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SHAUNAVON

An Analysis of Vulnerability

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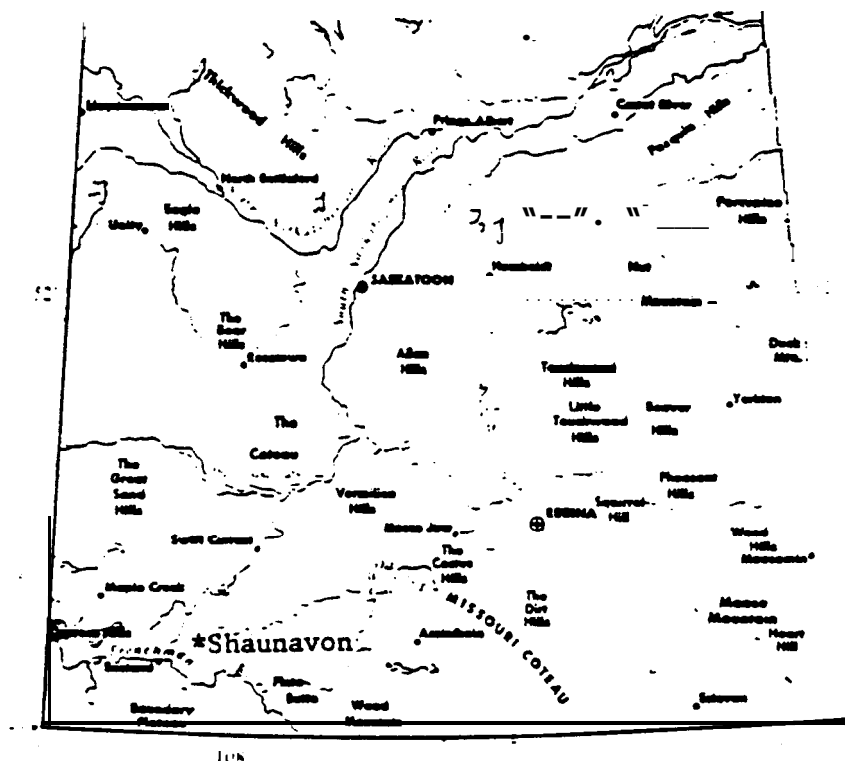
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I. SHAUNAVON : COMMUNITY PROFILE

1. INTRODUCTION: LOCATION AND ACCESS

Shaunavon is located in southwestern Saskatchewan, 110 km southwest of Swift Current via the Trans Canada and highway 37. The Red Coat Trail, highway 13, provides east-west road service. Bus service to Shaunavon is provided by STC buses run between Saskatoon and Shaunavon four days a week and between Regina and Shaunavon five days a week. Shaunavon is also accessible by small aircraft via a paved 915 meter lighted airstrip adjacent to town. The community is also provided with freight transport by a branch line of Canadian Pacific Rail. Other sources of freight transportation are Ridsdale (truck), as well as two major couriers, Loomis and Purolator, and a third Can Par which is just getting into the southwest market. Map 1 shows the location of Shaunavon relative to other major Saskatchewan centres:



2. THE ECONOMIC ROLE OF SHAUNAVON

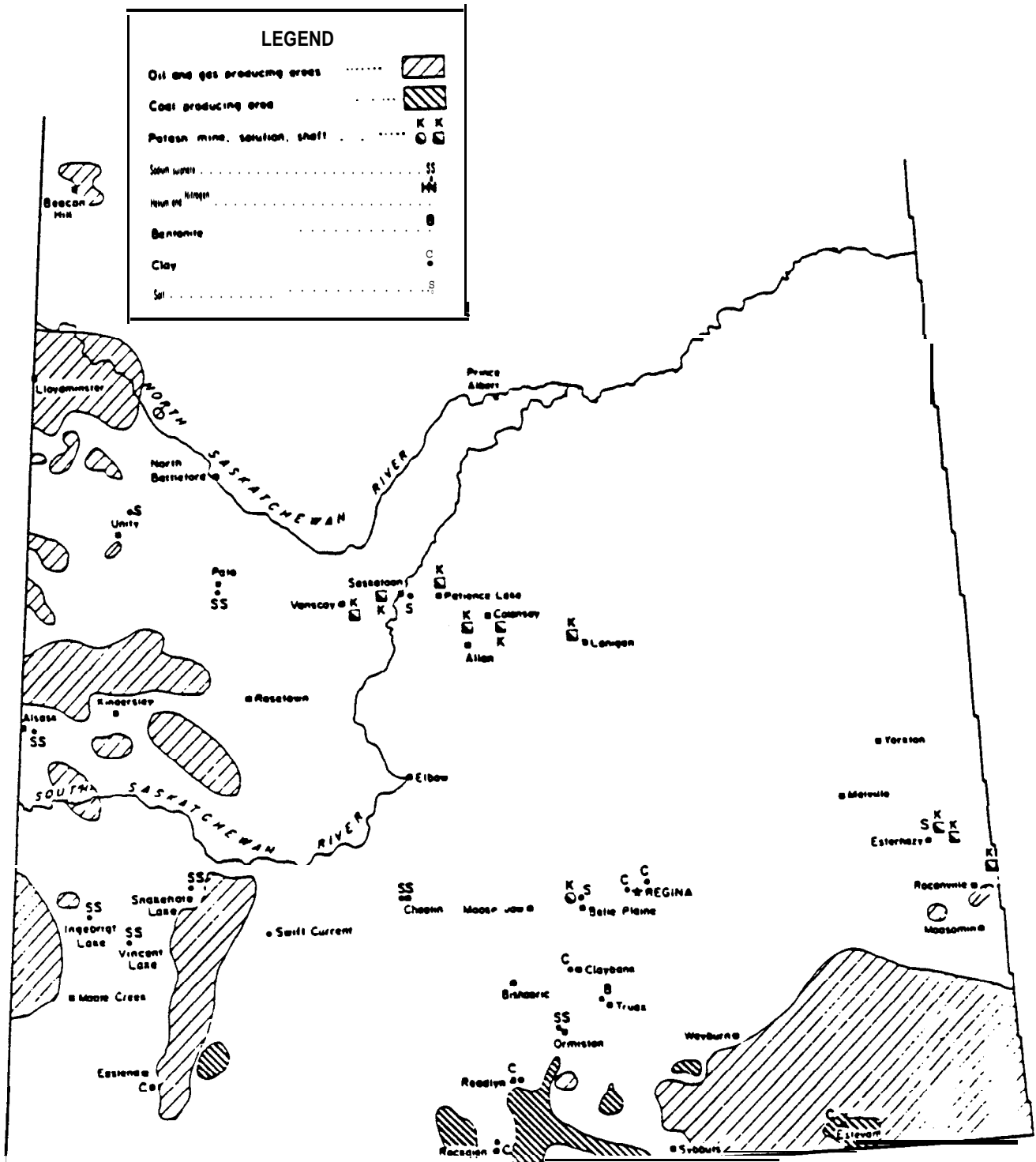
The primary *economic* function of Shaunavon is that of an agricultural trade centre. Shaunavon is located in the brown soil zone area of Saskatchewan. According to the 1988 Saskatchewan Rural Development Community Profile, more than 600 farms and ranches in the area produce both mixed grains and cattle. As an agricultural trade centre, Shaunavon is the location of businesses such as farm implement dealers, bulk fuel dealers, building materials suppliers, and grain elevators which provide sources to local producers.

