



HANDBOOK

Community Economic Development

for the Local Economic Development Officer



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What is Community Economic Development?

Community economic development (CED) or local economic development (LED) is a community-driven process where communities identify and initiate their own solutions to economic, social and environmental issues to build healthy, economically viable communities. CED contains principles and goals based on a grassroots approach to development where communities choose deliberate actions to influence the local economy and improve the quality of life for its residents.

Some examples of CED principles include:

- mobilizing local resources (people, capital, institutions, organizations, etc.) to meet local needs
- re-investment of profits into the local economy

Some of the goals of CED are to:

- Create employment.
- Renew, stabilize and/or improve the community and local economy.
- Develop local economic links.
- Improve the physical environment of the community.

Communities can adopt a process to incorporate the principles and goals of CED. This CED process includes the following steps:

- Form a CED agency/organization that is responsible for leading the CED process.
- Work with your neighbours in a region to address common development issues.
- Collect and analyze data to determine appropriate strategies and activities.
- Decide on a strategic focus based on the data analysis. This can include a combination of strategies such as:
 - business development (ex: local investment pool, business support services)
 - local development (ex: beautification, zoning, industrial parks)
 - human resource development (ex: local training initiatives)
 - sector development (ex: business retention and expansion projects, supply chain gap analysis)

Communities can use the principles and goals of CED, adopt a good planning process and choose appropriate strategies to achieve the goals of CED. This means that community development, economic development and environmental sustainability are not left to chance but are directed by the people who live and work in the community.

The economic development profession is a relatively new field. It combines professional disciplines including geography, business administration, public finance, political economics and urban planning. It can be described as a mixture of research, analysis, planning, organizing and salesmanship.

The individuals or practitioners who work in this field are called economic development officers, specialists, professionals or simply economic developers.

The roles that are played by an economic development (ED) practitioner depend on the communities they work in, the organizations they work for (usually government agencies) and the jobs that need to be done.

According to the Economic Development Association of Canada³, the roles of economic development professionals (EDP) in Canada are many and varied. Basically, EDPs are specialists in economic development and business expansion. They are employed at municipal, regional, provincial and federal levels of the public sector and in the private sector.

There have been several researchers in Canada who have studied community economic development (CED) and agree that having a local economic development officer is one of the critical factors to success in local CED.

In a report by the Rural Development Institute and Brandon University in 2004⁴, it was noted that community development corporations (CDCs) in Manitoba struggle with staffing. Relatively few have full time staff; many have part time and many use volunteer committees.

³ EDAC (2007), *The Essentials of Economic Development: Practices, Principles and Planning*, p. 4.

⁴ Bessamt, K.C., Annis, R.C. (2004) *Report on the Strengths, Challenges and Opportunities of Community Development Corporations in Manitoba*, Rural Development Institute, Brandon University.

An economic development officer (EDO) carries out the economic development priorities and initiatives for municipalities and economic development organizations. The role varies with the community's priorities and the direction and support it provides.

The EDO should have the following:

- people skills – working with a variety of individuals and organizations in the community, negotiating, developing partnerships and networking
- communication skills – developing and delivering public presentations, public and media relations, developing communications plan
- technical expertise – knowledge of the economic development process, skills in business planning, facilitation, project development and project management
- clerical skills – computer skills, basic accounting, website management, etc.
- flexibility – to adapt to change and new ideas
- planning expertise – strategic plans and municipal plans
- marketing abilities – developing and implementing marketing and sales plans

The functions an economic development officer can play are as varied as the communities they work in. They usually coincide with the key functions of an economic development organization.

