

A Guide to Rural Community Economic Development

Best Practices for Your Community



**UNIVERSITY
of GUELPH**

School of Environmental Design
and Rural Development
Wayne J. Caldwell, Project Director

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Inquiries regarding requests to re-print all, or part, of this publication should be addressed to:

Dr. Wayne Caldwell
University of Guelph
Guelph, ON
N1G 2W1
(www.waynecaldwell.ca)

Project Director: Wayne Caldwell

Contributing Authors: Jennifer Ball, Arthur Churchyard, Sara Holzman, Jackie Mercer, Katie Temple, Charlie Toman, and Bronwynne Wilton

Graphic Design: Jackie Mercer and Arthur Churchyard

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The ideas and examples in this guide come from the experience and insights of many community leaders. Clearly these individuals make a difference in their communities. We hope that others can learn from their experience. Our sincere thanks to these practitioners who gave so freely of their time.



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How to Use this Guide

Each of the Best Practices in this Guide are laid out in a similar way. This page will help you quickly find what you are looking for.

Leadership

Definition

What is Leadership?

The most successful community economic development strategies often combine local government and community leadership.

Government leadership is about multiple levels of governments making the financial and political commitment to economic development, taking reasonable risks, having a vision for the future and helping create and support community leaders.

Community leaders can be non-governmental organizations, individuals, faith groups or business associations. Leaders are willing to put in time and effort for the common good of the community. They often possess the skills, knowledge, passion or power to bring about change. Leaders have a vision for the community and the drive to see it through.



Why Leadership?

Why Community Leadership?

Strong leaders in a community can...

- **Challenge** conventional thinking and **initiate** change
- **Connect** diverse community members and projects
- **Raise the profile** of the volunteer sector in media and government
- **Fill the gap** in rural community services through volunteer time and effort
- Provide the **energy and drive** to help communities through economic crises
- Offer an **insider perspective**, **local experience** and a **personal stake** in the issues

Why Government Leadership?

Strong government leaders can...

- Help a community maintain a competitive **advantage** in a rapidly changing global economy
- **Inspire** other community members to get involved
- Differentiate between short and long term **priorities**, which helps a community act strategically (proactive vs. reactive!)

Purpose

8

Strategies

How Do You Encourage Leadership?

Strategies for Community Leaders

All communities have leaders. Community leaders can support one another, and strive to work effectively with their municipalities to enact change.

- Learn who **makes decisions** and how they are made in your municipality.
- Find out whether there are already adequate **opportunities** for community participation, such as committees and consultation events. If not, talk to government leaders about **creating or improving** them.
- **Trust** your own knowledge and have the **confidence** to challenge and debate with decision makers.
- **Motivate** unlikely leaders by setting clearly defined goals, interesting meetings, responsibility and recognition.

Strategies for Government Leaders

- Assess the **strengths and weaknesses** in determining your community's capacity for community economic development
- Consider investing in a part time or full time **economic development officer** or a municipally funded economic development **agency**
- **Trust staff** to make informed recommendations, rather than council micro-management
- Create **committees** of council and **task forces** to better engage and utilize the expertise of local residents
- Provide community volunteers with **capacity building** opportunities to increase effective participation such as workshops on how to run meetings, resolve conflict, recruit and retain volunteers, fundraise and so on
- **Reach out** to individuals, such as students, who may not be aware of their potential role in community economic development
- Seek out and **facilitate partnerships** with other levels of government and community groups

It is also very important to ensure that whatever you do to engage people in becoming volunteers and community leaders, it is essential to provide recognition for this community service! For instance, have an awards dinner or summer barbecue where leaders and volunteers are recognized for their contributions to the community.

Looking for More? Please see page 41 for more resources on Leadership.

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Look here to see reference to **Extra Resources** available in the back of the Guide.

Following the background and strategies there will be **Examples** of the best practices in use.

Youth Councils Overcome Negative Stereotypes

The Y'NOT Youth Councils are an excellent example of rural youth engagement and capacity building. This project is successful because it is run by youth, for youth. The councils create an opportunity for youth to come together socially and learn critical skills. They learn from their own mistakes, and must work together, often overcoming obstacles such as very different backgrounds and income levels. They are creating a positive image for youth, who are often branded with a negative stereotype. They often host community-wide events, such as music and film festivals, which are open to people of all ages. At the political level, town councils have also found it useful to consult with youth councils on certain policies. Visit www.ynotcouncils.ca



A clear commitment to innovation

Much can be learned from the Town of Marathon, a small town of 4000 in northwestern Ontario. The current town council has made a commitment to community economic development by re-instating the economic development office, as well as establishing a municipally-funded economic development corporation. The town is now taking the lead in seeking out new options for a recently closed mill, including development of biofuels, and they are also working towards a model of sustainable community governance for their local forest. In partnership with a neighbouring municipality and a local First Nations group, they aim to ensure that their forest is managed sustainably, with local residents receiving the benefits. Visit www.marathon.ca



Introduction

This Guide represents the findings and best advice that we have been able to discern from practitioners and community members who provide leadership in their own communities. We have distilled many insights into a series of best practices for community economic development. These are intended to help rural communities deal with the effects of a stable or declining population.

Using this Guide

As you start to use this Guide, you will see that there are a series of components that reflect the lessons learned from the experiences of successful communities. These are presented using an analogy of the structure of a house. You need to appreciate this structure and its various components to then work with the Guide in the context of your community. You know your community best!

Be aware that there is no one single approach to developing your community. This Guide provides a “road map” that will be helpful. You however need to be selective and work with those actions that will be of most value to you and your community. Some of the communities that we spoke with have been working on their approach for more than 25 years. Change takes time. Although this Guide is intended as a standalone document, there are additional Resource Materials that you may find helpful. You can find them at www.waynecaldwell.ca.

There are many ways to think about the process of community economic development. During this research project, we found it useful to put the different pieces of the process into the diagram of a house. It is a both a whole entity and a number of smaller components, which work well when fitted together.

The Roof

The roof of the house helps a community set their vision of the future.

At the top of the house is **quality of life**, which is what this whole process of community economic development is about. Rural communities are engaging in community economic development in order to improve the lives of their families, friends and neighbours.

Sustainability and **creativity** are two guiding principles which help rural communities think about *how* they want to undertake community economic development. They provide a mind-set, or a way of thinking, that will impact all of the decisions they make.



The Foundation

The foundation of the house helps a community recognize who will take action.

The foundation of the house is **leadership** – both by municipal governments and by citizens, organizations, business and others. Without leaders, community economic development simply will not happen. The impact of individual champions can be key to success.

The Walls

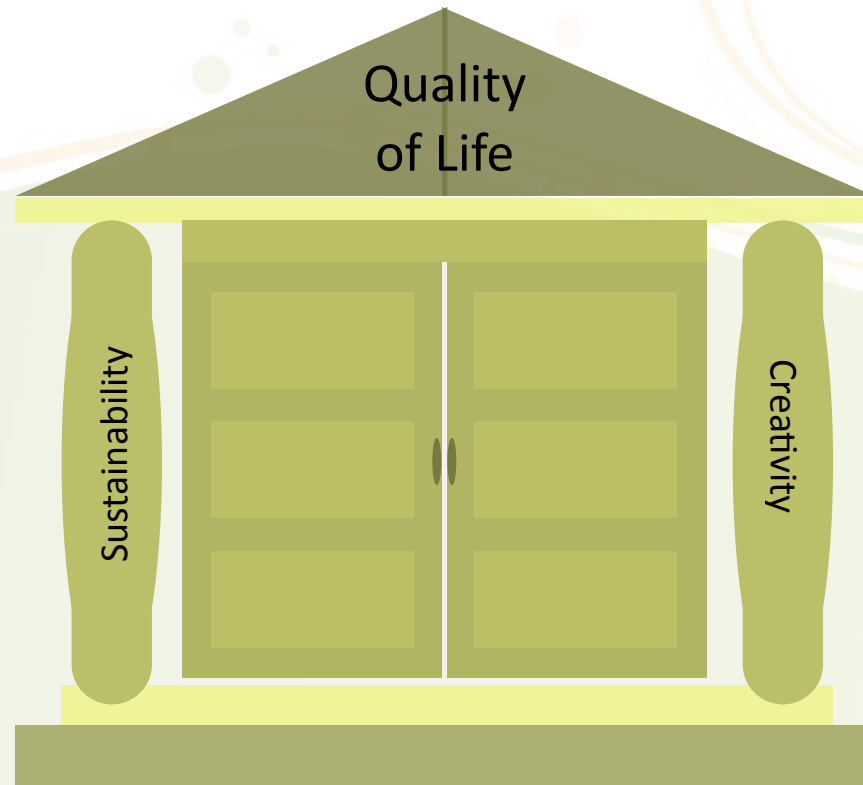
The walls of the house help a community decide on what actions to take.

