



Centre for Innovative &
Entrepreneurial Leadership

Starting Strong

Rural Community
Economic Development
Planning & Assessment Guide

January 2011

RuralBC Secretariat



The Project

The Rural Community Economic Development Guide was commissioned by the [RuralBC Secretariat](#) to provide information and links to practical tools about community economic development. The guide was written by the [Centre for Innovative and Entrepreneurial Leadership](#) and funded by the Province of British Columbia.

The RuralBC Secretariat, Ministry of Regional Economic and Skills Development

The RuralBC Secretariat is a branch of the BC Ministry of Regional Economic and Skills Development's Regional Economic Development & Pine Beetle Response Division. The Secretariat provides links between government and rural communities and offers support, tools and resources to help build resilient rural communities and robust regional economies. For more information, visit www.ruralbc.gov.bc.ca or phone 250 387-0220.

The Centre for Innovative and Entrepreneurial Leadership

The Centre for Innovative and Entrepreneurial Leadership is a CED organization based in Nelson, B.C. The centre aims to strengthen communities by helping them become more business-friendly, more culturally vibrant and more sustainable. The centre also helps communities improve leadership and enhance community involvement. For more information, visit www.theCIEL.com or phone 250 352-9192.

Please note

The views in this guide do not always represent the views of the Province, and the information it contains should not be considered technical or legal advice. Web links were valid on the date of publication. The Province is not responsible for the content on these sites.

Rural Community Economic Development Planning & Assessment Guide

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Finding an Economic Development Approach that Fits Your Community

Introduction

When small communities begin to think about developing and diversifying their economies, they often ask, “Where do we start?”

Sometimes the question comes from a new council member who has been appointed to focus on economic development. Other times, it is a staff person, citizen or member of a community-based organization who wants to know the most effective ways of creating a better, more economically resilient community.

Community economic development, known as CED, is an easy-to-use approach to rural development. It is community-led, and key local decisions are made by residents. It also assumes that economic, social, cultural and environmental aspects of a community are linked.

A wealth of CED tools and resources are available online. However, the sheer number of resources can be daunting to a group trying to develop a CED strategy. Which tools and approaches are best suited to your community? Which will help you meet your goals?

These questions can be difficult to answer when your community has limited resources to address economic development.¹ Challenges faced by communities include limited budgets and human resource capacity and access to information and expertise. In addition, when a community does have an Economic Development Officer (EDO) he or she is often faced with the challenge of being responsible for a wide-range of other activities. The intent of this guide is to provide a step-by-step approach to help communities identify strategies and tools that are tailored to their unique needs and to help your community to use its resources to the best of its ability.

Fifty-five percent of local governments in B.C. have less than one full-time employee dedicated to economic development, while twenty-one percent rely on other employees to conduct economic development activities “off the side of their desk.”²

¹ Markey, S. Halseth, G. & Manson, D. (2008). Challenging the inevitability of rural decline: Advancing the policy of place in northern British Columbia. *Journal of Rural Studies*, 24: 409-421.

² UBCM. “Evaluating the Economic Development Role of BC Local Governments.” Community Economic Development Committee, UBCM. April 2010.

This guide:

- Introduces some important concepts in economic development in general, and CED in particular (Section I).
- Provides an easy-to-score assessment so communities can begin to gauge their strengths and weaknesses in six key CED areas (Section II).
- Introduces more than 20 practical tools and strategies that have proven effective in CED (also in Section II).
- Provides a one-page summary of different tools and strategies that communities can use to determine their overall score and the CED approach that best matches that score (Section III).
- Links each tool to more web resources, case studies and best practices (Section IV).

We hope you find the guide useful. We would appreciate any feedback or suggestions for improvement at ruralbc@gov.bc.ca.

Using This Guide

Who should use the guide?

This guide is for:

- Individuals or groups interested in building an economically resilient community.
- Newly elected officials who are looking for practical tools, strategies and no-nonsense solutions that have proven worthwhile in helping communities.
- New or experienced economic development practitioners.

This guide was written for communities with populations of 10,000 or fewer people. However, many of the tools and strategies can be employed in much larger communities.

Overview of the guide

The guide is laid out in an easy-to-use manner.

Section I introduces some important definitions and key principles of CED and economic development.

Many communities do not maximize their economic development opportunities because they have not been strategic in determining their strengths, weaknesses, and the overall readiness of the community.

Section II – Guide to Assessing Your Community and Its Readiness – through its six-part assessment, will help you gain a better understanding of the community's strengths and weaknesses in six key areas of CED:³

- Connections and Co-operation** – Does the community have the ability to draw together to achieve community-wide goals? Is everyone included?
- Community Vitality** – Does the community have a rich and dynamic cultural and social life? Is there pride, and celebration of success?
- Leadership** – Do individuals and groups take effective leadership responsibility? Are they responsive and democratic?
- Strategic Capacity** – Are physical and financial resources available to meet the community's vision? Is there a plan?
- Community Sustainability** – Is the community economically and environmentally self-sufficient?

³ Note: The six-part questionnaire is designed to be completed by individuals, but good CED practice suggests that an assessment like this should be conducted community-wide.

- F. **Business Health** – Does the community identify and act on business opportunities? Does the community encourage and support its entrepreneurs?

If your community wants to improve in a particular area, a handful of useful tools, strategies and actions are listed in each of the six areas to help you achieve this. The tools and strategies offer you a menu of options, rather than a series of steps to be followed in a specific order. Communities can choose a tool or strategy depending on their preference, needs, and capacity. Useful links to web resources, case studies and best practices for the more than 20 tools profiled in this guide are found in Section IV.

Section III provides a simple scoring summary and suggests strategies for communities to consider depending on their overall score. The two pages that follow provide a full listing of all profiled CED tools and strategies in two useful charts:

1. **Are We Ready?**

Some tools and strategies may be better than others depending on your stage of readiness and your score from Section III. This chart summarizes all the tools and helps you determine if your community is ready for them.

2. **CED or Targeted Economic Development?**

This chart will help you select which tool fits your community's goals. It divides the tools and strategies into those with a broad CED focus and those that are considered as targeted economic and business development tools.

Section IV provides a selection of resources and references that may help your community achieve its goals.

SECTION I - What is Community Economic Development?

Community Economic Development (CED) is a holistic approach to development that focuses on creating a strong, healthy and resilient community. It is a form of development led by the community where key local decisions are made by residents. It recognizes that while an economy can be strong, the community's health depends on the interconnection of economic, social, cultural and environmental factors. For instance, if a town is thriving economically, yet experiencing social or environmental problems, the community is not necessarily healthy

A CED approach builds on the economic, social, cultural and environmental strengths that exist within the community. There are many different types of CED strategies - the choice of strategy will depend on the conditions and needs of the community. However, strategies that build community capacity – skills, knowledge, trust and confidence – are the cornerstones of CED.

To foster a holistic approach to development, CED strategies are often long-term in their vision. CED projects tend to be linked to a community economic development plan or community strategy rather than a short-term solution or project in response to available funding opportunities. A CED approach to development recognizes the interdependence of the community in terms of where and how the community fits in with its neighbouring communities or the larger world. CED approaches can also focus on living within ecological limits to ensure that the generations who follow will have the benefit of the same resources. A community that takes a CED approach to development may also be doing so in order to create and support an inclusive community by working with marginalized individuals to develop and implement CED strategies.

