

**KENASTON & DISTRICT
COMMUNITY BUSINESS PLAN
2007-2010**

Sponsored by
Kenaston & District Chamber of Commerce

Adoption Pending by
Kenaston Village Council
R.M. of McCraney, No. 282
R.M. of Rosedale, No. 283
2007

Key Beliefs and Values

We Believe in:

Creating Solutions
Working Together
The Future of Kenaston

We Value:

The Quality of Rural Life & People
Community Sustainability
The Natural Environment

Table of Contents

VISION:.....	4
MISSION:.....	4
SLOGAN:.....	4
GOALS:	4
Key Strategies & Measurements.....	5
Appendix A: Background	7
Appendix B: Statistics Canada.....	8
Stats Canada Data On Population Changes Since 2001:.....	8
Population Statistics For Kenaston, Saskatchewan.....	8
Appendix C: 2002 Community Survey Analysis	9
Kenaston and District Strengths (Internal)	9
Kenaston and District Weaknesses (Internal).....	10
Kenaston and District Threats (External).....	10
Kenaston Opportunities (External).....	11
New Businesses Requirements.....	13
Beliefs & Values	13

VISION:

Kenaston:

"A beautiful, resilient, and thriving prairie community that encourages an active business climate while embracing the values of rural life."

MISSION:

The Kenaston community will create a positive business climate that improves community prosperity and sustainability by acting to attract new enterprises and services while maintaining existing businesses.

The Kenaston community will improve our quality of life by acting to encourage positive attitudes and increase community pride; promote growth options that favour harmony and protection of our natural environment; enhance the beauty and image of the community; and encourage community participation and involvement.

SLOGAN:

"Kenaston: Heritage – Spirit –Vision"

GOALS:

Goal #1 - The Kenaston and District Chamber of Commerce will maintain an economic development focus.

Goal #2 - Expand Tourism Opportunities

Goal #3 - Foster Community Spirit

Goal #4 - Enhance the Community's Image Through Beautification

Key Strategies & Measurements

1. The Kenaston and District Chamber of Commerce will maintain an economic development focus.

A Research and Develop

- i) Maintain and regularly update a Business Plan for the Kenaston community.
- ii) Promote the community theme and slogan.

B Educate, Inform and Encourage

- i) Facilitate the four project teams based on the established goals
- ii) Receive ideas from the community and redirect each to the appropriate team
- iii) Support educational opportunities
 - (a) Increase awareness of new opportunities and ideas
 - Sponsor and support speakers and educational events to increase awareness of new economic and/or agricultural ideas and opportunities.
 - (b) Find easily achievable projects to encourage community participation.
 - (c) In our youth, encourage community development and entrepreneurial attitudes
 - work with the school to educate students about entrepreneurship, sustainable agriculture and viable communities.

C Receive Monthly Reports from Project Teams

D Develop the Kenaston Business Community

- i) Maintain a Project Team to Create Marketing Tools:
 - (a) "kenaston.ca" website.
 - link to free realtor listings
 - (b) Highway advertising – highlight services, facilities, housing, and community spirit
 - (c) community profile.
 - (d) Trade shows such as Autumn Action Days.
- ii) Market the Kenaston Community
 - (a) Promote Kenaston (available real estate, attractions and services) locally, provincially, globally.
 - (b) Support business and agricultural development.
 - promote and increase the exposure of local, regional and agricultural businesses
 - encourage "buying locally" for services and products
 - feature business and services in the community newsletter and website
 - extend invitations to potential businesses as opportunities arise
 - (c) Tap into provincial and federal efforts to attract immigration
 - (d) Investigate housing options such as a condominium
- iii) Work cooperatively with regional development agencies including MLCC, REDA, Water Wolf and Louis Riel Trail
 - (a) Partner with neighboring communities to develop regional strategies.