1. Planning

- The EDO can help the municipal corporation(s) prepare and maintain a broadly based development strategy. These plans should fit in with, and be an integral part of, the community's municipal planning processes such as the local planning district development plan. Plans should be well documented, with short and long-term perspectives. Plans should be reviewed and updated regularly (every three years is a good guideline).
- Other examples of planning:
 - participate and play a leadership role in community and organizational strategic planning sessions to identify and then develop actions to address the priorities and strategic advantages of the community
 - organize brainstorming sessions for business and community on specific issues or as part of a larger strategic planning process

2. Liaison

- EDOs can help plan, co-ordinate and implement community-based initiatives with community stakeholders.
 - Stakeholders often include groups such as service clubs, chambers of commerce, municipal government agencies, tourism associations and education associations.
 - The strongest partnership is usually with the municipal governments that fund the CED organization. The local government should not control the mandate of the CED organization, however as it should be directed by a broad-based, representative board.
- The EDO can act as a liaison with organizations outside of the community, including provincial and federal government agencies and regional CED organizations.
- When the EDO acts as the liaison with both internal and external organizations, the community can have a clear, single access point for the flow of information and contacts. Outside organizations often prefer to deal with one organization in a community and the more effective the point of contact, the greater the potential impact for the community. For example, when a new grant program becomes available, the local ECO can more effectively find interested stakeholders in a community than the outside agency. They can spread the word through their internal networks, rather than relying on the chance that a mass media message will reach the right people. The granting agency also has a contact point for the community, rather than trying to contact multiple community organizations.
- Other examples of other liaison activities:
 - regular reports in local media on economic development issues and programs
 - co-ordinate an education program through the schools

3. Mentoring/Advocacy

- Skilled EDOs can mentor local government representatives by providing input to municipal councils on:
 - business issues
 - industrial and commercial land requirements
 - zoning
 - industrial park developments
 - sales and tax policies
 - licensing
 - permits, etc.
- The EDO can also provide similar types of mentorship to business owners with advice on sales tax, regulatory requirements, accounting, zoning, etc.
- This mentorship role can be carried out by skilled staff of a CED organization, or local residents who have the appropriate skills and knowledge.

- Other examples of mentoring/advocacy roles:
 - Mentor entrepreneurs and their business growth within a business incubator structure.
 - Review current and proposed civic policy to ensure it positively affects economic development.
 - Make policy recommendations on civic and economic development.
 - Submit reports and recommendations to the CED organization and municipal councils.

4. Promotion / Marketing

- The CED organization should be highly visible in the community. This helps to promote the work and achievements of the organization and encourages growth and competitiveness. Community visibility is important so that other organizations and communities, governments and business are aware of the assets of the community. The EDO should develop a community public relations program. Local community consultations, community visioning and action planning can be part of this public relations program.
- Promotion can be accomplished through a wide range of tools, which can include print and electronic media. For example:
 - community websites – include people, industry, business and successes
 - social networking such as Facebook or Twitter
 - tourism and industrial development brochures, literature and advertising
 - newsletters, news releases, etc. to identify timely events or updated information and provide awareness in the community about the economic development organization's role and impacts
- Other examples of promotion:
 - promotional brochures, reports and related publications about the community and organization's programs
 - community representation at trade shows and related economic development conferences

5. Prospecting

- The EDO can help to prospect for new business, investment and resources (ex: funding programs, developers, etc.) with research, promotion and personal contacts.
- The EDO can gather information to find potential new opportunities for the community by:
 - networking at local, provincial or national conferences or business gatherings
 - researching business and government publications and/or websites
 - providing local tours or community promotional days
- Other examples of prospecting:
 - attending trade shows to identify new opportunities for the community or region