Creating the walls of the house are the building blocks of community economic development. They are the specific actions and activities that communities can do to help achieve their goals.

On the outer walls are two important pieces of community economic development: **planning** and **evaluation**. Many municipal leaders feel that these go hand in hand. These are the before and after pieces, which help you aim for and measure success.

Specific activities in the house are **localization, building partnerships and capital, adapting to change and community engagement**. Although different communities will choose to prioritize these building blocks in different ways, they are all important in their own way. Each community will decide how they will use these activities to their own benefit.

Guiding Principles



Quality of Life

The small towns that were involved in this study are well aware that community economic development means much more than simple economic growth.

Many define community economic development as a tool that contributes to the quality of life for people in their communities.

In many ways it is difficult to put a monetary value on the important aspects of our communities that we want to hold onto, including social connections, natural beauty, and cultural heritage. However, when the communities we worked with put community economic development into practice, it often meant:

- making sure that young people were connected to their community throughout their lives and had opportunities to settle there if they so desired
- providing safe and comfortable spaces for the aging population
- securing *meaningful* employment for residents
- engaging the community in important decisions that affected their lives
- ensuring a welcoming atmosphere for both new and established enterprises
- celebrating tradition and culture
- relying on skilled and passionate volunteers to get things done

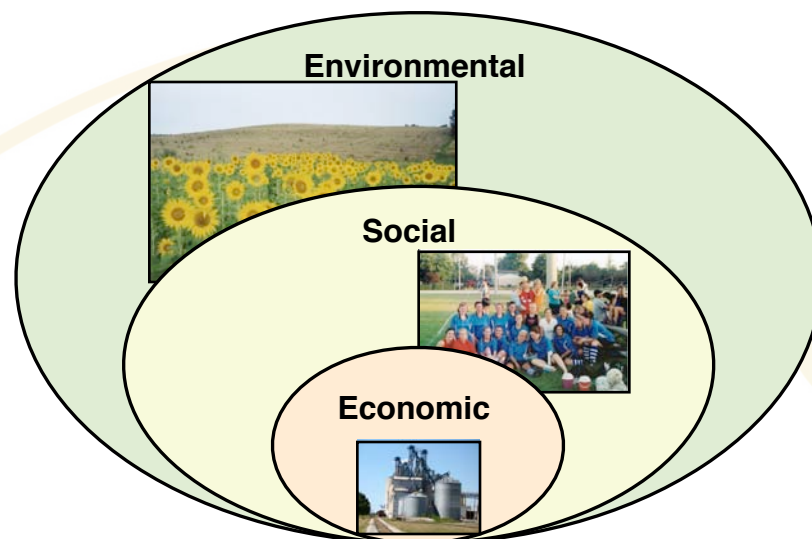


Many of those profiled in this study were guided by the principles of *sustainability* and *creativity*. Although they were put into practice in different ways, they were important ways for communities to understand community economic development, and what it would mean for their future.

Sustainability

Sustainable development means...

Meeting the needs of today, without compromising the needs of future generations.



Many small communities in rural Ontario realize the importance of sustainable development to their future survival and prosperity. They are acting on this recognition by exploring development that meets the criteria of sustainability.

For a rural community, sustainability ensures that development:

- 1) Is economically feasible
- 2) Reduces or prevents environmental degradation
- 3) Promotes equality and fairness

Sustainability Cont'd

We live in a global society....

Rural communities recognize that they are part of a larger global society and are intimately affected by large issues of sustainability such as climate disruption (global warming, climate change); oil prices and availability; and agricultural crises.

...but we can make a difference at home.

Although affected by global and national issues, municipal councils, citizens, business leaders and community organizations know that it is important to work at the local level. Despite larger issues they can still make important decisions about how development occurs in their own communities.



Important First Steps to Sustainable Development in *YOUR* Community

- 1)** Start a conversation in your community about what sustainability means. Hold a meeting where citizens can talk about what sustainability means to them. It may be a new word or concept for some people and it is important that people don't feel intimidated or left out of the conversation.
- 2)** Consider some of the new and innovative ways to combine economic prosperity and environmental responsibility. Many communities are looking into renewable energy sources, the added value of local and organic food products, development of nature trails, sustainable wood harvesting, and better mining practices.
- 3)** Consider writing a sustainability plan. This can be part of an economic development plan or a stand alone document. Many communities have excellent examples of sustainability plans., such as the town of Hearst and the County of Huron.

Creativity

Creativity means many things to many people.

Creativity can mean....

- trying out ideas that have not been tried before and embracing the gender, ethnic and age diversity of your community
- challenging what has been the norm for a long time and allowing fresh perspectives on old problems
- valuing the creative and cultural assets of your community and being willing to include them in community economic development planning.

What is the Creative Economy?

The *Creative Economy* is about building livelihoods around **creative work** - an emerging type of employment focused on creativity in which people are paid to 'think' and create.

Although it includes the arts, it may also include **scientists, entrepreneurs, engineers, information technologists, and farmers.**

There is **opportunity** for growth of the creative economy in rural areas, which often possess strong **cultural and natural assets.**

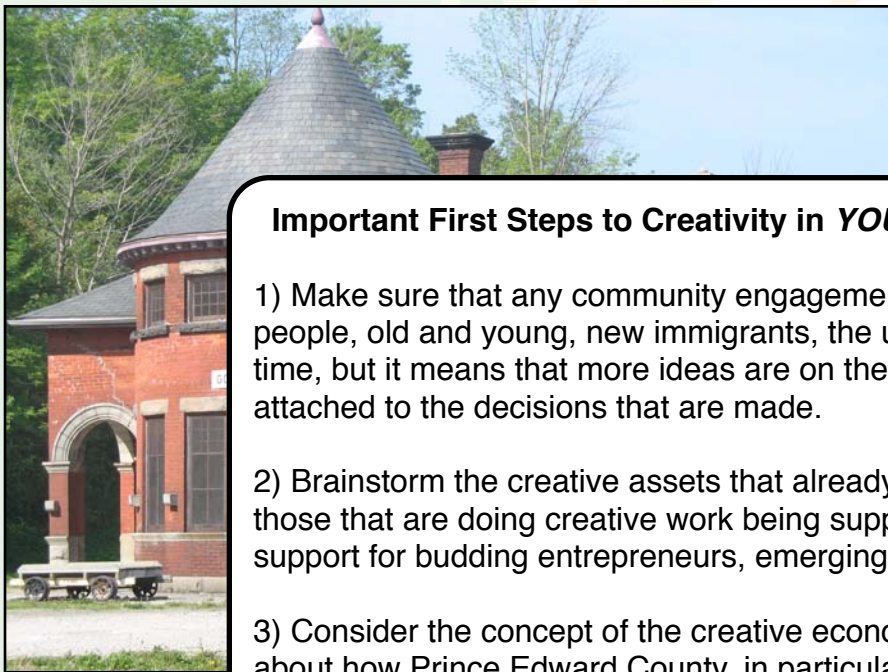
Food, for example, can offer opportunities in the creative economy. In the food and agricultural industry, this would mean:

- 1) high quality production
- 2) products related to place (ie. connected to local culture and community)
- 3) a large diversity of smaller enterprises rather than one large employer

Creativity Cont'd

In rural Ontario we saw that small communities practiced creativity in a variety of ways in their economic development. They welcomed new immigrants, invited youth to help make decisions, preserved heritage buildings, and turned the old into the new.

Some small communities looked even further into their creative abilities and planned their entire economy around creativity. This is called the *Creative Economy* and is a new way to look at economic development.

