



WATSON CHAMBER OF COMMERCE

COMMUNITY DEVELOPMENT PLAN

JUNE 2021 // PREPARED BY TYLER CASE



Letter of Transmittal

June 22, 2021

Watson & District Chamber of Commerce Business Retention & Expansion Committee (BRE)

Dear Committee,

We would like to thank you for the opportunity to undertake this project. We trust that the following report will satisfy the agreement made between us and hope that the information contained in this report will be useful to your community as was intended.

Tyler Case, MBA, BComm, FEA

Dr. Darren Howes, DBA, MBA, BComm

Stephen Thiessen, MBA, BA

This is a confidential document that is solely for the use of the Watson & District Chamber of Commerce. Any reproduction of the report, in whole or in part, without the expressed consent or knowledge of the Watson & District Chamber of Commerce is strictly prohibited.

DISCLAIMER

Some of the material in this plan, including information incorporated by reference, discuss future expectations, provides assumptions, or state other forward-looking third-party information. These statements and assumptions are subject to known and unknown risks, uncertainties, and other factors, several of which are beyond the consultant's control, which could cause the actual results to differ materially from those presented herein.

The consultant has taken every effort possible, based upon experience and best judgement, to validate both the sources and information incorporated into this plan. Considering the risks, assumptions, and uncertainties involved, there can be no assurance that the forward-looking information contained in this plan will transpire or prove to be accurate.

The consultant assumes no liability for forward-looking projections and is under no obligation to update the forward-looking information beyond the delivery of this engagement.





EXECUTIVE SUMMARY

The following community development plan was prepared for the Watson & District Chamber of Commerce Business Retention & Expansion Committee as the organization seeks to develop the social and economic dimensions of the town and surrounding community. The plan is intended to articulate the existing value proposition (marketing dimensions) of the community; map the risks and opportunities of the proposed plan; identify community member targets and identify potential marketing tactics and associated costs. Research was completed by using existing secondary data as well as a multi-method primary data collection strategy. The plan is of relevance to the Town of Watson, SK and community stakeholders such as the Chamber of Commerce, Town of Watson (Council), business owners, prospective tourists as well as current and future residents.

The Town of Watson is located approximately 154 kilometres east of Saskatoon and 200 kilometers north of Regina on the junction of Highways 5 and 6 within the Rural Municipality of Lakeside #338. Area stakeholders are committed to preserving the past while improving the lifestyle and quality of life for present and future generations. Watson is a progressive community in a rural setting with richness in agriculture, potash, and manufacturing as well as an abundance of wildlife and numerous tourist sites. Statistics Canada 2016 Census information indicates that Watson had a significant negative population change of -10.3% from 2011-2016 that was lower than that of its Census Division at -5.3% and the provincial average of +6.3% during the same period.

The urbanization trends in rural Western Canadian prairie towns are somewhat challenging as it relates to growth. Understanding the well-founded reasons as to why people move, or do not move, will help to orientate efforts. People will move for several different reasons which include: *to be closer to family, for jobs or careers, for livability* (lower cost of living, lower taxes, and amenities), *climate and environment*, and *to have a fresh start*. Conversely, rationale for people not wanting to move include: they are comfortable in their current neighborhood and do not want to leave the comfort of it; do not want to move their children away from their current neighborhood/school, costs of a lateral move, the inconvenience of the move itself, and the cost of the move (e.g., cost of moving, real estate agent costs etc.). These factors may need to be considered to help overcome apprehensions in moving to Watson. In terms of retirement location, while many people envision themselves moving to retire, most do not. In selecting a retirement location, retirees potentially consider some of the following factors: cost of living including taxes, availability of healthcare services, proximity to family, activities and amenities for seniors, crime rates, housing and rental opportunities, proximity to airport, signs of future prosperity or decline, diversity, and political climate. The community of Watson does fulfill some of these criteria for retirees and residents but also presents some significant shortcomings.



Notwithstanding, the community of Watson, SK does have a compelling value proposition that it can convey in promotional methods. To determine the existing value proposition for the community of Watson, a SWOT analysis was conducted via semi-structured interviews and a survey to consider four main categories: *general community, business, residential living, and tourism*. Broadly speaking, the community excels at livability and family-related dimensions while requiring investment in career and climate related dimensions. The community has a home-like feel, is family friendly, vibrant, supportive, quiet, entrepreneurial, central with a low cost of living, good infrastructure, recreational facilities, and services. The community may be lacking career occupations, healthcare facilities, recreation, rental housing as well as some amenities, retail stores and infrastructure.

Given some of the aforementioned shortcomings, attracting retirees to the community may be challenging to achieve. Targeting younger individuals in search of cost of living and quality of life dimensions in addition to work opportunities may be most feasible in the medium term. Furthermore, given the noted statistical decline in population of the community, targeting existing residents and incentivising them to stay and growing the community organically may be the most authentic and realistic means to grow or the slow the population decline. Four fictitious target resident profiles and noted occupational opportunities are presented.

Promoting the value proposition of the community is a potentially viable opportunity for community growth. In promotion, it will be critical to identify appropriate methods but also whom to target and precisely why a promotional campaign would be undertaken. Innovative and cost-effective tactics will be required. Sample promotional methods include: signage, improving the town website, a cooperative program, mentoring, succession planning, job boards, sponsored economic development, international immigration, Indigenous engagement, another annual event, school academies, a Saskatchewaner visit, branding, a buy local event, a retirement community and a “staycation” campaign. Sample promotional methods and cost ranges from two marketing firms are presented. Other innovative promotional examples such as \$1 commercial or residential lots as well as downtown development grants are also detailed.

Risks of the situation include continuing urbanization, a business exit, infrastructure decline, the inability to attain stakeholder consensus, a lack of resources, an ineffective strategy, a lack of leadership and the growth of a neighboring community. Mitigating opportunities include natural resource development, business succession planning, entrepreneurial investment, mentorship, regional collaboration, sponsored business planning, infrastructure/amenity investment, sponsored economic development, housing investment and immigration.

The plan is the beginning of an integrated community development strategy. Promotional methods and community targets are identified to facilitate strategic ideation. In implementation, the committee must evaluate potential options, available resources, communicate with stakeholders, and choose the way forward. A phased approach is recommended. Community revitalization and economic growth requires marketing methods but also a further integrated and collaborative approach beyond promotion. In Doug Griffiths’ *13 Ways to Kill Your Community*, methods of rural revitalization include water quality, business attraction, youth involvement, assessing community needs and assets, shopping local, the appearance of businesses and the community, stakeholder cooperation, a future focus, engaging seniors, fresh ideas, embracing newcomers, calculated risks, and taking responsibility. Upon identifying opportunities and associated resources, the Committee can use these factors to inform the way forward. Economic and social growth in the Town of Watson and community will require an integrated, long-term approach with this plan being used as a leverage point.



Table of Contents

EXECUTIVE SUMMARY	I
LIST OF TABLES AND FIGURES	IV
INTRODUCTION & PURPOSE	1
METHODOLOGY	1
AUDIENCE	1
BACKGROUND	1
TOWN DESCRIPTION	1
MISSION STATEMENT	2
VISION STATEMENT	2
LOCATION	2
COMPARISON OF OTHER SIMILAR SIZED TOWNS IN SASKATCHEWAN	2
WHY PEOPLE MOVE	4
EXISTING VALUE PROPOSITION (MARKETING DIMENSIONS)	6
RESEARCH AND FINDINGS	6
GENERAL COMMUNITY IN WATSON	6
BUSINESS IN WATSON	7
RESIDENTIAL LIVING IN WATSON	8
TOURISM IN WATSON	8
COMMUNITY MEMBER TARGETS	10
TARGET RESIDENT PROFILES	10
<i>Northern Nancy</i>	10
<i>Graduate Grant</i>	10
<i>High School Heather</i>	10
<i>Newcomer Norman</i>	10
POTENTIAL PROMOTIONAL METHODS	12
HIGHWAY/ IN-TOWN SIGNAGE	12
WEBSITE	12
COOPERATIVE PROGRAM/MENTORING/SUCCESSION PLANNING	13
JOB BOARDS	13
SPONSORED ECONOMIC DEVELOPMENT	14
INTERNATIONAL IMMIGRATION	14
INDIGENOUS ENGAGEMENT	14
ANNUAL EVENT	14
SCHOOL ACADEMIES	15
SASKATCHEWANDERER	15
BRANDING	15
BUY LOCAL EVENT	15
RETIREMENT COMMUNITY	15
“STAYCATION” CAMPAIGN	16



SAMPLE PROMOTIONAL METHODS	16
INTERNET/SOCIAL MEDIA MARKETING	16
SAMPLE STRATEGIES FOR RESIDENTIAL LIVING AND BUSINESS	17
INCENTIVES FOR BUSINESSES.....	17
STRATEGY MAPPING	18
RISK PROFILE	19
OPPORTUNITY PROFILE	20
IMPLEMENTATION	21
CONCLUSION	21
APPENDICES	23
APPENDIX A: INTERVIEW QUESTIONS	23
APPENDIX B: SURVEY – COMMUNITY	24
APPENDIX C: LIST OF LOCAL BUSINESSES.....	25
APPENDIX D: SURVEY – BUSINESS.....	26
APPENDIX E: COMMUNITY AMENITIES.....	27
APPENDIX F: SURVEY – TOURISM	28
APPENDIX G: MARKETING FIRM LIST AND INTERVIEW QUESTIONS	29
APPENDIX H: MINBURN COUNTY “LOT-FOR-A-LOONIE” CAMPAIGN	30
APPENDIX I: ESTEVAN INDUSTRIAL LOTS.....	31
APPENDIX J: MEDICINE HAT DOWNTOWN DEVELOPMENT	32
REFERENCES	33

List of Tables and Figures

TABLE 1: SASKATCHEWAN SMALL TOWN GROWTH COMPARISON	3
TABLE 2: SHORTCOMING DIMENSIONS	9
TABLE 3: EXISTING VALUE DIMENSION	9
TABLE 4: RISK SUMMATIVE TABLE WITH OPPORTUNITY LINK AND INSTABILITY FACTORS.....	19
TABLE 5: OPPORTUNITY SUMMATIVE TABLE AND BARRIERS TO ADOPTION FACTORS.....	20
TABLE 6: 13 WAYS TO REVITALIZE THE TOWN OF WATSON AND COMMUNITY	22
FIGURE 1: LOCATION MAP W/ HIGHWAY TRAFFIC DATA	2
FIGURE 2: WHY AMERICANS MOVE.....	4
FIGURE 3: WATSON, SK BRANDING.....	15
FIGURE 4: RISK MAP.....	19
FIGURE 5: OPPORTUNITY MAP	20



Introduction & Purpose

The purpose of the report is to identify new residential and commercial community member targets and associated marketing tactics with which to reach said residents for the Town of Watson, Saskatchewan, and area. The Watson Chamber of Commerce – Business Retention and Expansion Committee (BRE), with consultation, seek to develop the social and economic dimensions of the town and the surrounding community to meet the following objectives:

1. Articulate the existing value proposition (marketing dimensions) of the community;
2. Map the risks and opportunities of the proposed plan;
3. Identify community member targets to grow the social and economic dimensions;
4. Identify potential marketing tactics and associated costs.

Between January 2021 and June 2021 research and analysis was conducted to address the above objectives.

Methodology

The research was completed by using existing secondary data as well as a multi-method primary data collection strategy. Primary data was initially collected by using convenience sampling of individuals from the list of Watson and District Chamber of Commerce 2020 Membership list. A copy of the interview questions can be found in [Appendix A](#). A survey was created based on the responses from the interviews and sent to the entire list of members of the Watson and District Chamber of Commerce. A snowball strategy was employed to have that membership group share the survey with other members of the Watson community. Twenty-one surveys were completed by respondents. Further research was conducted by interviewing stakeholders such as real estate agents in the area and marketing firms to determine their perspectives. Primary and secondary data was used to achieve triangulation. From the research and data collected, recommendations are presented.

Audience

The following information is of relevance to the Town of Watson, SK and community stakeholders such as the Chamber of Commerce, Town of Watson (Council), business owners, prospective tourists as well as current and future residents. The intention is that the information presented will help the community develop an implementation plan to augment the social and economic dimensions of the area.

