

TOWNSCAPE FOR YOUR COMMUNITY

BY

RUTH RITA ROB

A practicum submitted to the Faculty of Graduate Studies
of the University of Manitoba in partial fulfillment of
the requirements of the degree of

MASTER OF LANDSCAPE ARCHITECTURE

June 1984

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October, 1984

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TOWNSCAPE



For Your Community

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ABSTRACT

Currently, the townscape concept is being recognized as a valuable component of comprehensive, long range planning for rural communities. Recent townscape studies undertaken in Canada and Australia have received positive response. In Manitoba's rural communities, support of community leaders is often a key factor for project success. It is the purpose of this study, the manual "Townscape for Your Community", to communicate the townscape concept to rural community leaders.

The background information was obtained from; a literature search, personal experience, published and 'in progress' case studies and interviews with persons involved in rural communities. The manual conveys townscape concepts and principles as well as methods so as to serve as both an explanation of the townscape concept and a resource.

In addition, areas for future research are identified. The manual can serve as the basis for future development of townscape studies as a component of comprehensive long range planning for Manitoba's rural communities.

ACKNOWLEDGEMENTS

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I would like to acknowledge my practicum committee; Al Rattray (chairperson), Michael Decter and Ted McLachan. I would particularly thank Michael Decter for putting me in contact with the many people I interviewed. Their contributions and advice were invaluable.

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INTRODUCTION

THE ISSUE

The townscape concept has potential to become an important component of long range community planning. There is a continuous interaction between the physical environment - the townscape, and current social and economic factors. In Canada, census figures indicate that small cities and towns are no longer experiencing immigration. In rural Manitoba, with continued regionization, small communities are facing changing social and economic roles. Improvements to the physical environment generate a positive impact on factors such as these. It is necessary, therefore, that communities be made aware of the value of the townscape concept and its use as a component of long range community planning.

THE STUDY

Currently, the townscape concept demonstrates that improvements to the physical environment have a positive impact on the economic and social well being of rural communities. Improvements to the physical environment occur when project level design proposals are implemented. In rural communities, the support of community leaders is often a key factor for project success. It is important, therefore, that community leaders be made aware of, and understand, the townscape concept in order to initiate townscape studies in their communities.

Developing a means for communicating awareness and understanding of the townscape concept to community leaders is the objective of this study. Effective communication requires an understanding of rural community dynamics. To gain this understanding, a number of persons, working in a variety of capacities with rural communities, were interviewed. Concerns and opinions raised during those interviews included; the need to establish long term goals and objectives, the importance of continuous cycling in the planning process, the necessity for ongoing community participation, and the value of the knowledge and skills of professionals. These interviews formed the framework for the study approach; i.e. the development of a manual, titled "Townscape for Your Community", as a means for communicating the townscape concept to rural community leaders.

BACKGROUND

Townscape studies are currently gaining momentum. There are several definitions of "townscape". A useful working definition was adopted by students:

... the landscape of urban settlement, consisting of those physical elements which in aggregate comprise the physical sense of place of a community.

Perhaps the most familiar is Gordon Cullens:

Townscape is the art of giving visual coherence and organization to the jumble of buildings, streets and spaces that make up the urban environment.

Townscape studies are currently underway in Australia and Canada, with related studies occurring in the United States.

The Small Town Institute publishes articles of American communities that have improved their living environments. Projects featured by small towns are innovative and provide useful examples for other communities. The projects range from a sculpture garden, water front pathway system, picnic park, playground and main street improvement area to wind and solar energy conversions. These works have enriched the quality of life in many American communities.

Rural communities in the State of Victoria, Australia, are also examining the relationship between townscape studies and community well-being. Townscape information packages and a series of workshops have generated a positive response. Incentives such as the State Awards program have increased public interest and participation. Recently, the State planning agency, the Garden State Committee and the University of Melbourne's landscape architecture program co-operatively conducted several pilot townscape studies. Public support has encouraged several towns to integrate these studies with long range community planning goals.

Main street revitalization is currently the focus of Canadian rural community improvement programs. The goal of the main street programs is to improve economic and social well-being through positive physical changes. Recently, townscape studies conducted jointly by the University of

Manitoba landscape architecture program and several towns in rural Manitoba have applied this goal to the entire community fabric. As in Australia, the townscape studies in several towns have been accepted as long range community improvement goals.

Positive response to these townscape studies indicates a concern, by rural communities, for the quality of their physical environments. Community leaders believe physical improvements affect economic and social well-being. Townscape, therefore, is a valuable concept for rural community long range improvement programs.

PRACTICUM OBJECTIVE, DEFINITION, AND APPROACH

OBJECTIVE

The objective of the manual "Townscape for Your Community" is to communicate to rural community leaders concepts, principles, and methods for the initiation and implementation of townscape studies.