In contrast to CED approaches, Economic Development and Local Economic Development strategies primarily focus on solutions relating to the local economy. CED is sometimes described as an alternative to conventional approaches to economic development. However, conventional economic development strategies may be used within a holistic CED framework –sometimes a focus on a specific economic development strategy is one of a community's priorities. A list of conventional economic development strategies that may be combined with a CED approach is contained in Section IV.

In small towns, community development is economic development.

*Small Towns, Big Ideas
– University of North Carolina
School of Government*

Community Economic Development is action by people locally to create economic opportunities and better social conditions, particularly for those who are most disadvantaged. CED is an approach that recognizes that economic, environmental and social challenges are interdependent, complex and ever-changing. To be effective, solutions must be rooted in local knowledge and led by community members. CED promotes holistic approaches, addressing individual, community and regional levels, recognizing that these levels are interconnected.

The Canadian CED Network

CED practitioners often state that the underlying principles of CED, rather than specific steps or strategies, are what differentiate CED approaches from other economic development strategies. CED principles promote a long term focus that promotes inclusivity and sustainability while ensuring that strategies are place based and reflective of community priorities. Outcomes of projects and initiatives are therefore linked to the overall well being of the community. Initiatives, strategies and projects that foster the principles of CED are often built around a combination of the following foundational areas:

1. **Connections and Cooperation:** *Does the community have the ability to draw together to achieve community-wide goals? Is everyone included?*
2. **Community Vitality:** *Does the community have a rich and dynamic cultural and social life; is there pride in achievements, and celebrations of success?*
3. **Leadership:** *Do individuals and groups take effective leadership responsibility and are they responsive and democratic?*
4. **Strategic Capacity:** *Are the physical and financial resources available to meet the community's vision? Is there a community plan?*
5. **Community Sustainability:** *Does the community have economic, social and environmental self-sufficiency?*
6. **Business Health:** *Does the community identify and act on business opportunities? Does the community encourage and support its entrepreneurs?*

Based on these six foundational CED categories the next section of the guide, *Section II - Guide to Assessing Community Readiness*, presents a six-part assessment tool that will assist your community to better understand its strengths and weaknesses in the six foundational areas of CED.

Principles of Community Economic Development:

- **Equity** – all community members have the ability to participate in decisions and can benefit from shared resources
- **Self-reliance & community control** – engaging in community-led CED projects helps to build skills, creativity and resources that allow community members to plan, design, control, manage and evaluate projects
- **Public participation** – citizens are welcomed to participate in the design and implementation of CED strategies
- **Community building** – CED focuses on creating stronger relationships and stronger organizations
- **Partnerships and co-operation** – mutually beneficial or win-win outcomes are encouraged
- **Building on traditions and assets** – the community looks to its people, history and culture and builds on its unique assets
- **Evaluation and measuring outcomes** – indicators of success that ask questions about economic, social, cultural and environmental impacts are developed and monitored
- **Encouraging diversity and a variety of groups and individuals working together.**

SECTION II - Guide to Assessing Community Readiness

Before a community begins a CED initiative — whether creating an economic development plan or moving forward on a tourism project — it will need to take stock of resources, timing and ability to succeed. A community that takes on too much too soon may experience setbacks. A realistic assessment helps a community take a strategic approach to CED and increases the likelihood of reaching the intended goal.

Some communities might be ready to engage in creating a comprehensive CED strategy. Elsewhere, getting people talking and working together in the same room may be a large victory.⁴ Taking time to assess community readiness prior to deciding on a strategy will be time well spent.

This section contains six short surveys, designed to assist communities in carrying out an assessment of readiness to engage in CED strategy development. The six-part questionnaire is designed to be completed by individuals, but can be used by groups as well.

How to use the surveys

A scoring table is provided for each of the six surveys. If your community strongly agrees with a statement, it would score +2 on that question. If your community strongly disagrees with a statement, it would score -2. A scoring summary is provided at the bottom of each of the six surveys.

The summary scoring table in SECTION IV is intended to compile a community's score to decide on an approach that is based on the community's strengths, weaknesses and state of readiness. Determining the baseline score will give an indication of where a community is on the CED continuum. This will help determine which CED strategy or tool is best suited for that community.

Should your community wish to improve its score in a particular area, a variety of strategies and tools to assist them are listed below each assessment survey. The tools and strategies offer a menu of options, rather than a series of steps to be followed in a specific order. Choose the tool or strategy that best suits your community's preference, needs, and capacity.

Section IV provides web resources, case studies and best practices for the more than 20 tools profiled in this guide.

⁴ See more on stages of Community – Communities 'Life Cycle' Matrix - <http://www.theciel.com/matrix.php>

Before starting the surveys

In order for a community to ‘start strong’ it is helpful to understand the existing policies, plans and priorities that have helped to shape:

- where community has come from,
- where it is now, and
- where it hopes to be.

Many of the answers to these questions can be found in a community’s strategic planning and visioning documents. These planning documents capture important community values (such as protection of a vital watershed, or a belief in the importance of fostering multi-culturalism) that can inform the development of CED strategies. Deciding on a community economic development plan based on the goals and values outlined in these documents may make it easier to implement and maintain support for the projects.

In addition, statistical information about a community can help create a richer picture of trends and further highlight a community’s strengths, weaknesses and challenges. Some sources for this type of information include:

Some of the planning documents to review and consider include:

- Community Vision
- Official Community Plan (OCP)
- Integrated Community Sustainability Plan (ICSP), also known as a Smart Plan
- Economic development plans or studies
- Regional Growth Strategy (RGS)
- Local Resource Management Plan (LRMP)

Source	Type of Information
BCStats Community Profiles	Labour market, demographic information and population forecasts, tax filer
The Community Information Database (CID)	Socio-economic and demographic data
Local Municipality or Regional District	Taxes, building permits, business licenses, school district enrolment
Union of BC Municipalities	Policy and Initiatives on Community Economic Development in B.C.
Economic Developers Association of BC	Economic development issues and trends
RuralBC Secretariat	Information on government programs and services
Western Economic Diversification Canada	Small business profiles, CED programs and services

Taken together, these planning documents and statistics will help paint a rich picture of a community:

- Is it growing? How quickly?
- What are the main economic drivers of the community?
- How dependent is the community on one large or a few large employers?

- How expensive is housing?
- Is new residential and commercial housing being built to accommodate changing community needs?
- Is the tax base strong and growing?
- Has the community managed to successfully implement past plans?
- Is the community demonstrating the values and visions expressed in its previous planning?

With these questions answered, communities will have a better understanding of where they've come from and where they might be heading, providing context for the following six surveys.

A. CONNECTIONS AND CO-OPERATION

A. Connections and Co-operation <i>Does the community have the ability to draw together to achieve community-wide goals? Is everyone included?</i>		Completely Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Completely Disagree	Don't Know
		☺ +2		☹ 0		☹ -2	? ?
1	The community co-operates with neighbouring communities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	It is easy to find volunteers for community projects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	In general, there is a high level of trust between groups in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	There is a community vision or plan that addresses the needs of all groups within the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Diversity (age, culture, interests) within the community is represented in community activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	The community is able to deal constructively with conflict.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Score for each column				0			X
Total of all columns except "don't know": _____ (Note: This six-part questionnaire is designed to be completed by individuals, but good community economic development practice suggests that an assessment like this should be conducted community-wide.)							