Background

Town Description¹

The Town of Watson is one of five towns within the 12-member Mid Saskatchewan Municipal Alliance (MSMA). The Town is located approximately 154 kilometres east of Saskatoon and 200 kilometers north of Regina. Watson is situated within the Rural Municipality of Lakeside #338 (not an MSMA member municipality) and just east of the Rural Municipality of LeRoy #339. It covers an area of 2.8 square kilometers and in 2016 had a population of 697.

¹ Taken from Town of Watson Official Community Plan, November 2014.



Mission Statement²

Watson is working with the MSMA to sustain, build, and grow the communities in the region. By sharing information and resources, and identifying our strengths and opportunities, we are finding solutions to common problems and improving the quality of life in the region. We believe that progress is important to enhance the communities and strengthen the region. Our co-operative efforts are intended to preserve the past while improving the lifestyle and quality of life for present and future generations.

Vision Statement³

Watson is a progressive community in a rural setting committed to working together with the MSMA for the long-term betterment of the area. Our richness in agriculture, potash and manufacturing creates a strong economy for the region and the province. The area supports a variety and abundance of wildlife and numerous tourist sites and opportunities. Our region contains cooperative and ambitious community spirits that create a unique quality of life for everyone.

Location

The Town of Watson sits on the Junction of Highways 5 and 6. Looking at transportation maps provided by the government of Saskatchewan, Highway 5 west of Watson to Humboldt is the busiest highway with an average daily traffic count of 2140. Highway 5 east of Watson to Quill Lake is the second busiest intersection with 1430 vehicles per day. Highway 6 north to Melfort has 1240 vehicles per day while Highway 6 south has 1010 vehicles per day. This information can be used to determine location of businesses and/or placement of branding or marketing efforts.

4

Comparison of Other Similar Sized Towns in Saskatchewan

Using Census 2016 information from Statistics Canada, it can be inferred that out of the 30 similar sized towns in Saskatchewan (the list includes all towns with populations between 600 – 800 persons) Watson had a negative population change that was the second most significant, behind only Dundurn, Saskatchewan. Watson's population growth rate of -10.3% was lower than that of its Census Division 10 which overall had a negative growth rate of -5.3%. The provincial growth rate over the same period was +6.3%. Of the towns listed, 17 towns of similar size had a negative growth rate, while 13 had positive growth rates. The average growth rate of towns in this population range was -5.3% over that time. With the 2021 Census currently underway, it would be worthwhile to do these comparisons again with the most recent data that will come out of the new Census as some of this information could be dated.

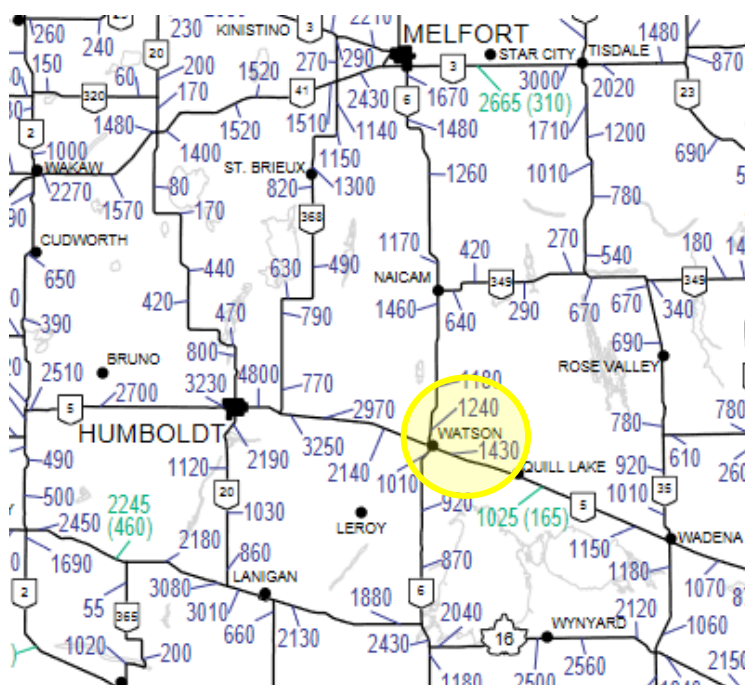


Figure 1: Location Map w/ Highway Traffic Data

² Taken from Town of Watson Official Community Plan, November 2014.

³ Taken from Town of Watson Official Community Plan, November 2014.

⁴ Government of Saskatchewan. Transportation Maps for Saskatchewan. Retrieved from: https://pubsaskdev.blob.core.windows.net/pubsask-prod/100199/Oct%252B2018_Highway_Traffic_Volume_Maps.pdf



SMALL TOWN COMPARABLES FOR WATSON, SK

TOWN	2011	2016	% CHANGE	# PRIVATE DWELLINGS (% change since 2011)		CENSUS DIVISION	DIVISION % CHANGE
Allan	648	644	-0.6	253	-1.6	11	11.9
Arcola	649	657	1.2	281	0.7	1	1.4
Asquith	603	639	6	254	8.1	12	3.3
Balcarres	617	587	-4.9	252	0.4	6	10.6
Bienfait	780	762	-2.3	334	6.7	1	1.4
Big River	639	700	6.3	287	4	16	0.4
Churchbridge	743	896	20.6	386	12.5	5	-0.8
Coronach	711	643	-9.6	297	-1	3	-0.6
Cudworth	770	814	5.7	334	1.2	15	2.6
Dundurn	693	611	-11.8	231	-8.7	11	11.9
Hague	878	874	-0.5	333	3.4	15	2.6
Herbert	759	856	12.8	343	12.8	7	1.2
Ituna	711	701	-1.4	316	-6.2	10	-5.6
Kinistino	743	654	-12	263	-9.9	15	2.6
Lampman	713	675	-5.3	270	-5.9	1	1.4
Leader	821	863	5.1	386	0.8	8	2.5
Milestone	618	699	13.1	275	12.2	2	2.5
Naicam	686	661	-3.6	313	-3.4	14	-3
Ponteix	605	563	-6.9	232	-5.7	3	-0.6
Porcupine Plain	855	862	0.8	354	-1.1	14	-3
Qu'Appelle	668	639	-4.3	288	0.7	6	10.6
Radville	860	807	-6.2	350	-2.5	2	2.5
Rocanville	857	863	0.7	366	-0.8	5	-0.8
Souhey	778	804	3.3	333	-0.9	6	10.6
St. Walburg	716	689	-3.8	299	-3.2	17	8.4
Stoughton	694	649	-6.5	285	-5.3	1	1.4
Strasbourg	752	800	6.4	362	1.7	6	10.6
Sturgis	620	644	3.9	295	-2.3	9	0.9
Watson	777	697	-10.3	309	-6.6	10	-5.6
Wolseley	864	854	-1.2	360	1.1	5	-0.8

Table 1: Saskatchewan Small Town Growth Comparison



Why People Move

With the intent that the Town of Watson would like to grow the population base, understanding the well-founded reasons as to why people move, or do not move, will help to orientate efforts.

People will move for several different reasons which include: *to be closer to family, for jobs or careers, for livability* (lower cost of living, lower taxes, and amenities), *climate and environment*, and *to have a fresh start*.⁵ From the survey data collected (presented below), the responses of participants confirm these factors. Specific survey responses include having a family farm in the area, being born and raised in the community, for employment purposes or for the nice people and/or nice community. Furthermore, U.S. Census data presented in Figure 2⁶ further articulates reasons for moving, with the top four reasons accounting for over 50% of responses. These factors can then be used in the development of promotional materials.

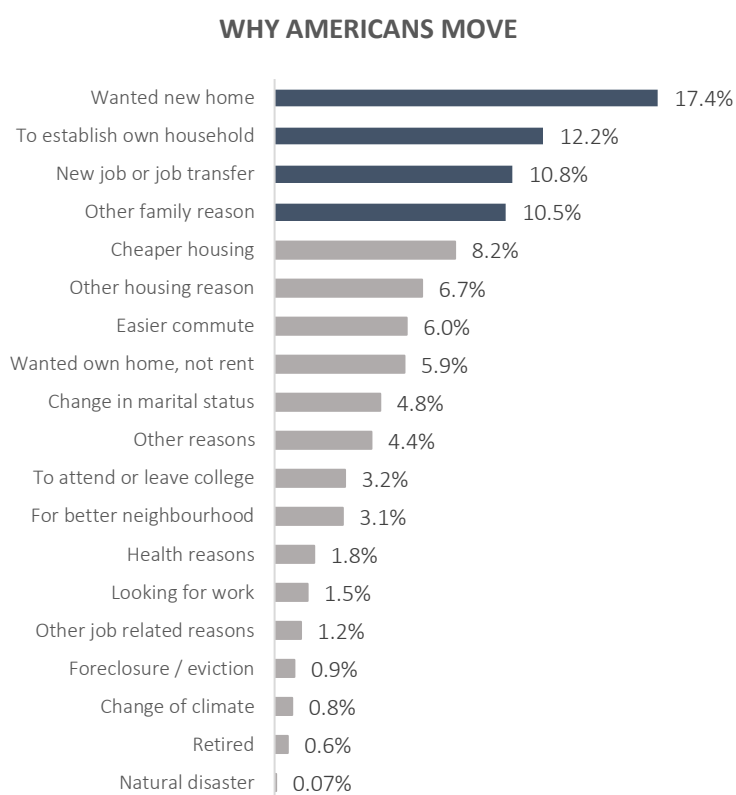


Figure 2: Why Americans Move

Conversely, rationale for people not wanting to move include: 1) they are comfortable in their current neighborhood and do not want to leave the comfort of it; 2) do not want to move their children away from their current neighborhood/school, 3) costs of a lateral move, 4) the inconvenience of the move itself, and 5) the cost of the move (e.g., cost of moving, real estate agent costs etc.).⁷ These factors may need to be considered to help overcome apprehensions to moving to Watson.

The trends in rural Western Canadian prairie towns are also somewhat challenging as it relates to growth. Data indicated that the urbanization trend continues with young people moving to larger centres in search of opportunities. Less than 10% of Canadian GDP comes from traditionally rural-based sectors such as mining and agriculture. Furthermore, the average age of rural Canadians is significantly older than national averages⁸. This information is difficult to address but required in rural community development.

⁵ Heath, Jackie. (January, 2018) Top Reason People Move. Retrieved May 25th, 2021 from <https://www.allied.com/blog/view/all-blogs/2018/01/23/top-reasons-people-move>.

⁶ Brown Calder, Vanessa (November 2013) Why Do People Move and Why Don't They? <https://www.cato.org/blog/why-do-people-move-why-dont-they>.

⁷ Toronto Realty Blog. (April, 2019) Why People Don't want to Move. Retrieved May 25th, 2021 from <https://torontorealtyblog.com/blog/why-dont-people-want-to-move/>.

⁸ Gilmore, Scott (August 2018) Small town Canada is dying. This is sad. But it's not tragic. <https://www.macleans.ca/news/canada/small-town-canada-dying/>.



In terms of retirement location, while many people envision themselves moving to retire, most do not. In selecting a retirement location, retirees potentially consider some of the following factors:^{9 10 11 12 13}

1. Cost of living including taxes
2. Availability of healthcare services
3. Climate and weather
4. Proximity to family
5. Walkability and transportation
6. Activities and amenities for seniors
7. Crime rates
8. Housing and rental opportunities
9. Proximity to airport
10. Signs of future prosperity or decline
11. Diversity
12. Political climate

The community of Watson does fulfill some of the aforementioned criteria for retirees in terms of cost of living, walkability, crime rates and diversity. The community does present some significant shortcomings in terms of the availability of healthcare services, climate and weather, proximity to family, activities and amenities for seniors, housing and rental opportunities, proximity to airport and signs of future decline. As a result, it may be difficult to entice retirees to the community who do not already reside in the area. The proximity to larger centres such as Humboldt, Melfort, Saskatoon, and Regina may be problematic.