Shaunavon is also located in an active oil producing area, as seen in Map 2. Its economy is therefore also based on the nearby medium-gravity crude oil fields - there are a total of 233 active producing and injection wells producing a total of 960 m³/day.¹ This has provided employment opportunities both in the industry itself and in the oilfield construction and service businesses which cater to the oil industry. The Trans Canada Pipeline for the Foothills/Saskatchewan system, which controls transportation of natural gas through the southwest, is also headquartered in Shaunavon.

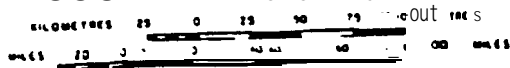
The agglomeration of producers and producer services also represents a group of consumers. Providing services to consumers is thus another function served by a trade centre such as Shaunavon. Shaunavon is the location of numerous enterprises such as restaurants, food stores, personal services, and retail outlets whose function it is to serve the needs of the population as consumers. The schools and hospital and other health care infrastructure in Shaunavon also serve consumers -- they are major employers as well and thus are

¹ This data was obtained from the Encor office in Shaunavon. Encor is the major crude oil production operation in the area.

[map 2]



**ACTIVE MINERAL AREAS
SOUTHERN SASKATCHEWAN**



very important to the economic well-being of the community. More detailed descriptions of the business and structural composition of Shaunavon follow in subsequent sections.

3. CURRENT POPULATION, BUSINESS AND INFRASTRUCTURE PROFILE

The current (1989) population of Shaunavon is 2034. Within the Saskatchewan context, this is a relatively large centre - it is in the top 5% of communities (by population size) in the province.² Shaunavon's population is larger than that of the average of similar communities in its size category³ as seen in Table A.3 in Appendix A.

The age breakdown of Shaunavon's population is very similar to that of the average town in its population category as shown in Table 1. Approximately fifty percent of the population falls between the ages of 20 and 64, with the remaining fifty percent evenly split between the less than 19 and over 65 categories. Shaunavon has marginally less than the average number of young people.

² This is of the 618 communities included in the Trade Centre Viability study being conducted by Jack Stabler and Rose Olfert of the Department of Agricultural Economics.

³ Other Saskatchewan communities in the same size range (1000-2499) as Shaunavon (groupings based on 1961 population).

Assiniboia	Herbert	Rosetown
Battleford	Hudson Bay	Rosthern
Broadview	Indian Head	Shellbrook
Canora	Kerrobert	Tisdale
Esterhazy	Leader	Unity
Eston	Maple Creek	Wadena
Fort Qu'appelle	Moosomin	Watrous
Gravelbourg	Outlook	Wilkie
Grenfell	Oxbow	Wolseley
Gull Lake	Radville	Wynyard

Table 1. Shaunavon Population by Age Group, 1988

Age group	% of Shaunavon population in age group	% of "average town" population in that age group
0 - 19	24%	27%
20 - 44	31	32
45 - 64	20	20
65+	25	24

Source: SHSP Covered Population 1989

Table 2 shows the breakdown of Shaunavon's population by sex. The breakdown by sex for Shaunavon is identical to that of the average of communities in the same size category -- 48% are male, 52% are female.

Table 2. Shaunavon Population by Sex, 1988

Sex	% of Shaunavon population in age group	% of "average town" population in that age group
Male	48%	48%
Female	52	52

Source: SHSP Covered Population, 1989

The education level of a population is an important indicator of potential for development, as it is related to income level, organizational skills and involvement and quality of the labour force. Table 3 presents some information regarding the education level of the population of Shaunavon.

Table 3. **Shaunavon** Population by Highest Level of Schooling (Population over the Age of 15).

Less than grade 9	24%
Grades 9-12	
Without secondary certificate	33
With secondary certificate	10
Trades certificate or diploma	2
Other non-university education	
Without certificate	6
With certificate	12
University	
Without degree	8
With degree	4

Source: Statistics Canada, 1986 Census Profiles: Saskatchewan Part 2, Cat. #94-116.

In Shaunavon, 57% of the total population has less than a grade 12 level of education. This is partially accounted for by the 25% of the population which is over the age of 65 -- many of these are likely retired farmers from a time when education was not a priority. Although the education level of the Shaunavon population may not be different from that of the *rest* of Saskatchewan's rural population, it is definitely an area of weakness. In the past, perhaps, education was not of critical importance in the agricultural sector. However, today with the increasingly complex technological and financial aspects of agriculture, the education level of the farm operator is of key importance.

Table 4 describes the major fields of study of the persons in Shaunavon with post-secondary qualifications. The table shows that 80% of persons with some post-secondary education are in four major fields: education/recreation, engineering and applied sciences, technologies and trade, business and health

care. Only 3% of these persons studied agricultural science/technology as their major field.

Table 4. Major Fields of Study of Persons in Shaunavon with Post-Secondary Qualifications.

	# of persons	% of persons
Total	380	100%
Educ./Rec. & Counseling Services	90	24
Fine & Applied Arts	25	7
Humanities & Related Fields	40	11
Social Sciences & Related Fields	5	1
Commerce, Management, Business Admin.	65	17
Agricultural & Biological Sciences/Tech.	10	3
Engineering & Applied Science Tech. & Trades	95	25
Health Professions, Science & Tech.	50	13

Source: Statistics Canada, 1986 Census Profiles: Saskatchewan. Part 2, Cat. #94-116.

Table 5 summarizes the 1981 composition of the labour force in Shaunavon with regard to commuting patterns. Employed in the town of Shaunavon were approximately 940 people. Just over three quarters of those employed in Shaunavon also lived in the community. Shaunavon also provides employment opportunities to people residing in surrounding rural municipalities and other small communities -- just under twenty-five percent of the people employed in Shaunavon commuted from other nearby areas. Roughly 80 persons who lived in Shaunavon commuted to a place of work outside the community.