6. Business Assistance

- The EDO can play a very active role to promote, encourage and assist new and expanding businesses, facilities and industries. This can be achieved through mentorship, business assistance and financial support and/or training. Examples include:
 - Assist entrepreneurs with the development of business plans.
 - Assist entrepreneurs to find other sources of support – ex: provincial or federal programs.
 - Promote locally made products through development of local food initiatives such as farmers' markets and trade fairs.
 - Develop a local business alliance (ex: businesses that work together to form a local buying and/or marketing groups, develop joint procurement strategies, form local shopping malls, develop local delivery systems, advocate for, and develop, local loan funds and local investment opportunities.
 - Organize or facilitate industry, labour and/or business management courses and seminars.
 - Provide access to small business financing programs, or assist in finding appropriate sources of business financing.
 - Facilitate business partnerships (ex: co-ordinate a project with local investors).
- Other roles that the EDO can play to provide business assistance:
 - Make contact with potential clients and maintain regular contact with existing clients.
 - Develop a program for the promotion of existing business.
 - Develop a business retention and expansion program.
 - Develop and implement a business attraction strategy.
 - Act as a liaison between the CED organization board and various levels of government, industry, financial institutions, manufacturers and business.
 - Act as a liaison between prospective new business people and the CED organization to advise them of the support available.
 - Co-ordinate workshops or information meetings for the business community or general public.

7. Research

- An EDO needs to be involved in an ongoing basis with research so that they can effectively assist with strategic planning and providing business assistance.
- Research can be conducted in many ways:
 - internet searches on specific topics
 - local survey data
 - key stakeholder interviews
 - business retention and expansion program

- Statistical information about Manitoba communities can be found in a variety of places including:
 - Statistics Canada
 - Canada-Manitoba Business Services Centres
 - Manitoba Bureau of Statistics
 - Manitoba Health Population Report
 - Community Information Data Base
 - industry associations
- Through research, the EDO can provide current and effective data that will have a direct impact on planning, negotiations, implementation and development of local projects and initiatives. The type of research may include:
 - human, business and natural resource inventory
 - labour and market trends
 - government programs and services
 - local and regional organizations, initiatives and plans
- Research can also be used to create:
 - community profile of demographic data, analysis of the local economy and community information
 - inventories of business listings, business opportunities or vacant buildings and property

8. Monitoring

- The CED organization is usually funded through municipal corporations and should be able to report on its impact on the community. The EDO can help monitor programs, services and projects that allow the organizations to judge the effectiveness of its plans and initiatives. This regular review process should be documented throughout the year in an annual report. The monitoring should focus on basic indicators including:
 - business and job creation and/or expansion
 - impact on tax base
 - organizational expenditures
 - other variables that the community identifies as healthy community development (ex: number of new homes constructed)
- Effective monitoring also allows a CED organization to adapt or modify its plans or approaches to changing circumstances. Monitoring is important and should be done as efficiently as possible, but it should not be a substitute for action.

9. Other Roles of the EDO

- There are no set services or functions that a CED organization or EDO must perform. The roles should be determined by the organization's board, based on the priorities of the community. EDOs are encouraged to use ingenuity and imagination in determining the most effective initiatives for their own local communities.

Before a community can effectively implement a CED process, the community must commit to long-term support of CED processes. This means the municipal council, as well as key community leaders, groups, organizations and institutions must be prepared to invest in CED to make positive changes in the community.

- Remember, CED is not a quick fix to a crisis (ex: large business closing). It is a way to plan and act over a long period of time, so that a community can take charge of its own future.

No matter what gets a community involved in CED, success depends on many things:

- people in the community who are willing to get involved
- knowledge and skill of the leaders (ex: councillors, economic development staff or community volunteers leading the charge)
- motivated and effective community and political leadership
- community spirit and how well groups get along and work together
- entrepreneurial spirit

A local CED organization is one that your town, village, municipality or community council funds and directs. A local CED organization can include more than one community. A local CED organization can help communities implement strategies to address local issues and pursue opportunities. Successful CED organizations, however, need leaders who will take charge and drive the CED process.

Once people in your community have decided that they want to participate in CED through a CED organization, the next step is to decide how the work will be done. One of the critical components of effective CED is to establish a core organization or committee that is non-profit, independent and non-governmental (ex: organization may be funded by local government, but has its own mandate and operating procedures).

A local CED organization can help individuals and organizations in a region work together towards common goals. This can happen when community members in the region join together to determine appropriate strategies and actions to address common issues in a strategic, collaborative way. It may take more time to establish a successful CED organization in communities and regions that are not used to working together or where there has been internal conflict.