⁹ Bieber, Christy (January, 2020) How to Decide Where to Live in Retirement. <https://www.fool.com/retirement/2020/01/09/how-to-decide-where-to-live-in-retirement.aspx>.

¹⁰ Phipps, Melissa (April, 2020) Where Should You Retire? <https://www.thebalance.com/where-should-i-retire-2894254>.

¹¹ Hughes, Dave (2021) 12 Essential Considerations for Deciding Where to Retire https://retirefabulously.com/12-essential-considerations-for-deciding-where-to-retire/?doing_wp_cron=1623774741.9773240089416503906250.

¹² Hartman, Rachel (January 2020) How to Decide Where to Retire. <https://money.usnews.com/money/retirement/baby-boomers/articles/how-to-decide-where-to-retire>.

¹³ Ascarelli, Sarah, Hill, Catey (July 2019) Here's exactly where you should retire — based on what's important to you. <https://www.marketwatch.com/story/heres-exactly-where-you-should-retire-based-on-whats-important-to-you-2019-04-23>.



Existing Value Proposition (Marketing Dimensions)

While the prior information may be challenging to address, if required, and somewhat counterproductive as it relates to community and economic growth, the community of Watson, SK does have a compelling value proposition that it can convey in promotional methods. To determine the existing value proposition for the community of Watson, a Strength, Weakness, Opportunity, Threat (SWOT) analysis was conducted considering four main categories: *general community*, *business*, *residential living*, and *tourism*. Data collected from individual interviews and the survey have been analyzed and reported in the subsequent headings.

Research and Findings

Questions asked during the semi-structured interview process gave some good insight into the overarching community values that exist for the Town of Watson. The interviews consisted of twenty-three questions. A complete list of the questions can be found in [Appendix A](#). From these interviews, a survey that was subsequently sent to the broader community was created.

General Community in Watson

When asked “What does the town of Watson mean to you”, the most common response was that the community felt like home. This was followed up with Watson is a thriving, vibrant community, and that it is family friendly. Several other responses were noted one time including that the town is welcoming, peaceful, and quiet.

The question of “What are the core values of the community” was overwhelmingly responded to that the town is supportive, helpful, and neighborly. The second most responses were that the town was old fashioned with a rich history. Other responses included that Watson is entrepreneurial, volunteer oriented, and inclusive. The question asked around the cultural background of the community had very diverse responses. Watson is diverse, agricultural, with a European background. Top three responses for success for the town of Watson in 5 to 10 years were: 1) business growth, 2) town growth (residential), 3) a full main street.

From the survey conducted, questions 1, 2, 5, 11, 16, and 17 were geared towards the general community. Survey responses can be found in [Appendix B](#).

When considering what made residents live, move, or stay in Watson, 38% of respondents answered that Watson was home and 38% felt that Watson is a good community. The next most popular response at 29% was that folks felt like work brought them or kept them in the community. Additional responses included: family, location, safe, and the water.

76.2% of residents in the town do over 50% of their shopping in the community. This appears to show good support to the local businesses which had also been mentioned in survey responses. This information may also potentially be used to promote to attract new business opportunities. A list of community businesses is listed in [Appendix C](#).

Opportunities for the community to develop had a wide range of responses. Many responses received only one comment which led to ‘other’ being the largest opportunity. This lack of consistency in responses makes it challenging to narrow down options for development. These responses included: a trout pond, more manufacturing in the area, better school and pools, a cannabis store, and a fitness centre. Of the responses that showed up more than once, recreation-based opportunities highlighted a need for more activities in the winter months when the parks are closed. 14% of respondents felt that there was opportunities around location that



could be developed based while another 14% felt that there were opportunities for tourism in the area. Housing also made this list as there were comments around not having enough rental properties in the town.

48% of respondents felt that employment was the number one reason people would move to the community of Watson mentioning the mines and industry. Moving to be close to family and the low cost of living were cited by 29% of survey participants as to why people would move to the community. The friendliness of the people within in the community, central location, folks moving to the community for their retirement, and the quality of life (rural, small town vibe) were also mentioned as factors precipitating the move to Watson. Understanding these factors can highlight places where the community can add services or things to promote/market to prospective future residents and/or businesses and industries.

The best way to market Watson to prospective residents, businesses and tourism was thought to use marketing to promote the community (48% of respondents). Hiring a professional marketing/advertising company, spending dollars on advertising using different platforms (social media was seen as one of the more popular options for marketing), Facebook and google ads, and a new community website. There are certainly many options for using marketing and promotion to promote the community all with different cost points. Other suggestions to market the community including promoting the community as family friendly, that the community is safe and affordable, promote the development opportunities (residential, commercial), promote the daycare, jobs, the Chamber of Commerce needs to promote the community, and promote Watson as a retirement community.

Business in Watson

When asked what businesses are missing in the community, nearly half of the respondents felt that a clothing store was the type of business that residents would like to see.¹⁴ Recommendations for other types of retail establishments included a dollar store, craft stores, office supply store, dry cleaners, florist, and a meat counter. Building material company was mentioned five times, fitness centre and restaurants were recommended three times each. It appears that residents would like to see several new types of businesses enter the community.

The location of the town is one of Watson's business strengths. At the junction of two highways and access to two railways, survey respondents felt that this a selling feature of the community. The wide variety of the businesses within the community was also seen as a strength and provided good opportunities for employment. The lower costs of doing business were also cited as a strength including lower property taxes and other taxation. Another strength noted included the supportive and diverse community.

Perceived weaknesses of business in Watson were led by missing specific retailers. Comments about not having enough different types of businesses in the community were noted with some specific examples of a dollar store, another bank. Missing some of those key businesses forces residents to do their shopping in other communities. Business hours not being long enough was also noted in the responses that help to keep some local dollars in the community. A lack of community support and buying local (2), empty buildings on main street (2), lack of a workforce (2), and a lack of advertising and promotion (2) were other perceived weaknesses of business in Watson. However, there was not a lot of consensus for these weaknesses as they were only mentioned by a few individuals each.

The question of how Watson should address its' business challenges had a diverse range of answers from the survey participants with no one answer showing up in more than 19% of responses. The promotion of 'support local' was mentioned the most so this could be an avenue that the community would like to focus some

¹⁴ Additional data on responses related to Business can be found in [Appendix D](#).



marketing efforts. There appears to be support for local shopping in many communities around the province so the timing might be right here for an initiative. If more jobs were available and more businesses opened, then it was felt there could be an economy of scale developed which would have more people do more of their shopping in the community. Two respondents felt that increased marketing/promotion would help the community. Other response included: an increase in population would help, new community development, more diversification, and more work by the Chamber of Commerce could help to address the business challenges.

Residential Living in Watson

Many different responses were provided as to which amenities residents feel are missing from the town. The most common response (29%) would like to see more sport activities in the community. There was desire for more sports for the young, more sports for the old, pickle ball courts, tennis courts, basketball courts, a curling rink, and more soccer fields. Walking trails, fitness facilities, spray parks, and off leash dog parks were some other responses.

Five strengths of residential living in Watson were identified. 52% of respondents stated that the cost of living was a strength of community. While 48% thought that the community itself and its amenities were a great strength. Quality of water, housing availability and lack of traffic rounded out the top five. A list of community amenities is listed in [Appendix E](#).

Infrastructure and lack of activities and amenities were listed as the top two weaknesses for the community of Watson (5 responses each). Infrastructure included things like bumpy roads, poor snow removal, as well as run down or abandoned buildings. It was stated that the lack of activities were in relation to all age groups and included sporting activities. The lack of activities/amenities forced residents to travel to other communities to access them. The other weaknesses addressed were the business hours being somewhat limited, affordability due to increasing costs, and the lack of availability of rental houses.

Tourism in Watson

Tourism can be an important part of a community development plan as it can bring extra cash flow into the community. 67% of respondents from the survey do not believe that Watson is a tourist destination while only 14% believe that the community is/or could be a tourist destination. Another 19% were unsure as to whether Watson was/or could be a tourist destination. In speaking with some of the residents in the interview portion of the research, it appears that people are quite proud of Watson and that they love McNabb Park, and the golf course but still feel like others would not want to be a tourist in the area. One significant response was when an individual stated that if people were to come to Watson and stay at the campground and go to the park, they would want to come back.

There was a clear top three things to do in Watson as a tourist. Visit McNab Park (67%), go golfing (57%), and visit the museum (48%). Other suggestions for tourists were to visit the Santa Statue (24%) and visit local restaurants (19%). There were numerous other suggestions at a lower percentage of respondents. With the wide gap between the top three, it appears that those are the features of the community that could be highlighted in marketing efforts (at least at the onset).

The tourism strengths of Watson somewhat match what was listed above in the top three things to do in the town. The perceived strengths of the community are McNab park, Santa Claus statue/days, the golf course, and the museum. Weaknesses of tourism was topped by the fact people do not believe that it is a tourist destination



as there is no major attraction to drive travellers to the town. No venues and poor promotion of the town were also addressed in responses.

When asked how Watson could become a tourist destination, seven responses stated that the community needed a major attraction, five respondents stated they would like to see more promotion and advertising, three respondents said that better hotels and better facilities would help the community become more tourist focused, and lastly two respondents would like to see more activities.

It seemed that the Santa Claus statue and Santa days have a somewhat split following. Some individuals would like to see greater leveraging of the Santa theme while others would like to develop the community without any more Santa-themed activities.

In summary of the data collected, Table 1 highlights some of the key dimensions that are missing from the community that may indicate opportunities for growth. Table 2 highlights key themes of the community that align with the dimensions as to why people move or do not move. Broadly speaking, the community excels at livability and family-related dimensions while requiring investment in career and climate related dimensions. ¹⁵

SHORTCOMING DIMENSION	MOVING REQUIREMENT			
	FAMILY	CAREERS	LIVABILITY	CLIMATE
Occupations	✓	✓	✓	
Healthcare facilities	✓	✓	✓	
Recreation (e.g., fitness gym)	✓		✓	✓
Rental housing	✓		✓	
Amenities	✓	✓	✓	✓
Retail locations		✓	✓	
Infrastructure	✓	✓	✓	✓

Table 2: Shortcoming Dimensions

EXISTING VALUE DIMENSION	MOVING REQUIREMENT			
	FAMILY	CAREERS	LIVABILITY	CLIMATE
Home-like feel	✓		✓	
Family-friendly	✓		✓	
Vibrant		✓	✓	
Supportive	✓		✓	✓
Quiet	✓		✓	
Entrepreneurial	✓	✓	✓	
Central location	✓	✓	✓	
Low cost of living		✓	✓	✓
Good infrastructure	✓	✓	✓	✓
Recreational facilities	✓		✓	✓
Services		✓	✓	

Table 3: Existing Value Dimension

¹⁵ Additional data on responses related to Tourism can be found in [Appendix F](#).



Community Member Targets

Given some of the aforementioned shortcomings, attracting retirees to the community may be challenging to achieve. Targeting younger individuals in search of cost of living and quality of life dimensions in addition to work opportunities may be most feasible in the medium term. Furthermore, given the noted statistical decline in population of the community, targeting existing residents and incentivising them to stay and growing the community organically may be the most authentic and realistic means to grow or the slow the population decline.

Target Resident Profiles

Four fictitious target resident profiles are presented to detail individuals for promotional techniques.

Northern Nancy

Nancy, her husband and two children have been living in Yellowknife, NWT for the past 12 years. While they love the community, they would like to move a bit closer to family in Regina, SK and see some longer sunlight hours and milder temperatures in the winter. Furthermore, Nancy's husband has just lost his engineering position at the local diamond mine, so the family is looking to make a career move. Nancy has just re-entered the workforce as a senior care assistant after being home with the kids in their early years. The family has developed a love for hunting and fishing while living in the north and the children would like to continue their passions for hockey and volleyball in high school (and piano lessons if the parents insist). Both Nancy and her husband have transferable and varied skills, they have been discussing starting their own business if they can find the right opportunity in the right location. They saw a job advertisement for a position in Watson, SK and have begun to look at some housing listings online.