In 1986, the labour force participation rate of males in Shaunavon was 66.3% and of females was 42.1%. The unemployment rate of males was 7.3% compared to 12.5% for females. The comparable current Saskatchewan labour force partici-

* Statistics Canada. 1986 Census Profiles: Saskatchewan. Part 2, Cat. #94-116.

Table 5: **Shaunavon** Commuting Patterns.

Commute From:	Numbers Commuting		
	Total	Male	Female
Whiska Creek #106	10	10	
climax	5		5
Frontier	5		5
White Valley #49	15		10
Eas tend	20	10	10
Grassy Creek #78	85	50	40
Shaunavon	725	450	280
Arlington #79	15	5	10
Plapot #110	10		5
Carmichael #109	5		5
Bone Creek	25	5	15
Abernethy	10	10	
Swift Current	10	10	
<hr/>			
Commute To:			
Bracken	10	15	
Frontier	5	5	
Consul	5	5	
Eastend	20	15	5
Shaunavon	730	450	280
Arlington #79	15	15	
Dollard	5	5	
Bone Creek #108	15	15	5
Corman Park #344	5	10	

Source: Statistics Canada, Special Tabulations

participation rates for males in 79.2% and 59.5% for females. Unemployment rates in Saskatchewan are currently at 6.7% for males and 6.4% for females. Labour force participation is thus somewhat lower in **Shaunavon** and the rate of success of finding a job is likewise lower than in the province as a whole.

Table A.3 in Appendix A provides a detailed description of the business and

other structural characteristics of Shaunavon. Shaunavon is the location of over eighty businesses serving both consumers and producers. There are numerous retail trade functions present in Shaunavon including bulk oil, building materials and hardware, farm equipment, and consumer services such as grocery stores, clothing stores, automobile dealers, service stations, drugstores, furniture stores, restaurants and others. In many cases, Shaunavon has more business outlets of a particular type than the average community in its size category.

Shaunavon is the location of two grain elevators with greater total capacity than the average of other similar sized communities. The CP Rail branch line provides grain transportation services with a number of trains per week, variable as to the season -- during peak season there are trains leaving Shaunavon five or six times per week.

Availability of legal services in Shaunavon is significantly better than the average in similar sized communities. There are three law offices in Shaunavon compared to an average of less than two for communities in the same size category. Law enforcement is provided by a detachment of the Royal Canadian Mounted Police located in the community.

Education is provided by two elementary schools and one high school. This is very close to the average around which there is little variability. Although not shown in Table 3, there is an office of a post-secondary education institution, the Cypress Hills Community College, located in Shaunavon.⁵ As well, there is a program for training special care aides affiliated with SIAST, being operated in the special care facilities in Shaunavon.

⁵ Our data sources did not reveal that there was an office of the Cypress Hills Community College located in Shaunavon, therefore it is not counted.

Active voluntary organizations, churches, and recreational facilities and organizations in Shaunavon offer opportunities for social interaction, leisure time activities, and the development of crucial organizational and leadership skills. The recreational facilities also offer potential *tourist* attractions. A prime example of this is the current work on developing and improving the golf course. Community involvement in this project has been very high -- both in terms of volunteer participation and financial participation (roughly \$200,000 has been raised for the project within the community by selling investment certificates in denominations of \$600!).

In the area of health care, Shaunavon presently serves many functions for its residents and the surrounding area. Compared with similar sized communities, Shaunavon rates slightly better than average with respect to facilities and just less than average with respect to number of physicians. There is one hospital and two special care homes served by two local physicians. Well above the average, three dentists provide Shaunavon and area with dental care. Not shown on Table 3 is the presence of an optometrist and optical shop.

4. PROFILE OF SHAUNAVON 1961-1990

The description of Shaunavon's current trade centre characteristics presented in the previous section provides only a static look at the community at a point in time. Tables A.1 and A.2 in Appendix A provide some insight into the community as it describes how Shaunavon has changed in its business and structural makeup over the thirty year period from 1961 to 1990.

With respect to population, the trend has not been positive. Shaunavon has been slowly losing population since 1960. This has been the case for the vast majority of centres in Saskatchewan. Compared with other centres in its size

category, Shaunavon's population is greater than the average population in each period. However, while Shaunavon's population has been relatively stable the group average has risen, therefore, Shaunavon is losing ground relative to some similar centres. Overall, in a trade centre system where declining population is prevalent, the community of Shaunavon exhibits relative population stability. Nevertheless, if it continues, even the small amount of population loss that is occurring is of great concern.

Shaunavon has fared quite favourably with respect to retention of services over the period, especially relative to similar size centres (see Appendix A, Table A1). The number of producers in Shaunavon has been above the average in each year and has changed in the same direction, rising dramatically between 1961 and 1981 and then falling between 1981 and 1990. Shaunavon shows a marginal loss in number of producer service outlets while the average has stayed quite consistent. In 1961 Shaunavon had significantly higher than the average number of consumer services. It probably had too many for a town of its size and therefore as it adjusted to a more optimum number of outlets, it showed a decrease in consumer services between 1961 and 1981 while the average rose slightly. It still retained a greater than average number of outlets in 1981. Between 1981 and 1990 Shaunavon gained one while the average community lost six. The data presented in Tables A.1 and A.2 do not reflect the recent loss of two automobile dealers, however, which was significant loss for the community. The local Economic Development Committee (which will be described more in a later section) has undertaken the job of bringing one of them back to the community. In a system where losses of business outlets is the norm, Shaunavon's retention of its services has been very good.

Consider the changes in the health care infrastructure of Shaunavon. The

number of special care home beds rose between 1961 and 1981 by more for Shaunavon than the average. The number of special care home beds in Shaunavon was greater than average in 1981 and it remained higher in 1990. Shaunavon had a hospital in all three years while in 1961 only 96% of similar communities had hospitals .. this rose in 1981 to 100% and then by 1990 3.2% of similar sized communities had lost hospitals. Thus, with respect to facilities, Shaunavon appears to have fared positively. However, the number of doctors in Shaunavon has fallen each year and is below the average number for a community of its size in 1981 and 1990. This is a serious concern (this is another issue addressed by the local Economic Development Committee).

As far as education facilities are concerned, Shaunavon fares very well in comparison with other centres of its size. It has had a high school in all periods, as shown in Table A.1, while not all centres in its size category have in the later two periods. As shown in Table A.3, it has two elementary schools in 1990 while the average community has only 1.40.