DEFINITION

"Townscape for Your Community" is based on the concept that the study must be developed from within the community, thereby addressing the implications of differences in rural community size and context. The manual will be of value to all persons involved in rural communities.

APPROACH

"Townscape for Your Community" consists of the following sections that comprise the townscape study process:

Townscape

- What is a townscape study?
- Why have a townscape study?
- How is the townscape study used?

Getting Started

- Who should be involved?
- Consultants - When and How?
- Initial Discussions

The Townscape Program

- Community Involvement
- Setting Goals
- The Townscape Program

From Ideas to Reality

- Organizing
- Legal Considerations
- Finding Funds
- Work Plans
- More Information

These sections can be used in order, to conduct a townscape survey, and individually as reference material. They are presented in a direct writing style in a variety of formats so that the information is presented in as concise a manner as possible for use by community leaders.

Currently, the townscape concept has potential to become an important component of long range community planning. As well, it has been recognized that community leaders are often a key factor in project success. The objective of this manual is to communicate the value of the townscape concept to rural community leaders. The approach, therefore, is to present the townscape study process in order to encourage use of the townscape concept by community leaders.

TOWNSCAPE



For Your Community

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1. What is a Townscape Study ?

"Townscape" consists of a town's buildings, streets, and outdoor spaces. It represents the results of the decisions and actions of many people over a long period of time. Many town decisions affect the townscape by changing the visual appearance of a certain area of the community such as the streets, commercial centre, open space, or by new development. A townscape study is a means for guiding these changes with a long range management and improvement program for the entire community.

A townscape study consists of:

Analysis

A town's image is determined by many factors, including; the surrounding region, the town entrance, the business and residential areas, parks and vegetation. The analysis determines which features are important to maintain and which features need improvement.

Setting Goals

Setting goals involves comparing community opinion and the results of the analysis. Community participation ensures that the townscape study goals represent the community's aspirations.

The Townscape Program

The townscape program contains ideas for meeting the townscape goals. The ideas consist of design proposals and ways to implement them.

- I. INTRODUCTION
- II. BRIEF HISTORY
- III. BACKGROUND RESEARCH
 - Physical Characteristics
 - Regional Setting
 - Geology
 - Hydrology
 - Soils
 - Climate
 - Vegetation
 - Wildlife
 - Cultural Resources
 - Demographic Information
 - Land Use
 - Zoning
 - Services and Communications
 - Cultural Activities
- IV. RESIDENT SURVEY
- V. TOURISM
- VI. VISUAL PERCEPTIONS
- VII. ISSUES AND CONCERNS
- VIII. TOWNSCAPE MANAGEMENT PROPOSALS
- IX. TOWNSCAPE IMPROVEMENT PROPOSALS

This is the table of contents for a typical townscape study.

2. Why Have a Townscape Study ?

Townscape is an important component of community well-being. Community-well being is a result of physical, social, and economic factors. Many community decisions dealing with development, roads and utilities, service group projects and resident concerns affect the townscape. Recent townscape studies have received positive response to management of the effects of community decisions and improvements to the townscape. The results of townscape studies are appreciated by residents and have a positive effect on both the economy and community image.

3. How is the Townscape Study Used

For Long Term Planning

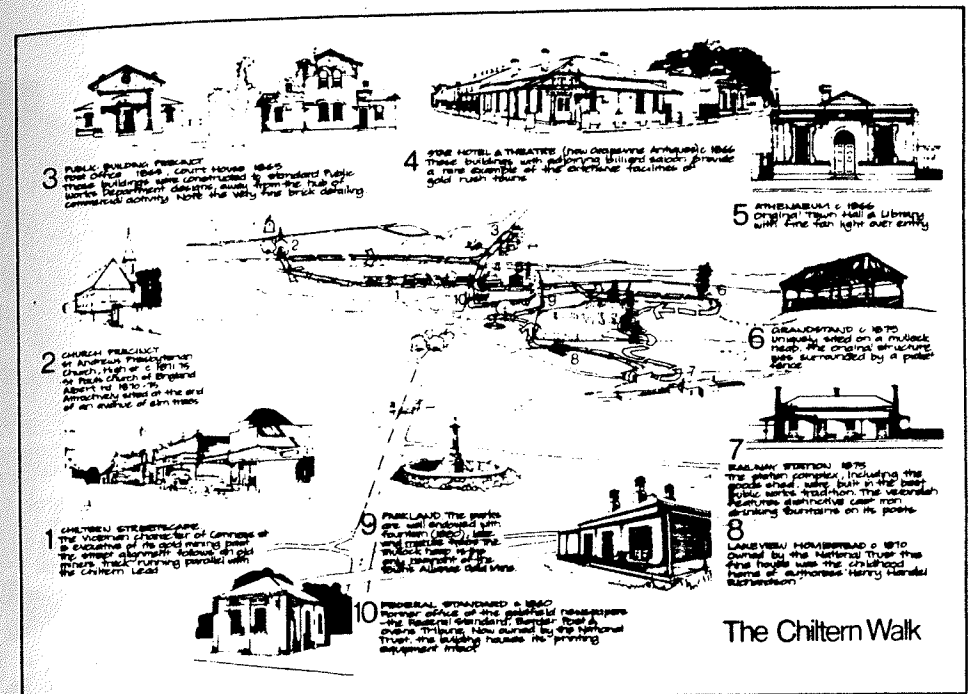
- in conjunction with other long term plans such as those for economic and municipal development.