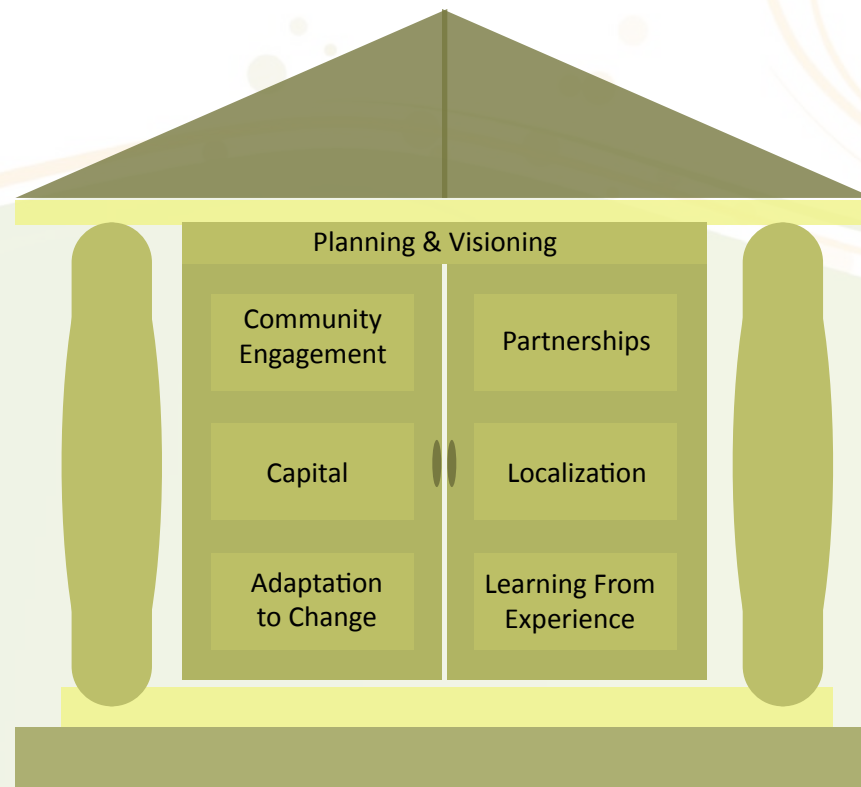


Important First Steps to Creativity in *YOUR* Community

- 1) Make sure that any community engagement and decision-making includes a diversity of people, old and young, new immigrants, the unemployed, male and female. This may take more time, but it means that more ideas are on the table, and people may be more likely to feel more attached to the decisions that are made.
- 2) Brainstorm the creative assets that already exist in your community. How are you unique? Are those that are doing creative work being supported in any way? Small amounts of financial support for budding entrepreneurs, emerging artists and others can go a long way.
- 3) Consider the concept of the creative economy. How might it work in your community? Learn about how Prince Edward County, in particular, has used the creative economy model to their advantage.



Best Practices for Community Economic Development



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Looking for More? Please see page 41 for more resources on Leadership.



Community Spirit Leads the Way

Ste Anne de Prescott, in Northwestern Ontario, is one of the few municipalities that can boast of a well run, active economic development program fully operated by volunteers. It all began with the threatened closure of the local credit union. Through public meetings that consistently had upwards of 50 people in attendance, the community established goals and priorities, including establishing an economic development committee.

The economic development committee has had numerous successes, including a study on agricultural diversification with a resulting new crop (sunflower) and business (bird seed), a study on manure digesters with two digesters subsequently built, town beautification efforts, a youth leadership camp, aiding in the re-opening of the only general store, the creation of a welcome package for new residents, and the introduction of high speed internet. Visit www.ste-anne.ca/en/

A Simple Solution: Volunteer Roster

La Centrale in Hearst, Northeastern Ontario, is a community-based business that organizes local events. They actively recruit and maintain a roster of volunteers and organizations looking for volunteers, which makes it easy for both parties to find what they are looking for.



Youth Councils Overcome Negative Stereotypes

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A Clear Commitment to Innovation

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Planning & Visioning

What is Planning & Visioning?

Planning is the process by which we capture community values, aspirations and direction. It involves developing a clear vision and a statement of goals, objectives and action strategies. A planning process incorporates overarching principles such as quality of life, creativity, sustainability, partnerships, inclusivity and diversity.

The "**vision**" is the big picture of what is desired for the future. The vision focuses planning and helps to direct actions. While there are many ways to develop a vision, it needs to be developed from within the community – a vision must be widely shared if it is to change anything. Visions are normally written, but could also be expressed through graphic art or other formats. It does need to be clear and brevity is generally desirable!



Why Planning & Visioning?

When carried out with a long term perspective, planning can...

- Help to create a path or a sense of direction by moving toward an inspiring vision
- Bring out new people, new ideas, and foster a sense of community
- Inform difficult decisions and select priorities that strategically use limited resources
- Serve as a touchstone that documents changes

Community-engaged visioning can...

- Focus energy
- Provide a foundation for effective team work
- Set the guidelines and framework for decision-makers
- Foster leadership by setting a target to work toward

How Do you Create a Plan?

The strategic planning process is led by existing staff, potentially municipal councillors, and sometimes consultants. The six key strategies for planning are:

1. **Identify Issues and Community Values:** What are the key issues facing the municipality and what are the key values that residents share?
2. **Create a Vision:** Engage your community to identify what you want your community to be like in the future. More information on Page 14.
3. **Set Goals and Objectives:** Chart what you want to accomplish and how to get there
4. **Identify Action Strategies:** These actions need to be doable, practical, and affordable
5. **Implement:** Take action, stay accountable, and keep the community engaged
6. **Monitor, Evaluate and Update:** The strategic plan is a living document which is regularly reviewed and improved



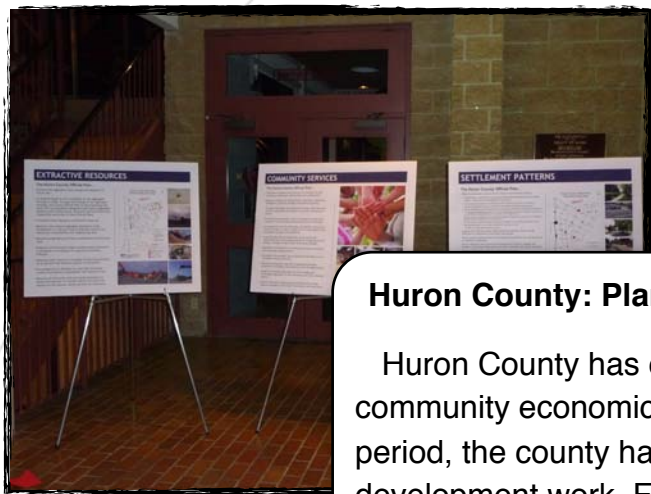
Looking for more? Please see page 41 for more resources on Planning & Visioning.

How Do you Create a Vision?

Step 2 above, “Create a Vision” can be done by taking the following steps:

- Visioning works most effectively ‘face to face’
- Ensure that the community has the capacity and time to undertake a visioning process
- Use facilitators that can sense resistance and guide changes in attitude
- Prepare to accept a vision that incorporates the views of multiple groups
- Visions should be recorded, whether in writing or other retrievable forms
- Strive toward creating a vision that outlines effective methods for conflict resolution, rather than listing the solutions themselves
- Evaluate and monitor your decisions - are they achieving your vision, or should the vision change?

Looking for more? Please see page 41 for more resources on Planning & Visioning.



Huron County: Planning for the Long Term

Huron County has one of the most ambitious – and long lasting – community economic development program in Ontario. Over a 25 year period, the county has encouraged staff to integrate both their planning and development work. Funding has grown exponentially, including the recent announcement of a partnership with the provincial and federal government.

The County produces a yearly Business Plan, which is matched by a Business Plan from the local Community Futures Development Corporation. Both contain clear visions, missions and targets based on values derived from community engagement. The results are reflected in the Huron County Official Plan, which lists key sectors and supporting policies.

Community Engagement

What is Community Engagement?

Community engagement is about dialogue between citizens, government, businesses, and not for-profits. Public engagement has been important for many communities who have had success with Community Economic Development. In many successful communities, citizens are active participants in the decision-making process.

There are different types of community engagement. The types you choose will depend on the community and the goals. For example, feedback on a report would require a low level of participation, whereas partnering with citizens requires a higher level of participation.

Different Levels of Community Engagement:

Informing	One way flow (ie. open house)
Consulting	Two way flow (ie. public meeting)
Engaging	Equal decision making

Why Community Engagement?

A well planned community engagement process can...

- Open doors for a diversity of citizens to get involved which brings in wider perspectives and potential solutions
- Build relationships and common ground within the community
- Ensures that governments operate democratically
- Encourage citizens to take ownership of the economic development process
- Enhances ability and knowledge of citizens to act beyond the engagement process
- Meets growing demand for public participation.



How Do You Engage Citizens?

There are many ways to involve citizens. It depends on how many people you want to engage, available time, and the type of project. Who will be participating? Who has important information? Who will be affected? Who will make or influence the decision?

- Build **relationships** with community members who exhibit strong leadership skills and who want to build on their visions of community development
- Understand the **history** and **culture** of the community and the different visions and interests of different members (ex. newcomers vs. locals)
- Be **inclusive**, but anticipate the potential for **conflict**. Ensure you have an experienced facilitator who can ensure meetings and other events run smoothly.
- **Know** your target audience and use **creative** methods
- Show participants that their input is used – record, publish, and implement ideas; this builds **legitimacy**
- **Be aware** of the reasons people don't participate: inadequate notice, belief that their input will not be used, long and boring meetings, inaccessible location
- **Inform** the community through media such as radio, television, newspapers, and through social media such as blog, Facebook, etc.

Creative Ideas for Public Engagement

In Prince Edward County, youth learn about the creative economy through field trips to a local artists' studio. Other examples include:

- Bus and Walking tours to the site that is the focus of discussion
- Potlucks and social or professional networking events
- Neighbour-to-neighbour surveys
- Workshops and charrettes
- Online blogs or surveys, twitter, Facebook, flickr
- Go to where citizens are; kitchen table meetings, bars, schools, malls,

Looking for More? Please see page 41 for more resources on Community Engagement.