Shaunavon has at least one grain elevator present in the community in each year. This compares to 100% of similar communities having elevators present in 1961 and 1981, while by 1990 10% of the communities have no elevator at all present. In 1990, while Shaunavon has just under the average number of elevators, it has greater than average capacity.

II. SOCIO-ECONOMIC STRENGTHS AND WEAKNESSES: COMMUNITY VULNERABILITY CHECKLIST

1. VULNERABILITY OF INDUSTRIAL BASE

1.1 Characteristics of the Industrial Base

RESOURCE 1: Agriculture

The primary industry in the Shaunavon area is agriculture. Within agriculture, there is some diversification -- both grain and cattle are produced in the area. There is little diversification into other specialty crops such as flax, yellow mustard and canola. Some local farmers have had great success with these crops, however, so there appears to be some potential for further diversification within agriculture.

The nature of this resource is such that if the agricultural land is properly managed, the resource is renewable with a virtually infinite time horizon. Improper land management or drastic climatic change could affect this. Barring these, however, the agricultural resources of the area have an "infinite" production horizon. The well being of the community that services the agriculture industry is dependent upon the uncertain variables which govern the well being of the agriculture industry itself such as the weather, input prices, and world prices of product. These things will fluctuate in the short-term. In the long term for agriculture to be sustained as a viable resource, proper land management techniques are critical.

RESOURCE 2: Oil

The medium-gravity crude oil resources of the Shaunavon area are, of course, of a non-renewable nature. Initial engineering reports on the various fields in the area indicate that, using current methods of recovery, the economic

life of the fields will cease sometime in the first decade of the twenty-first century. If secondary methods of recovery are adopted, the economic life of the wells could be extended by ten or twenty years or more. Therefore, it is impossible to give in certain terms the length of the production horizon for this resource. There is absolutely no further exploration ongoing at this time in the area. It is very likely that at some point in the next fifty years Shaunavon will no longer have an oil industry.

RESOURCE 3: Natural Gas

Although natural gas is not actually produced in the area, Trans Canada Pipeline, which transports natural gas, has an operation in Shaunavon which controls the transmission of natural gas through the southwest corner of the province into the United States. This will continue to provide employment as long as the supply of natural gas is available and the demand for it in the United States continues.

PRIMARY RESOURCE RANKING

Because the Community vulnerability checklist was developed with primarily mining communities in mind, the actual ranking obtained is not meaningful for the Shaunavon area which is primarily agricultural. Nevertheless, it is possible to interpret the information and assess the characteristics of the industrial base of Shaunavon. A centre which serves an agricultural area specializing in one crop, say wheat, is more vulnerable than a centre serving a more diversified agricultural base, say grain and cattle. The diversified agricultural centre is in turn more vulnerable than a centre serving a diversified agricultural region plus something else such as oil, or gas, or manufacturing. Thus, if Shaunavon loses its oil resources then its *resource*

diversification level declines thus weakening the community's industrial base and increasing the community's vulnerability.

1.2 Industrial Investment

RESEARCH/DEVELOPMENT/EXPLORATION INVESTMENT PER PRODUCTION EMPLOYEE

The total dollar amount the major industry, agriculture, invested in research/development/exploration specifically for local application or benefit is zero. At the level of the individual producer, practically no money is directly invested in research/development, although participation in training and upgrading programs and investment in conservation may be thought of as research and development. At the provincial and federal government levels, hundreds of millions of dollars are invested in agricultural research and development per year, reflecting a global objective to maintain and improve competitiveness and long-term viability in the agriculture industry.

IN-HOUSE TRAINING INVESTMENT PER PRODUCTION EMPLOYEE

There is negligible amounts spent on in-house training of farm employees. Many farms are family operated and owned. Informal training from operator to child is an important method of training which is difficult to measure in dollar terms. As agriculture becomes increasingly complex in financial and technological terms it is essential to have farm operators who are well-trained and who keep in touch with new technological methods, like new fertilizers and chemicals, crop rotation methods, soil conservation, new crops and so on. Under-educated farmers may be less willing to try new things, which may threaten the viability of their operation. Improving the education and training available to farmers will improve the viability of agriculture.

2. VULNERABILITY OF LOCAL ECONOMY

A diversified economy provides insulation from periodic *or* permanent layoffs by a community's single industry, it also provides increased employment opportunities. Shaunavon has five of the fourteen possible sectors represented in its community: agriculture, mining, manufacture of end product for final use, health services, regional retail trade. Note that manufacture of end product for final use includes construction trades. Conspicuously absent in Shaunavon is any major manufacturing industry. Shaunavon's diversification rating (the total number of sectors that have at least 10% of the community's labour force employed) is on the low side at 5. This is compounded by the fact that all of these sectors, except the mining sector, are dependent upon the existence of a healthy agricultural sector. Thus, Shaunavon's economy is quite vulnerable to problems in agriculture. Some areas of potential diversification are in manufacturing, regional-based government services and tourism. Of interest are recent development efforts at the golf course which was mentioned earlier -- this could improve tourism opportunities.

3. DEVELOPMENT ENVIRONMENT

3.1 Community Maturity

The presence of older workers and retirement age persons indicates that a community has reached a point where it has not only the capacity to provide the necessary living requirements for an aging population, but also that older residents have the desire to remain in the community. The old-age dependency ratio in Shaunavon in 1986 was 0.57. Between 1983 and 1989 the percentage of the population of Shaunavon over 65 has remained very constant in the range of 22-24%

as has the over 45 proportion in the range of 44-45%.⁶ It appears that older residents do have the desire to remain in Shaunavon. In fact, traditionally Shaunavon has been a "retirement centre" for the southwest. There is some concern in the community that with only two doctors, Shaunavon may not be able to offer necessary medical services to elderly residents and that retiring people are leaving Shaunavon for larger centres. Thus, the maintenance of adequate medical facilities is critical.

The ability of a community to retain its younger people through the provision of satisfying job opportunities and life-styles indicates that a community has reached the point of social and economic maturity. Shaunavon has not yet reached this point. Although the specific figures on out-migration of younger people from Shaunavon are not available, the percentage is likely very high. Table 6 shows that the percentage of Shaunavon's population within the age group 15-24 has fallen from 16.4% in 1983 to 12% in 1989. This trend of fewer young people is a serious concern.

Table 6. **Shaunavon Population Aged 15-24 (percent of total).**

1989	12.0%
1987	13.5
1986	13.8
1985	14.1
1984	14.8
1983	16.4

Source: SHSP Covered Population

⁶ Sask. Health, SHSA Covered Population.