For Townscape Management

- to evaluate the effects of community decisions;
- to develop an action plan for townscape development; and
- to periodically review the townscape study.

For Effective Use of Funding

- To select available government programs that best suit both the community and long term townscape goals; and,
- To effectively use the energies and resources of service and special interest groups.



The Chiltern Walk drawing, made up of all the townscape improvement proposals contained in the Chiltern Townscape Study, was one of the first Australian townscape studies.

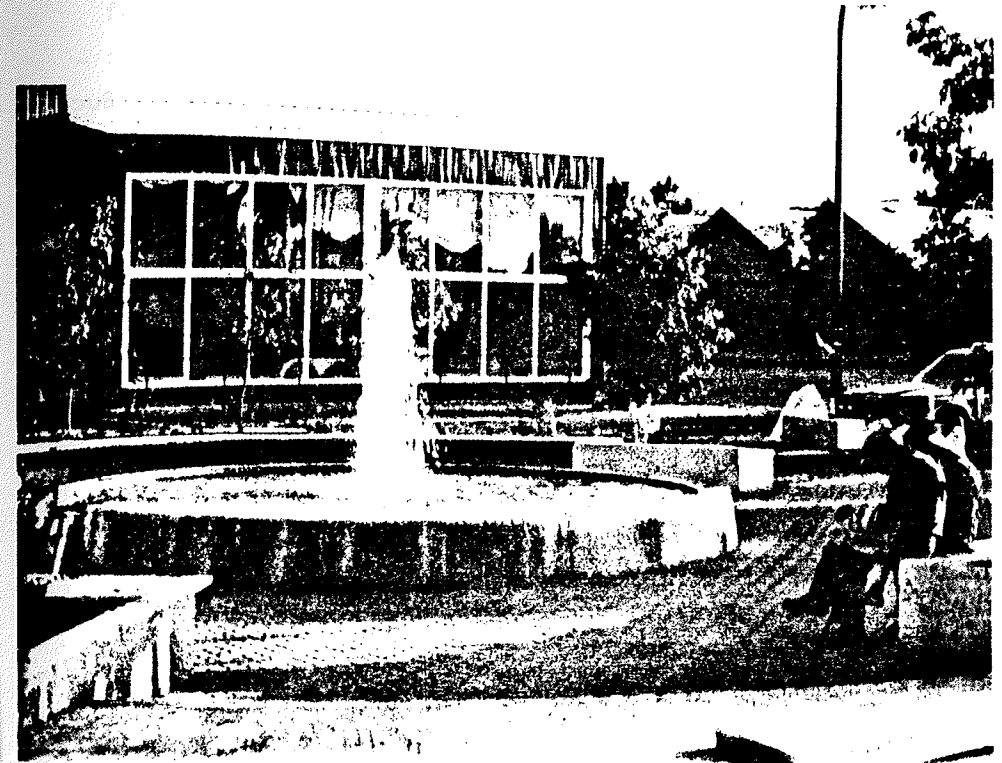
4. Who Should be Involved ?

It is important to have the right people in the initial planning stages of the townscape study to initiate discussion and community involvement. It will be their responsibility to contact people such as; community decision makers, business people and professionals, service organizations, youth groups, senior citizens, and special interest groups who may have a potential interest in the study. By involving these persons, areas of conflict or mutual interest will be identified and credibility for the townscape study established.

CASE STUDY: GIMLI WATERFRONT DEVELOPMENT PROJECT

When several service and interest groups considered applying for government funds to improve the Gimli Waterfront area, they decided it would be more efficient to take on the project together. Representatives from the Town Council, Rural Municipality, Chamber of Commerce, Rotary Club and Icelandic Committee formed a board. The involvement of these service and interest groups, and their ability to organize an effective board, was an important factor in their success in obtaining Destination Manitoba and NEED program funding.

The board was responsible for administering the entire project. They decided that it was important to have professional assistance for specific parts of the project and engaged the services of; a lawyer, accountant, planner, architect, landscape architect, and project manager to ensure that the project would run smoothly.



New facilities constructed as part of the Gimli Waterfront Development Project

5. Consultants ~ When and How

When

Determine Exactly What Needs to Be Done Considering

- the skills and resources available within the community; and
- the available time and energy of volunteers.