2. Expand Tourism Opportunities

A Maintain a Project Team to Expand Tourism Opportunities

- i) Repair/Paint the water tower - 2007
- ii) Align Snowman Park to community theme
- iii) Develop Kenaston souvenirs
- iv) Participate in and contribute to regional tourism ventures that capitalize on the Louis Riel Trail
 - (a) Participate in antique machinery display on Louis Riel Trail
 - (b) Promote and work in unison with surrounding attractions
 - (c) Acquire a Louis Riel Community Symbol – School Marm

3. Foster Community Spirit

A Maintain a Project Team to Promote Community Participation, Spirit, Pride and Promote Positive Attitudes

- i) Preserve the feel of "small town" where the community is interdependent, friendly, and cooperative
 - (a) Maintain bi-monthly community newsletter; linked to website
 - (b) Maintain a collaborative community webpage
 - (c) Promote positive attitudes
- ii) Encourage welcoming, positive, and optimistic attitudes
 - (a) Present welcome baskets to new residents
 - (b) Host a welcome event(s)
- iii) Stimulate and Acknowledge Community Involvement
 - (a) Encourage local employers to consider staff members' community participation in performance evaluations
 - (b) Publicly recognize the teamwork accomplishments of the community
- iv) Welcoming new businesses
 - (a) Present welcome baskets to new businesses
 - (b) Encourage local business people to mentor or guide new entrepreneurs.

4. Enhance the Community's Image Through Beautification

A Maintain a project team to enhance the community image

- i) Maintain Snowman Park
- ii) Initiate and encourage clean-up projects
 - (a) Lobby for the repair and enhancement on the former Highway 11 through Kenaston
- iii) Encourage Horticultural Improvements, Gardens, and Trees

Appendix A: Background

Community survival is an issue foremost in the minds of all rural communities in Saskatchewan. In 2002 our Chamber membership agreed that we could play a larger role in community development and began discussing ways to initiate community and regional development. The Chamber held strategy meetings and developed an initial four year business plan for 2003 to 2006. Committees were set up committees to execute the plan.

Achievements over the four year period include a community web page which hosts a real estate page and event calendar. We refocused our Trade Show into a more successful venue and developed a community profile that is web based and available in document format. A tourism committee has enhanced the Snowman Park, built a walking trail and collected funds to start on the water tower restoration. Under the school survival mandate the committee developed an international student program which has developed into a separate entity. A Community Spirit goal has evolved into a community flyer, Crossroads, which has been well received in the community. As well, new businesses are acknowledged, welcome baskets are delivered to newcomers and an annual community picnic is held. A community beautification goal has seen a general clean-up around town, additional trees planted and encouragement to the village for enhancements to the community park.

On May 3, 2006 the Kenaston Chamber held a public meeting to revise the plan for the next four years. There was general agreement that the current plan remains appropriate and although progress has been slow the plan is being achieved and is well received.

Mike Menzies, Councillor for the Village of Kenaston provided the meeting with an update on the Village. He acknowledged the economic "tax hit" equaling \$40,000 related to the loss of the local elevators. He reported that Itracks will be setting up in Kenaston on a three month contract and are currently training staff. If the three month contract proves successful the Village will renovate the curling rink lobby for a more permanent home and the lease will cover the cost of the renovation. The Village Council asserts this business will be valuable to Kenaston as it will subsidize our primary economy of farming. The Village is pleased with their 2002 contract with Lorras Disposal which is revisited annually. The Village applies for infrastructure grants annually. In the time frame of 2002 – 2004 there have been four new homes built. The Village is taking steps to demolish some old houses to make way for future growth. In 2005, the Village purchased the Library building and made extensive repairs on the park and dedicated it as the Veteran's Centennial Park and in support of community spirit the park has been decorated with Christmas lights the past two years. In 2006, the Council initiated plans for lift station repairs. Underground sprinklers would be added to the park over the summer of 2006. The Village also purchased a tractor in 2006, and is a partner in the new fire hall which has signed a fire district partnership with Davidson. Mr. Menzies indicated that additional tourism signage will be put in place around town this summer.

Russ McPherson presented a regional update. He advised that the REDA/CF operates a combined office with a staff of six. He noted they are utilizing some global positioning technology with some success. He noted the area fails to work together adequately and it is therefore difficult to put funding strategies together. He noted rural communities are less able to deal with dynamic change and do not have tools for rapid decision making. He noted Kenaston is poised for growth and that Kenaston will gain from the growth being experienced in the province. Mr. McPherson provided an update on "Water Wolf" advising that Kenaston may take advantage of some of the services available through the project.