Graduate Grant

Grant has just finished his undergraduate degree in crop science from the University of Saskatchewan. He is single and eager to start his career while saving some money to pay off his student loan and hopes to own and renovate his own home as soon as is feasible. Grant is crazy about golf in the summer and likes to curl and snowmobile to stay active in the winter. He enjoys the City of Saskatoon but is finding the job openings to be very competitive and the homes expensive. He also finds the drive out to see his family and friends in Yorkton a bit long.

High School Heather

Heather is just finishing grade 11 in Watson, SK. She lives with her parents and two brothers across the street from her grandparents. Heather is starting to think about her future as it is time to apply to post-secondary schools if she decides to pursue further education. In addition to helping on the family farm, Heather has been doing some bookkeeping work with a local business through the co-op program offered by her school. She likes the bookkeeping work and is thinking about pursuing further education in accounting. In addition to spending time with her friends, Heather likes to teach dance to community children at the town hall.

Newcomer Norman

Norman and his wife moved to Winnipeg, MB from the Philippines six years ago at the recommendation of some family members who previously moved to Manitoba. The couple have since had their first child with another on the way. Norman loves the potential for career opportunities in Canada and has a dream to one day have his own business, so he has been saving and has a few franchise ideas in mind. Both Norman and his wife have



other friends and family members that would like to immigrate to Canada. A diverse and supportive community are important to them as they raise their children and develop their careers.

Each of the presented targets will require occupational opportunities to incentivize mobility. Identifying, fostering, and marketing career opportunities will help new and current residents develop businesses. Some of the community opportunities noted through survey data and observation include:

- Manufacturing – agriculture products, mining products, sustainable technologies, etc.
- Healthcare services
- Fitness centre
- Natural resource sector services
- Home renovation and rentals
- Retailers – clothing, dollar store, craft store, cannabis, office supply, florist, meat counter, etc.
- Franchises
- Seasonal activities – cross country skiing, snowmobiling, walking, biking, skate park, dog park, etc.
- Bank or credit union
- Dry cleaner
- Restaurant
- Real estate sales
- Trout pond



Potential Promotional Methods

Promoting the value proposition of the community (Table 3 above) is a potentially viable opportunity for community growth. In promotion, it will be critical to identify appropriate methods but also whom to target and precisely why a promotional campaign would be undertaken. Innovative and cost-effective tactics will be required. A sampling of promotional methods are listed below.

Highway/ In-Town Signage

There appears to be little signage when entering the community from both Highways 5 and 6. Highway and in-town signage can be an effective way to communicate the offerings and amenities of the community to commuters and residents alike. There are several options when it comes to signage.

One option that Watson could consider related to signage would be the use of a digital sign. Digital signs are better for information and can be updated regularly as opposed to a welcome sign. These signs can be seen at many high schools in larger centres and businesses. There would be several locations that could be appropriate but one suggested location is at the intersection of Highways 5 and 6 near the Co-op Cardlock, as this would be the most visible space given traffic counts. In speaking with Rob from 77 Signs in Saskatoon, a 2-sided one colour display place at this intersection that would have visibility from all sides could be a good option. The one colour signs have 10,000 shades of that colour (typically red) which can then be used to provide information and/or advertising. The cost of a one-colour sign is approximately \$75,000 which would include the display and the two leg support pylons. For reference, a full colour digital sign would cost approximately \$105,000. The benefit of the digital sign is that the town could sell advertising for local businesses and events on the sign (perhaps to businesses in Melfort, Humboldt, and perhaps further) to help subsidize the cost of the sign.

Another option for signage could be a 3-sided V shaped sign at the same intersection. These signs are made with vinyl strips that can allow for updating, although obviously not as fluidly or professionally as a digital sign. The cost of a 3-sided vinyl sign would be approximately \$20,000 with the cost of changing the sign at approximately \$1,000 per change.

Website

The Town of Watson website will play a critical role in communicating with current and/or future residents. Identifying whom is responsible for the ongoing responsibility of maintenance is required. Current and relevant information is most appropriate. The development of a mobile application might also be considered given the rising trend of cellular use. Suggested website updates include:

- Community News – *update with current information or remove*
- Upcoming Events and Calendar – *update with current information or remove, add information on clubs and organizations*
- Lots for Sale – *remove from Local Government heading, update, and provide more detailed information and photos, add relator information*
- Emergency Services – *update with current information*
- Community Services – *update with current information, add specific information on water quality*
- Road Maintenance – *update with current information*
- Watson Housing Authority – *consider featuring more prominently*
- Visiting Us – *feature McNab Park more prominently*
- Welcome to the Town of Watson Learn More – *update with current information or remove*



Suggested additions include:

- Career Opportunities – *feature an updated list of community job opportunities and community requirements (e.g., entrepreneurial opportunities)*
- Cost of Living/Business – *feature specific financial information (e.g., cost of living vs. larger city, taxation, housing etc.)*
- Business Development – *feature specific business development activities (e.g., subsidized lots, taxation, financing, business planning etc.)*
- Healthcare Services – *feature all services prominently*
- Clubs and Organizations – *feature local organizations and activities*
- Family Dimensions – *feature further family friendly dimensions to address why people move*
- Social media – *unitize and link to social media IF current*
- Branding – *develop a brand mantra/community slogan or feature existing “Small Town Today.... Your Town Tomorrow!” more prominently*
- Link to social media
- Consider search engine optimization for greater reach

Cooperative Program/Mentoring/Succession Planning

Given the noted Statistics Canada data (Table 1 above) on the declining population of the Watson community, maintaining current residents, and cultivating youth residents may represent a captive market of sorts with a feasible means to reducing population decline. Some potentially innovative methods include a cooperative program networking high school students with local businesses and organizations. The program could function to link younger residents with career opportunities to keep them in the community but also help to develop skills and meet the required labour functions for the local businesses. Students could also gain valuable business, entrepreneurial and management skills and provide unique perspectives by planning community events and holding governance roles. Both succession planning and mentorship are business best practises that are frequently overlooked. At the least, these are good business practises that will help the youth in the future and reaffirm the family friendly dimension of community. Fostering volunteerism with youth and/or seniors can create a sense of community. Each of the above opportunities can also create positive publicity that is an effective form of promotion. A note of caution is required in “marketing” to youth.

Job Boards

Individuals move for career opportunities. Working with local businesses and organizations to identify career opportunities and sharing these broadly is a means to augment the community. In addition to identifying current opportunities and posting these opportunities on the Town website, utilizing job boards to highlight opportunities within the community and highlighting positive community dimensions may draw new members. Some potential job boards (web links) include:

- | | |
|---|--------------------------------|
| • SaskJobs | • Joborilla |
| • Government of Canada Job Bank | • Workopolis |
| • SaskatchewanJobs | • Eluta |
| • LinkedIn | • Glassdoor |
| • Indeed | • Monster |
| • Google Careers | • SaskJobs |
| • First Nations Jobs Online | • Simply Hired |
| • Neuvoo | • Wowjobs |
| • Workopolis | • AgCareers |



Sponsored Economic Development

Incentivizing economic development through business support services may facilitate entrepreneurial activity and position the community as “business friendly”. Working with the Town of Watson to offer subsidized commercial lots or tax incentives coupled with identified business opportunities may yield entrepreneurial investment. Working with local financial institutions to help secure low interest loans and promoting this opportunity may also entice new residents whilst supporting the local financial institutions. Finally, sponsored services such as business planning may entice new entrepreneurs and increase the likelihood of business success.

International Immigration

Growing the community of Watson through international immigration may prove successful. Identifying available occupations in the community and targeting skilled workers via the Federal Skilled Worker program¹⁶ or Federal Skilled Trades program¹⁷ is an option. Promotion of community and occupational opportunities can be fulfilled through support organizations such as the Saskatoon Open Door Society¹⁸ and/or the Regina Open Door Society¹⁹.

Indigenous Engagement

The community of Watson could participate in Indigenous engagement to potentially augment the community and participate in reconciliation given the young and underemployed population on reserve²⁰. Reconciliation efforts are a growing trend in which Watson could participate and lead creating positive publicity and growth. Proximal First Nations include Yellow Quill, Beady’s and Okemasis, Day Star, Kawacatoose, George Gordon and Muskowekwan.

Annual Event

Given the community experience and success with the Santa Claus Day, Watson and community may choose to develop another seasonal event to draw in new guests and create cultural value for existing community members. Such an event could be developed by a high school cooperative student and/or senior committee.

Event options include:

- snowmobile or motorcycle rally
- hockey, slow-pitch, or golf tournament
- running or biking event
- rodeo
- swim meet
- dance competition
- slow pitch tournament
- themed parade
- summer camp
- craft fair
- food fair
- farmer’s market
- entrepreneurial exposition
- agriculture exposition

¹⁶ Government of Canada. (2021). Eligibility to apply as a Federal Skilled Worker (Express Entry). <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/express-entry/eligibility/federal-skilled-workers.html>.

¹⁷ Government of Canada. (2021). Eligibility to apply for the Federal Skilled Trades Program (Express Entry). <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/express-entry/eligibility/skilled-trades.html>.

¹⁸ Saskatoon Open Door Society. (2021). <https://www.sods.sk.ca/>.

¹⁹ Regina Open Door Society. (2021). <https://rods.sk.ca/>.

²⁰ Statistics Canada. (2018). Labour Market Experiences of First Nations people living off reserve: Key findings from the 2017 Aboriginal Peoples Survey. <https://www150.statcan.gc.ca/n1/pub/89-653-x/89-653-x2018003-eng.htm>.



School Academies

A strategy that is being implemented in some rural jurisdictions is to begin offering academies within the school to both keep students from the area studying at the school but also to attract students from other communities. This would need to be done in partnership with the local school board, but the options are many. Hockey academies tend to have good uptake but are also quite competitive. The school's proximity to the rink might make this a convenient option. Other types of school academies can range from sports to language, to flight academies. More research would be required to determine the feasibility of any academy. The benefit of pursuing an academy is it helps to attract youth and young families if the community is offering school-based learning that is not offered elsewhere.

Saskatchewanderer

The Saskatchewanderer is the official travel blogger for the Province of Saskatchewan. Since 2011, 67 communities have been featured and the Saskatchewanderer has a good following with over 72,000 followers on Facebook, 49,000 on Instagram, and another 18,000 between Twitter and YouTube.²¹ The Saskatchewanderer was contacted on May 27, 2021 to determine if it could be possible to have the individual travel and promote Watson. The travel blogger was supportive of featuring Watson though as of June 7, 2021, the process of how to go about this process was not confirmed. However, this could be something that the town could follow up on to get some free publicity and marketing.

Branding

Community branding and slogans are a growing trend to highlight valuable features of a community. The Town of Watson does have a detailed insignia as presented in Figure 3. The town also features the slogan "Small Town Today.... Your Town Tomorrow!" on at least one document. Both could be further leveraged and/or updated to represent the strategic direction of the community.



Figure 3: Watson, SK Branding

Buy Local Event

A promotional campaign that could be inexpensive to implement would be to select a day in the summer to promote a "buy local" event. This could be organized in conjunction with a summer community event working with the local businesses and offered as a challenge to the local community to buy all their goods within the town for the day. The survey research showed that the residents of Watson like to support local businesses, and this provides an opportunity for resident to do just that while showcasing local wares. This promotion could be shared with surrounding communities via signage, website and social media and be an opportunity to show what great community support exists within Watson.

Retirement Community

The committee has highlighted the desire to draw in seniors and create a retirement community. There are challenges to this method given the aforementioned factors such as a lack of proximity to health care and airports, climate, and activities. However, engaging seniors in the community is vital and often overlooked and the Town of Watson does have some appealing livability, cost of living and family-related attributes. Engaging existing seniors with community family members through targeted activities and volunteerism may begin to draw in seniors from a wider geographic area. Proximity to family may be a limiting factor for those choosing to relocate. Creating a "snowbirds in summer" theme to foster community given the central location is an option.