Strategies and Tools to Foster Connections and Cooperation

Below are some strategies that have been used to increase a community's capacity in fostering cooperation and engagement of citizens. Tools and resources appropriate for small communities developing these strategies are included in Section IV.

A1. Increase participation

Municipal and community leaders often comment that a relatively small number of individuals tend to shoulder the load. At the same time, community residents often say that they don't have a voice, that they are not listened to, or that they don't know how to contribute their talents and ideas. The result of these two sources of dissatisfaction is that communities can miss the opportunity to tap into a larger pool of talent, which can result in volunteer burnout. It is essential that municipal governments and community organizations seek out new and innovative ways to engage a broad spectrum of people in the community.

A2. Develop a community vision

The work to create a community vision can result in new relationships and collaborative partnerships developing among and between groups that do not normally interact and can access hidden resources in the community. A community vision is one that is shared by a range of individuals and groups, including elected officials, town planners, youth, arts and sports groups, seniors, recent immigrants, First Nations, churches, schools, businesses and so on. The visioning process needs a local champion to promote it and a skilled facilitator to lead it.

A3. Engage youth and improve intergenerational connections

Many small communities are concerned about their ability to retain and engage their youth. The health and well-being of youth and of communities are interconnected. Many young people feel that they have limited opportunities to interact with anyone outside their own age group other than their parents and teachers. Mentoring by adults outside the family has been shown to help at-risk children by increasing their self-esteem, ability to relate to adults, decision-making ability and resiliency in the face of adversity.

A4. Map community assets

Asset mapping is a process that identifies and emphasizes the positive assets of individuals, associations and institutions in the community, rather than on the community's shortcomings. The distinction is an important one. Focusing too much on a community's challenges can be divisive and can result in competitive rivalries that stall forward momentum. Asset mapping can help shape a common

identify and bring people in a community together. Assets include not just physical assets but the range of resident skills, talents, and activities in the community.

A5. Create a more welcoming and inclusive community

A welcoming and inclusive community will not only benefit from diverse outlooks and partnerships but may also gain new ideas and expertise that support community economic development. Welcoming and inclusive communities involve many people in decision-making and community planning, recognizing that a community is made up of people with differing ethnicities, genders, sexual orientations, statuses, ages, abilities and beliefs. The goal of CED should be a community where diversity is celebrated and all citizens have opportunities to participate.

B. COMMUNITY VITALITY

B. Community Vitality <i>Does the community have a rich and dynamic cultural and social life; is there pride, and celebration of success?</i>		Completely Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Completely Disagree	Don't Know
		☺		☹		☹	?
		+2	+1	0	-1	-2	?
1	There are friendly public spaces – e.g., parks, squares, fountains, outdoor cafes, benches, playgrounds – where a variety of people feel welcome.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	The community celebrates itself – it engages in fun and laughter.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	The community has at least one public festival that generates a feeling of magic and excitement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	The community has an optimistic spirit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	A spirit of life-long learning and a hunger for knowledge is present in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Newcomers are welcome in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Score for each column				0			X
Total of all columns except “don’t know”: _____ (Note: This six-part questionnaire is designed to be completed by individuals, but good community economic development practice suggests that an assessment like this should be conducted community-wide.)							

Strategies and Tools to Foster Community Vitality

Below are some strategies that have been used to increase community vitality. Tools and resources appropriate for small communities are included in Section IV.

B1. Revitalize downtown

A rural downtown should be a friendly public space, with a variety of shops and services, and where people want to be because it is attractive, welcoming and relaxed. It should be equally accessible to pedestrians as it is to automobiles.

Downtown revitalization can be an effective economic development strategy. It can facilitate the growth of existing small businesses, create conditions for new businesses, attract shoppers and increase the attractiveness of the town to those who may be considering living, working and investing there.

B2. Create an annual community festival

A community festival can be an excellent way generate and demonstrate community pride. A festival can focus attention on the community, bring the uniqueness of the community to the attention of others, stimulate volunteerism, and provide opportunities for members of the community to meet and mingle. It is an opportunity for the community to celebrate itself.

B3. Develop artistic and cultural tourism

An arts-focused town will attract tourists and appeal to professionals looking to relocate from larger centres. It will also attract other artists. Many rural artists sell their work in cities or go on tour, and as a result revenues earned outside the community are spent locally. The arts can play a significant role in downtown revitalization.

B4. Initiate a First Impressions program

First Impressions Community Exchange is a structured process that reveals to the community the first impressions that tourists, potential investors and others form of the community. This approach offers a fresh perspective on the community's appearance, services and infrastructure and can help the community identify its strengths and weaknesses. Volunteer "visiting teams" from two exchange communities do unannounced, *incognito* visits, record their observations and then provide constructive feedback to their exchange community.

B5. Measure community vitality

Some people believe that quality of life is determined by the employment rate. Others believe that the number and quality of outdoor recreation opportunities is the key. Still others say that quality of life is about the arts or public safety or access to health care. However "quality of life" is defined, does your community have enough of it to attract new people with varying interests and to retain and inspire existing residents? Quality of life means different things to different people. It can be measured – it is simply a matter of coming up with the appropriate indicators.

C. LEADERSHIP

C. Leadership <i>Do individuals and groups take effective leadership responsibility, and are leaders responsive and democratic?</i>		Completely Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Completely Disagree	Don't Know
		☺		☹		☹	?
		+2	+1	0	-1	-2	
1	Residents and local government have an active, respectful dialogue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Community members have opportunities to develop leadership skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	There is a pool of talented people who are available for leading community initiatives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Youth leadership is supported and developed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	People representing the interests of the non-profit, private and government sectors jointly participate in community decision-making.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Local elections attract many talented and diverse candidates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SCORE for each column				0			X
Total of all columns except "don't know": _____ (Note: This six-part questionnaire is designed to be completed by individuals, but good community economic development practice suggests that an assessment like this should be conducted community-wide.)							

Strategies and Tools to Foster Community Leadership

Below are some strategies that have been used to support community leadership. Tools and resources appropriate for small communities are included in Section IV.

C1. Provide training in collaborative leadership

Rural communities can thrive when they have leaders who understand the economic development needs of the new rural economy of the 21st century. Faced with an aging demographic, communities need to attract and develop a

new generation of leaders to replace those of the baby boom generation who are nearing retirement. The challenges of the new economy will require these new leaders to be inclusive and collaborative.

C2. Increase participation

See A1, above

C3. Develop a community vision

See A2, above

C4. Map community assets

See A4, above

D. STRATEGIC CAPACITY

D. Strategic Capacity <i>Are the physical and financial resources available to achieve the community's vision, and is there a plan?</i>		Completely Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Completely Disagree	Don't Know
		☺ +2	+1	☹ 0	-1	☹ -2	? ?
1	There is an up-to-date community vision or plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	There is a vibrant town centre or community core.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	The community has the financial resources to meet its basic needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	The community's physical infrastructure is reliable, well-maintained and modern.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	A variety of real estate is available to accommodate business expansion, attraction or creation (e.g., light industry, office, downtown core).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Capital, in a variety of forms, is available to businesses and prospective businesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SCORE for each column				0			X
Total of all columns except "don't know": _____ (Note: This six-part questionnaire is designed to be completed by individuals, but good community economic development practice suggests that an assessment like this should be conducted community-wide.)							

