15	4
Provincial approvals (i.e.. Environmental, licensing)	6	14	7	0
Local community college	6	10	6	5
Medical health services	5	19	21	4
Federal approvals (i.e.. Licensing)	5	10	4	1
Industrial training	4	5	4	5
Child Care Services	2	10	7	7

THANK YOU!

For participating in ACTION Kamsack.
Without your participation, this project would not have been possible.

If you would like to volunteer or need more information on these and other projects initiated by KEDA Inc., please contact Wendy Becenko, Economic Development Officer for the Town of Kamsack.