²¹ Saskatchewanderer. (2021). Saskatchewanderer: The Great Explorer. Retrieved from <https://saskatchewanderer.ca/>



“Staycation” Campaign

A potential advertising campaign to promote tourism within the community could introduce the concept of a “staycation”. Geared towards the communities of Humboldt, Melfort, Saskatoon, and Regina a social media and signage campaign could be created. With the recent pandemic-related travel restrictions there is a significant increase in the demand for recreational vehicles and local campsites. This trend could create an opportunity to entice residents of those communities to try out a campsite and the services of McNab Park for a weekend. A camping report, sponsored by Kampgrounds of America Inc. revealed that in 2020 the number of campers across North America increased by a rate of 6% and interest among prospective first-time campers increased by 10%. The same study reported that “70% of campers said they would seek out locations that were closer to home during the pandemic.” Using the data gathered from the surveys, promoting McNab Park by putting together a golf pass weekend could be a marketing message/plan. Connecting with other local business owners for participation would be recommended (e.g., restaurants).

Sample Promotional Methods

Internet/Social Media Marketing

From the survey results, many community members believe that the town needs to have a better social media marketing presence to boost residential, commercial and tourism traffic to the community. The Town of Watson Facebook page is well utilized with current information. In formulating a social media marketing plan, identifying the marketing objectives and potential budget are critical. Interview questions were discussed with marketing firms from Saskatoon, Saskatchewan ([Appendix G](#)).

The first phone interview was conducted with Frank, the owner of Danger Dynamite, an end-to-end marketing company. Danger Dynamite has some experience doing community branding as they have worked with the town of Eston, SK in the past. The techniques recommended by Frank were to focus on having a great community website and to ensure that the town has a good social media presence using common platforms like Facebook and Twitter. The pricing structure of marketing companies is fluid, dependent on exactly what the customer is looking for. But to give an estimate, if the town of Watson was looking for a full campaign with bloggers, graphic designers with a strong visual presence, branding and a lot of content writing, then the company would typically charge approximately \$4,000 per month. That provides access to the entire company’s personnel.

The second company that was interviewed was Unink. Dustin from Unink indicated that although the company has not specifically worked with a community, they have very transferable skills from working with home builders and larger complex developments where the marketing of the developments would be similar to the marketing of a town. Unink would focus on building content related pages featuring amenities of the town and building maps to highlight locations. This company uses its own software to track the effectiveness of their campaigns and to make quality improvements. Unink has a digital campaign package that starts at \$500 per month with a six-month commitment. The package price will increase dependent on the needs/wants of the consumer and the amount of content development.

This section was not meant to be exhaustive but to provide stakeholders with an overview of what marketing companies could achieve and for what price. A thorough search for ‘the right’ marketing company in conjunction with objectives and budget would be recommended based on chosen intent and tactics. [Appendix G](#) also shows a sample of Saskatoon-based marketing firms.



Sample Strategies for Residential Living and Business

To attract new residents to its community, the county of Minburn, AB is selling residential lots for \$1. There are several restrictions that the county has put on the purchase of these lots including: a \$1,000 lot deposit, 90 days to obtain a development permit, and one year to begin construction ([Appendix H](#)).²² This story also attracted media attention to help promote the initiative. As the program is currently being conducted, no success factors have been identified.

Incentives for Businesses

The City of Estevan, SK is currently selling industrial/commercial lots for \$1 as a means to attract industry and business.²³ The criteria for this plan can be found in [Appendix I](#). Although, this may seem counterintuitive to give away inexpensive land, the idea could potentially attract other new businesses or industries and increase the town's future tax base and long-term sales and employment.

Another incentive option for the town of Watson would be downtown development grants. The city of Medicine Hat, AB has been using these grants to help develop the downtown core. For example, the program offers \$25,000 for new builds or renovations in the downtown and \$25,000 for new development of multi-family living in the downtown.²⁴ A list of other options can be found in [Appendix J](#). The program has been extremely successful and is 'sold out' for 2020-2021. These specific programs and/or dollar amounts may not be appropriate for the town of Watson but is meant to provide some options as to what downtown development could look like.

²² Minburn, Alberta Economic Development. (2021) Buy a Lot for a Loonie Program. Retrieved from: <https://minburncounty.ab.ca/p/-buy-a-lot-for-a-loonie-program>.

²³ Estevan Economic Development. (2021). \$1 Commercial/Industrial Lots for Sale. Retrieved from <https://estevaneconomicdevelopment.ca/1-commercial-lots-for-sale/>.

²⁴ City of Medicine Hat. (2021). 2019 Downtown Development Incentive Program. Retrieved from: <https://www.medicinehat.ca/home/showpublisheddocument/16343/636892917795400000>



Strategy Mapping

The following method of strategy mapping can be used as an iterative process to identify and manage risks whilst recognizing associated mitigation techniques. The mapping method is first introduced before a populated sample for the Watson community is presented²⁵.

The **intent** of the following model is to shape initiative strategy using two methods:

- A. Introduce the common practice of *risk mapping* for stakeholders of the venture. Identify and quantify risks using the known variables of impact on the operation and the likelihood of the event occurring and introduce a third variable of risk instability. Link to opportunities (B.).
- B. Introduce a novel model of *opportunity mapping* for stakeholders of the venture. Identify and quantify opportunities using the variables of impact on the operation and prevalence of producer implementation and a third variable of barriers to adoption.

The **directions** to use the model include:

- A. Observe visual *risk map* and corresponding summative table. Note risk instability factors. *Identify factors for own initiative (completed here)*.
- B. Observe visual *opportunity map* and corresponding summative table. Note barriers to adoption factors. *Identify factors for own initiative (completed here)*.
- C. Link risks with opportunities.
- D. Seek further detail and resources on each risk and opportunity as necessary.
- E. Note implications for one's own initiative.
- F. Communicate implications with all strategic stakeholders and prepare implementation. measures.

The **key term descriptors** for the model include:

- A. *Risk Impact*: The potential effect on the initiative should the risk event occur.
- B. *Risk Probability*: The likelihood of the event occurring.
- C. *Risk Instability*: The amplifying or reducing of the overall risk score given the instability factors noted that apply to each risk.
- D. *Risk Score*: The summative score of each risk (impact * probability +/-2,0 instability). Note that the absolute scores are somewhat arbitrary though the relative scores help to striate risks. The higher the overall score, the more acute the risk.
- E. *Opportunity Link*: The opportunities in the subsequent table that help to mitigate each risk.
- F. *Opportunity Impact*: The potential effect on the initiative should the opportunity be implemented.
- G. *Opportunity Prevalence*: The occurrence of each potential opportunity in a competitive context (i.e., how likely competitors are to implement the opportunity).
- H. *Barriers to Adoption*: The amplifying or reducing of the overall opportunity score given the barriers to adoption factors noted that apply to each opportunity.
- I. *Opportunity Score*: The summative score of each opportunity (impact * prevalence +/-2,0 barriers to adoption). Note that the absolute scores are somewhat arbitrary though the relative scores help to striate opportunities. The higher the overall score, the more viable the opportunity.
- J. *Risk Link Total*: The total amount of risks that the opportunity may mitigate.

²⁵ Case, Tyler (2021)



Risk Profile

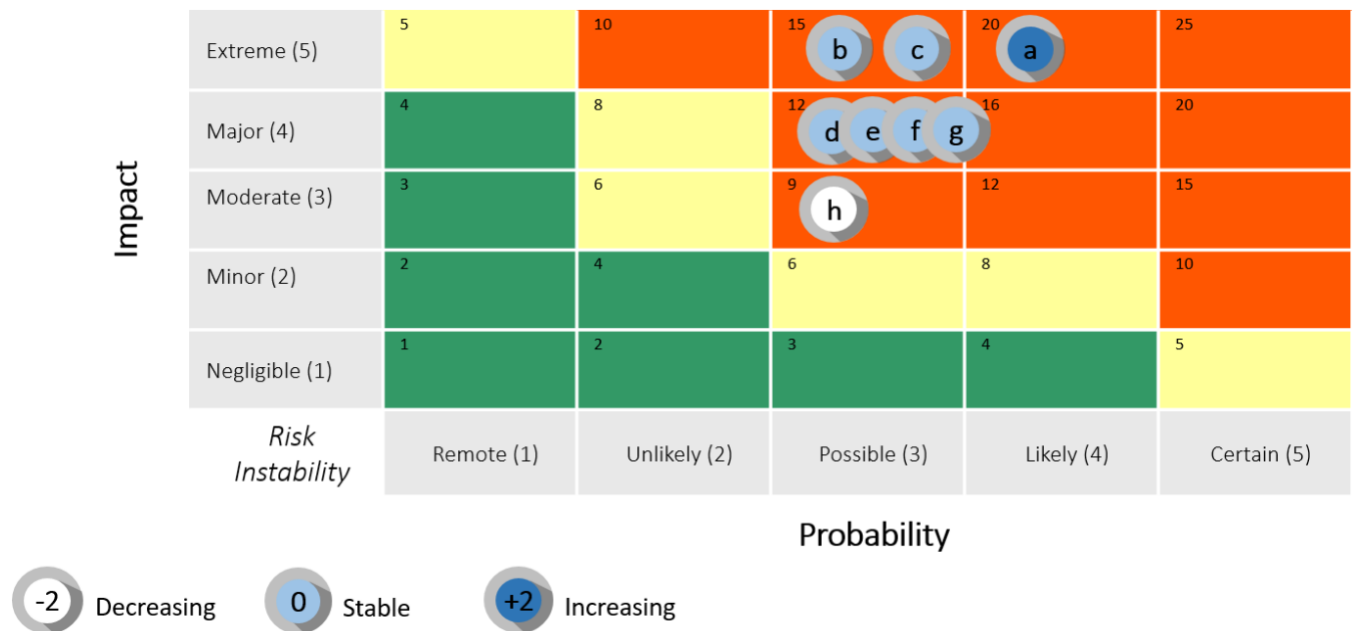


Figure 4: Risk Map

ID	RISK	IMPACT	PROBABILITY	INSTABILITY	RISK SCORE	OPPORTUNITY LINK
a	Continued Population Decline (Urbanization)	5	4	+2	22	A,B,C,D,E,F,G,H,I,J,K,L,M,N,Q,R
b	Business Exit	5	3	0	15	B,D,G,H,I,J,K,L,M,N,O,P,R,S,T
c	Infrastructure Decline	4	3	+2	14	A,C,E,F,G,H,I,J,O,P,Q,R,S,T
d	Inability to Attain Stakeholder Consensus	4	3	0	12	B,D,E,H,L,M
e	Lack of Resources	4	3	0	12	A,B,C,E,J,M,O,P,Q,R,S,T
f	Ineffectual Strategy	4	3	0	12	B,D,E,M,
g	Lack inf Initiative Leadership	4	3	0	12	B,D,E,J,K,L,M,N,Q
h	Growth of Neighbouring Community	3	3	-2	8	A,B,C,D,E,F,G,H,I,J,K,L,M,N,O,P,Q,R,S,T

Table 4: Risk Summative Table with Opportunity Link and Instability Factors

Instability Factors

- Global pandemic
- Rising costs
- Climate change
- Growing/declining population
- Aging population
- Urbanization
- Political change
- Political friction and instability
- Power dynamics
- Trade disputes
- Public/private partnerships
- Significant capital requirements
- Globalization
- Complex supply chains
- Information sharing – internet
- Market structure
- Exogenous – low control
- New technology
- Multiple perspectives
- Limited resources