Hearst Community Summit

Hearst increased community awareness by hosting the “Our Children; Their Future” summit, which was a two day event promoting the reduction of individual carbon footprints. The summit included multiple speakers from the local community and abroad speaking on climate change, youth, and community involvement.

The summit succeeded in capturing participation and support for the event, and created the groundwork for participation in the community-wide creation of a sustainable community brand. The youth of the community were the focus of the event, which sparked some passion for community and environmental thinking, while fostering future community leaders.



Open Doors at Marathon

The Town of Marathon maintains an open and transparent process to ensure the business community can have input into the future direction of the town. They keep an open invitation to all businesses to have a one-on-one conversation at any time. They also recently finished a year and a half long series of interviews with the local business community. Their aim was to speak personally with every business in the community.

Lake Huron Water Quality: Circle Talks

For several years, water quality issues along Lake Huron created conflict between lakeshore residents and farmers. Poor communication about septic tanks and farm practices contributed to threats of lawsuits. With no formal mechanism for dialogue, few could see the potential for positive outcomes. Preliminary findings from the Lake Huron case indicate that Circle talks can effectively bring people together while encouraging dialogue and deep understanding of issues.

Circles draw on the First Nations tradition of using a talking piece, an object passed around a group, to grant the holder sole permission to speak, while requiring all others to listen. Lake Huron Circles were initiated through a partnership between local planning departments, farm groups and community members. Small groups of farmers and lakeshore residents met to discuss their perspectives on water quality. Participants had an in-depth and passionate conversation, expressing divergent opinions on potentially divisive issues in their community.



Financial Capital

What is Financial Capital?

Millionaires don't grow on trees in rural areas. But financial capital is essential in launching and sustaining new initiatives, allowing one a vision to become a reality. Traditional lending institutions tend to focus on the bottom line and your community likely cannot afford to fund every genuine initiative on its own.

For community economic development to succeed, communities must work and trust in themselves, take advantage of financial partnership opportunities and leverage local capital with provincial and federal dollars whenever possible.

Why Financial Capital?

Financial capital can...

- Increase the **capacity and scope** of the undertaking
- Open up **new partnerships and benefits**
- **Leverage funds** and save money for other initiatives



How Do We Secure Funds?

The applicability of each of these strategies will vary depending on the size of community and the size of the project or program.

- **Research** all possible funding **sources** when planning new initiatives
- Explore **additional funding** sources for existing initiatives, as there may be opportunities to strengthen and enhance the initiative
- Look for opportunities to **leverage** with community supported funds
- Start a **fundraising campaign** to bridge funding gaps, perhaps by using a community foundation with donations from current or former residents
- Gauge your **capacity** to administer new funds and **ensure** that you can meet all reporting requirements
- Be **realistic** in your funding goals
- Consider hiring **staff** to assist your organization with **grant writing**
- **Talk** to the people in charge of administering the funding and others who have received it in the past to make sure that it is **right for you**

Please see page **42** for a list of sources of Financial Capital.

Sharing the Benefits of Community Wind

With the passing of the Green Energy and Green Economy Act, 2009, and the creation of a Provincial Feed-in Tariff Program that allows community organizations to sell power back to the grid, rural communities can profit from local wind resources. The Chippewas of Georgina Island First Nation located on Lake Simcoe, in partnership with the Windfall Ecology Centre, an environmental non-profit, have partnered in the development of a 54 MW wind park on Georgina Island.

The project was financed by equity raised through the Pukwis energy co-op (enabled by the Green Energy Act) and by traditional commercial loans backed by the power purchase agreement with the Ontario Authority. The wind park will be 51% owned by the Chippewas and 49% owned by the Pukwis energy Co-op, whose members will receive financial benefits from their initial investment into the project. Anyone in Ontario above the age of 16 may become a member in the cooperative.



Social Enterprise: Profiting through Community Service

The Community Opportunity and Innovation Network (COIN) is a not-for-profit organization which operates in Central Ontario. It runs social enterprises, which are businesses that turn a profit while meeting the social and environmental goals of the community. One of the social enterprises run by COIN is The Learning Source, which offers a variety of courses for affordable, lifelong learning, both in-person and online. Other enterprises run by COIN include:

- A catering service, World 2 Go and Natural Blends Café
 - ReBoot Peterborough, a computer re-use and recycling company
 - TEKDesk, which offers online technical assistance, training and e-learning
- COIN recently hired a Triple Bottom Line coordinator to create an accounting framework for social enterprises.

Downtown Community Improvement Plans

When the City of Sault Ste. Marie completed its Downtown Community Improvement Plan in 2007, the \$95,000 allocated to implement the Plan each year over a three year period assisted in the Municipality securing an additional \$570,000 from the Ministry of Agriculture, Food and Rural Affairs (OMAFRA) and approximately \$45,000 from FedNor's Northern Ontario Program to assist in downtown service improvements.

The \$1.14 million contributed by the City, Province and Federal Government has leveraged approximately \$7.4 million in private sector investment, a public/private ratio of approximately 6.5 to 1.

Visit www.city.sault-ste-marie.on.ca



Keeping it Local

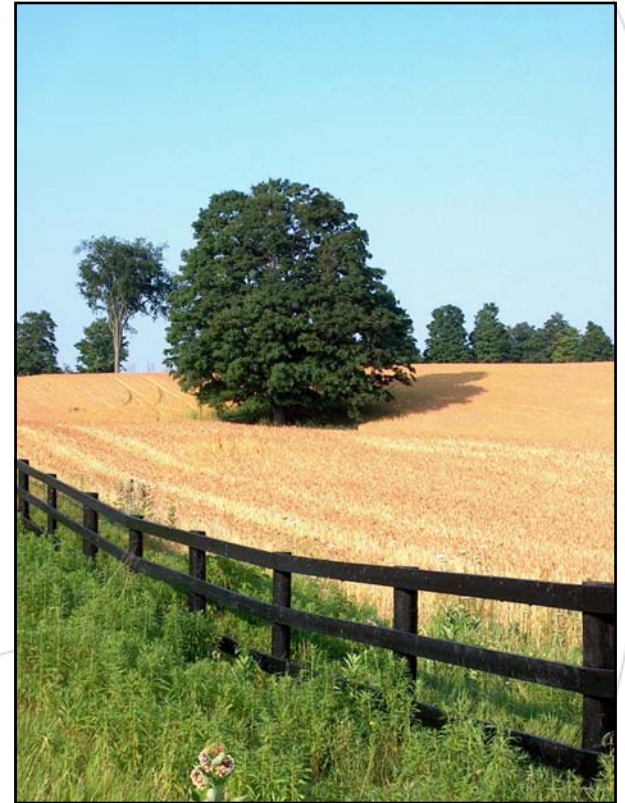
What is Keeping it Local?

Localization means that goods and services are produced at the local level, reducing dependency on large urban centers and distant countries. Localization does not mean isolating your community; it simply means becoming more self-reliant.

Why Keeping it Local?

In a healthy economy, localization can...

- Help a community **withstand economic change**.
- Generate **local dollars** and keep them circulating within the local economy.
- Build a sense of **community pride** and loyalty to local business.
- Capitalize on strengths and assets that make your community **unique**, which can attract tourists and industry.
- Create **employment**.
- Help communities **adapt** to rising fuel prices and climate disruption.



How Do You Keep it Local?

Strategies for Localization

In a globalized economy, communities must be strategic about how they can begin to localize some of their goods and services. Not everything can be produced 'at home', but will depend on local assets.

- **Assess** what is being produced and used locally (eg. food, health, entertainment). Can these sectors be **strengthened**? Can a business producing for the local economy be financially or otherwise supported by the municipality?
- Examine **models of local control**, such as community forestry and regional renewable energy system
- Consider whether community **branding** may be beneficial to marketing and tourism opportunities
- **Celebrate** and promote local products and businesses through community events
- Set an example as a municipality to support local goods and services by creating a **local-first** purchasing policy



Promote Local Products Using Events

Oxford County is the setting for Oxfordilicious, an initiative that promotes local foods with a limited-time offer of local food in local restaurants. Oxford Fresh has also organized a Buy Local, Buy Fresh map, and three new farmers markets in the county, all of which advertise for local businesses. Visit www.oxfordfresh.com

Integrate Local Value Chains and Infrastructure

Miky's Smoke House is a community-oriented business which produces value-added meat products. The meat is grown and processed locally by the same owner on Prune Creek Farm, Northeastern Ontario. There, they raise beef, pork, chicken, elk, highland beef, and buffalo and produce over 60 different value-added meat products. They have also recently added an abattoir to their operations, which allows regional meat producers to reduce their costs and cuts air pollution.





Partnerships

What are Partnerships?

Partnerships are about working together to get things done. Often the most unlikely partnerships can achieve the best results, as they harness individual strengths for mutual benefit. Some examples of successful partnerships in rural Ontario are:

- Community groups, unions, businesses, or academic institutions with local governments
- First Nation groups with non-profit organizations
- Multiple municipalities
- Various levels of governments

Why Partnerships?