Mr. McPherson also provided information on the rural development thesis of Dr. Mark Partridge; noting that Partridge is a rural economist and Canada Research Chair in the New Rural Economy at the University of Saskatchewan. Dr. Partridge's hypothesis developed through research based analysis promotes that communities within 50 km of major cities will see extensive growth and communities up to 100 kilometer of a major center will see economic growth. If we apply his logic to our area it would be clear that Kenaston will be linked to the expansion of Saskatoon.

Armed with the updates from the Village, Regional Development Authority and New Rural Economy report, the Chamber will develop a second plan to encompass 2007-2010.

Appendix B: Statistics Canada

Stats Canada Data On Population Changes Since 2001:1

	Pop, 2006	Pop, 2001	Pop. 1996	# Change	% Change
Kenaston	259	282	323	-23	-8.2%
McCraney #282	346	431	478	-85	-19.7%
Rosedale # 283	455	493	520	-38	-7.7%
Total	1060	1206	1321	-146	-13.4%

Population Statistics For Kenaston, Saskatchewan

Characteristics	Kenaston	Saskatchewan
Population in 2006	259	968,157
Population in 2001	282	978,933
Population in 1996	323	990,237
2001 to 2006 population change (%)	-8.2%	-1.1%
Total private dwellings	113	387,160
Population density per square kilometer	221.3	1.6
Land area (square km)	1.17	588,276.09

Characteristics (2006)	Kenaston			Saskatchewan		
	Total	Male	Female	Total	Male	Female
Age Characteristics of the Population						
Total - All persons	260	135	125	968,160	475,240	492,915
Age 0-4	15	10	5	57,495	29,395	28,100
Age 5-14	40	20	20	130,195	66,565	63,630
Age 15-19	15	5	10	74,900	38,455	36,445
Age 20-24	5	5	0	67,245	33,800	33,440
Age 25-44	50	20	30	241,065	118,165	122,900
Age 45-54	45	25	20	146,015	72,980	73,030
Age 55-64	25	10	15	101,930	50,800	51,130
Age 65-74	25	10	15	70,890	33,885	37,005
Age 75-84	20	10	10	54,595	23,520	31,075
Age 85 and over	10	5	5	23,820	7,660	16,160
Median age of the population	39.4	38.5	39.5	38.7	37.5	39.8
% of the population ages 15 and over	76.9	76.9	80.0	80.6	79.8	81.4

¹ "Adapted from": <http://www12.statcan.ca/english/census06/data/profiles/community/Index.cfm?Lang=E> "

Appendix C: 2002 Community Survey Analysis

Kenaston and District Strengths (Internal)

- Location on busiest north-south trade corridor in province 4000-6000 cars / day:
 - A city can be a huge market for trades people and businesses because of the element of trust in small town businesses.
 - Geographically located between two major centres.
 - Many meetings occurring either between or in Saskatoon or Regina. Kenaston is central spot for many provincial groups and organizations.
 - Located among several recreational sights – Lake Diefenbaker, Black Strap, Historic Trails.
- Primary highways North/South and West to Alberta.
- Louis Riel Trail designation.
- Active Chamber of Commerce:
 - Formation of Economic Development Board.
- Active Town Council:
 - Support from Town Council.
- Support from RMs.
- The Town Appearance:
 - We have some BEAUTIFUL YARDS in town that professional photographers have favorably commented on. Could they be advertised and promoted?
 - Kenaston is an appealing town – it's generally clean and well-kept – Prospective buyers want a town that has obvious pride in itself.
- People Resources:
 - Innovative Farmers (can custom make anything).
 - Nurses living in community.
 - Piano Teachers.
 - Dance Instructors.
 - "Hockey School" Instructors.
- Active community and regional groups such as Mid Lakes Community Coalition, Louis Riel Trail Association, Lions Club (Super Draft), Chamber of Commerce, Legion, Live Theatre, Dance
- Access to a Regional College.
- Good K-12 education system.
- Primary Agricultural products available for manufacturing and value-added operations.
- Small town atmosphere and values:
 - Safe community in which to life and raise a family.
 - Low crime rate, low taxation, access to water.
- Kenaston Place.
- Homecare, Wellness Clinic, Library, Post Office, Water supply, Senior Citizens centre, Churches.
- Excellent sports facilities
- Land:
 - Lots of land and potential to "create".
 - Highway frontage land available.
- Elevators:
 - Privately owned ELEVATORS. Great tourist attraction!
 - The first steel elevator. People want to know how they worked – Seniors could be available to tell stories about farming and elevator usage.
- Heritage:
 - Croatian settlement, which could be greatly enlarged on.