Strategies and Tools to Increase Strategic Capacity

Below are some strategies that have been used to increase strategic capacity. Tools and resources appropriate for small communities are included in Section IV.

D1. Establish a community foundation

Community foundations encourage and co-ordinate donations from the community to the community. Donors' interests are matched with community needs. Donations typically cover a wide range of community activity: the arts, the environment, recreation and social needs. In addition to their financial and philanthropic functions, community foundations encourage and foster leadership, collaboration and vitality.

D2. Explore infrastructure grants

The federal and provincial governments from time to time announce a variety of infrastructure funding programs. It is a good idea to stay informed of these programs.

D3. Initiate a business retention and expansion (BR+E) program

Business Retention and Expansion (BR+E) is a community-based economic development strategy aimed at nurturing and supporting existing businesses in the community. BR+E seeks to improve the competitiveness of local businesses by identifying and addressing their needs and concerns and identifying business development opportunities.

D4. Initiate a workforce development program

Some communities hit hard by the decline in resource industries have undertaken programs to provide skills training for the local workforce. Training and skills development is an important rural economic development strategy. It provides residents with the skills to transition to new economies, can lead to new business opportunities by stimulating investment and innovation and can help to attract and retain existing workers and young entrepreneurs. A workforce development program can help enhance local capacity and may slow the exodus of workers and families from a community in transition.

D5. Develop a community vision

See A2, above

D6. Map community assets

See A4, above

E. COMMUNITY SUSTAINABILITY

E. Community Sustainability Is the community economically and environmentally self-sufficient?		Completely Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Completely Disagree	Don't Know
		☺		☹		☹	?
		+2	+1	0	-1	-2	
1	For leaders or key community members, thought is being given to replacing them if the need arises (for example, retirement).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	For people in the community, the integrity of the environment is a priority.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Local middle-income earners can afford to buy a house in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Young adults age 25-34 consider the community a desirable place to live.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	The community is not dependent on a small number of employers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	The community considers environmental sustainability in its community planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SCORE for each column				0			X
Total of all columns except "don't know": _____ (Note: This six-part questionnaire is designed to be completed by individuals, but good community economic development practice suggests that an assessment like this should be conducted community-wide.)							

Strategies and Tools to Foster Community Sustainability

Below are some strategies that have been used to increase community sustainability. Tools and resources appropriate for small communities are included in Section IV.

E1. Develop a sustainability plan

This is an over-arching strategy that could include any of the other tools and strategies mentioned in this section. The Federation of Canadian Municipalities states that sustainable community development is an integrated process that strengthens a community's social, economic, and environmental assets to bring people closer to living within the sustaining capacity of local and global ecosystems.

Sustainability planning allows communities to reconcile the sometimes conflicting goals of protecting the environment and developing the economy. A sustainability plan envisions a community of the future that is environmentally *and* economically viable. Sustainability planning should involve elected officials, professional planners and administrators, but also include a range of stakeholders from the community, including youth, arts and sports organizations, seniors, businesses, recent immigrants, First Nations, churches, schools and more.

E2. Identify the local economic leaks

Once money flows into a community, what do consumers, public services and businesses do with it? Too often money leaves a community because it is spent on goods and services with no local presence. Some of the tools and strategies that follow (buy local, business retention and expansion, community foundation) are aimed at plugging these economic 'leaks'. A first step is to identify the many ways that money leaks from the community.

E3. Start a 'buy local' program

Buy local programs are typically run by local businesses, business associations or non-profit groups and involve promoting local products by using ads, maps, buy local guides and community awareness campaigns. Such programs can reduce economic leakages in a community, build community pride, create connections, increase economic strength and lower the community's carbon footprint via the reduction of transportation associated with importing food and other goods.

One potential outcome of a buy local program could be an increase in community support for local food products. For example, in recent years there has been a noticeable rise in farmers markets and the labeling of 'local foods' at many supermarkets. These types of programs could also be applied to other sectors such as manufacturing or the arts. There are several examples of buy local campaigns created by local businesses or non-profits.

Note: Local governments and entities owned or controlled by them have certain trade-related obligations, including non-discriminatory procurement practices, which must be complied with. For more information on these obligations, please contact the Trade Initiatives Branch in the BC Ministry of Finance (tilmabc@gov.bc.ca).

E4. Develop sustainable tourism

Tourism is generally a local economic undertaking aimed at attracting tourists to the community and providing them with creative and entertaining ways to spend money locally. A combination of commercial tourism assets and well managed environmental assets can be a powerful formula for attracting tourist dollars to the community.

E5. Create a community foundation

See D1, above

E6. Initiate a business retention and expansion program

See D3, above

F. BUSINESS HEALTH

F. Business Health <i>Does the community identify and act on business opportunities?</i> <i>Does the community encourage and support its entrepreneurs?</i>		Completely Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Completely Disagree	Don't Know
		☺		☹		☹	?
		+2	+1	0	-1	-2	
1	The community identifies and acts upon opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Local leadership is committed to recruiting or attracting businesses to the area and uses strategies or incentives to do so.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	The area has a distinctive or unique brand or marketing image.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	People prefer to purchase local products and services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Successful businesses want to remain in the area.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Local leadership recognizes that businesses are important and valuable for the development of the area.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SCORE for each column				0			X
Total of all columns except "don't know": _____ (Note: This six-part questionnaire is designed to be completed by individuals, but good community economic development practice suggests that an assessment like this should be conducted community-wide.)							

Strategies and Tools to Support Business Health

Below are some strategies that have been used to support a healthy business environment. Tools and resources appropriate for small communities are included in Section IV.

F1. Create a youth entrepreneurship development program

Local and global economies thrive on new ideas and fresh thinking, and young people, with their curiosity about the world, their natural creativity, willingness to take risks and unbridled enthusiasm, are a natural source for this fresh perspective. Many small business owners today are nearing retirement age and giving serious thought to transitioning their businesses to a new generation. Investing in youth entrepreneurship programs is seen by many communities as a sound investment in the community's future.

F2. Form a business incubator

Business incubators stimulate and support the creation and growth of new small businesses while providing support that increases the likelihood of business success. The most common objectives of incubation programs are creating jobs in a community, enhancing a community's entrepreneurial climate, and retaining businesses in a community. Business incubators provide assistance with marketing, networking, alternative financing, workspace, links to partners and educators, and business management advice and training.

F3. Measure and improve business friendliness

Do young adults and families find your community attractive? Do you have a business-friendly council? Do business and education work together to provide appropriate, timely and convenient training? Do businesses market their products jointly? Do lenders in the community understand the needs of entrepreneurs? These are some examples of the questions that need to be asked to determine the business friendliness of a community. Many communities say they want to attract more businesses, but they are often unsure of what kinds of actions will actually create a more positive business climate. A consequence of this knowledge gap is that actions taken can yield counterproductive results and new opportunities can be realized in spite of the community's efforts, not because of them.