Determine the Type(s) of Consulting Services Required Such

As

- | | |
|--------------------------|----------------|
| - Landscape Architecture | - Engineering |
| - Planning | - Architecture |
| - Economic Development | |

Decide When to Hire the Consultant: Remember

- that involving the consultant at an early stage allows the consultant to gain a better understanding of the community; and,
- the consultant will then be in a better position to meet the community's needs.

Establish Brief Terms of Reference Including

- a description of the community;
- a detailed description of the services required;
- what end product, if any, the community requires as a result of these services; and,
- administration and timing.

How

When Setting the Terms of Reference Consider

- that this very detailed and specific description of what services the town requires is a very important guide for the consultant;
- the consultant may be requested to work in the community for portions, or all of the study; and,
- the consultant may be retained for a period of time after completion of the project for advice, revisions, etc.

Research Possible Consultants by

- obtaining names from professional associations; and,
- contacting persons involved in similar projects for advice, revisions, etc.

Find Out Which Consultants May be Suitable

- by asking for a letter expressing interest and summary of relevant experience;
- selecting, from this information, those consultants which are most qualified; and,
- requesting a proposal which should contain; a detailed description of the work to be done, who will do it, when and at what cost, and similar projects they have been involved in.

Look for These Factors When Making The Final Selection

- the consultant's description of the work to be done is clear and makes sense;
- the description meets the community's terms of reference;
- the project experience is relevant and the consultant has worked with communities;
- persons involved with past projects were satisfied with the consultant's work; and,
- based on an interview, it seems that the consultant will be easy to work with.

6. Initial Discussions

The Purpose of These Discussions is to find out peoples'

- ideas, attitudes and opinions; and,
- past experiences and information sources.

The discussions can be in many forms including

- small group meetings; and,
- question - answer sessions with key people.

Remember

- the importance of recording the information by; taking notes, taping, keeping flip charts; and,
- the importance of following up on all questions, including those directed to government offices.

7. Community Participation

Why Involve the Public ?

The purpose of townscape studies is to improve community well-being. Townscape studies are largely public projects, and it is the residents' right to voice their ideas and opinions. This not only establishes the community's needs, but gives the study group support, or the license to act. This support is important throughout the study, as many decisions involve elected community officials. Community support and participation is often the key to project success.

How to Involve the Public

By Personal Contact

- through established community channels such as council meetings and service or special interest group meetings;
- by conducting community workshops where interested persons can find out what the study is all about; and,
- by public meetings where residents are given the opportunity to voice their opinions and ideas.

With a Newsletter

- which can describe the progress of the study;
- contain information on similar projects;
- become a regular forum for opinion; and,
- be distributed individually or as a support newspaper.



In Sullivan, Indiana, interested residents attended a workshop on how to prepare newspaper supplements to help educate their fellow residents about heritage preservation in their town.

Photo Credit: Small Town, Small Towns Institute Newsjournal

8. Setting Goals

Long term goals give the townscape study direction. Based on the analysis, initial discussions, consultant's advice and community input, the goals set quality standards that are maintained in all townscape development. The goals also provide a means for deciding which projects can be done first. This eases the decision making process, because all decisions are based on meeting the long term goals.

The direction of the townscape study may change as current factors affecting the community change; setting goals is an ongoing process so that they always reflect the current situation.

9. The Townscape Program

The townscape study program is a report containing the information and ideas for achieving the long term goals. The information includes a summary of the analysis, initial discussions, consultant's advice, community input and the townscape goals. The ideas are in the form of design proposal drawings and models showing what the results of the townscape maintenance guidelines and improvements will look like. The report concludes by identifying areas for future consideration when reviews of the townscape study program are held.

10. Organizing

When Should Projects be Started ?

- examine the current situation and issues facing the communities and decide which projects are most important; keeping in mind,

What are the Alternatives ?

- think of as many ways as possible to do the project; and,
- gather information from similar projects to understand the key factors in project failure or success.

Can the Project be Done With ?

- existing community means;
- local skills and resources; or,
- are outside resources required?

Who Will Look After the Project ?

- list all groups with an interest in the project;
- decide whether their participation is needed throughout or for specific stages of the project; and,

- develop a working group who is responsible for the project and will run the project smoothly, be the coordinator between different interests, make reliable decisions and be receptive to making necessary changes.

CASE STUDY: THE HERITAGE CANADA APPROACH

The Heritage Canada approach to Main Street projects involves more than beautification. Heritage Canada recognized that a comprehensive approach, involving economics, social activity and physical improvements is necessary. A project coordinator was placed in seven communities as an experiment, to provide advice and assistance to local merchants. Changes to the main streets occurred bit by bit as various opportunities arose. Few major disruptions occurred and when they did, affected persons were informed and knew what to expect. These communities have experienced positive results and attribute them to several factors; the projects are initiated and controlled by the community, the project coordinator assists by preparing alternatives so that the design proposal chosen suits the town, and the project coordinator looks after the aspects of the project the local merchants don't have time available for.