3.2 Community Vitality and Spirit

Shaunavon has been steadily losing population since 1961 as pointed out in the first part of this paper. Table 7 shows annual percentage change in population for years from 1980 to 1989. Between 1981 and 1984 population rose and then began to fall again (this was the period when the Foothills Pipeline Division was being built). The population loss has been very slow -- between 1961 and 1989 the percentage loss was 5.6% -- nevertheless, as a trend which does not seem to be reversing, it is of serious concern.

Table 7. Annual Population Change for Shaunavon, 1980-1989.

1989	-2.3%
1988	-1.6
1987	-3.6
1986	-2.2
1985	-1.3
1984	5.0
1983	2.0
1982	0.5
1981	-4.0

Source: SHSP Covered Population

The number of building permits issued in Shaunavon fluctuates from year to year. With the exception of 1982, which was very high, and 1988, which was low, the overall trend appears to be relative stability. There is consistent, although in some years very slow, construction activity in Shaunavon. Table 8 shows the value of building permits issued for selected years between 1982 and 1989.

Table 8. Value of Building Permits issued in **Shaunavon**, Selected Years 1982 1989.

Year	Value
1989	\$1,286,849
1988	314,500
1987	718,357
1986	1,167,100
1985	929,900
1983	1,172,800
1982	2,278,700

Source: Town of Shaunavon Office.

According to one of the real estate agents in the town of Shaunavon, vacancy rates for both housing and commercial units are approximately 2%. Although this figure is quite low (which is positive), the trend is increasing vacancy rates.

The crime rate in Shaunavon is very low. As a proxy for number of arrests per hundred residents, the number of alcohol related offenses is 7.66 per 100 residents. Crime is not a problem in Shaunavon.

The support that community members show to local businesses and service outlets in Shaunavon is generally quite good. Of the local persons interviewed, the average rating for local business support was 7 on a scale from 1 to 10. It was suggested that at Christmas season, and if the item required was difficult to obtain locally, community members were likely to go outside the community to satisfy their needs. At the same time, "buy local" initiatives and changing attitudes on the part of business owners were felt to be improving local support.

3.3 Community Accessibility

The transportation infrastructure of Shaunavon was described in the first section of this paper. Accessibility is quite good -- transportation services have improved in recent years with improved courier service. Note that while no air freight service exists presently, there is potential for it using the airstrip adjacent to town.

3.4 Local Control of Development Initiatives

This section of questions is not really applicable to an agricultural community. Lack of local control over physical and financial resources as a barrier to development is not an issue because the majority of farmland is privately owned as opposed to government or monopoly owned. The number of investment dollars the community has immediate access to can not be determined.

3.5 Entrepreneurial Spirit and Small Business Supports

As described in the first part of this paper, Shaunavon has fared quite well in its retention of businesses, especially between 1981 and 1990. There are business openings and closings every year but overall they seem to balance out. In 1989 five new businesses opened while nine closed, according to Town office records. A major blow to the community was the closure of two automobile dealerships in the last year. As previously mentioned, negotiations are underway to have one of the dealerships return.

Local lending institutions lend for commercial ventures at competitive rates. A local Money Co-operative was established in 1989 by the Shaunavon Economic Development Corporation in conjunction with the Saskatchewan Economic

Development Corporation. It made loans of under \$5000 to small businesses either starting up or remodelling/expanding at 7% rate of interest. A second money co-op is presently being established.

There are about five potential sources of skills training and business advice in Shaunavon. The Chamber of Commerce and the Economics Development Committee, although not specifically set up for that purpose, would be willing to offer advice or point out the proper place to get advice. Also the Community College, again not specifically setup as a support for small business, could be a potential source of gaining business skills (i.e. taking a computer class via satellite or correspondence). The Rural Service Centre in Shaunavon can inform a new business operator how to get access to resources such as business plans and market information. Another possible source of assistance is the recently established Rural Development Corporation. Thus, there are potential sources of assistance for business people in Shaunavon. A possible problem may be lack of widespread awareness of available sources of support and the specific function of the various sources. These organizations can continue to utilize the local newspaper and the local radio station to increase public awareness.

As a percentage of annual municipal spending, expenditures on economic planning and development are quite low. It was estimated by the Town Administrator that last year municipal spending on economic planning and development as a percentage of total expenditures was less than one percent. However, there are a number of government programs which the town is participating in that involve matching funds. In the initial stages, government contributions make up the majority of the funding with the municipal share increasing over time. As well, there are a number of voluntary organizations participating in the planning and development process.

3.6 Socio-Political Environment

There are a large number of specialized development organizations and committees which are active in Shaunavon. These include the Shaunavon Economic Development Committee, the Chamber of Commerce, the Golf Course Revitalization Committee, the Shaunavon Tourism Committee and the Rural Development Corporation. Community participation in these organizations is a very positive sign, reflecting the interest and commitment to the future of the town. Most of these organizations meet at least once per month, and some more than this. For example, the Golf Course executive meets several times a month as it is in the initial planning stages. Most of these organizations' meetings are open to the public. Community support for specific informational meetings is quite good. One point of possible concern is to ensure that the existence and operations of the various committees is widely known by the general public and that communication between committees is maintained.

It is of interest to note some examples of the various committees activities. The Golf Course Committee has raised approximately \$200,000 by selling investment certificates in denominations of \$600 to local residents in order to improve and revitalize the golf facilities. The willingness of local people to invest their savings in the development of the community has very positive implications for Shaunavon's future.

Another example is the Economic Development Committee's activities. It was instrumental in the formation of the Rural Development Corporation and the money co-op described previously. As well, last year when Shaunavon lost one of its doctors, the committee found a temporary replacement and ran the medical clinic in the interim until they successfully found a full-time replacement. An excerpt

from its 1989 annual report shown in Appendix B gives a more full description of its activities. Another indicator of the positive socio-political environment and entrepreneurial spirit are the annual local trade show, Show-A-*a, which is very popular. As well this year, a Health Fair is being planned.

4. CONCLUSION

The community vulnerability checklist reveals some strengths and weaknesses of Shaunavon. Shaunavon is highly vulnerable to the highs and lows experienced by the agriculture industry. With the probable decline in the oil resources upcoming in the 2000's, this is likely to increase unless an alternative source of diversified economic activity is developed. Some other disturbing trends are the continued loss of population, especially the young, and the increasing vacancy rates. On the other hand, some positive trends are the relative stability in retention of businesses, the low rates of population loss over the period 1961 to 1990, the retention of its retirement age residents, and the strong public involvement in the planning process. A strong agricultural base, maintenance of adequate health and education facilities, and the retention of businesses such as farm implement and automobile dealers are key cornerstones to Shaunavon's continued *economic* well-being. Overall, although there are some areas of vulnerability, Shaunavon has good potential for remaining on the road to economic stability.