F4. Recruit compatible enterprises and investment

Many rural B.C. communities are faced with the loss of the primary resource industries that have defined their local economies for generations. What constitutes a "compatible enterprise" for one community will be defined differently for another. A community that knows what kind of industry or business it wants and can go out to attract these businesses is ahead of those communities that passively wait for opportunities.

F5. Identify the local economic leaks

See E2, above

F6. Start a 'buy local' program

See E3, above

F7. Initiate a business retention and expansion program

See D3, above

SECTION III

A. CED Continuum of Readiness (Scoring Guide) with Strategies and Tools

A Guide to Picking a CED Tool or Strategy that Fits Your Community

Once you have completed Assessing Your Community and Its Readiness (Section II) you should have scores for each of the six sections. Insert these scores into the box on the right. Adding these six scores will give you an overall score. Depending on the score, you might want to consider an approach listed below. For instance, if you score -50, trying to build a CED strategy (Example 1) might be very challenging. As a smart approach or strategic direction, you might want to try to map the community's assets first. Next, the community might try to build on its strategic assets. In this way, a community can build up to tools and actions that require more capacity.

	SCORE
A. Connections and Cooperation	
B. Community Vitality	
C. Leadership	
D. Strategic Capacity	
E. Community Sustainability	
F. Business Health	
OVERALL SCORE	

Also refer to Are We Ready? on the following page for a listing of all tools and strategies profiled in this guide. The Are We Ready? section should help you pick tools and strategies that are a fit for your level of readiness.

	1. Getting Ready to Move	2. Small Steps	3. Large Steps	4. Large Leaps
Overall Score	-72 to -37	-36 to -1	0 to + 36	+37 to +72
Approach and Strategic Directions	<ul style="list-style-type: none"> Take stock of assets Bring in outside conflict and mediation specialist (possibly) Create community conversations to build momentum Hold conversations with local non-elected leaders Offer basic workshops on CED for local elected and non-elected leaders 	<ul style="list-style-type: none"> Tackle small apolitical projects to build trust and respect Use early project success to build momentum Offer advanced workshops on CED 	<ul style="list-style-type: none"> Move from small project (one time only) to program (ongoing) approach to ensure continuity and success Integrate principals into most community planning and programming, as CED is understood by most community leaders 	<ul style="list-style-type: none"> Investigate sophisticated approaches Become a leader community and a catalyst for teaming up with neighbouring communities Integrate CED principles into all programming, as they are second nature to all groups and organizations in the community
Example 1 Asset Mapping	<ul style="list-style-type: none"> Asset mapping 	<ul style="list-style-type: none"> Matching strategic assets (from asset mapping) to actions 	<ul style="list-style-type: none"> Use community assets to create strategic CED directions for community 	<ul style="list-style-type: none"> A CED strategy or plan informs the official community plan
Example 2 Buy Local	<ul style="list-style-type: none"> Measure leakage 	<ul style="list-style-type: none"> 'Buy local' campaign 	<ul style="list-style-type: none"> 'Buy local' initiative (ongoing) 	<ul style="list-style-type: none"> Strong community/ regional brand; joint marketing and export strategy for local businesses

B. Are We Ready?

Below is a list of all the tools and strategies we've profiled in this guide. Depending on your score – your readiness to proceed – some tools may be better than others. For instance, if your community has scored -50, you might work toward undertaking a community vision or plan. Mapping community assets might be a better first step. As you can see, if your community scores well, you are in a position to undertake almost any strategy.

1. Getting ready to move	2. Small steps	3. Large steps	4. Large leaps		Connections and Co-operation
√	√	√	√	A1	Increase Participation
		√	√	A2	Community Vision or Plan
√	√	√	√	A3	Engage Youth
√	√	√	√	A4	Map Community Assets
√	√	√	√	A5	Welcoming Community
Community Vitality					
	√	√	√	B1	Revitalize Downtown
	√	√	√	B2	Annual Community Festival
	√	√	√	B3	Artistic & Cultural Tourism
	√	√	√	B4	First Impressions Tourism
		√	√	B5	Measure Community Vitality
Leadership					
√	√	√	√	C1	Leadership Training
√	√	√	√	C2	Increase Participation
		√	√	C3	Community Vision or Plan
√	√	√	√	C4	Map Community Assets
Strategic Capacity					
√	√	√	√	D1	Community Foundation
√	√	√	√	D2	Infrastructure Grants
	√	√	√	D3	Business Retention and Expansion
√	√	√	√	D4	Workforce Development Program
		√	√	D5	Community Vision or Plan
√	√	√	√	D6	Map Community Assets
Community Sustainability					
		√	√	E1	Sustainability Plan
√	√	√	√	E2	Identify Local Economic Leaks
	√	√	√	E3	Start a 'Buy Local' Program
	√	√	√	E4	Develop Sustainable Tourism
√	√	√	√	E5	Community Foundation
	√	√	√	E6	Business Retention and Expansion
Business Health					
	√	√	√	F1	Youth Entrepreneurship
	√	√	√	F2	Business Incubator
	√	√	√	F3	Measure and Improve Business Friendliness
		√	√	F4	Recruit Enterprises and Investment
√	√	√	√	F5	Identify Local Economic Leaks
	√	√	√	F6	Start a 'Buy Local' Program
	√	√	√	F7	Business Retention and Expansion

C. Broad CED or Targeted Economic Development?

Some communities have identified that they wish to embark in a more targeted way to specifically address economic and business development issues. In the table below, we've attempted to separate the targeted economic and business development tools and strategies from those aimed at addressing CED in a broader way.

Broad CED	Targeted Economic & Business Development	Connections and Co-operation
√		A1 Increase Participation
√		A2 Community Vision or Plan
√		A3 Engage Youth
√		A4 Map Community Assets
√		A5 Welcoming Community
Community Vitality		
	√	B1 Revitalize Downtown
√		B2 Annual Community Festival
	√	B3 Artistic and Cultural Tourism
	√	B4 First Impressions Tourism
√		B5 Measure Community Vitality
Leadership		
√		C1 Leadership Training
√		C2 Increase Participation
√		C3 Community Vision or Plan
√		C4 Map Community Assets
Strategic Capacity		
√		D1 Community Foundation
√		D2 Infrastructure Grants
	√	D3 Business Retention and Expansion
	√	D4 Workforce Development Program
√		D5 Community Vision or Plan
√		D6 Map Community Assets
Community Sustainability		
√		E1 Sustainability Plan
	√	E2 Identify Local Economic Leaks
	√	E3 Start a 'Buy Local' Program
	√	E4 Develop Sustainable Tourism
√		E5 Community Foundation
	√	E6 Business Retention and Expansion
Business Health		
	√	F1 Youth Entrepreneurship
	√	F2 Business Incubator
	√	F3 Measure and Improve Business Friendliness
	√	F4 Recruit Enterprises and Investment
	√	F5 Identify Local Economic Leaks
	√	F6 Start a 'Buy Local' Program
	√	F7 Business Retention and Expansion

SECTION IV: References and Resources

The following tools and resources have been selected because of their applicability to rural (and small town) community economic development. These tools have been organized according to the assessment and recommended strategies outlined in Section II of this guidebook.