11. Legal Considerations

- are very important and too often overlooked;
- consult a lawyer for advice on the subjects of personal liability, project liability, contracts, finances, etc. early on in the project.

12. Finding Funds

Prepare a Budget Containing

- costs of all materials and labor required based on several estimates;
- an allowance for inflation; and,
- future running and maintenance costs.

Fact Finding; Compare the Alternatives

Direct Government Assistance

- as described in annual publications such as the Catalogue of Grants available to Municipalities published by the Department of Municipal Affairs; or,
- special programs advertised by mail, newsletters, and newspapers; and,
- note that personal contact is very important to prevent misunderstandings and assist the project approval.

Public Community Funds

- can be allocated for townscape projects through five year capital expenditure planning, reserve funds, or debentures;
- remember that for projects involving public community funds, council must be involved in all expenditure decisions.

Private Funding

- can be obtained if the project interests private developers or meets the goals of charitable foundations.

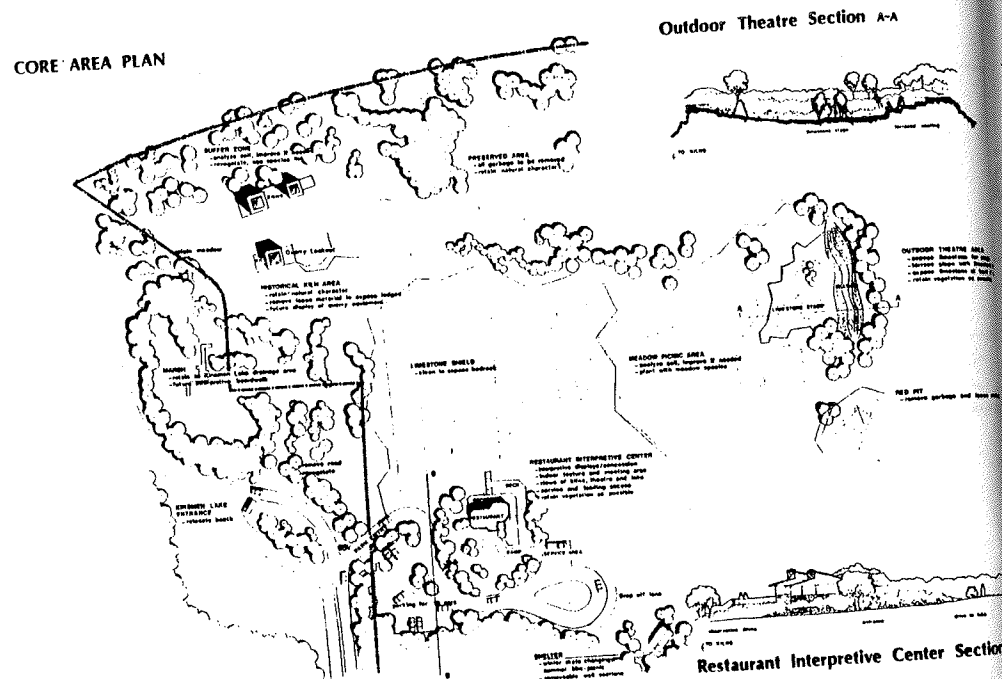
Fund Raising

- funds can be raised for a specific project through a non-profit corporation or fund raising organization;
- these bodies can often obtain low cost financing and tax exemption status.

CASE STUDY: STONEWALL QUARRY PARK

The Town of Stonewall was able to purchase an abandoned quarry within their town limits for the sum of \$1.00. Ideas on how to develop the quarry into a community park were developed by students in the landscape architecture program at the University of Manitoba. The Town planned to complete the project by using reserve funds over a number of years.

Destination Manitoba and Need program became available and the Town decided to apply to them for funds. Detailed cost estimates were prepared by the economic development officer as part of the application package. Of the \$1,000,000.00 required, the Town received \$500,000.00 from Destination Manitoba, \$265,000.00 from NEED and financed the remaining \$215,000.00 internally.



This development plan was an important part of the Destination Manitoba application.

13. Work Plans

Organize According to Project Size

- determine whether the project is simple to carry through with existing community resources, or requires detailed planning and organization; and,
- talk to people who have been involved in similar projects for their advice on key factors for a successful projects.

Decide Who is in Authority

- the working group must decide on the roles people are to have and their responsibilities;
- it is very important that the working group review, on a regular basis, the progress of the project and make any changes necessary to meet the goals and objectives.

Establish How Decisions Will be Made

- Consider who should be involved ie, public representative(s), interest groups, council, government officials etc; and,
- decide how changes or alterations to the original project organization will be handled, should they occur.

Prepare a Plan of Work

- the following list contains many factors to consider when organizing project construction; however,
- every project is unique, therefore use the list as a checklist when making separate work plans for each project.