III . REPORT ON MEETING WITH CHAIRPERSON OF THE COMMUNITY FUTURES COMMITTEE

On August 16, 1990 I met with Andrea Salmon, Chairperson of the Southwest Community Futures Committee. She expressed agreement with the findings of my report and added some insight and additional information that was either unavailable from the data sources or not revealed by the data itself.

Some of the concerns expressed to me by Mrs. Salmon regarding the Guide to Small Area Data Sources and the Community Vulnerability Checklist follow. The first concern regarding the Guide is the question of whether it is providing a **new service**. If yes, then it is worthwhile, otherwise it **is** not. Although the **data itself** already is available, there does not exist a summary of the **sources** and how to access them. **Therefore, such a listing is a worthwhile undertaking.** Another concern expressed is that the data guide be readily accessible and in a form that is well-organized and simple to use. If the guide is not user friendly it will not be utilized as **fully** as it should be and the benefits to communities of good information and planning will not be realized. Other concerns expressed were: How will the guide be kept current? How will it be distributed and publicized? Is there a user fee or is it freely available? Who is the intended user (ensure it is geared towards the intended user)?

APPENDICES

APPENDIX A: **TABLES**

Table A.1 Aggregate Business and Infrastructure Characteristics of Shaunavon and "Average" Centres in 1961, 1981, and 1990.

	1961			1981			1990		
	Shaunavon	Average	Std. Dev.	Shaunavon	Average	Std. Dev.	Shaunavon	Average	Std. Dev.
Population	2154	1569.87	455.54	2112	1566.16	736.48	2081	1931.03	804.84
Producers	7	6.77	3.02	25	19.74	10.42	17	12.58	6.049
Producer Services	10	9.23	2.59	9	9.74	3.78	8	9.32	4.184
Consumer Services	60	37.5	12.93	49	42	15.07	50	36.58	17.214
Doctor	5	2.5	1.01	3	3.39	1.56	2	2.68	1.15
Special Care Home	0	0.12	N/A	3	1.516	N/A	2	0.968	N/A
Hospital	1	0.96	N/A	1	1	N/A	1	0.968	N/A
High School	1	1	N/A	1	0.935	N/A	1	0.968	N/A
Elevators	1	1	KIA	1	1	N/A	1	0.903	N/A

NOTES : (1) For the last three items, "1" indicates presence and a "0" indicates absence.

(2) The average refers to the average for other Saskatchewan communities in the 1000-2499 population size category.

Table A.2 Business and Infrastructure Characteristics of Shaunavon and Similar Sized Communities in 1961, 1981, and 1990.

	1961			1981			1990		
	Shaunavon	Ave. #	Std. Dev.	Shaunavon	Ave. #	Std. Dev.	Shaunavon	Ave. #	Std. Dev.
Population	2154	1568.57	455.55	2112	1866.16	736.48	2081	1931.03	804.84
Primary	0	0.48	0.76	18	4.42	4.56	8	2.61	2.71
Construction	2	4.26	2.11	18	13.29	6.97	12	7.48	3.42
Manufacturing	4	1.94	1.22	5	4.13	3.82	4	3.03	2.69
Transport	1	0.88	0.87	2	2.35	2.09	1	2.06	1.72
Warehousing	0	0.00	0.00	0	0.00	0.00	0	0.10	0.30
Farm Implements	6	4.71	2.10	5	3.42	2.18	6	2.39	1.90
Bulk Fuel Dealers	1	0.26	0.44	2	2.03	1.86	1	1.58	0.87
Other Wholesale	0	0.00	0.00	0	0.00	0.00	0	2.39	2.10
Building Materials	3	4.26	1.34	2	4.29	1.85	0	2.26	1.32
General Stores	3	3.10	1.69	4	2.48	1.48	1	1.61	1.18
Grocery Stores	4	2.35	1.64	0	2.94	1.76	4	2.82	1.27
Special Food Stores	4	2.45	1.24	0	1.97	1.62	0	1.29	0.92
Car Dealers	4	3.23	1.62	4	2.19	1.40	3	1.52	1.16
Gas Stations	5	3.74	2.58	2	3.32	1.94	1	2.35	1.54
Clothing Stores	7	2.68	2.09	6	3.90	2.45	3	3.39	2.35
Furniture Stores	2	0.42	0.61	1	0.52	0.71	3	0.65	0.74
Home Decorating	1	0.81	0.82	5	2.48	1.98	3	1.61	1.31
Restaurants	4	3.61	1.91	4	4.19	3.17	4	2.90	1.89
Drug Stores	3	1.61	0.66	2	1.58	0.87	2	1.19	0.74
Misc. Retail	3	1.58	1.04	5	4.52	2.81	7	3.61	2.74
F.I.R.E.	0	0.00	0.00	0	0.55	1.07	5	4.26	3.13
Hotels	2	1.87	0.83	5	2.97	1.81	0	2.16	1.37
Laundries	2	0.97	0.65	0	0.68	0.78	0	0.19	0.40
Personal Services	2	1.74	1.39	2	0.97	1.09	2	0.58	0.71
Business Services	0	0.00	0.00	0	0.00	0.00	1	0.61	0.97
Auto Repair Shops	7	3.16	2.54	3	1.84	1.27	3	1.85	1.29
Car Washes & Repair	4	1.74	1.22	4	2.71	2.16	2	1.65	1.47
Recreation	2	1.19	0.82	0	0.68	0.59	0	0.77	0.94
Banks & Credit Unions	1	1.29	0.82	2	1.52	0.62	3	2.77	0.87
Doctors	5	2.82	1.01	3	3.39	1.56	2	2.68	1.15
	Presence	X Present		Presence	X Present		Presence	X Present	
Hospitals	1	0.97		1	1.00		1	0.97	
Special Care	0	0.10		1	0.97		1	0.97	
High Schools	1	1.00		1	0.94		1	0.97	
Elevators	1	1.00		1	1.00		1	0.90	

NOTES : (1) A "1" indicates presence and "0" indicates absence.

(2) The average refers to the average for other Saskatchewan communities in the 1000-2499 population size category.

Table A.3 Business and Infrastructure Characteristics of Shaunavon in 1990.