Increasingly governments and funding bodies are encouraging partnerships. In small rural communities partnerships can...

- Help **pool limited resources**, both human and financial
- Provide **increased access** to funding opportunities
- Bring **wider perspectives** to the table
- **Engage** citizens
- Help smaller groups **strengthen** their presence



How Do You Develop Partnerships?

Some partnerships have to be sought out, identified, and developed to take advantage of a particular opportunity. Other partnerships pool resources in the short or long term to improve overall effectiveness.

- **Assess** what strengths and resources already exist in your community and what needs to get done. What do we have? **What do we need** that we don't have? What do they have?
- Identify existing organizations in your community in order to **establish a baseline** of what is already going on, such as local service clubs, universities and colleges, and economic development agencies
- Decide what the **mutual benefits** are to each party, including less visible assets such as skill-sets and number of volunteers
- Clarify **responsibilities and expectations** for each partner, and **find common goals** to focus the partnership
- **Identify** sources of conflict from the beginning. Healthy ways to **reduce conflict** include:
 - Focus on problems, not personalities
 - Speak to be understood
 - Invent options for mutual gain
 - Put yourself in their shoes
 - Take time to reflect
- Create spaces for collaboration to happen where everyone feels comfortable, such as a church basement, school gym, or town office

Ingersol Fusion Youth Centre

A partnership between the community of Ingersol and the Canadian Autoworkers Union helped to fund the re-development of an unused elementary school in downtown Ingersol. The new multi-purpose youth activity centre shares space with 50 organizations. Partners include Conestoga College, which brings in some revenue and provides educational opportunities; and the municipality and the economic development office to promote community-wide benefit. The Centre has been very popular, opening doors to over 80 youth on a daily basis.

Northern Research Partnership

Hearst Economic Development Corporation and l'Université de Hearst have partnered in a project on community economic development in Northeastern Ontario. An economic research and intervention center has been developed out of the university. The centre conducts research on economic issues and case studies in Hearst and uses this information to aid businesses in the community.



Partners for Renewable Energy

The Chippewas of Georgina Island First Nations band on the southern shore of Lake Simcoe has partnered with the Windfall Ecology Centre to create the Pukwis Community Wind Park. The project began when the chief and economic development officer for the Chippewas approached the Windfall Ecology Centre with the idea of community wind to generate revenue for the community and diversify their economy in a sustainable manner. With the support of the local community, the project has the possibility to become a model for other communities in diversifying their economy.



Adaptation to Change

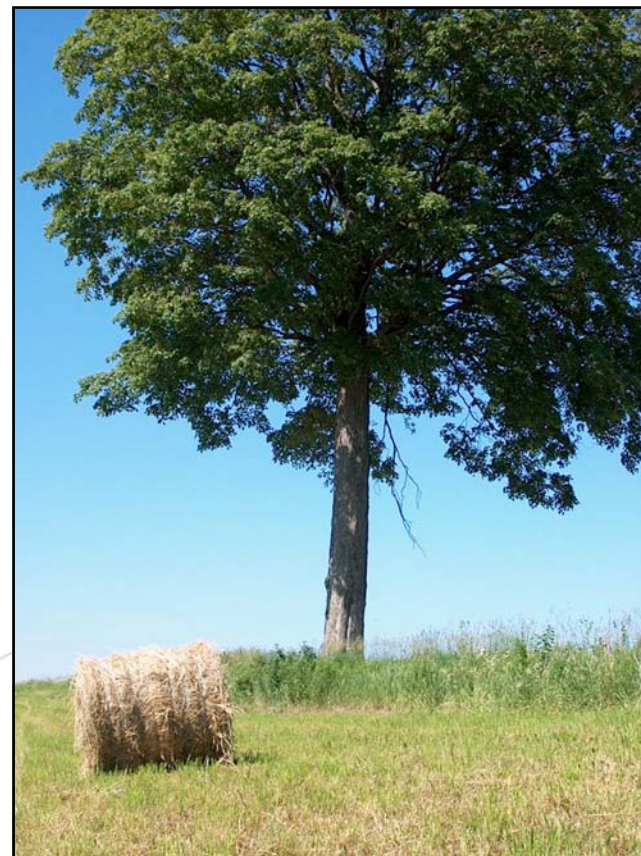
What is Adaptation to Change?

Adapting to change is a defining characteristic of communities with successful CED approaches. Adaptation means using existing assets in new ways in response to a changing environment. Adaptation maintains the essentials of a community while being open to new ideas and people. It's about creative reuse, and the ability to be resilient in the face of crisis.

Why Adaptation to Change?

When a community focuses on adapting to change, it can...

- Better survive shocks and stresses by focusing on actions that **reduce vulnerability**
- Cultivate a **sense of hope** and empowerment, rather than reactivity and confusion
- Attract new community members by appealing to **niche markets**
- Use **creative local solutions** to proactively compete with external pressures



How Can You Adapt to Change?

There are many ways in which we can learn to adapt to the many changes faced by our society. Below are a few ways to start thinking about the changes we face and how to confront them:

- **Identify changes** faced by the community such as aging population, youth outmigration, relocation of local business
- Determine **what you can control**, and act, while pushing for change in areas you do not control
- Hold a forum to **reflect on community attitudes** toward newcomers and, based on community values, develop an immigration strategy and a youth retention strategy
- Create **educational and reskilling** opportunities to buffer sudden employment shifts
- Revise business strategies to focus on localization and **increasing self-reliance**
- Consider adopting a plan for **adaptive reuse** of buildings, natural resources and other community assets

Looking for More? Please see page 41 for more resources on Leadership.

Bluefields: Adaptive Reuse of Community Landmarks

Bluefields include schools, churches, hospitals, long-term care facilities or courthouses that are up for sale as a result of population decline and service centralization. With little development pressure, these structures often meet the wrecking ball as a result of needing considerable repairs, accessibility issues, and hazardous building materials.

Chatham-Kent has recognized that bluefield developments help to retain community history and architecture while introducing creative ways of reusing the space. The municipality was the first to adopt a Bluefield Community Improvement Plan in 2005, providing incentives that make bluefield redevelopment cost effective.



Immigration Potential in Rural Ontario

Ontario is funding municipal initiatives that seek to attract new immigrants to towns and rural communities. Statistically, many immigrants make an average of 15 per cent more than native-born Canadians in rural areas. Brockville, on the St. Lawrence River, was selected by Ontario's Ministry of Agriculture, Food and Rural Affairs, along with Chatham-Kent and North Bay, for a pilot project to examine the potential for relatively smaller urban-rural centres to bolster their attraction for new immigrants.

A Cure for Health Care Shortage in Delhi

A few years ago, Delhi was threatened by the impending retirement of their two remaining physicians. There was little chance of recruiting new doctors, so a volunteer committee was struck to develop a Health Centre that would attract doctors by offering supportive facilities. After numerous events, the committee raised one million dollars, which was then used as leverage to secure government grants from the county and province.

The Health Centre now services 60,000 people in the region. It includes a Family Health Team and TeleHealth technology, and provides meaningful employment for 30 people.



Learning from Experience

What is Learning from Experience?

What works, and what doesn't? Municipalities can learn by evaluating their experiences and comparing results with other areas. Evaluation can either be formal, with hired staff and data analysis, or informal, with reflective discussions focused on effectiveness. Municipalities that learn from experience are able to say how effective CED policies and programs have been, based on changes in key indicators over time. Key indicators could include income and employment statistics, or documentation of community health, equality, and engagement. According to the W.K. Kellogg Foundation, a complete project evaluation will:

- Examine how a project functions within the economic, social, and political environment of its community and project setting ('context' evaluation)
- Help with the planning, setting up, and carrying out of a project, as well as the documentation of the evolution of a project ('implementation' evaluation)
- Assess the short- and long-term results of a project ('outcome' evaluation)

Why Learning from Experience?

Communities that successfully learn from experience can...

- Maintain **accountability** by measuring and attaining goals
- Use limited resources wisely by **eliminating duplication** of time and effort
- **Promote accomplishments** by celebrating and using success stories



How Do You Learn from Experience?

There are some important steps involved when doing an evaluation. Here are some of these steps to help you get started:

- Identify **goals and key indicators** such as health and economic statistics
- Use **annual reports** to communicate change and effectiveness over time
- **Profile success** using published numbers, case studies and public recognition
- **Measure** strengths, weaknesses (attributes which help or hinder achieving a set objective), and opportunities and threats from external influences
- **Check** your project context, implementation and outcomes **against** your plan, vision and actions
- **Use what you find**; evaluation is only useful when results are acted upon

Looking for More? Please see page 41 for more resources on Leadership.