All web links were current at the time of publication.

Tools and Resources for:	Page
A. Connections and Cooperation	... 29
B. Community Vitality	... 31
C. Leadership	... 33
D. Strategic Capacity	... 34
E. Community Sustainability	... 36
F. Business Health	... 37
G. Evaluation	... 39

A. Connections and Co-operation

A1. Increase participation

- **Citizen Engagement Toolkit** (Alberta Urban Municipalities Association) http://www.auma.ca/live/AUMA/Toolkits+%26+Initiatives/Citizen_Engagement_Toolkit
(when asked to name your community to download the toolkit, type in any municipality in Alberta, even if you do not live there)
- **Encouraging Citizen Involvement in Community Work** (Community Toolbox, University of Kansas)
http://ctb.ku.edu/en/tablecontents/chapter_1006.htm
- **Tools and Techniques for Community Recovery and Renewal** (Centre for Community Enterprise, British Columbia)
<http://www.cedworks.com/files/pdf/free/P201.pdf>
- **A Review of Public Participation and Consultation Methods** (Vancouver Community Network)
<http://vcn.bc.ca/citizens-handbook/compareparticipation.pdf>
- **Conversation Café** (Bank of Ideas, Australia) http://www.bankofideas.com.au/Downloads/Conversation_Cafe.pdf

A2. Develop a community vision

- **Building Capacity for Community and System Change** (Community Toolbox, University of Kansas)
http://ctb.ku.edu/en/tablecontents/sub_section_main_1002.htm
- **Assessing Community Needs and Resources** (Community Toolbox, University of Kansas)
http://ctb.ku.edu/en/tablecontents/chapter_1003.htm
- **Community Dialogue Toolkit** (Government of Canada)
<http://www.rural.gc.ca/RURAL/display-afficher.do?id=1239289563390&lang=eng>
- **Rural Revitalization and the Need to Create Sustainable, Healthy and Resilient Communities** (Peter Kenyon, Bank of Ideas, Australia)
http://www.bankofideas.com.au/Downloads/Rural_Revitalisation.pdf
- **A Guide for Hosting Community Conversations** (Bank of Ideas, Australia)
http://www.bankofideas.com.au/Downloads/Guide_Hosting_Community_Conversations.pdf
- **Communities Matrix** (Centre for Innovative and Entrepreneurial Leadership, Nelson, B.C.)
<http://www.theciel.com/matrix.php>
<http://www.theciel.com/checkup.php>

A3. Engage youth and improve intergenerational connections

- **Youth Mentoring Children and Youth – A CED Approach** (Canadian CED Network)
<http://www.ccednet-rcdec.ca/en/node/9249>
- **Engaging Youth in Community Change** (Center for the Study of Social Policy, Washington, DC)
http://www.cedec.ca/files/Tools_Resources/PeerMatch_Mytown.pdf
- **Youth Mentoring Programs** (Community Toolbox, University of Kansas)
http://ctb.ku.edu/en/tablecontents/chapter_1022.htm
- **Youth In Charge** (Canadian CED Network)
http://www.ccednet-rcdec.ca/files/ccednet/YIC_ToolKit_April_2009v2.pdf
- **Youth in Community Economic Development** (Canadian CED Network)
http://www.ccednet-rcdec.ca/files/ccednet/2006_EL_Youth_and_CED_Report_Final.pdf

A4. Map community assets

- **Asset Mapping: A Handbook** (University of Guelph)
http://www.rwmc.uoguelph.ca/cms/documents/11/Asset_Mapping1.pdf
- **Building Communities from the Inside Out** (Kretzmann and McKnight) <http://www.northwestern.edu/ipr/publications/community/introd-building.html>
- **Begin Again North Dakota** (North Dakota State University) <http://www.bankofideas.com.au/Downloads/BAND.pdf>
- **Putting Theory into Practice: Asset Mapping in Three Toronto Neighbourhoods** (Urban Centre, University of Toronto) http://www.urbancentre.utoronto.ca/pdfs/curp/SNTF_Asset-Mapping_RP5.pdf
- **Proposed Community Mapping Project** (University of Victoria) <http://mapping.uvic.ca/>
- **A Guide to Mapping Local Business Assets and Mobilizing Local Business Capacities** (Northwestern University) <http://www.abcdinstitute.org/docs/MappingBusinessAssets.pdf>

A5. Create a more welcoming and inclusive community

- **Welcoming and Inclusive Communities Toolkit** (Alberta Urban Municipalities Association)
http://www.auma.ca/live/digitalAssets/25/25953_WICT_booklet_10232008.pdf

- **Welcoming and Inclusive Communities** (Government of B.C.)
http://www.welcomebc.ca/wbc/communities/becoming_informed/index.page?WT.svl=TopNav
- **Everybody Active – Social Inclusion Assessment** (SPARC B.C.)
<http://www.physicalactivitystrategy.ca/pdfs/Tool%203%20-%20Social%20Inclusion%20Assessment%200909.pdf>
- **How Strangers Become Neighbours** (Metropolis B.C.)
<http://mbc.metropolis.net/assets/uploads/files/wp/2007/WP07-11.pdf>
- **Community Interventions for Inclusion** (Community Toolbox, University of Kansas)
http://ctb.ku.edu/en/tablecontents/chapter_1023.htm
http://ctb.ku.edu/en/tablecontents/chapter_1020.htm
http://ctb.ku.edu/en/tablecontents/chapter_1027.htm
- **Creating Welcoming and Inclusive Communities – What Will it Take?** (Simon Fraser University)
[http://www.sfu.ca/dialog/study+practice/media/pdf/forum_report_\(NOV_10\)%202.pdf](http://www.sfu.ca/dialog/study+practice/media/pdf/forum_report_(NOV_10)%202.pdf)

B. Tools and Resources for Community Vitality

B1. Revitalize downtown

- **Changing the Physical and Social Environment** (Community Toolbox, University of Kansas)
http://ctb.ku.edu/en/tablecontents/chapter_1026.htm
- **Revitalization Strategy** (the Rues Principales Foundation, Quebec) <http://www.fondationruesprincipales.qc.ca/en/services/>
- **The Future of Main Street** (Alberta Main Street Program) <http://www.albertamainstreet.org/default.aspx>
- **Managing Downtown Revitalization** (Government of Ontario) <http://www.reddi.gov.on.ca/dr.htm>
- **Strategies for Downtown Development** (Small Towns, Big Ideas, North Carolina)
<http://www.sog.unc.edu/programs/cednc/stbi/results.php>
- **Main Street Resources** (National Trust for Historical Preservation) <http://www.preservationnation.org/main-street/resources/>

B2. Create an annual community festival

- **How to Organize a Community Festival**
<http://www.wonderhowto.com/how-to-plan-a-community-festival-73695/>
- **132 Great Special Event Ideas** (Bank of Ideas, Australia)
http://www.bankofideas.com.au/Downloads/Social_Capital_Handout_3.pdf
- **Three B.C. examples**
<http://www.writersfestival.ca/>
<http://www.nakuspmusicfest.ca/>
<http://www.hillsgarlicfest.ca/>