- Several recognized Heritage Farms in area.
- Snowman – attracts people - start of a “Winter Wonderland”.
- “Water Tower”, “Steel Elevator”, “The Elevator System”, “The Trail of the Temperance Colony”.
- Businesses:
 - Strong business community.
 - Well trained mechanic - Great welding and repair shop - Backhoe business & Professional Heavy Equipment Repairs - Antique Dealer - Ice Cream & Antique Shop - Christmas Tree Farm - Trucking Businesses – Hotel - Co-op Store –Restaurant - Gift & Flower Shop - Service Station - Convenience Store - Two Bed and Breakfasts in Area – Bank - Churches - Bulk Fuel - Insurance and other Services.

Kenaston and District Weaknesses (Internal)

- Shoppers with easy access to Regina and Saskatoon choices.
- Business Closures.
- Limited housing available for new enterprises.
- Obtaining funds for economic development.
- One-quarter of traffic on Highway 11 are multi axel traffic (Truck traffic).
- Loss of entrepreneurs to larger Centres.
- Aging population and loss of volunteers/service clubs.
- Community Appearance:
 - Although the town is kept “tidy” it still smacks of the depression. It needs to be opulent in its display of optimism and creativity.
- Attitude with some members of the community:
 - Negative attitude or apathy in general population.
 - Unwillingness to think “outside the box. Lack of a positive attitude among people on the possibilities of businesses that could be started.
- No appreciation of the value of agriculture in schools.
- Community Entertainment:
 - Few entertainment options for people (particularly in winter, other than Hockey).
- Grain handling facility:
 - Loss of Tax Base
 - Loss of grain handling facilities.
- Climate.
- Immigration:
 - Prejudice may limit foreign influx and participation. (This could be proactively diffused if handled properly).

Kenaston and District Threats (External)

- Continued decline of the farm economy:
 - The disappearance of the family farm.
 - The increase in the size of the family farm.
 - Absentee landlords.
- Move of the highway intersection:
 - Department of Highways would prefer a location north of Kenaston and square to highway.
- Increased competition from “big box” stores in Regina and Saskatoon.
- Decline of agricultural influence on economy.
- Environmental:

- Environmental issues to farming community: - water, chemical, garbage, livestock will be considered pollutants.
- Impending Kyoto ratification? (If it leads to higher fuel prices).
- External Negative Perception:
 - Thinking outside of Saskatchewan, "Saskatchewan is Dying"
- Inside of Saskatchewan, "Saskatchewan is Dying", "Rural Saskatchewan is Dead"
- Senior Governments:
 - Canada's inability to compete globally.
 - Downloading of senior levels of government (policing).
 - Costs of new government legislation (waste management).

Kenaston Opportunities (External)

- Tourism:
 - Croatian Restaurant and Museum.
 - General museum.
 - Elevators.
 - Theatre group – expansion.
 - Some sort of yearly festival on a grand scale – a real attraction.
 - Market our campgrounds and swimming pool.
 - Walking Trails.
 - Have tourism booth at snowman.
 - Water tower.
 - Bonnington Springs Campground.
 - Bonnington Springs theme.
 - Community should link something (community theme) to the Louis Riel Trail that can in turn be linked to an entire tourism region.
 - Louis Riel Trail symbol on highway.
 - Craft shop.
 - Develop a theme and Slogan.
 - Community Beautification "Communities in Bloom" projects.
 - Theme park - with the exception of Calaway Park in Calgary, there's little between Vancouver and Ontario.
 - Target market: "one-day" or "weekenders".
 - Vacation farms: city people may want to visit and "work" on farms.
 - School tours to working farms, petting farms, vacation farms.
 - Grass Drags.
 - Dinner Theatre – expand to 3rd night with marketing.
 - Nature walks along creek on south side of town. Fauna and flora journey. Eco Tourism.
 - Rail car by water tower.
 - Sidewalk craft sales with farm produce.
 - Farmer's market / weekly flea market.
 - Use seniors to "tell stories" of olden days in our museums.
 - Eaton Catalogue Homes.
- Retirement Community:
 - Opportunity may exist for someone to drive seniors to medical appointments, shopping, etc.
 - Home care, personal shopping etc.
 - Buy Dobesh house or build a small condo and provide senior housing and/or meals.
 - Kitchen for meals on wheels.
 - Need seniors housing. A low level building in park.