Set the Time Frame Considering

- construction and planting seasons;
- government regulations and approvals; and,
- arrangements with persons affected by the project.

Plan for Communication

- so that everyone is aware of the project and expects the side effects of construction;
- ensure that the media have a reliable source; and,
- persons directly affected are contacted personally.

Obtain Professional Services

- for large projects consider having a project manager to oversee the entire project;

- make sure that specific terms of reference are set by the working group that include; who the project manager will receive direction from, the degree of independence granted, amount of authority with regard to funds, employees, etc., and legal considerations.

Set up a Bookkeeping System

- this is usually required as a condition of receiving government funds; and,
- is a useful record for planning new projects or for the information of communities planning a similar project.

Get Commitments

- for time, resources and funds to ensure that the project will flow smoothly

Organize Materials and Labour

- research all alternative sources and prices of both labor and construction materials keeping in mind quality and local resources as well as the lowest price; and,
- if there is no project co-ordinator, decide who will supervise and evaluate the project construction on a regular basis.

Plan for Maintenance

- if required maintenance should be organized to begin when the project is completed.

14. More Information

Government Sources and Contacts

Business Development and Tourism	945-7300
Culture, Heritage and Recreation	945-3794
Heritage Manitoba	945-3844
Municipal Affairs	945-3787
Budget and Finance	945-2564
Municipal Planning	945-2150
Provincial Planning	945-2591

Other Organizations

Heritage Canada Foundation

Post Office Box 1358, Station B
Ottawa, Ontario K1P 5R4

Rural Community Resource Centre

727-9702

Brandon University
Brandon, Manitoba

Small Towns Institute

Post Office Box 517
Ellensburg, Washington 98926

literature

Rob, Ruth. "Townscape: Annotated Bibliography" (unpublished report.) Department of Landscape Architecture, University of Manitoba, 1984.

This report contains comments on; books, magazine articles, and publications on the topic of townscape. It is indexed for locating both specific and general information. The "Annotated Bibliography: Townscape" is a useful companion to this manual.

Community Improvement Program. Action Series Nos. 1 - 10.
Ottawa: Centennial Commission, 1967.

The "action" series is an excellent set of Canadian "townscape" publications aimed at improving the physical environment by planned and guided community action. The series includes the following:

1. The Town Centre
2. Community Facelift
3. Trees in Your Town
4. Road Into Your Town
5. Industry and the Community
6. Centennial Clean-Up
7. Decorate and Illuminate
8. The Floral Centennial
9. Historic Revelation
10. Rural Beautification

Small Towns Resource Institute. Small Town (bi-monthly newsjournal and resource books.)

The Small Towns Institute was founded in 1969 in response to the need for increased local citizen participation in solving community problems.

The newsjournal Small Town was designed to bring together the interests, innovations, and expertise of people who live and work in small towns or have professional interests in community betterment. Small Town has published articles written by citizens, professional planners, elected officials, educators, business and religious leaders, and government agencies who have shared their expertise and insights with communities throughout the United States and in many other countries as well.

CONCLUSIONS

Several conclusions were reached during the process of operating the manual. Of the research sources, including literature review, published and 'in progress' case studies, personal experience and interviews with persons involved with rural communities, the latter source was most enlightening. It is from their comments that many of the following conclusions were developed:

Integration With Existing Planning

The current application of the townscape concept, the townscape study, while needing to be conducted separately to maintain its integrity, must become a component of comprehensive long range community planning. Townscape studies often contain proposals that will complement certain facets of municipal and economic development plans. It would be advantageous to implement these plans in conjunction with one another.

Education and Assistance Through Workshops

A manual is not sufficient as a means of communication because it lacks personal contact. A large amount of written material is constantly forwarded to community leaders. A workshop is a successfully used means of communication as it allows opportunities for direct

question-answer sessions and hands on experience. A workshop serves several purposes; education, information gathering - dissemination and enthusiasm and support generated by persons in "like" situations. The manual could be the basis for the development of a townscape workshop for community leaders. A brief workshop could be introduced into an existing community leader function, such as the Manitoba Municipal Administrators Association annual convention. Once interest is generated, workshops could be tailored to suit specific needs ie. be conducted on a regional basis.

Establishing an Awards Program

Recognition and community pride are important for continued public support of townscape project implementation. In Australia, a community awards program has been a successful incentive for townscape development. Awards of a similar nature exist in rural Manitoba and could be examined and re-structured or expanded for townscape promotion.

A Newsletter for Ongoing Communication

When townscape studies are underway, a newsletter could be established containing information on projects in progress and townscape updates. As well as disseminating information, the newsletter could serve as a forum containing "letters to the editor" on both academic and project level design topics.