Business/Facility-	Shaunavon	Average	Std. Dev.	Business/Facility	Shaunavon	Average	Std. Dev.
Primary	8	2.61	2.71	Nurseries & Mobile Home	0	0.3s	0.54
Contracting	12	7.48	3.42	Engineering/Architect	0	0.00	0.00
Manufacturing	4	3.30	2.69	Accounting	0	0.10	0.30
Transportation	1	2.06	1.72	Total Population	2081	1931.03	804.84
Warehousing	0	0.10	0.30	Male 0-19	258	267.06	137.59
Air Transp. & Pipelines	0	0.06	0.23	20-44	336	315.42	149.42
Transp. Services	0	0.10	0.30	45-64	199	165.58	67.10
Communication	1	0.03	0.18	65+	215	107.00	69.33
Electricity, Gas, Etc.	1	0.10	0.30	Female 0-19	248	251.65	114.66
Farm Equipment	6	2.39	1.90	20-44	313	300.26	147.17
Bulk Fuel	1	1.58	0.87	45-64	217	184.74	72.35
Wholesale Trade	0	2.39	2.10	65+	29S	259.32	98.56
Building Materials	1	2.26	1.32	No. of elevators	2	2.19	1.15
General Stores	1	1.61	1.18	Elevator capacity	22380	10840.00	77s3.81
Grocery Stores	4	2.82	1.27	Banks	2	1.77	0.87
Food Stores	0	1.29	0.92	Credit Unions	1	1.03	0.18
Auto Dealers	3	1.82	1.16	Real Estate	2	0.26	0.57
Gas Stations	1	2.3S	1.54	Newspapers	1	1.13	0.42
Other Vehicle Dealers	1	1.39	1.13	Voluntary Organization	8	10.71	5.9a
Apparel/Accessory Store	3	3.39	2.35	Churches	6	6.97	2.21
Furniture Store	3	0.65	0.74	Other Recreation	6	7.65	2.66
Home Decorations	3	1.61	1.31	Law Offices	3	1.74	1.01
Eating/Drinking Places	4	2.90	1.89	Libraries	1	1.06	0.25
Drug Store	2	1.19	0.74	Elementary schools (#)	2	1.48	0.62
Misc. Retail	7	3.61	2.74	Enrolment	383	365.39	203.89
FIRE	5	4.00	2.90	High Schools (#)	1	1.06	0.35
Hotels	4	2.16	1.37	Enrolment		241.42	105.43
Laundries/Dry Cleaning	1	0.19	0.40	Post-Sec. Education (#)	0	0.00	0.00
Personal Services	2	0.58	0.71	Dentists (#)	3	0.81	0.78
Business Services	1	0.61	0.97	Doctors (#)	2	2.6S	1.15
Vehicle Rental/Parking	0	0.00	0.00	Hospitals (#)	1	0.97	0.18
Auto Repair	3	1.55	1.29	No. of beds	20	18.58	S.57
Car Washes	2	1.65	1.67	Special care homes (#)	2	1.10	0.39
Recreation	0	0.77	0.94	No. of beds	63	52.10	30.07
Recreation	1	0.39	0.49				

NOTES : (1) The average refers to the average for other Saskatchewan communities in the 1000-2499 population size category.

(2) This table may not coincide exactly with Table 1 and 2. Table 1 and 2 were constructed using only published data sources and thus reflects some degree of error due to some inaccuracies of the data sources. Table 3 reflects additional information learned during a trip to Shaunavon.

Table **A.4 Shaunavon** Population, **by Age, 1983-1989.**

		0-19 years		20-44 years		45-64 years		65 years +	
Total		#	%	#	%	#	%	#	%
1989	2034	490	24%	645	32%	405	20%	494	24%
1988	2081	506	24	649	31	416	20	510	25
1987	2115	524	25	675	32	420	20	496	23
1986	2194	516	24	695	32	451	21	504	23
1985	2244	557	25	717	32	463	21	507	23
1984	2275	604	27	693	30	470	21	508	22
1983	2166	573	26	627	29	478	22	488	23

Source: SHSP Covered Population, various years.

APPENDIX B: COPY OF **COMMUNITY VULNERABILITY** CHECKLIST

1. VULNERABILITY OF YOUR INDUSTRIAL BASE

For an industry to be viable in the long term, it must have a reliable supply of its primary inputs. Communities that service industry based on non-renewable mineral resources are especially vulnerable if the quantity and quality of the ore-body begins to decline. Exploration efforts that identify additional mineral resources that extend the production horizon, and local investment in new technology and skills training are indicative of industry commitment to its long-term viability.

Although renewable resources, such as wood and wildlife, are not of a finite nature, they are susceptible to periodic effects of fluctuating demand and supply factors and are sensitive to private and public management policies that can affect long-term viability. In these instances, investment in new technology and employee training are indicative of a company's desire to maintain or improve its competitiveness and long-term viability.

1.1 Characteristics of the Industrial Base

There are three major characteristics of a community's industrial base that are indicative of its strength; (1) the level of resource diversification; (2) if the resources available are non-renewable or renewable; and (3) the production horizon of the resource (i.e. the number of years of proven economic resources remaining).

Using the following table, describe the primary resource(s) your community is dependent upon, indicate if the resource is non-renewable (measure of 1) or renewable (measure of 2) and the corresponding number of years of proven economic supplies remaining for each of the resources identified.

The final Primary Resources Ranking is calculated by adding together the three column totals.

• Primary Resources Ranking

	LEVEL OF RESOURCE DIVERSIFICATION	NATURE OF PRIMARY RESOURCE	PRODUCTION HORIZON
	Primary Resource Type	Nonrenewable = 1 Renewable = 2	Years of proven economic supplies
RESOURCE 1	Agriculture	2	∞
RESOURCE 2	Medium-gravity crude oil	1	~ 20
RESOURCE 3	Natural gas transportation	N/A	N/A
RESOURCE 4			
RESOURCE 5			
	<u>5</u> TOTAL NUMBER OF RESOURCES	<u>3</u> MEASURE TOTAL	<u>∞</u> AVERAGE NUMBER OF YEARS

* See Part II 1.1 for more detail.

1.2 Industrial Investment

In 1987, what was the total dollar amount the major industry in your community invested in research/development/exploration for local application or benefit? Calculate this total dollar amount on a per production employee basis.

• research/development/exploration investment per production employee \$

In 1987, what was the total dollar amount the major industry in your community spent on in-house training for its employees over the last five years? Calculate this on a per production employee basis.