Wallaceburg Market and Skills Analysis

The Wallaceburg Community Task Force conducted a Labour Market and Skills Development Analysis. This analysis recognized gaps related to skills and education in the community and proposed solutions. Stuart McFadden, Project Manager for the Task Force, emphasizes the importance of assessing assets. "Perception is not always reality," says McFadden. "Many in Wallaceburg couldn't figure out why companies would leave a community that had such a *skilled* workforce. Our Labour Market Analysis proved that we had a very *experienced* workforce. There is a huge difference."

The Task Force engaged the community early through SWOT Analysis and a Community Strategic Planning Conference, and months later, community members continue to send ideas and contacts for potential new businesses to locate in the area.

Community Quality Institute

The Community Quality Institute (CQI) of Sault Ste. Marie is a unique approach to aid communities in making evidence-based decisions that contribute positively to community quality of life. The CQI publishes a comprehensive Community Performance Report every year by bringing together local experts in many different sectors, and examining how the town is functioning based on a variety of indicators contributing to quality of life. Another recent publication measures the external costs of poverty in the community and explores the connection between poverty and the economy. One of their future goals is to expand into the surrounding region, in order to provide support to smaller communities. Visit www.qualitycommunity.ca



Huron Manufacturing Awards

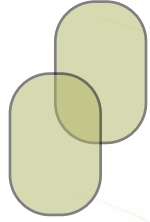
The annual Huron Manufacturing Awards dinner and tradeshow attracts 30 businesses and 300 people each year, representing manufacturing, municipalities and other local businesses. A number of award categories are presented, including junior manufacturer, product innovation, corporate citizenship, green leadership, and health, safety, and technical teaching. Companies can compete in categories under and over 20 employees. A number of scholarships are supported by the United Communities Credit Union and the Huron Manufacturing Association, giving \$1000 to six apprentices in Huron County. These awards have in turn profiled Huron County and contribute to its numerous awards at the Ontario Economic Development Council.



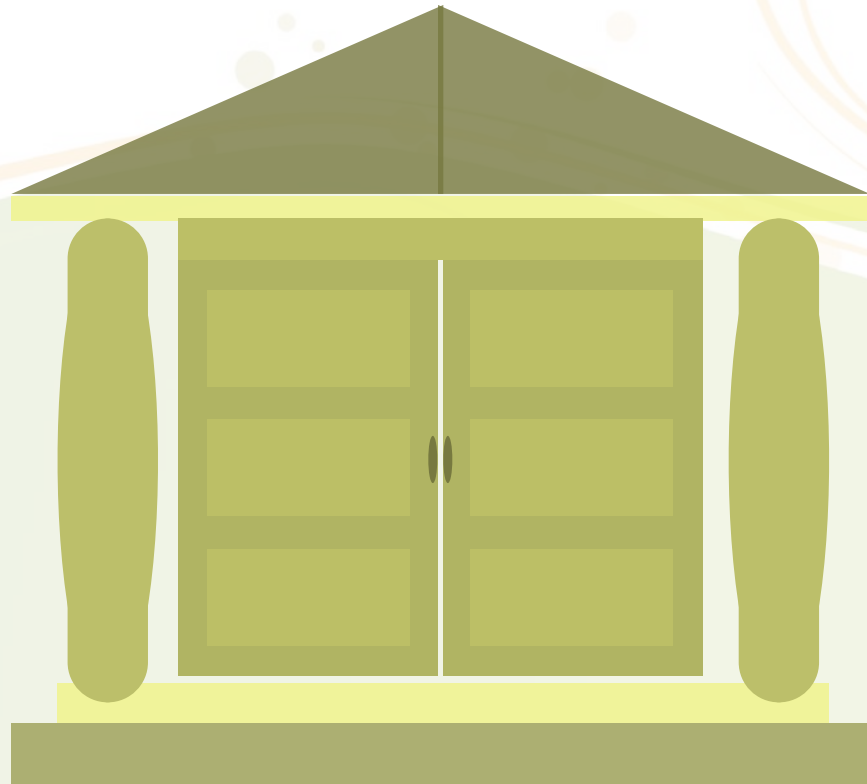
Monitoring at Tourism Niagara

Tourism Niagara uses specific indicators to monitor success:

- Hits on the Tourism Niagara website
- Amount and type of visitors to the Gateway Niagara Information Centre (this can be measured using a door ticker)
- Ontario Tourism official website with statistics regarding room occupancy rates
- Surveys that gather more detailed information about visitor needs and experiences



Appendices





Extra Resources

Looking
For More?

Best Practice	Resource
Planning	<ol style="list-style-type: none"> 1. OMAFRA has developed a number of Factsheets that review the strategic planning process 2. See Thomas Plant (2008) published by Municipal World, "Strategic Planning for Municipalities"
Leadership	<ol style="list-style-type: none"> 1. The Center for Rural Leadership: Offers agricultural and rural leadership programs, including the Advanced Agricultural Leadership Program (AALP). www.alap.on.ca/program-calendar.aspx. 2. Energize! has a comprehensive list of online resources for fostering community volunteering. http://www.energizeinc.com/art/web.html 3. Guidelines to Form an Advisory Group by Carter McNamara. Available from the Free Management Library online, http://managementhelp.org/boards/advisory.htm. This website also offers information on how to recruit volunteers and a variety of other capacity building activities. 4. John Adair offers training and multiple written works on how to develop leaders. His works are available online at http://www.johnadair.co.uk/index.html.
Community Engagement	<ol style="list-style-type: none"> 1. Health Canada has developed a guide for public participation: www.phac-aspc.gc.ca/canada/regions/atlantic/pdf/pub_policy_partic_e.pdf
Financial Capital	See Page 42
Localization	<ol style="list-style-type: none"> 1. "Exploring Your New Farm Dream: Is Starting an Agriculture Business Right for You?" program by Farm Start. Available at http://www.farmstart.ca/exploring-the-new-farm-dream 2. Business Development for Farm Businesses program 3. The Community Improvement Planning Handbook 2008 published by OMAFRA. Available from http://www.mah.gov.on.ca/Page1297.aspx
Adaptation to Change	<ol style="list-style-type: none"> 1. Canada-Ontario Immigration Agreement provides funding for initiatives developed by Immigration Attraction Committees and the Regional Newcomer Employment Networks (RNEN) program 2. Transition Town handbook provides strategies and examples of community transitions http://transitionculture.org/shop/the-transition-handbook/ 3. Gateway Rural Health Research Centre connects researchers, physicians, and rural populations http://www.gatewayresearch.ca/
Learning from Experience	<ol style="list-style-type: none"> 1. OMAFRA delivers a number of support programs, including the First Impressions Community Exchange, which allows communities to use the value of first impressions to improve their look. www.reddi.gov.on.ca/firstimpressions.htm 2. For more OMAFRA programs, visit www.omafra.gov.on.ca/english/rural/ 3. W.K. Kellogg Foundation Evaluation Handbook provides a thorough overview of program evaluation

Funding Opportunities

In this section you will find funding opportunities from the Provincial and Federal governments that you can consider for various initiatives in your community.

PROVINCIAL FUNDING PROGRAMS

Agency	Program	Who is Eligible	Description	Funding	Website
OMAFRA	Rural Economic Development (RED) Program	Alliances outside large urban centres between: <ul style="list-style-type: none">- Individuals,- businesses,- NGO's- Municipalities.	This program assists partnerships that aim to breathe new life into rural communities, make more opportunities to develop skills, and improve access to health care. The objectives of the RED program are to: <ul style="list-style-type: none">- Create diversified business climates in rural Ontario- The creation and retention of long-term jobs- A strategic and coordinated local and regional approach to economic development- The creation of alliances and partnerships- The development of information, tools and resources to enhance rural economic development	Up to 50% of the project's eligible costs in most cases.	http://www.omafra.gov.on.ca/english/rural/red/
OMAFRA	Sector Initiatives Fund (SIF)	Trade and professional associations, representative employer groups, and unions.	This is a funding program designed to help industry sectors and organizations to develop training programs, materials and standards for their workforces. For example, the program covers: <ul style="list-style-type: none">- Sector-focused curriculum development- Development of occupational standards- Development of innovative training materials- Development of certification, testing, accreditation programs/ materials- Pilot testing of materials/programs	Up to 50% of eligible project costs not exceeding \$250,000	www.omafra.gov.on.ca/english/food/industry/sector-initiative-fund.htm