Further Development

In conclusion, it has been demonstrated how the townscape concept can be a valuable component of comprehensive long range planning for rural communities. Recent government programs, such as Destination Manitoba and Main Street Manitoba have demonstrated that rural communities can successfully undertake both small and large scale improvement project. However, it often adds additional time, responsibility, and financial commitments to the obligations of community leaders and their resources. Future research could explore the feasibility of offering a public townscape service to rural communities. This service would assist community leaders in initiating and implementing townscape services in their communities as an ongoing component of comprehensive long range planning.

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APPENDIX: Summary of Interviews

HELGI AUSTMAN, Councillor for the Rural Municipality of Gimli, member of the Waterfront Development Board.

Recommended

- review of the Social Action Process as an excellent approach for community projects.

Summarized the Gimli Waterfront Development Project

Organization

- was formation of a board with representatives from; the Town Council, the Rural Municipality, Chamber of Commerce, Rotary Club and Icelandic Festival Committee; and,
- the board retained complete control of the project and met on a regular basis.

Funding

- was obtained from the Destination Manitoba and Need programs; by,
- hiring a consultant (Dave Witty) to prepare the applications personally.

Professional Services

- were recognized as necessary for sound project management; and
- was obtained through a variety of sources including; self-donated legal, donated at cost-architectural, donated by Seagrams - accounting and bookkeeping, government subsidy through the Career Start program - landscape architect and hired - project manager.

Comments

- public participation and communication were not sufficient as rumors were often well developed before they could be dispelled; and,
- conflict arose from not enough contact with groups directly affected by the project work, ie. fishermen.

Recommendations

- make sure that the right people are included at the front end of planning and management so that the project presents a united front
- try not to get introverted by developing a 'do-it-yourself' attitude - continuous outside participation is very important; and
- commit everything to paper, especially donations, for smoother project implementation.

ROGER DENNIS, Director of Budget and Finance, Department of Municipal Affairs

Recommended

- using the 'Catalogue of Grants' available to municipalities as a funding reference because it is updated annually;
- exploring the methods and benefits of long term finance planning;
- when considering consultants, it must be understood exactly what services to expect from them; and,
- recognize the benefits of good organization and timing.

GARRY HAGGERTY, Senior Planner for the Morden Planning Office, Department of Municipal Affairs

Discussed Main Street Projects and

- the necessity for a construction supervisor for larger projects because of the time required for day-to-day management;
- the importance of public awareness, especially with those directly affected;
- that written agreements for any use of time, property, materials etc. are a necessity; and,
- obtaining professional assistance is a must.

GARRY HILDERMAN, Landscape Architect, Hilderman, Witty, Crosby, Hanna and Associates, Landscape Architects and Planners

Discussed Community Organization and

- the problems associated with community leaders separating projects into components (when delegating responsibilities) and not maintaining overall project coordination; and,
- although it is good to use local industry and resources where possible, they must be co-ordinated with the larger contractors to prevent conflict.

Long Term Goal Setting

- the reality that councils change must be recognized and dealt with.

Communities are Reluctant to Hire Professionals

- as a result of a lack of understanding of the services provided; therefore,
- there is a need to describe what professionals do, what services they provide and what fees are charged (this information can be obtained from the professional associations); and,
- a glossary would be useful at the front end for subsequent terms of reference.

DAVID JOHNS, Director of Provincial Planning, Department of Municipal Affairs

Advised of

- the need for continuity (contracts should be for a minimum of three to four years);
- the need for integration with development plans;
- the need to recognize the multi-level decision making process consisting of the; public (Chamber of Commerce, B.I.A. and merchants), Council, informal bureaucracy and the provincial government;
- the need for more public participation than a public meeting, in a non-confrontation situation, where key actors in the community are contacted; and,
- the need for a working level technical advisory committee to work with and be available for steering committees for; representing their concerns to other organizations, coordinating the different disciplines and offering consultation and cooperation.

BILL KENNEDY, Manitoba Housing and Renewal Corporation

Noted that

- a community must think self-critically;
- the process must develop from within; and,
- it is important to have a strong demonstration project early for public support.

JEROME MAUWS, Secretary-Treasurer, Town of Stonewall

Summarized the Stonewall Quarry Park Project

- the project was initiated by having students in the Department of Landscape Architecture, University of Manitoba prepare proposals;
- the proposals were then finalized by Ted McLachlan and Ruth Rob;
- with the assistance of the economic development officer, Curtis Whyte, the Town applied to the Destination Manitoba and NEED Programs for funding;
 - originally the project was planned as a long term development financed with reserve funds; but,
 - \$500,000.00 was received from Destination Manitoba and \$285,000.00 from NEED so that only \$215,000.00 remained to be financed by the Town.
- a project manager was hired, but the Town discontinued this arrangement because they felt that they didn't have enough control; and,
- the Town assumed the role of general contractor.