In communities that are used to working together, and where leaders and groups have established trust and collaborative relationships, the CED organization can be the intermediary that links the individuals and organizations together in a more formal way. The formal organizational structure of a CED organization can allow communities to be more efficient and make progress more quickly on collective issues and needs.

CED organizations can be incorporated bodies such as Community Development Corporations (CDCs), or can be more informal (unincorporated) economic development associations or volunteer committees. Local CED organizations can involve more than one community or municipal corporation, so you can get things done for each individual community, but you can also collaborate on common issues and share the operational costs of the organization.

In Manitoba, there are over 100 locally owned and directed CED organizations, most of which are Community Development Corporations (CDCs).

The first CDCs in Manitoba were formed in the early 1960s, but became more popular in the 1990s. CDCs are special corporations that are owned by local municipalities and councils and managed by local community leaders. The following chapters in this handbook provide information, advice and guidance for anyone involved in a CDC or thinking about forming a CDC. Much of the information also applies to volunteer CED organizations.

What are the key functions of a CDC or CEDO?

Community economic development (CED) agencies are locally driven organizations that allow community members to work together to pursue common goals for a community or region. According to Sean Markey:³

Successful CED is strongly associated with having a local organization with a clear mandate and sufficient resources to engage development issues within the community.⁴

Markey and his associates' research also pointed out that there must be long-term commitment to support these local organizations and good planning to have effective local CED.

The functions of an effective CED organization vary, depending on the needs of the community and direction of the board. Some typical functions of a CDC are described below, as they would occur within a CED process. The steps in a CED process are:

- Generate interest in CED and initiate a CED process.
- Research and collect current data.
- Analyze data to determine trends, strengths, gaps and opportunities.
- Develop strategic plans.
- Carry out the activities in the strategic plan and manage the business of the CDC. These activities can be divided into categories such as business development, local development, population and labour development, sector specific strategies (ex. tourism), community liaison activities and community promotion and marketing.
- Monitor, review and revise plans.

1. Generate interest in CED and initiate a CED Process

This can be done in many ways, but can start with one or two key community leaders who identify other members and/or partners to form an initial CED organization like a CDC. These champions are also the key to help build awareness and support for the CED process in a community or region. The municipal corporation should be one of the key leaders in any CED process.

Champions of CED can generate interest and initiate a CED process in many ways, but this can start with discussions on the need for a CED organization by:

- making presentations to local councils, chamber of commerce and community organizations
- initiating a community forum
- encouraging municipal councils to support the formation of a CDC

³ Markey, et al. (2005) *Second Growth: Community Economic Development in Rural British Columbia*, Vancouver: UBC Press.

⁴ Markey, et al. (2005) *Second Growth: Community Economic Development in Rural British Columbia*, Vancouver: UBC Press.

To get started, consider hosting a community-visioning event, which can help provide initial direction for a new CDC while also helping the organization to define its values and mission.

1.1 Visioning

Does your community have a picture of what it wants to look like in the future? Or will that be left to fate? What will have happened to your community or region in 10 or 20 years? Who will be living in your community and what jobs and activities will they be doing? Will your community be growing? Will there be a diverse range of businesses and industries? Will it be prosperous? Will young people want to live there?

Developing a vision means clearly identifying where you want your community to be in answer to these and many other questions. Before your community develops a vision, remember:

- A community vision can't be developed by a single person, municipal council or organization.
- Having a community vision doesn't automatically mean that a community will achieve its dreams.

It is important to have many people involved in discussing and agreeing on what the future of the community should look like. It is also important to have community-wide participation to make the vision a reality.

The ball player, Yogi Berra, had this famous quote: "If you don't know where you are going, you might wind up someplace else." Having a clear vision for your community means you can take control of where your community is going to wind up. Having a community vision helps steer the actions and guide the decisions that affect the future of the community.