Opportunity Profile

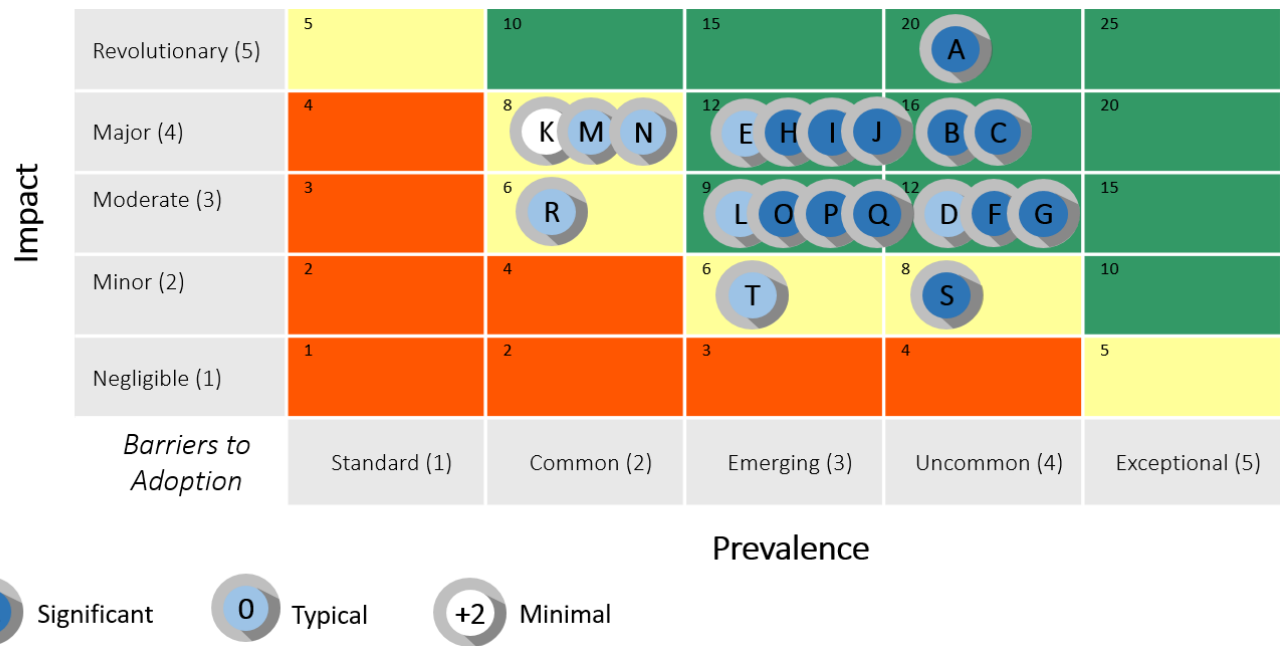


Figure 5: Opportunity Map

ID	OPPORTUNITY	IMPACT	PREVALENCE	BARRIERS	OPPORTUNITY SCORE	RISK LINK TOTAL
A	Natural Resource Development	5	4	-2	18	4
B	Business Succession Planning	4	4	-2	14	7
C	Entrepreneurial Investment	4	4	-2	14	4
D	Local Mentorship – Cooperative Program	3	4	0	12	5
E	Regional Collaboration – RMs, Towns	4	3	0	12	7
F	Sponsored Business Planning	3	4	-2	10	4
G	Infrastructure / Amenity Investment	3	4	-2	10	4
H	Sponsored Economic Development	4	3	-2	10	5
I	Housing Investment	4	3	-2	10	4
J	International Immigration	4	3	-2	10	5
K	Job Boards	4	2	+2	10	4
L	Community Branding/Signage	3	3	0	9	5
M	Promotional Strategy	4	2	0	8	7
N	Website Development	4	2	0	8	4
O	School Academies	3	3	-2	7	4
P	Growth of Tourism	3	3	-2	7	4
Q	Governmental Investment	3	3	-2	7	5
R	Retirement Community / Engagement	3	3	-2	7	5
S	Indigenous Engagement	2	4	-2	6	4
T	Annual Event / “Staycation”	2	3	0	6	4

Table 5: Opportunity Summative Table and Barriers to Adoption Factors



Barriers to Adoption Factors:

- Investment/training costs
- Switching costs
- Time pressures
- Work stress/overload
- Power dynamics
- Political considerations
- Multiple conflicting stakeholders
- Newness/unfamiliarity
- Rapid change
- Exogenous – low control
- Regulatory/legal issues
- Health and safety concerns
- Insufficient supply/availability
- Competition
- Substitution
- Lack of values alignment
- Proof of value
- Reliability/performance
- User acceptance
- Specialized skills
- Risk orientation

Implementation

This plan is the beginning of an integrated community development plan. Promotional methods and community targets are identified to facilitate strategic ideation. Now the committee must evaluate potential options, available resources, communicate with stakeholders, and choose the way forward. A phased approach is recommended with phase one entailing the review and analysis of this plan, phase two being further community stakeholder engagement and the development strategic intentions, phase three being the development of an implementation plan and identified resources, stage four being plan implementation and stage five review and update.

Conclusion

In conclusion, community revitalization and economic growth requires marketing methods. It does, however, require a further integrated and collaborative approach beyond promotion. In his book *13 Ways to Kill Your Community*, former Alberta politician and rural community development advocate Doug Griffiths presents methods with which to revitalize a community²⁶. These methods are briefly described then presented as a checklist to integrate options and orientate action moving forward.

1. *Water Quality*: Good water quality is essential and required for thriving businesses and community
2. *Business Attraction*: Retaining and attracting business is critical to contribute to a tax base, create jobs and community revenue
3. *Youth Involvement*: Youth involvement in recreation, culture and community affairs brings energy and fresh ideas
4. *Assessing Community Needs and Assets*: Understanding needs and assets helps to leverage successes and plan for the future
5. *Shop Elsewhere*: Offering customer value and incentive to shop locally
6. *Appearance of Businesses and the Community At Large*: Attractive and well-kept civic and business appearance will draw in and keep community members
7. *Cooperation*: Meaningful cooperation with all community stakeholders will facilitate multiple perspectives and growth
8. *Live in the Past*: A focus on past failures and negativity can inhibit future success
9. *Ignore the Seniors*: Integrating existing and attracting seniors to the community leverages an often-overlooked asset

²⁶ Griffiths, Doug, Clemmer, Kelly. (2016). *13 Ways to Kill Your Community* 2nd Edition. <https://13ways.ca/>.



10. *Nothing New*: Seek out new ideas and emerging trends
11. *Ignore Immigrants and Newcomers*: Welcome the diversity and entrepreneurial spirit of newcomers
12. *Take No Risks*: Be creative and embrace change
13. *Don't Take Responsibility*: Identifying and addressing community problems with positivity will identify solutions

FACTOR	WATSON	METHOD
Water Quality	Yes	Existing – maintain and promote
Business Attraction	Some	Community development plan, BRE, sponsored business planning, tax incentives, real estate incentives, financial incentives, promotion, bylaws, retain current businesses, collaboration
Youth Involvement	No	Mentorship, succession planning, volunteerism, recreational activities, camps and programs, collaboration
Community Needs and Assets	Yes	Community development plan – value dimensions and shortcomings, tourism, infrastructure, housing, healthcare services, downtown revitalization
Shop Local	Yes	Buy local event, longer hours, competitive pricing, attractive appearances, downtown revitalization, new businesses and product/services collaboration, customer service, promotion
Community Appearance	Some	Maintain facilities, invest in infrastructure, plant trees, maintain weeds, paint, revitalize downtown, remove dilapidated buildings, signage, McNab Park
Cooperation	Yes	Community development plan, MSMA, multiple representatives on Chamber, financial institutions, business input, youth input, senior input, stakeholder communication
Plan for the Future	Some	Community development plan, new event, youth engagement, positivity, promotion
Engage the Seniors	Some	Chamber interest in growing senior community, senior's facility, mentoring, volunteerism, health care services, senior's activities, seniors have knowledge, time and money
New Ideas	Some	Community development plan, youth engagement, newcomers and immigration, Indigenous engagement, seek new ideas and input, observe other communities, shift leadership
Embrace Newcomers	Some	Immigration, Indigenous engagement, diversity, inclusiveness, new skills, entrepreneurship, financial and housing incentives, activities, civic affairs, integrate in community, promotion
Risk Taking	Some	Engage seniors, newcomers, and youth, invest in articulated plans, pay for services, solicit and invest in new ideas
Take Responsibility	Yes	Community development plan, governance, positivity, observe problems as opportunities

Table 6: 13 Ways to Revitalize the Town of Watson and Community

Upon identifying opportunities and associated resources, the Committee can use the factors in Table 6 to inform the way forward. Economic and social growth in the Town of Watson and community will require an integrated, long-term approach with this plan being used as a leverage point.



Appendices

APPENDIX A: Interview Questions

General

1. What does Watson mean to you?
2. What are the core values in the community?
3. What is the cultural back background of the community?
4. What does success look like for Watson in 5 years? 10? 20?
5. What is special about Watson that would attract people here?
6. What would give Watson a stronger sense of community?

Business

1. What are the community's strengths regarding business?
2. What are the community's weaknesses regarding business?
3. What are the community's opportunities regarding business?
4. What are the community's threats regarding business?
5. How do you think the community should market to potential businesses?

Residential Living

1. What are the community's strengths regarding residential living?
2. What are the community's weaknesses regarding residential living?
3. What are the community's opportunities regarding residential living?
4. What are the community's threats regarding residential living?
5. What made you move to/stay in Watson?
6. What can the community do to retain their current residents?
7. How do you think the community should market to potential new residents?

Tourism

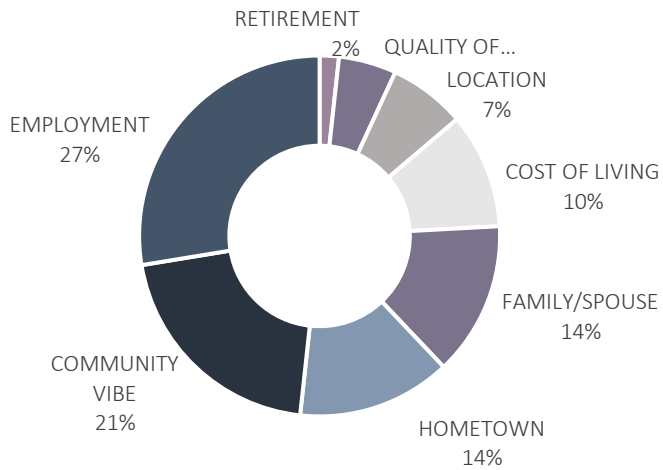
1. What are the community's strengths regarding tourism?
2. What are the community's weaknesses regarding tourism?
3. What are the community's opportunities regarding tourism?
4. What are the community's threats regarding tourism?
5. How do you think the community should market to tourism?

[RETURN TO "METHODOLOGY"](#)
[RETURN TO "RESEARCH AND FINDINGS"](#)

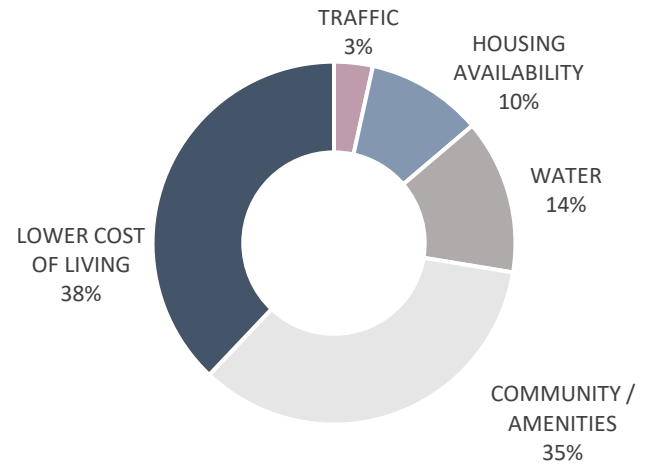


APPENDIX B: Survey – Community

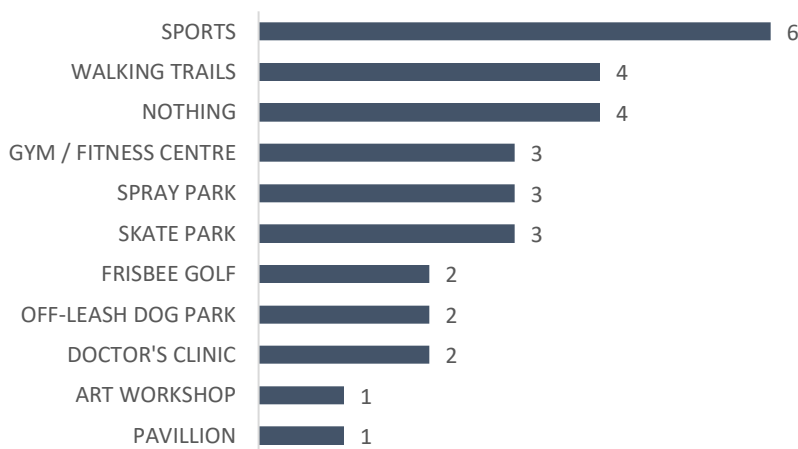
WHY WATSON?