- Kenaston a dream place to live – a retirement haven, with a good mix of all age groups.
- Make 80K perimeter of Saskatoon a benefit.
- Offer low cost lots for building.
- More aggressive advertising in media and on net.
- Truck traffic:
 - We should have businesses at the junction.
 - Perhaps a US style truck stop with complete services.
 - 15 Highway, and motel.
 - Designated rest area with shower and laundry.
- Conference Traffic – Kenaston Place:
 - Provide a meeting place at Kenaston Place, mid-way conference market it with caterers and hostess. Government housing that is not being utilized could be used for accommodation.
 - Advertise Kenaston Place. Provide AV (audio /video) availability – LED projector, etc.
- Development of local Business:
 - Shop local campaigns.
 - Community Newsletter- use a marketing theme & positive appeal – could be used to change attitudes.
 - Provide tax Incentives and long-term assurances to relocating business.
 - Develop presentation for Kenaston and attend Trade Shows. Advertise in media or on Internet.
 - Meetings / Workshops with similar regions to share ideas and suggestions.
 - Day trip tours arranged to generate ideas.
 - Education/Training - Target an industry and gear educational programs to service that industry.
 - Possible cottage industries – fine woodworking, cabinet/furniture-making, quilts, stain glass.
 - Advertise space at hockey rink to more Saskatoon teams; bring in more tournaments.
- Industrial/Business area:
 - Starting a serviced business area.
- Warehousing:
 - Opportunity for warehousing/depot to service shipping industry.
- Agricultural Opportunities:
 - Small-specialized farming operations – herbs, spices, market gardens, landscape trees, poultry, fruit and berries.
 - Organic Farming - more and more communities on the prairies and around the world are prospering because of the demand for and expansion of organic farming. Processors, cleaners, etc. etc. – are then needed and thus more jobs.
- School Marketing:
 - Seek out ESL Students.
 - Eventually build a dorm facility.
- Ecological Community:
 - Wind-generated electricity.
- Seeking New Residents:
 - Provide lots at low prices for those intending to build.

- Immigration, we need to actively attract residence here. If immigrants are being accepted into the country by their agreeing to move to the more remote areas, then we should fill our low cost housing even if the tenants travel to the city to work for now. Immigration from other countries brings in new ideas – perspectives – Europe, Africa & Asia.
- Young Families in Agriculture:
 - Encourage landlords to sell land to young families.
 - Our community needs encouragement to young people to become entrepreneurs rather than consumers of jobs, “go to Alberta”, etc.
 - This encouragement needs to come from parents and schools.

New Businesses Requirements

- Accessibility:
 - Easy access to larger centres.
 - Location on primary Highways.
 - High-speed Internet.
 - Transportation.
 - Shipping.
- Utilities:
 - Access to reasonably priced utilities.
- Community Services:
 - Community, quality of life, attractive, friendly, with leisure opportunities.
 - Leisure activities and community, attract workers to live – young families for instance.
 - Schools and recreational facilities.
- Capital Incentives:
 - Low cost land.
 - Tax incentives or guarantees. Low cost land.
- Man Power:
 - Skilled Labor.
 - Broad based labor force.

Beliefs & Values

- We Believe;
 - In creating solutions.
 - In a mixture of economic and cultural activities.
 - In each other.
 - That Kenaston is full of dynamic energy and potential and can do big and wonderful things that will impact the larger community and add value and quality to those living here.
 - It is possible to revive and save our community.
 - We must start small and work up.
 - That all ideas have merit.
 - In being respectful.
 - That Kenaston is sustainable.
 - We have the resources to become a major centre for second language instruction.
 - That Kenaston is an excellent place to raise kids and one someday like to raise my kids here.

- That Kenaston is a wonderful place to visit.
- The preservation of the rural way of life is well worth the energy it will require.
- That there are many opportunities in rural Saskatchewan.

- We Value:
 - The quality of life in rural towns.
 - Our natural environment.
 - Our community and our people.
 - The peace we experience on the prairies.
 - Socially responsible small businesses.
 - The enthusiasm and encouraging atmosphere of this group.
 - Quality over quantity.
 - A sustainable community.