Consider the story of Winkler. In the early 1960s, when the leaders of Winkler were told their community would likely decline and die, they adopted a vision where there would be a job available in the community for every student who graduated from their high school. Today, Winkler has moved from a small prairie town into one of the fastest growing cities in Canada by supporting local entrepreneurship and local investment to drive job growth. Following their vision made the difference.

The Asessippi Parkland Economic Development (APED) region has also demonstrated the positive effects of adopting a CED process. This region is growing, and has demonstrated that strategically working together to achieve a vision can have positive rewards. APED won the 2012 Manitoba Capturing Opportunities Economic Innovation Award for its innovative regional approaches to tourism, daycare development, assisted living project, regional immigration strategy and for providing ongoing support to entrepreneurs and business.

1.2 Values

When a community really takes a long, hard look at its values, they will uncover the basic beliefs of people in the community. It will also reveal the reasons why the community is important to them. Values are the core beliefs that shape the vision people have for their community.

1.3 Mission

The vision describes what the community wants to become, the future the community wants to work toward creating. A community's mission is like its compass; it lets everyone (community members, business and community leaders, visitors) know what it stands for and where it is headed

Once the community has agreed on a future vision for the community that incorporates the values of the region, the mission statement becomes the guiding principle by which the organization conducts its business. The mission statement should answer these questions:

- Who are we?
- Why do we exist?
- Who do we serve?
- What do we want to achieve and produce?

Examples of mission statements are:

The _____ CDC is the local economic development agency serving the communities of _____, which will create a sustainable, diverse, economy that respects our communities' unique environment and values.

_____ Economic Development is in the business of providing cost effective innovative service that attracts investment and visitors and provides information, resources and support to our economic and tourism customers.

The _____ CDC will advance our economy by fostering a culture of enterprise and innovation, building on our own competitive advantages.

The _____ CDC will promote economic development and growth in the community by co-ordinating, facilitating business and community development activity, which will improve the quality of life for the people in the _____ area.

2. Research and Data Collection

Research to find good quality data and information is important so CDCs can make good decisions for strategic planning. This research, data and information is also important to collect on an on-going basis to provide businesses and the municipality with information relevant to their needs (ex: municipal infrastructure capacity).

Research can be conducted in many ways:

- internet searches on specific topics
- local survey data
- key stakeholder interviews
- business retention and expansion program

Statistical information about Manitoba communities can be found in a variety of places including:

- Statistics Canada
- Manitoba Bureau of Statistics
- Manitoba Health Population Report
- industry associations

Through research, the CDC can provide current and effective data that will have a direct impact on planning, negotiations, implementation and development of local projects and initiatives. The type of research may include:

- human, business and natural resource inventory
- labour and market trends
- government programs and services
- local and regional organizations, initiatives and plans

Research can also be used to create:

- community profile of demographic data, analysis of the local economy and community information
- inventories of business listings, business opportunities or vacant buildings and property

3. Data Analysis

Data analysis can help CED organizations identify trends and choose activities and projects to strategically address the needs of the region. For example:

- Demographic data may show a long-term population decline indicating the need for population attraction activities.
- Business data analysis may indicate supply chain gaps in industries that may be potential business opportunities.
- A community profile that lists community infrastructure assets can be sent to prospective investors to attract new industry or generate industry expansions in the region.

4. Strategic Planning

Planning is done to give shape and focus to the ideas that were uncovered during the data collection and analysis stages. Planning should also include actions to achieve the vision and mission of the organization.

A strategic plan is like a road map for your community to reach your vision. A strategic plan gives a clear direction of how and where you're going. Without a plan, you are often in a crisis mode, responding to emergencies and deadlines, doing more but not necessarily doing better.

As mentioned above, your CDC is wise to set time aside to analyze data about your region and trends affecting your community. Decide how this information might affect your region and make plans to address them. Without a strategic plan, your community will lack clear priorities.