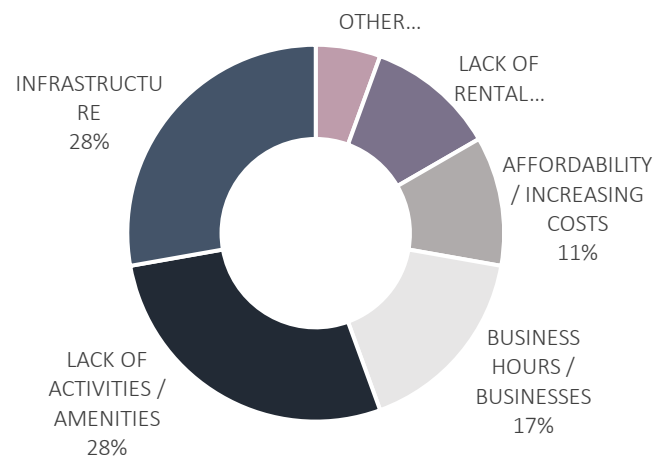
RESIDENTIAL LIVING STRENGTHS



WHAT AMENITIES ARE MISSING FROM WATSON?



RESIDENTIAL LIVING WEAKNESSES



[RETURN TO SECTION "GENERAL COMMUNITY..."](#)



APPENDIX C: List of Local Businesses

#123

2nd Look Auction

A

Ace Hardware

Adel's Golf Carts

ADM Agri-Industries Co

Affinity Credit Union

B

Binsauer Land & Livestock

Bliss Beauty Boutique

Blue Moon Acres & Boarding

C

Canada Post Office

Canadian Organic Spice & Herb

Cash Carwash

Central Sask. Tax Planning

Chegus RV Sales

D

Dusty Roads Hauling

E

Esso Service Station (Moonsong Enterprises)

F

Failure Prevention Services

Farmhouse Bakery & Coffee Shop

Frederick Family Chiropractic Centre

Frederick Seeds

G

Gallant Transport Ltd.

GL Landscapes

H

Harvest Time Eatery

HiWay Mart

I

IQ Services

J

JJ Stitch

John's Autobody Ltd

K

Kelco Industries

King's Kafe

Koch Fertilizer Canada

L

Leo's Lawn & Garden

M

Midway Co-op Store & Gas Bar

Monster Construction

N

NAPA Auto Parts

Nutrien Distributional Terminal

O

OK Tire Service

P

Painter Enterprises

Pam Work Massage

Prairie Carpet Cleaner

Q

Quick Stop Diner

Quill Creek Farms Meat Market

R

Root Filter Company Ltd.

S

Sarcen Recycling

SI Woodworking

Skip's Plumbing & Heating

Small Town Styles

SRK Construction Inc

Strueby Agencies

Stuff n' Such

T

Tatomia Pizza

The Coffee Row Report

W

Watson Pharmasave

Watson StorAll

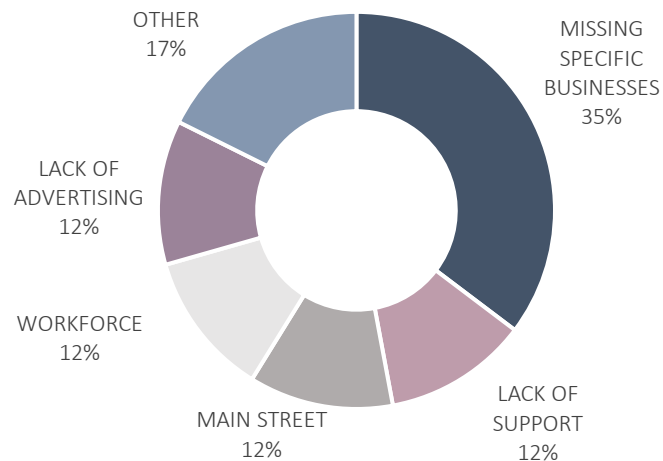
Wehner Electric

[RETURN TO SECTION "GENERAL COMMUNITY..."](#)

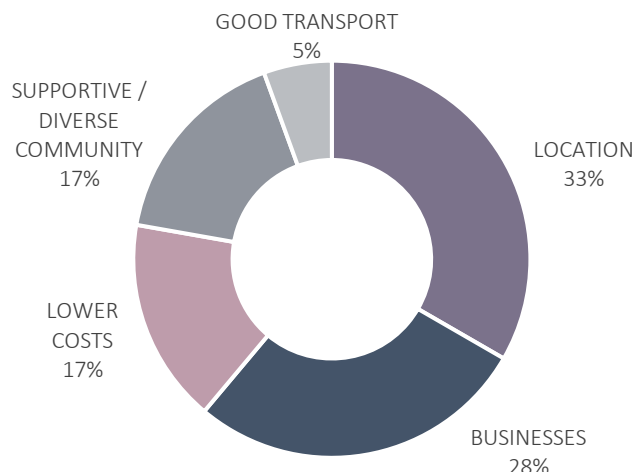


APPENDIX D: Survey – Business

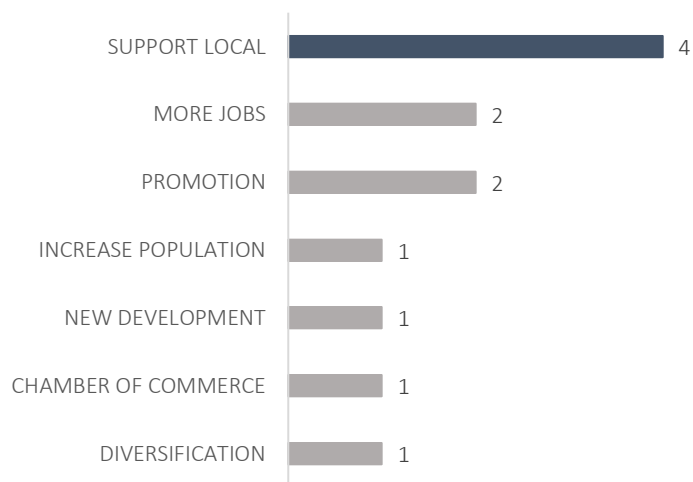
WATSON'S BUSINESS WEAKNESSES



WATSON'S BUSINESS STRENGTHS



ADDRESSING BUSINESS CHALLENGES



WHAT BUSINESSES ARE MISSING FROM WATSON?



[RETURN TO SECTION "BUSINESS IN WATSON"](#)



APPENDIX E: Community Amenities

Infrastructure

RO Water
New Sewer Lift
Upgraded Lagoon
Emergency Generators on Water & Sewer
Town Maintenance Shop

Place of Worship

Sacred Heart Parish
St. Bride's Anglican Church
Trinity United Church

Transportation and Communications

Canadian National Railway
Canadian Pacific Railway
Canada Post
The Department of Highways
High Speed Internet

Schools

Watson School K-12
Playschool

Health Care

Quill Plains Centennial Lodge - 52 beds
Community Health Centre
Home Care
Duck Mountain Ambulance

Real Estate

14 Residential Homes for Sale
2 Commercial Buildings for Sale
6 Commercial lots for sale
21 Town Lots for Sale
3 lots for sale by owner
10 rentals

Facilities

Watson Arena
Fresh Air Community Centre
Watson Civic Centre & Town Administrative Office
Watson Regional Daycare
Watson & District Heritage Museum
Santa Site -Picnic Area
McNab Regional Park - golfing, swimming, mini golf
Mel Molle Park - Walking/cross country skiing trail
New Horizon Senior Centre
Royal Canadian Legion
Sharon Putnam Library
Watson Fire Department
REACT Landfill Site
Sask Housing - Sunshine Manor 14 suites, 16 senior housing, 14 family housing

Clubs & Organizations

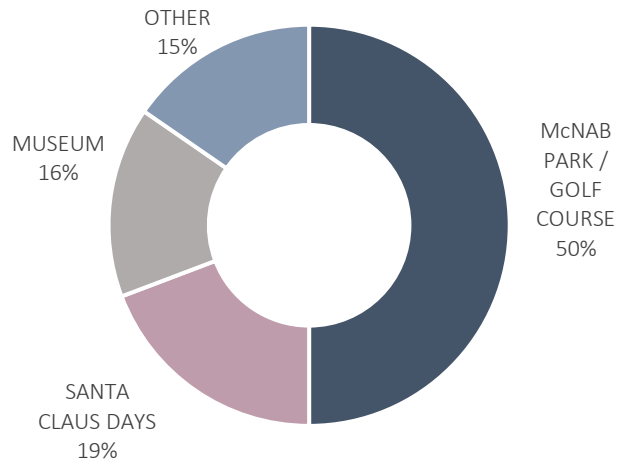
Quill Plains Art Council
Watson Minor Sports
Recreation Board
Rec Fund Board
Community Club
CWL
Taekwondo
Dance
East Central Track
Quilt Guild

[RETURN TO SECTION "RESIDENTIAL LIVING..."](#)

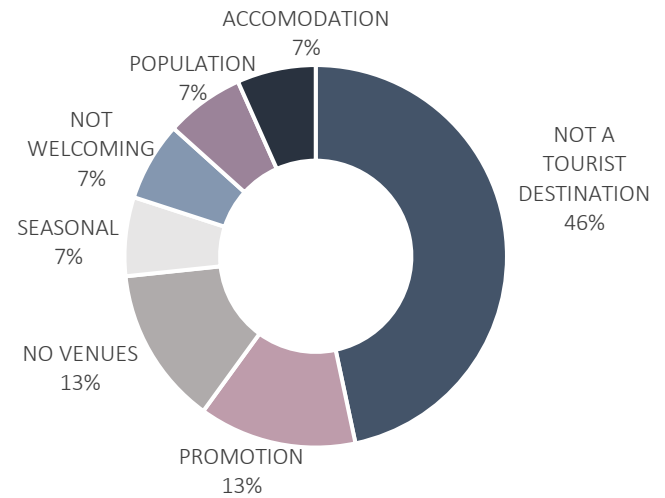


APPENDIX F: Survey – Tourism

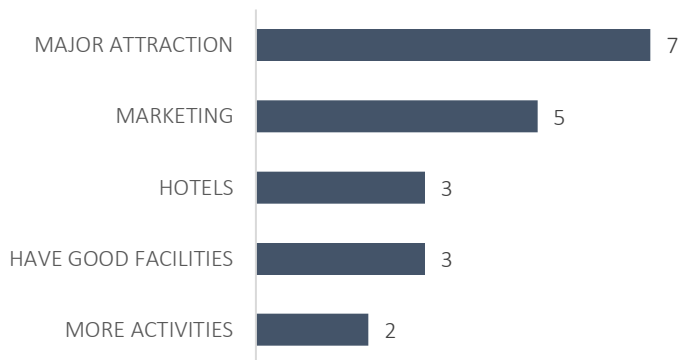
TOURISM STRENGTHS



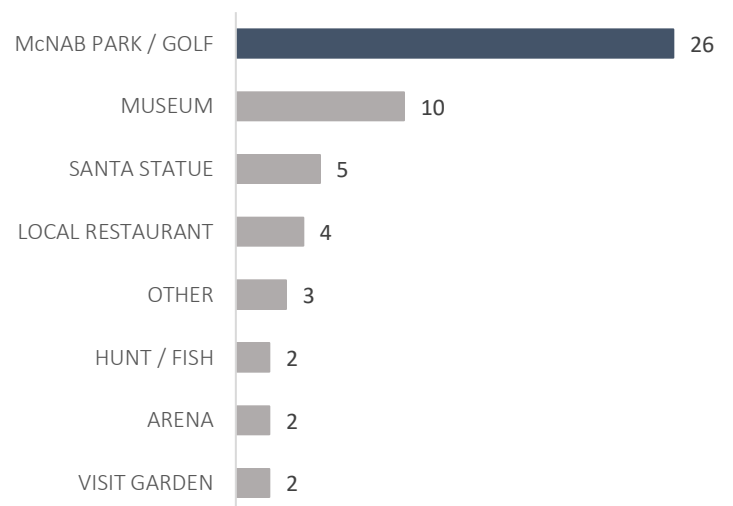
TOURISM WEAKNESSES



HOW TO BECOME A TOURIST DESTINATION



WHAT SHOULD A TOURIST DO?