B3. Develop artistic and cultural tourism

- **Strategies for the Arts and Economic Development** (Small Towns, Big Ideas, North Carolina)
<http://www.sog.unc.edu/programs/cednc/stbi/results.php>
- **Arts and Economic Development** (Washington State)
<http://www.arts.wa.gov/resources/economic-development.shtml>
<http://www.arts.wa.gov/resources/creative-vitality-index.shtml>
- **Arts as a Tool for Community Engagement** (SPARC B.C.)
<http://www.sparc.bc.ca/resources-and-publications/category/38-community-engagement>
- **Cultural and Heritage Tourism** (Municipal Economic Development Toolkit, Michigan State University)
http://www.municipaltoolkit.org/UserFiles/Rosenfeld_EN.pdf
- **Building Communities Through Arts and Heritage Program** (Government of Canada)
<http://www.pch.gc.ca/pgm/dcap-bcah/index-eng.cfm>
- **Canada Cultural Spaces** (Government of Canada)
<http://www.pch.gc.ca/eng/1267728945673>
- **Heritage Conservation** (Rural B.C.)
http://www.ruralbc.gov.bc.ca/individuals/leisure/heritage_culture.html

B4. Initiate a First Impressions program

- **First Impressions Community Exchange Coordinator's Guide** (Bank of Ideas, Australia)
<http://www.bankofideas.com.au/Downloads/CoordinatorsGuide.pdf>
- **First Impressions Community Exchange** (Government of Ontario)
<http://www.reddi.gov.on.ca/firstimpressions.htm>

- **First Impressions: A Tool for Community Assessment and Improvement** (Municipal Economic Development Toolkit, Michigan State University)
http://www.municipaltoolkit.org/UserFiles/Lewis_EN.pdf
- **First Impressions Community Exchange** (Alberta Urban Municipalities Association)
http://www.auma.ca/live/AUMA/Toolkits+%26+Initiatives/First_Impressions_Community_Exchange

B5. Measure community vitality

- **Beyond Economic Survival: 97 Ways Communities Can Thrive – A Guide to Community Vitality** (Centre for Innovative and Entrepreneurial Leadership, Nelson, B.C.)
<http://www.theciel.com/publications/beyondeconomicsurvivalguidetocommunityvitalitycielstoltemetcalfejuly2009.pdf>
- **Community Vitality – Mini Assessment** (Centre for Innovative and Entrepreneurial Leadership)
<http://www.theciel.com/cvi.php>
<http://www.theciel.com/publications/communityvitalityindexminiassessmentcielmar06.pdf>

C. Tools and Resources for Leadership

C1. Provide training in collaborative leadership

- **Strategies for Leadership Development** (Small Towns, Big Ideas, North Carolina)
<http://www.sog.unc.edu/programs/cednc/stbi/results.php>
- **Leadership Skills Curriculum** (Centre for Innovative and Entrepreneurial Leadership, Nelson, B.C.)
http://www.theciel.com/pub_leadership.php
- **Leadership Skills Curriculum** (Leadership B.C.) http://www.leadershipbccvi.ca/leadership_vi_curriculum.htm
- **Youth In Charge** (Canadian CED Network)
http://www.ccednet-rcdec.ca/files/ccednet/YIC_ToolKit_April_2009v2.pdf
- **Community Leadership Program** (Antigonish Regional Development Authority)
<http://www.antigonishrda.ns.ca/success-stories/story/community-leaders-graduate-from-rural-leadership-development-pilot-program/>
- **Orienting Ideas in Leadership** (Community Toolbox, University of Kansas)
http://ctb.ku.edu/en/tablecontents/chapter_1013.htm

- **Group Facilitation and Problem-Solving** (Community Toolbox, University of Kansas)
http://ctb.ku.edu/en/tablecontents/chapter_1016.htm
- **Analyzing Community Problems and Solutions** (Community Toolbox, University of Kansas)
http://ctb.ku.edu/en/tablecontents/chapter_1017.htm

C2. Increase participation

See A1, above

C3. Develop a community vision

See A2, above

C4. Map community assets

See A4, above

D. Tools and Resources for Strategic Capacity

D1. Establish a community foundation

- **Community Foundations of Canada**
<http://www.cfc-fcc.ca/publications/cfc-manuals.html>
- **B.C. examples**
<http://www.cfc-fcc.ca/about-cfs/find-a-community.cfm?id=2#23>
- **Strategies for Philanthropy** (Small Towns, Big Ideas, North Carolina)
<http://www.sog.unc.edu/programs/cednc/stbi/results.php>
- **Public Awareness Builds Support for Community Endowments** (Hometown Competitiveness, Nebraska)
<http://www.htccommunity.org/files/HTC-FInalLo%20Rez.pdf?PHPSESSID=24187a1e338bb810327668505f77c08f>

D2. Explore infrastructure grants

- **Infrastructure Canada**
<http://www.infc.gc.ca/infc-eng.html>
- **Western Economic Diversification Canada**
<http://www.wd.gc.ca/eng/11264.asp>
- **Canada-British Columbia Municipal Rural Infrastructure Fund**
<http://www.th.gov.bc.ca/CBMRIF/>

- B.C. Ministry of Small Business, Technology, and Economic Development
<http://www.tted.gov.bc.ca/ECComp/InfrastructureEcDevPrograms/Pages/default.aspx>
- Federal Government Gas Tax Fund
<http://www.buildingcanada-chantierscanada.gc.ca/funprog-progfin/base/gtf-fte/gtf-fte-eng.html>
- Federal Government Green Infrastructure Fund
<http://www.buildingcanada-chantierscanada.gc.ca/creating-creation/gif-fiv-eng.html>
- Infrastructure Investment and Economic Development (B.C. Rural Secretariat)
http://www.ruralbc.gov.bc.ca/good_practices/edd.html
- Canada Cultural Spaces (Government of Canada)
<http://www.pch.gc.ca/eng/1267728945673>

D3. Initiate a business retention and expansion program

- BR&E (Government of Ontario)
<http://www.reddi.gov.on.ca/bre.htm>
- Business Retention and Expansion International
<http://www.brei.org/>
- Strategies for BR&E (Small Towns, Big Ideas, North Carolina)
<http://www.sog.unc.edu/programs/cednc/stbi/results.php>
- Business Retention and Growth (Rural B.C.)
http://www.ruralbc.gov.bc.ca/local_gov/planning_resources/growth/index.html

D4. Initiate a workforce development program

- Workers in Transition (Government of B.C.)
http://www.ruralbc.gov.bc.ca/individuals/work_career_prep/job_hunting/
- Strategies for Workforce Development (Small Towns, Big Ideas, North Carolina)
<http://www.sog.unc.edu/programs/cednc/stbi/results.php>
- Community Development Trust (Rural B.C.)
http://www.ruralbc.gov.bc.ca/about/key_initiatives.html