The strategic plan should be viewed as a living, breathing document that forms the basis for annual and monthly work plans and periodic evaluations of staff, board and programs. Decisions, from program implementation to fundraising priorities, must be consistent with the strategic plan. The plan must also be flexible enough to respond to new realities.

Community economic development plans should reflect the community's strengths and opportunities. A plan should also:

- include strategies that are already established by the local government (ex: the development plan)
- provide a framework to co-ordinate activities with other community groups and organizations
- be proactive and reflect the vision of the community at large, not just the board
- Contain SMART (specific, measurable, attainable, realistic and timely) goals and expectations

5. Co-ordinate Plans

The CDC strategic plans should complement and fit in with the community's municipal planning processes such as the local planning district development plan. The CDC should review the municipal development plan to ensure the plans are compatible. The CDC should discuss common goals with member municipalities and co-ordinate activities to address these goals.

There are also a variety of other regional plans that the CDC plan should take into consideration to ensure that plans are compatible. For example, the CDC region may be involved in a regional watershed management plan or a regional tourism strategy. The CDC board or staff should be aware of these plans and how the CDC can work in collaboration with these agencies to determine and pursue common goals.

6. Implement Strategies

Implementing strategies means choosing actions and activities that will help the CDC achieve its mission in the best and most strategic way possible. It is important to choose actions strategically but they must also match the capacity of the organization and the resources available. Strategies are often categorized into the following areas:

- business development (ex: business expansion, attraction (prospecting) and providing business assistance)
- locality development (ex: beautification, zoning)
- labour and human resource development (ex: population attraction)
- sector specific strategies (ex: tourism, housing)
- community liaison activities (ex: co-ordinate community marketing campaign)

- **Business Development**

- (i) **Retention and Expansion**

Some sources claim that up to 80 per cent of new jobs come from business expansion so the CDC could:

- support a program to promote existing business
- facilitate a business retention and expansion program that could help to retain and create new jobs
- promote locally made products through development of local food initiatives such as farmers’ markets and trade fairs
- develop a local business alliance (ex: businesses that work together to form a local buying and/or marketing groups, develop joint procurement strategies, form local shopping malls, develop local delivery systems, advocate for, and develop, local loan funds and local investment opportunities)

- (ii) **Prospecting**

The EDO can help to prospect for new business, investment and resources (ex: funding programs, developers, etc.) with research, promotion and personal contacts.

The EDO can gather information to find potential new opportunities for the community by:

- identifying entrepreneurial opportunities in your region and people in your region who may be looking for a new business ideas, ex: host a young entrepreneur information workshop; connect with recent retirees to discuss potential new business ideas, etc.
- networking at local, provincial or national conferences or business gatherings
- researching business and government publications and/or websites
- providing local tours or community promotional days

Other examples of prospecting:

- attend trade shows to identify new opportunities for the community or region
- identify new business opportunities through industry research and networking

- (iii) **Business Assistance**

The EDO can play a very active role promoting, encouraging and assisting new and expanding businesses, facilities and industries. This can be achieved through mentorship, business assistance and financial support and/or training. Examples include:

- Assist entrepreneurs with the development of business plans.
- Assist entrepreneurs to find other sources of support – ex: provincial or federal programs.
- Organize or facilitate industry, labour and/or business management courses and seminars.
- Provide access to small business financing programs (ex. local loan program, or assist in finding appropriate sources of business financing).
- Facilitate business partnerships (ex: co-ordinate a project with local investors).
- Establish a business incubation space to mentor and assist young entrepreneurs and their business growth.

Other roles that the EDO can play to provide business assistance:

- Make contact with potential clients and maintain regular contact with existing clients.
- Act as a liaison between the CED organization board and various levels of government, industry, financial institutions, manufacturers and business.
- Act as a liaison between prospective new business people and the CED organization to advise them of the support available.
- Co-ordinate workshops or information meetings for the business community or general public.