[RETURN TO SECTION "TOURISM IN WATSON"](#)



APPENDIX G: Marketing Firm List and Interview Questions

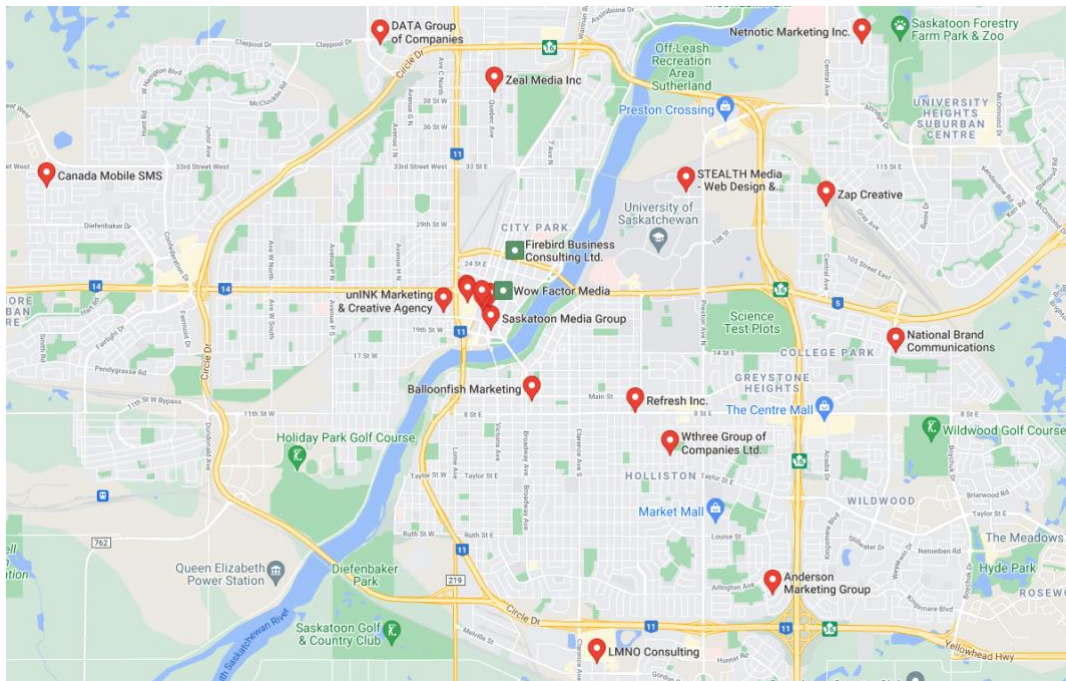
Interview Questions for Marketing Firms

Question #1: Have you done any community branding projects in the past?

Question #2: What techniques do you recommend for community-based projects?

Question #3: What is your cost/pricing structure?

Saskatoon Marketing Firms



[Agency Ally](#)

[Anderson Marketing Group](#)

[Balloonfish Marketing](#)

[Blue Moose Media](#)

[Danger Dynamite](#)

[DATA Group](#)

[Enterprise Local](#)

[Firebird Consulting Ltd.](#)

[Formative Labz](#)

[Hunch Marketing](#)

[Impact Marketing](#)

[LMNO Consulting](#)

[National Brand](#)

[Communications](#)

[Refresh Inc.](#)

[Saskatchewan Marketing](#)

[Saskatoon Media Group](#)

[STEALTH Media](#)

[Trusted Marketing Services](#)

[unINK Marketing & Creative](#)

[Agency](#)

[Wow Factor Media](#)

[Wthree Group](#)

[Zap Creative](#)

[Zeal Media Inc.](#)

[RETURN TO SECTION "INTERNET AND SOCIAL MEDIA MARKETING"](#)



APPENDIX H: Minburn County “Lot-for-a-Loonie” Campaign

🏠 > DEVELOPMENT > ECONOMIC DEVELOPMENT > "BUY A LOT FOR A LOONIE" PROGRAM

FONT SIZE **A** **A** **A** **B**

"Buy a Lot for a Loonie" Program

The County will sell a lot for \$1 if a dwelling is constructed within a certain time frame. The process:

- Developer/Purchaser provides a proposal to the County as to the type and size of dwelling he or she wishes to construct and the timeframe for construction;
- If the Development Authority is satisfied with the proposal, the developer must sign an **agreement** with the County containing the following conditions:
 - \$1,000 per lot deposit;
 - the developer is responsible for servicing the lot (water, sewer, road, etc.) if no services exist;
 - the developer has 90 days from the signing of the agreement to apply for a development permit;
 - construction on the dwelling must commence to a level acceptable to the County within 1 year of the development permit being issued and construction must be completed within a reasonable time frame acceptable to the County;
 - if these timelines are not met, the land is returned to the County's name and the County keeps the deposit;
 - the County will place on title a caveat protecting its right to retransfer of the land;
 - if construction is started but a final and approved building inspection is not provided within 365 days of development permit issue, the County will be entitled to keep the deposit.

Dwellings must be constructed in accordance with the County's Land Use Bylaw, Alberta Building Code, and applicable Safety Codes.

Lots will be sold on a first come, first served basis.

Visit the **Property Listings page** for a list of properties available for purchase.

Retrieved from: <https://minburncounty.ab.ca/p/-buy-a-lot-for-a-loonie-program>

[RETURN TO SECTION "SAMPLE STRATEGIES..."](#)



APPENDIX I: Estevan Industrial Lots

ECONOMIC
DEVELOPMENT

ABOUT

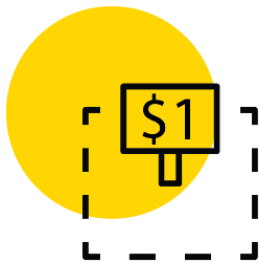
INCENTIVES

OPPORTUNITIES

RESOURCES

NEWSFEED

#THISISESTEVAN



\$1 COMMERCIAL / INDUSTRIAL LOTS FOR SALE

Looking for a great location with ample space to develop or expand a commercial business? Look no further than Glen Peterson Industrial Park in Estevan! Through economic development Estevan, eligible businesses can qualify to purchase a one dollar lot. Situated in Estevan, these lots are fully serviced by city water and sewer and have access to high-speed Internet via fibre optics directly to the premises. With the proximity to the Southeast College, local retail sector, and residential subdivisions, these lots are ideal for businesses of any kind.

Each application would be considered on a case by case basis by council and the economic development board.

CRITERIA

1. To be eligible for this tax exemption, one of the below mentioned parcels must have been purchased from the City, a land sale agreement has been signed, and a building permit must be issued by the City of Estevan after January 1, 2017.
2. The issuance of the building permit must follow the requirements of the City of Estevan's Building Bylaw, Zoning Bylaw, or any other City bylaw which may be applicable to the development.
3. The maximum term of the tax exemption shall be three (3) years for any single parcel.
4. For building permits issued between January and September each year, the term shall begin for that year. For permits issued between September and December each year, the term shall begin the following year.
5. For the period of the exemption, 100% of the City's portion of the property tax shall be exempted each year.
6. The term will begin following the issuance of a building permit for the property.
7. Tax exemption under this policy does not relieve an owner from paying any applicable education taxes or applicable levies.
8. The tax exemption may be cancelled by the City at its discretion if one or more of the following circumstances occur;
 - At the request of the owner; or
 - If any conditions of the land sale agreement are not met.

Retrieved from <https://estevaneconomicdevelopment.ca/1-commercial-lots-for-sale>

[RETURN TO SECTION "INCENTIVES FOR BUSINESSES"](#)



APPENDIX J: Medicine Hat Downtown Development

- Commercial Development–Property owners can access up to \$25,000 towards major renovations or new construction of a commercial building in the downtown.
- Multifamily Development–Property owners can access up to \$25,000 towards redevelopment or new construction on a multi-family project consisting of 4 or more residential units with units a minimum size of 74square metres (800 SF).
- Live/Work Residential Development –Property owners can access up to \$5,000 to develop a residential living space minimum unit size of 93 square metres (1000 SF) connected to their commercial building.
- Architectural/Visual Enhancements –Property owners can access up to \$5,000 for facade and exterior building improvements.
- Environmental Site Assessment and Remedial/Risk Management–Property owners can access up to \$20,000 to assist in the costs of environmental site assessments and completion of a remedial or risk management plan.

Retrieved from <https://www.medicinehat.ca/home/showpublisheddocument/16343/636892917795400000>

[RETURN TO “INCENTIVES FOR BUSINESSES”](#)



References

Ascarelli, Sarah, & Hill, Catey (July 2019) Here's exactly where you should retire — based on what's important to you. <https://www.marketwatch.com/story/heres-exactly-where-you-should-retire-based-on-whats-important-to-you-2019-04-23>.

Bieber, Christy (January, 2020) How to Decide Where to Live in Retirement. <https://www.fool.com/retirement/2020/01/09/how-to-decide-where-to-live-in-retirement.aspx>.

Brown Calder, Vanessa (November, 2013) Why Do People Move and Why Don't They?. <https://www.cato.org/blog/why-do-people-move-why-dont-they>.

Case, Tyler. (2021). Under review for publication.

City of Medicine Hat. (2021). 2019 Downtown Development Incentive Program. <https://www.medicinehat.ca/home/showpublisheddocument/16343/636892917795400000>.

Estevan Economic Development. (2021). \$1 Commercial/Industrial Lots for Sale. <https://estevaneconomicdevelopment.ca/1-commercial-lots-for-sale/>.

Gilmore, Scott (August, 2018) Small town Canada is dying. This is sad. But it's not tragic. <https://www.macleans.ca/news/canada/small-town-canada-dying/>.

Griffiths, Doug, & Clemmer, Kelly. (2016). 13 Ways to Kill Your Community 2nd Edition. <https://13ways.ca/>.

Government of Saskatchewan. (2018). Transportation Maps for Saskatchewan. https://pubsaskdev.blob.core.windows.net/pubsask-prod/100199/Oct%252B2018_Highway_Traffic_Volume_Maps.pdf.

Government of Canada. (2021). Eligibility to apply as a Federal Skilled Worker (Express Entry). <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/express-entry/eligibility/federal-skilled-workers.html>.

Government of Canada. (2021). Eligibility to apply for the Federal Skilled Trades Program (Express Entry). <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/express-entry/eligibility/skilled-trades.html>.

Hartman, Rachel (January 2020) How to Decide Where to Retire. <https://money.usnews.com/money/retirement/baby-boomers/articles/how-to-decide-where-to-retire>.

Heath, Jackie. (January, 2018). Top Reason People Move. <https://www.allied.com/blog/view/all-blogs/2018/01/23/top-reasons-people-move>.

Hughes, Dave (2021) 12 essential Considerations for Deciding Where to Retire https://retirefabulously.com/12-essential-considerations-for-deciding-where-to-retire/?doing_wp_cron=1623774741.9773240089416503906250.



Minburn, Alberta Economic Development. (2021) Buy a Lot for a Loonie Program. <https://minburncounty.ab.ca/p/-buy-a-lot-for-a-loonie-program>.

Phipps, Melissa (April, 2020) Where Should You Retire? <https://www.thebalance.com/where-should-i-retire-2894254>.

Regina Open Door Society. (2021). <https://rods.sk.ca/>.

Saskatoon Open Door Society. (2021). <https://www.sods.sk.ca/>.

Saskatchewanderer. (2021). Saskatchewanderer: The Great Explorer. <https://saskatchewanderer.ca/>.

Statistics Canada. (2018). Labour Market Experiences of First Nations people living off reserve: Key findings from the 2017 Aboriginal Peoples Survey. <https://www150.statcan.gc.ca/n1/pub/89-653-x/89-653-x2018003-eng.htm>.

Toronto Reality Blog. (April, 2019) Why People Don't Want to Move. <https://torontorealtyblog.com/blog/why-dont-people-want-to-move/>.

Town of Watson Official Community Plan. (2014). Supplied by Chamber Committee.