Summarized the Stonewall Main Street Manitoba Project

- preliminary proposals were again prepared by students from the Department of Landscape Architecture, University of Manitoba;

- plans were then finalized by Ruth Rob and Patrick McIsaac while employed by the Municipal Planning Branch, Department of Municipal Affairs;
- the Town received funding, and financed their \$70,000.00 share through a municipal levy;
- a steering committee (comprised principally of merchants) was formed and given responsibility for the project; all financial decisions had to be approved by council;
- a consultant was hired to prepare working drawings and administer the tender package; and,
- the town will, again, act as the general contractor.

Advice included

- Council must be involved in all liaison work, especially public meetings, because of their responsibility for the expenditure of funds
- there must be public input and commitment;
- there must be good and accurate press coverage;
- checklists, time lines and organizational charts are very useful.

With Regard to Funding

- setting long term goals is a necessity because financial priorities must be balanced between service and maintenance projects and improvement projects;

- the five year capital expenditure plan, revised every year, is a useful planning tool when used in conjunction with reserve funds, the equivalent of a savings account.

Timing

- a realistic time frame must be set and publicized.

Consultants

- the Town Council strongly believes in hiring professionals.

BILL McCANCE, The Winterhawk Group

Discussed Councils

- they can't be expected to implement projects because they are primarily a political body; and,
- councils are not an accurate representation of the mind set of the community.

In Order to Understand the Community

- quantifiable surveys are not as useful as opinions;

- it is important to contact the informal leaders (those most respected), as they are a good representation of conventional thought; and,
- these leaders must be co-opted in the beginning so that they feel that the project is theirs.

When Using Consultants

- the community must develop specific terms of reference;
- one person must be identified for the consultant to report to; and,
- regular meetings are essential.

For All Community Work

- to the point, concise, everyday language is a must.

TOM OWEN, Deputy Minister, Environment, Workplace Safety and Health

Discussed the "Community Economic Development in Rural Canada" Handbook

- the interview method of getting information was very successful;
- the mixed format ie. written, illustrations, case study, and checklists was unified by a common thread; and,
- quasi scientific surveys are sufficient.

TED POYSER, Chairperson, Civil Service Board

Discussed Understanding the Community

- consider doing sociograms for a cross section of the community;
- legitimizers on community leaders must be contacted to determine the community motivation profile;
- demographics are a major determinant of leadership ie. "active households" may differ from the actual number; and,
- phone book questionnaires can be useful.

Assistance Programs

- the community must be made aware of the time required for administration; and,
- early visibility is important.

Consultants

- must gain the trust of the community.

RITA ROELAND, Tourism Industry Association of Manitoba and former President of the Manitoba Chamber of Commerce

When Working With Rural Communities

- find out what the community's priorities are;

- locate the doers and work through the community networks; and,
- recognize that the opinions of the secretary-treasurer are usually very respected.

Personal Contact Through Workshops

- there is a need to plug into government information systems;
- recognize that peoples' reading retention is limited;
- roadshows and workshops give people faces to remember versus phone numbers;
- a presentation ensures awareness; and,
- it is important that all questions be answered in a direct manner.

NEIL SIGURDSON, Project Manager, Gimli Waterfront Development Project

Organization Depends on the Size of the Project

- for a large project it is necessary to have a representative of each interest group involved;
- these members could form a board to which the project manager reports; and,
- for a small project council may form a committee and then identify one designate who the project manager deals with.

The Manager Should be Included in Project Organization so that

- advice can be offered on cost estimation and budget feasibility;
- the labor situation can be evaluated for availability and the need for contracting determined;
- the project manager can be familiarized with the status quo ie. the politics of dealing with local contractors and suppliers;
- a detailed job description can be drawn up including who has powers of authority, the method for reporting, ensuring no interference (destroys credibility) and who is responsible for zoning and building permits and legal considerations; and,
- the board should ensure that the project manager has good public relations capabilities being sympathetic to persons affected by the project.

DUDLEY THOMPSON, Architect, Prairie Partnership Architects

Reviewed the Selkirk Project

- there is a need for a day to day co-ordinator, such as in the Heritage Canada approach, to work with the varied merchant personalities.

CURTIS WHYTE, Economic Development Consultant, Opportunity West Development Ltd.

Recommended, for Project Organization

- that a representative cross section of community persons form the committee;
- they tackle the project step by step;
- that roles be designated in the planning stages so that the project is in their control; and,
- the vision and enthusiasm constantly be renewed.

For Obtaining Government Funding

- personal contact with government officials is necessary at the front end because it helps deter misconceptions and aids approval; and,
- elected officials are an important part of all public relations.

Long Term Goals are Important

- the community must understand that most projects are not a quick, easy process; and,
- projects consist of initiation, planning and implementation and these phases continuously cycle.

When Compiling a Handbook or Manual

- the "reference" style is easily used; and,
- flow charts with the role of participants described and charts with advantages and disadvantages are very useful.