OMAFRA	Growing Forward	Initiatives generally targets agricultural producers	<p>Under the Growing Forward initiative, the federal and provincial governments provide grants and cost-sharing opportunities for projects in agricultural best-practices, innovation and science. The best practices component helps improve performance in four key areas:</p> <ul style="list-style-type: none"> - Environment and Climate Change - Food Safety and Traceability - Business Development - Biosecurity <p>The Innovation and Science component includes a variety of initiatives including a Farm Innovation Program that provides funding innovation in new on-farm technologies</p>	Grants and cost-sharing opportunities varies depending on the project	www.omafra.gov.on.ca/english/about/growingforward/index.htm
OMAFRA	Ontario Market Investment Fund (OMIF)	<p>Strategic Partnerships between:</p> <ul style="list-style-type: none"> - Individuals - Businesses - NGO's - Municipalities 	<p>A 4-year \$12 million provincial initiative launched to promote consumer awareness of Ontario-produced foods and encourage Ontarians to buy locally. The fund assists with a number of expenditures including but not limited to:</p> <ul style="list-style-type: none"> - Market research designed to increase understanding of consumer and trade channel demands and sector capabilities - Advertising and promotional materials - Project management costs related to the delivery of the project 	Up to 50% of eligible project costs not exceeding \$100,000	www.omafra.gov.on.ca/english/food/domestic/omif/omif.html
OMAFRA	Alternative Renewable Fuels 'Plus' Research and Development Fund	<ul style="list-style-type: none"> - Municipalities - Community Organizations 	<p>The objectives of the Alternative Renewable Fuels 'Plus' Research and Development Fund are to fund research that will:</p> <ul style="list-style-type: none"> - Ensure continuous improvement in the alternative renewable fuels industry products and processes and manufacturing, using Ontario agriculture-based feedstocks. Promote agricultural value-added opportunities in the bioproducts and alternative renewable fuels industry in Ontario; - assist Ontario alternative renewable fuels facilities to be major participants in the worldwide alternative renewable fuels and biobased industries. 	<p>Maximum funding for a single project is \$200,000 with no more than \$100,000 paid in any year.</p> <p>These amounts include a maximum allowable overhead charge of 40%</p>	http://www.omafra.gov.on.ca/english/research/arfuels/overview.htm

Northern Ontario Heritage Fund Corporation (NOHFC)	Northern Ontario Entrepreneur Program	Residents in Northern Ontario who plan to start their own business	The NOHFC's Northern Ontario Entrepreneur Program aims to mobilize and motivate entrepreneurs and community builders in Northern Ontario to secure a prosperous economy and foster long term job growth. The funding provided can go towards such costs as purchasing furniture, fixtures and equipment to get the business going.	Conditional grant up to 50% of eligible costs, not exceeding \$125,000	mndm.gov.on.ca/nohfc/programs/noep_e.asp
NOHFC	Enterprises North Job Creation Program	Small and medium sized businesses in Northern Ontario that are positioned to succeed	The NOHFC's Enterprises North Job Creation Program supports initiatives aimed at creating jobs and positioning small and medium-sized businesses for success. The program focuses on businesses related to agriculture, telecommunications, manufacturing, technology etc. with funds available for marketing, land servicing, new equipment and capital construction costs.	Conditional grants and loans up to 50% of eligible costs not exceeding \$1 million. The grant cannot exceed one-half of the total funding	http://www.mndm.gov.on.ca/nohfc/programs/enjcp_e.asp

NOHFC	Northern Energy Program	Northern businesses and non-profit organizations	<p>The NOHFC's Northern Energy Program is designated to help northern organizations to capitalize on energy opportunities, pursue clean alternative and reduce their demand on external energy sources. The program has four distinct elements</p> <p>Renewable Energy Planning – funding technical studies required to secure financing for renewable energy projects</p> <p>Renewable Energy Capital Cost-Differential Assistance – funding the extra capital costs associated with developing renewable energy in Northern Ontario versus other parts of Ontario</p> <p>New Internal Energy Generation Projects – funding projects that generate energy internally and reduce demand on external energy sources</p> <p>Energy Conservation Pilot Projects – funding businesses and non-profit organizations that promote conservation efforts that can improve energy conservation</p>	<p>Renewable Energy Planning - 50 per cent of eligible project costs up to a maximum of \$100,000.</p> <p>Renewable Energy Capital Assistance - 50 percent of eligible project costs up to a maximum of \$1 million.</p> <p>New Internal Energy Generation Projects – 50 per cent of eligible project costs up to a maximum of \$250,000.</p> <p>Energy Conservation Pilot Projects - 50 per cent of eligible project costs up to a maximum of \$500,000</p>	http://www.mndmf.gov.on.ca/nohfc/programs/nep_e.asp
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Governm ent of Ontario	Community Power Fund	<ul style="list-style-type: none"> - Not-for profits - co-operatives - First Nations 	The Community Power Fund is administered arms-length from the Provincial Government and supports project development activities of Ontario-based community organizations pursuing local wind, solar PV, solar thermal, biogas, small-hydro and geo-thermal renewable energy projects. The Fund is divided between grants for feasibility studies (small) and project implementation (large).	<p>Pre-Feasibility Study – up to a \$5,000 grant</p> <p>Feasibility Study – Up to a \$25,000 grant</p> <p>Project Implementation – Maximum grant varies by renewable technology (\$50,000 to \$300,000)</p>	http://www.cpfund.ca/
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Ontario Trillium Foundation	Community Program	<ul style="list-style-type: none"> - Not-for-profits - charitable organization - First Nation - Small municipalities (<20,000) 	<p>The Ontario Trillium Foundation provides funding to projects and programs that enhance the quality of life in communities. The OTF accepts grant applications in the following four broad sectors:</p> <p>Arts and Culture – Initiatives that expand community access and involvement, building community capacity to support activities in arts and culture and recognize the role this sector plays in stimulating economic activity</p> <p>Environment – Initiatives that protect and restore the environment or that increases awareness of our vital relationship with the ecosystem</p> <p>Human and Social Services – Initiatives that encourage civic participation, recognize diversity and promote healthy and safe communities</p> <p>Sports and Recreation – Initiatives that support a wide range of sports, leisure and recreation programs so that people of all ages and abilities can participate in community activities</p>	<p>There are three types of grants available:</p> <p>Operating grants – to a maximum of five years per application</p> <p>Project grants – to a maximum of five years per application</p> <p>Capital grants – one grant per application</p> <p>Total amount of grants vary on type of application and type of grant. See website for more information</p>	www.trilliumfoundation.org/
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Ministry of Energy and Infrastructure	Community Energy Partnership Program	<ul style="list-style-type: none"> - Residents - charitable organizations - Not-for-profits - co-ops 	<p>Launched in step with the <i>Green Energy Act</i> and managed through the Ontario Power Authority, the Community Energy Partnership program provides on-time grants to support with the 'soft' costs associated with initiating a renewable energy project. Examples of eligible 'soft' costs under the program would include:</p> <ul style="list-style-type: none"> - Site Control and site survey studies - Resource assessment studies - Environmental and engineering studies 	A one-time grant up to \$200,000 per project.	http://www.powerauthority.on.ca/
Ministry of Tourism	Tourism Development Fund	<ul style="list-style-type: none"> - Municipalities - First Nations - Other organizations established by legislation 	<p>The Ministry of Tourism and Culture supports investment attraction, product and experience development and industry capacity building. The Tourism Development Fund aims to:</p> <ul style="list-style-type: none"> - Support the creation or revitalization of tourism attractions, sites and experiences - Support innovative product development for emerging sectors that have demonstrated market potential - Enhance the quality of tourism services, businesses and practices through training - Assist with tourism planning and capacity support to ensure that the tourism industry is well positioned to make future strategic decisions, address issues and opportunities, and improve its image as an economic driver for the province - Assist communities with investment readiness, investor relations, investment attraction and communications. 	The funding level is determined on a case-by-case basis	http://www.tourism.gov.on.ca/english/IDO/tdf.htm

FEDERAL FUNDING PROGRAMS

Agency	Program	Whose Eligible	Description	Funds Available	Website
Rural Secretariat	Community Development Program	<ul style="list-style-type: none"> - NGO's - Educational Institutions - Co-op's - Local and Provincial Government 	<p>This program aims to develop collaborative activities that enhance developmental capacity in rural communities and regions. It funds three types of rural community projects:</p> <ol style="list-style-type: none"> 1. Partnerships - The development of new regional partnerships 2. Knowledge Building - Increasing awareness, availability and accessibility of information, expertise, tools and processes 3. Workshops – Engaging and mobilizing community and regional stakeholders together on CED initiatives 	<p>Partnerships – Grants up to 50% of eligible costs to a maximum of \$75,000 per project</p> <p>Knowledge Building - Grants up to 50% of eligible costs to a maximum of \$200,000 per project</p> <p>Workshops - Grants up to 50% of eligible costs to a maximum of \$15,000 per project</p> <p><i>*Funding increases for projects North of 50</i></p>	www.rural.gc.ca/rural/
Co-operative Secretariat	Co-operative Development Initiative (CDI)	<ul style="list-style-type: none"> - Existing Co-ops - Educational Institutions - Municipalities - NGOs - Individuals 	<p>The Co-operative Development Initiative is designed to enhance the contributions of co-operatives to meeting the economic and social needs of Canadians. There are three interrelated components to the CDI program:</p> <ol style="list-style-type: none"> 1. <i>Advisory Services</i> through a network of co-operative development expertise to provide technical and professional services needed to launch or strengthen a co-operative 2. <i>Innovative Co-operative Projects</i> will fund innovative projects that address public policy priority challenges and that will generate best practices and lessons learned. 3. <i>Research and Knowledge Development</i> will undertake and encourage policy research and applied research that will advance co-operative development and growth 	Funding ranges between \$5,000 and \$75,000 per-project per-year	http://cccm.coopscanada.coop/en