D5. Develop a community vision

See A2, above

D6. Map community assets

See A4, above

E. Tools and Resources for Sustainability

E1. Develop a sustainability plan

- **Integrated Community Sustainability Planning** (Government of B.C.)
http://www.cd.gov.bc.ca/lgd/intergov_relations/library/ICSP_Backgrounder.pdf
- **Green Initiatives** (Rural B.C.)
http://www.ruralbc.gov.bc.ca/library/Clean_Energy_for_a_Green_Economy.pdf
- **Sustainability Planning** (Pembina Institute)
<http://communities.pembina.org/work/sustainability-planning>
- **Municipal Sustainability Planning** (Alberta Urban Municipalities Association)
<http://msp.auma.ca/>
http://msp.auma.ca/Comprehensive_Track/Tools%3A+Downloads/
- **Accelerating Change Toward Sustainability** (The Natural Step)
<http://www.thenaturalstep.org/en/canada/>
- **National Guide to Sustainable Infrastructure** (Federation of Canadian Municipalities)
<http://sustainablecommunities.fcm.ca/infraguide/>

E2. Identify the local economic leaks

- **Plugging the Leaks** (U.K.)
<http://www.pluggingtheleaks.org/index.htm>
- **Applying a Bucketful of CED Strategies** (Simon Fraser University)
<http://www.sfu.ca/cscd/gateway/project/applying.htm>
- **A Guide to Mapping Local Business Assets and Mobilizing Local Business Capacities** (Northwestern University)
<http://www.abcdinstitute.org/docs/MappingBusinessAssets.pdf>

E3. Start a 'buy local' program

- **Food Security Program** (Food Security Canada)
<http://foodsecurecanada.org/>
- **Buy Locally Owned** (example from Belleville, Ontario)
<http://www.buylocallyowned.net/index.cfm>
- **Shop Local Guide** (Edmonton)
<http://www.shoplocalguide.ca/>

- **Small-Mart – Ideas and Tools for Building Local Healthy Economies (U.S.)**
<http://small-mart.org/>
- **Business Alliance for Local Living Economies (BALLE – Bellingham, WA)**
<http://www.livingeconomies.org/>
- **Buy Local. Think Global BC – Listing of B.C. Resources, Growers, Wholesalers (B.C.)**
http://www.buylocalthinkglobal.com/British_Columbia.cfm#

E4. Develop sustainable tourism

- **Green Your Business Toolkit (Marr Consulting, Manitoba)**
<http://www.marrcc.com/toolkit.html>
- **Tourism Research Innovation Project (B.C.)**
<http://www.trip-project.ca/innovative-practices.php?id=8>
- **Made in B.C.: Innovation in Regional Tourism (Vancouver Island University)**
<http://web.viu.ca/sustainabletourism/Innovation%20manual%20Final%20%20June%202022.pdf>
- **Agricultural Tourism (examples from Prince Edward Island and California)**
http://www.gov.pe.ca/photos/original/af_fact_tourism.pdf
<http://www.sfc.ucdavis.edu/agritourism/>

E5. Create a community foundation

See D1, above

E6. Initiate a business retention and expansion program

See D3, above

F. Tools and Resources for Business Health

F1. Create a youth entrepreneurship development program

- **National Standards for Entrepreneurship Education (U.S. Consortium for Entrepreneurship Education)**
http://www.entre-ed.com/Standards_Toolkit/index.htm
- **From “Take a Job” to “Make a Job”: A Review of Youth Entrepreneurship Education and Opportunities (Centre for Innovative and Entrepreneurial Leadership, Nelson, B.C.)**
<http://www.theciel.com/publications/cbtyouthentrepreneurshipreportcielfebruary2010.pdf>

- **Entrepreneurship Empowers Everyone: A Proposal for Entrepreneurial Skills Training** (Consortium for Entrepreneurship Education)
http://www.entre-ed.org/_entre/empowers.pdf
- **Catching the Wave: Framework for Youth Entrepreneurship Success** (Canadian Foundation for Economic Education)
<http://www.cfee.org/en/pdf/catchingthewave.pdf>
- **Entrepreneurship Education: Learning by Doing** (Appalachian Regional Council)
http://www.arc.gov/images/programs/entrep/Learning_By_Doing.pdf
- **Youth Entrepreneurship** (Kauffman Foundation)
www.kauffman.org
- **Rural Renewal – As Near as Our Own Young People** (RUPRI Center for Rural Entrepreneurship)
http://www.ruraleship.org/content/cr_11/2_000309.pdf

F2. Form a business incubator

- **Business Incubation** (Canadian Association of Business Incubation)
<http://www.cabi.ca/business-incubation.php>
- **Principles and Best Practices of Successful Business Incubation** (National Business Incubation Association)
http://www.nbia.org/resource_library/best_practices/index.php
- **Small Business Incubators** (Municipal Economic Development Toolkit, Michigan State University)
http://www.municipaltoolkit.org/UserFiles/Reese_EN.pdf

F3. Measure and improve business friendliness

- **Business Vitality Initiative** (Centre for Innovative and Entrepreneurial Leadership, Nelson, B.C.)
<http://www.theciel.com/bvi.php>
<http://www.theciel.com/publications/bviminiciel2008.pdf>
- **Energizing Entrepreneurs** (RUPRI Center for Rural Entrepreneurship)
<http://www.ruraleship.org/pages/sitemap.php>
- **Strategies for Economic Development** (Small Towns, Big Ideas, North Carolina)
<http://www.sog.unc.edu/programs/cednc/stbi/results.php>
- **A Guide to Mapping Local Business Assets and Mobilizing Local Business Capacities** (Northwestern University)
<http://www.abcdinstitute.org/docs/MappingBusinessAssets.pdf>

F4. Recruit compatible enterprises and investment

- **Invest Kootenay** (example from Kootenay Region of B.C.)
<http://www.investkootenay.com/>
- **Invest British Columbia** (Government of B.C.)
<http://www.investbc.com/>
- **Business Investing** (Rural B.C.)
<http://www.ruralbc.gov.bc.ca/Business/investing.html>
- **Community Economic Development** (Western Economic Diversification Canada)
<http://www.wd.gc.ca/eng/106.asp>

F5. Identify the local economic leaks

See E2, above

F6. Start a 'buy local' program

See E3, above

F7. Initiate a business retention and expansion program

See D3, above

G. Other Tools and Resources

G1. Action Planning

- **Visioning and Planning** (Community Toolbox, University of Kansas)
http://ctb.ku.edu/en/tablecontents/chapter_1007.htm
http://ctb.ku.edu/en/tablecontents/chapter_1017.htm
<http://ctb.ku.edu/en/promisingapproach/>
- **Project Management Tools** (Mindtools.com)
http://www.mindtools.com/pages/main/newMN_PPM.htm
- **Simple action planning templates**
http://www.thecommunitystore.com/pdf/resACTION_PLAN_TEMPLATE.PDF
<http://foodthoughtful.ca/section5/5.5.pdf>
<http://www.time-management-guide.com/plan.html>
- **Reality Check** (CIEL, Nelson, BC)
<http://www.theciel.com/publications/realitycheckgeneric2010ciel.pdf>

G2. Evaluation

- Project Evaluation Guide (Imagine Canada)
http://nonprofitscan.imaginecanada.ca/files/nonprofitscan/en/csc/projectguide_final.pdf
- Guide to Program Evaluation (Free Management Library)
http://managementhelp.org/evaluatn/fnl_eval.htm#anchor1581634
- Evaluating Community Programs (Community Toolbox, University of Kansas)
<http://ctb.ku.edu/en/tablecontents/>