- **Locality Development**

This includes activities that develop the land or infrastructure in a community. Some activities can include:

- Participate in a First Impressions Community Exchange (FICE) program that helps communities identify ways to improve their community.
- Apply to the Hometown Manitoba program to make improvement to main street businesses and public places.
- Explore the need for industrial park development in your region.
- Identify and act on infrastructure needs of current and potential business and industry.
- Review zoning by-laws with the municipal council to ensure they complement the goals of the community and the CDC.
- Identify housing needs and supply and develop a step-by-step plan to increase housing options. This can also be part of a population or sector-specific strategy.

- **Population and Labour Development**

Population and labour development can include a variety of activities intended to attract new people to the community or help provide skilled labour to satisfy the business and industry needs of the region. This can include activities such as:

- Develop an immigration attraction and retention strategy to attract skilled labour and potential entrepreneurs to your region.
- Identify the key services that appeal to new or existing resident needs (ex: day care, recreation services) and involve partners to address any gaps in these services.
- Identify former residents of the region and develop a campaign to encourage them to bring their business back home. This could work hand in hand with a homecoming event.
- Develop an incentive program for those looking to relocate their home or business to your community (ex: low cost housing lots, tax deferrals or incentives or business loan programs.)

- **Sector-Specific Strategies**

Sector-specific strategies include any activities that involve a single industry sector. Some examples are:

- Conduct a value chain analysis to identify gaps within specific sectors. This may identify new business opportunities for the region within sectors. (ex: tourism, manufacturing, retail)
- Explore issues around a specific sector with stakeholders of that sector. For example, host a tourism sector stakeholder-planning meeting with tourism operators,

recreational facilities operators, chambers of commerce, etc. to discuss joint roles and responsibilities within this specific sector plan.

- Identify potential investors for sector specific projects (ex: a retail sector business incubator).
- Co-ordinate a regional procurement project. Identify goods and services that local businesses are purchasing outside of the region to see if there are any business opportunities to fill this demand.

• **Community Liaison**

A CDC can act as a community liaison with both internal and external organizations so that there is a clear, single access point for the flow of information to and from the community. Outside organizations often prefer to deal with one organization in a community and the more effective the point of contact, the greater the potential impact for the community.

For example, when a new grant program becomes available, a local economic development officer (EDO) for a CDC can more effectively find interested stakeholders in a community than the outside agency. They can spread the word through their internal networks, rather than relying on the chance that a mass media message will reach the right people. The granting agency also has a contact point for the community, rather than trying to contact multiple community organizations.

Liaison activities can include:

- Co-ordinate community promotion and marketing (publications, business solicitation and website/social media).
- Facilitate planning, co-ordination and implementation of community-based initiatives with community stakeholders. Stakeholders often include groups such as service clubs, chambers of commerce, municipal government agencies, tourism associations and education associations.
- Act as a liaison with organizations outside of the community, including provincial and federal government agencies and regional CED organizations.
- Share regular reports in local media on economic development issues and programs.
- Co-ordinate an education program through the schools on issues of common concern (ex: trades training).
- Review current and proposed civic policy to ensure they have a positive impact on economic development.
- Make policy recommendations on civic and economic development.
- Submit reports and recommendations to the CED organization and the municipal councils.

• **Community Promotion and Marketing**

The CED organization should be highly visible in the community. This helps promote the work and achievements of the organization and encourages growth and competitiveness. Community visibility is important so that other organizations and communities, governments and business are aware of the assets of the community. The EDO should develop a community public relations program. Local community consultations, community visioning and action planning can be part of this public relations program.

Promotion can be accomplished through a wide range of tools, which can include print and electronic media. For example:

- community websites
- social networking such as Facebook or Twitter
- tourism and industrial development brochures, literature and advertising
- newsletters, news releases, etc. to identify timely events or updated information and provide awareness in the community about the economic development organization's role and impacts

Other examples of promotion:

- promotional brochures, reports and related publications about the community and organization's programs
- community representation at trade shows and related economic development conferences

- **Monitor, Review and Revise Plans**

This important stage is often overlooked by busy volunteers of a CDC, but monitoring and evaluating CED plans is essential to know if your process has been successful and how you might change or revise it.