Federation of Canadian Municipalities (FCM)	Green Municipal Fund (GMF)	Municipalities and private-sector companies that partner in municipal projects	<p>The GMF provides grants and low interest loans to municipal led efforts that support the following areas:</p> <ul style="list-style-type: none"> - Brownfield remediation, - Sustainable transportation - Energy conservation and sustainability - Waste diversion - Wastewater quality and efficiency. <p>Funding is available through the GMF towards conducting studies, community plans and capital projects that support initiatives within the five categories above.</p>	<p>Feasibility Studies – Grants up to 50% of eligible costs to a maximum of \$350,000</p> <p>Community Plans – Grants up to 50% of eligible costs to a maximum of \$350,000</p> <p>Capital Projects – Financing up to 80% of costs to a maximum of 4 million in loans combined with \$400,000 in grants</p>	www.gmf.fcm.ca
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Federal Economic Development Agency for Southern Ontario (FedDev)	Southern Ontario Development Program (SODP)	<ul style="list-style-type: none"> - Small & Medium Businesses - Non Profit Organizations - Educational Institutions - Municipalities - Aboriginal Organizations 	<p>Announced in Canada's Economic Action Plan, the Federal Economic Development Agency for Southern Ontario (FedDev Ontario) was established to deliver federal economic development programs to support the priorities of workers, businesses and communities in Southern Ontario. Budget 2009 allocated \$1 billion over five years for the new Agency.</p> <p>The Southern Ontario Development Program (SODP), will be a multi-year funding program to support productivity, innovation, commercialization, community economic development and diversification in Southern Ontario.</p> <p>The program will support a variety of CED projects that:</p> <ul style="list-style-type: none"> - expand capacity; - improve technology or equipment; - improve the productivity and competitiveness of a business; - provide access to new markets; - innovate products or services; - promote the commercialization of innovations; and - improve community-owned tourism facilities (e.g., conference centres, exhibition halls). 	<p>Financial assistance awarded under this program is provided in the form of contributions, which must have a leveraging effect and a direct economic impact on the region and must comply with the provisions of the Treasury Board's Policy on Transfer Payments.</p> <p>The contribution may be repayable, depending on the nature of the project and the requested financial assistance. Generally, contributions to commercial enterprises are repayable.</p>	http://southernontario.gc.ca/eic/site/723.nsf/eng/home
Industry Canada	Economic Development Initiative (EDI)	Francophone or bilingual organizations that provide programs or services in French to the Francophone community	<p>The Economic Development Initiative seeks to address the specific economic challenges and facilitate sustainable growth in Official Language Minority Communities (OLMC). Eligible activities include:</p> <ul style="list-style-type: none"> - Strategic and community planning - Feasibility studies - Integrating Francophone immigrants into the business and economic development community - Promoting Francophone youth internships and entrepreneur initiatives 	Can provide up to \$100,000 (normally to a maximum of 50% of eligible costs)	http://www.ic.gc.ca/eic/site/fednor-fednor.nsf/eng/h_fn03152.html

Industry Canada	Canada Small Business Financing Program (CSBF)	- Small Businesses (< \$5 million in revenue)	<p>The program's main objectives are:</p> <ul style="list-style-type: none"> - To help new businesses get started and established firms make improvements and expand - To improve access to loans that would not otherwise be available to small businesses - To stimulate economic growth and create jobs for Canadians 	Up to a maximum of \$500,000 for any one business, of which no more than \$350,000 can be used for purchasing leasehold improvements or improving leased property and purchasing or improving new or used equipment.	http://www.ic.gc.ca/eic/site/csbfp-pfpec.nsf/eng/h_la02855.html
Canada Heritage	Building Communities Through Arts and Heritage (BCAH)	<ul style="list-style-type: none"> - Community Organizations (e.g. BIA's) - Aboriginal Organizations 	To engage citizens in their communities through festivals, events, and activities that promote the performing and visual arts, as well as through the expression, celebration, and preservation of local historical heritage.	Funding is disbursed either as a grant or as a contribution, depending on the dollar amount approved. Grants are only available for up to \$50,000, while contributions generally apply to amounts of \$50,000 or more.	http://www.pch.gc.ca/pgm/dcap-bcah/finApp-eng.cfm
Service Canada	Labour Market Partnership Program	<ul style="list-style-type: none"> - Businesses - Non-profit organizations - Aboriginal organizations - Educational Institutions - Public Health institutions - Municipalities - Crown Corporations 	<p>Administered through the Ontario Ministry of Training, Colleges and Universities, the Labour Market Partnerships (LMP) Program funds projects that encourage and support employers, employee/ employer associations and communities <i>in developing and implementing strategies for dealing with labour force adjustments and meeting human resource requirements.</i></p> <p>There is a wide range of projects related to research, planning, promotion and coordination through the LMP; however, they must:</p> <ul style="list-style-type: none"> - Support activities which address a labour market need - Involve a partnership - Be finite (i.e. project-specific) 	There is no pre-set funding amount and applications requesting over \$100,000 are reviewed through a RFP process.	http://www.serviccanada.gc.ca/eng/epb/sid/cia/grants/llmp/desc_llmp.shtml

Agriculture and Agri-Food Canada	Advanced Payments Program	- Businesses	The Advance Payments Program (APP) is a financial loan guarantee program that gives producers easier access to credit through cash advances. Coverage includes livestock and a variety of crops.	The limit on cash advances is \$400,000 with the first \$100,000 interest-free	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1247082294164&lang=eng
Agriculture and Agri-Food Canada	Advancing Canadian Agriculture and Agri-Food Program (ACAAF)	- Businesses - Individuals - Not for Profits - Educational Institutions - Aboriginal Organizations	<p>The Advancing Canadian Agriculture and Agri-Food (ACAAF) program is a five-year, \$240 million program aimed at positioning Canada's agriculture and agri-food sector at the leading edge to seize new opportunities.</p> <p>Projects are delivered using an innovative industry-led approach at both the national and regional levels.</p>	Maximum funding amount is not established	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1182366508375&lang=eng
Agriculture and Agri-Food Canada	Agriculture Flexibility Fund	- Businesses - Individuals - Not for Profits	Its objective is to facilitate the implementation of new initiatives, both federally and in partnership with provinces, territories and industry that will improve the sector's competitiveness and will help the sector adapt to pressures through non-business risk-management measures that will reduce costs of production, improve environmental sustainability, promote innovation and respond to market challenges.	Funding provided to for-profit organizations will normally be in the form of repayable contributions. Funding provided to not-for-profit organizations will be non-repayable	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1247082294164&lang=eng

Agriculture and Agri-Food Canada	Canadian Agricultural Adaption Program (CAAP)	<ul style="list-style-type: none"> - Individuals - Businesses - Not for Profits - Cooperatives - Community Organizations - Aboriginal Groups 	<p>The Canadian Agricultural Adaptation Program (CAAP) is a five-year (2009-2014), \$163 million program with the objective of facilitating the agriculture, agri-food, and agri-based products sector's ability to seize opportunities, to respond to new and emerging issues, and to pathfind and pilot solutions to new and ongoing issues in order to help it adapt and remain competitive.</p> <ul style="list-style-type: none"> - Seizing opportunities is meant to take advantage of a situation or circumstance to develop a new idea, product, niche, or market opportunity to the benefit of the sector. - Responding to new and emerging issues is meant to address issues that were not of concern previously, or were not known about at all. Issues vary considerably throughout Canada because of soil conditions, climate and the level of development of the sector. - Pathfinding and piloting solutions to new and ongoing issues is meant to test ways of dealing with new issues, or find new ways to deal with existing issues. 	The funding level is determined on a case-by-case basis	www.adaptcouncil.org
Natural Resources Canada	ecoENERGY	<ul style="list-style-type: none"> - Individuals - Businesses - Municipalities - Community Organizations 	<p>ecoENERGY program provides financial support to homeowners, small and medium-sized businesses, public institutions and industrial facilities to help them implement energy saving projects that reduce energy-related greenhouse gases and air pollution, thereby contributing to a cleaner environment for all Canadians.</p> <p>The program has two components:</p> <ul style="list-style-type: none"> - purchasing solar heating systems in the industrial, commercial and institutional sectors - Financial Incentives for homes, buildings and industrial processes 	Up to \$10 per gigajoule of estimated energy savings, 25 percent of eligible project costs or \$50,000 per project	http://www.ecoaction.gc.ca/