The CED organization is usually funded through municipal corporations and should be able to report on its impact on the community. The EDO can help monitor programs, services and projects that allow the organizations to judge the effectiveness of its plans and initiatives. This regular review process should be documented throughout the year in an annual report. The monitoring should focus on indicators identified in the planning process. A CED organization can adapt to change more effectively when it closely monitors its outcomes. Monitoring is important and should be done as efficiently as possible, but it should not be a substitute for action.

- **Other Functions of the CDC and EDO**

There are no rules that govern the roles or functions that a CED organization or EDO must perform. The roles should be determined by the organization's board, based on the priorities of the community. Communities are encouraged to use ingenuity and imagination in determining the most effective initiatives for themselves.

A CDC can also generate revenue by developing and/or owning residential and commercial real estate or could take an equity position or partnership in a business venture (if the CED organization is a corporation).

When you look at communities that are considered successful, one common characteristic that you will often see is that success was closely linked with strong leadership in the community.

But leaders are not always who or where you think they may be. Leaders are identified by what they do, rather than a position they hold. Leaders have many characteristics in common – they have an awareness of who they are, what they stand for and are genuine or authentic. Leaders are trustworthy and have built this trust through their actions and authenticity.

When you see leadership in action, it means working towards a shared vision, setting goals together, identifying what needs to be done and getting things done based on the group's capacities, interests, expertise and skills. It is not a top-down approach but a collaborative approach where everyone takes responsibility.

The role of the local economic development officer in many cases is to work with community leaders to help get things done. Often, this means finding the true leaders in the community to drive and lead community action.

Community Economic Development (CED) is a way for people in a community, or in a group of communities, to take control of their future. This means that planning needs to involve as many people, groups and organizations as possible. When people are involved and their ideas are heard, they are more likely to get involved in working towards a positive future. The role of the economic development officer often revolves around co-ordinating and facilitating community projects with a variety of people, community organizations and groups. Keep in mind:

- Community projects and initiatives have a much greater chance of success if there is willingness to work together.
- The most successful communities and CED organizations involve many groups, including people from business, local government, service clubs, education, health, etc., in planning and decision-making. These people may be part of the CED organization, or they may be asked to share their ideas about how they think the community can be successful.
 - The CED organization can bring these people together to share their ideas, help plan and even make decisions on the future of the community. To do this:
 - The CED organization must be supported by the local government and the public.
- There needs to be a way for people's opinions to be heard, such as through a community round table, on-line crowd sourcing, by developing a community survey or being part of a community advisory group.
- The following MAFRD resources are available to help you include a wide range of people in CED so they can share their ideas and be part of the solution for a positive future for the community.
 - Photo Voice
 - First Impressions Community Exchange
- MAFRD also has developed a handy resource guide called *Facilitation Tips and Tricks* that provides tips on planning and running effective meetings, getting the most from your organization and learning tips for effective facilitation in any group setting.
- Community participation can also be stimulated in a variety of other ways such as conducting community surveys, community meetings, advisory committees and key informant interviews.
- When you are considering ways to involve community participation in a meeting, planning event or consultation, this chart will help you decide which method to choose.

Criteria for Selecting Community Participation Methods

(adapted from Markey, Pierce, Vodden and Roseland (2005), *Second Growth*, UBC Press, Vancouver, p 205)

Participation Method	Criteria			
	Resident Involvement	Leadership Involvement	Time Requirements	Cost
Community Profile	Low	Moderate	Moderate	Low
Survey	High	Moderate	Moderate	Moderate
Focus Group	Moderate	Moderate	Moderate	Moderate
Advisory Committees	Low	High	Moderate	Low
Key Informant Surveys	Low	High	Low	Low
Community Interviewing	Moderate	Low-Moderate	High	High
Asset Mapping	High	Moderate	High	High



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