• In-house training investment per production employee \$

2. VULNERABILITY OF LOCAL ECONOMY

A diversified economy does not only provide insulation to periodic permanent lay-offs by a community's single industry, it also provides for the potential of a more stimulating and rewarding quality of life for community members through an increase in employment opportunities. Ideally, one would like to see the situation where the traditionally underemployed members of the labour force in single-industry communities, women and younger people (14-25 year age group), are able to obtain satisfying employment.

Which of the following economic sectors are represented in your community? Indicate ONLY those sectors which have AT LEAST 10% of the community's jobs.

DIVERSIFICATION RATING

WOOD	-0000.0-.00 .0*	=====
FISHING (commercial)	*****0.-*	=====
WILDLIFE (TRAPPING, HUNTING) (commercial)		=====
AGRICULTURE (commercial)		=====
SUBSISTENCE OR INFORMAL, NON-WAGE SECTOR (e.g. fishing, bunting, gardening, etc.)4		=====
M I N -		=====
MANUFACTURE OF END PRODUCT FOR FINAL USE (e.g. furniture, machinery, etc.).0000-00*0-*0-*0-00--		=====
POST-SECONDARY EDUCATION (e.g. university, college, technical school, etc.)		=====
REGIONAL BASED GOVERNMENT SERVICES (fed/prov)		=====
SPECIALIZED HEALTH SERVICES (e.g. hospital, nursing home, etc.)		=====
REGIONAL RETAIL TRADE	0*****	=====
REGIONAL WHOLESALE TRADE .m0-**0*m0.** .9.*.*-0--*		=====
TOURISM	""""""""	=====
TRANSPORT	""""""""	=====

The total number of sectors that have at least 10% of the community's labour force employed is used as the diversification rating.

diversification rating 5

if ~ 90 percent count it

3. DEVELOPMENT ENVIRONMENT

3.1 Community Maturity

The presence of older workers and retirement age persons indicates that a community has reached the point where it has not only the capacity to provide the necessary living requirements for an ageing population, but also that older residents have the desire to remain in the community.

What is the old age dependency ratio in your community? (Divide the number of people in the age group of 65 years and over by the community's total labour force)

• retirement .57, $(\frac{515}{910})$ in 1986

What is the percentage of taxfilers in your community that fall into the age group of 45 years and over?

• older work unknown

The ability of a community to retain its younger people through the provision of satisfying job opportunities and life-styles indicates that the community has reached the point of social and economic maturity.

What percentage of your community's population that falls in the 15 - 24 year age group left the community within the last year to find work?

• out-migration of younger people

3.2 Community Vitality and Spirit

What was the percentage change in your community's population over the last year?

• population change {annual}

See Paper Section II

What was the percentage change in your community's population over the last five years?

• population change (five year change)

What was the percentage change in the total number of taxfilers in your community over the last year?

• change in number of taxfilers

2060 in 1987
2060 in 1986

Of the total number of taxfilers reporting some employment income in the last year, what percentage reported collecting unemployment insurance?

• unemployment insurance as a source of income 15.9%

governmental transfer payments
(from Stats Canada
1986 Census Profile Saskatchewan
Part II)

What is the percentage change in the total value of building permits issued in your community over the last year.

See Table 8 in paper

• change in total value of building permits

What percentage of the housing units in your community are vacant?

• housing vacancy rate approx 2%

What percentage of the commercial units in your community are vacant?

• commercial unit vacancy rate approx 7%

} trends increasing vacancy rates

What percentage of private households in your community are rented?

• rental rate of private households

What is the number of arrests (for all types of crimes) per 100 residents in your community?

• crime rate 7.66% (# of alcohol related offenses not arrests)

Using a scale of 1 to 10 (with 1 indicating no support and 10 indicating total support), how would you rate the support community members show to local businesses and service outlets?

• local business/service support between 6 and 8

3.3 Community Accessibility

Indicate in the spaces provided below which of the following transportation services are available in your community, the number of points serviced directly by them, and the frequency of this service.

TRANSPORTATION MODE	SERVICE OFFERED	PRESENCE?	DIRECT SERVICE TO HOW MANY POINTS?	FREQUENCY OF SERVICE PER WEEK?
AIR	Passenger	- <u>1</u>	_____	_____
	Freight	- <u>1</u>	_____	_____
RAIL	Passenger	- <u>1</u>	_____	_____
	Freight	- <u>1</u>	_____	_____
ROAD (Bus)	Passenger	- <u>1</u>	_____	<u>5</u> days/week
	Freight	- <u>1</u>	_____	_____
(Truck)	Transport	- <u>K</u>	_____	_____

Ridshare (truck)
Loomis
Paratransit - courier
CarPool

} there is an airport
} varies with seasonal need

COLUMN TOTAL 7 _____ 15

Calculate the measure for transportation infrastructure by adding together the three column totals. See Section 3.3

• transportation infrastructure ,, Part II

3.4 Local Control of Development Initiatives

A barrier frequently mentioned in development literature is the lack of local control over physical and financial resources. For example, development of a wood industry may be inhibited because it is not possible to obtain cutting rights in surrounding land.

What percentage of the land and resources surrounding your community is barred from development initiatives because of company/monopolistic ownership/control of the senior levels of government?

• company/monopolistic ownership/government control of land and resources 0%

How many development dollars does your community have IMMEDIATE access to (i.e. available to invest or commit without having to go outside your community to ask permission)?

• availability of development dollars can't determine

3.5 Entrepreneurial Spirit and Small Business Supports

The creation of new employment opportunities outside of the single industry serves to diversify and strengthen an over-specialized economy. Financial support and business advice often play an important role in the starting up and continued success of local businesses.

In the last year, how many businesses opened and closed in your community?

• number of business openings 5
 • number of business closures 4

During the last year, what was the best interest rate local commercial lending institutions offered for commercial ventures?

• availability of venture capital 11.02% (company rates)

Are there any local supports offered in your community for the purpose of training people in business skills or to give advice on starting up?

operating a business? Please indicate the total number of places where this training or advice is available locally.

- availability of skills training and business advice ⁵

How much money did your municipal government spend on economic planning and development in the last year? Please calculate this as a percentage of total annual municipal expenditures.

- Municipal spending on economic planning and development ^{< 1%}

3.6 Socio-Political Environment

Quality of leadership and how people organize themselves often has a profound effect on the success of development initiatives. With respect to small communities, perhaps one of the most important lessons learned is that "for development to be successful, it must come from the people". Residents indicate their interest and commitment to the future of their community if they actively participate in the community planning process.

How many specialized development organizations and committees are active in your community?

- development organizations & committees ⁵

In the last year, what was the total number of meetings held by local specialized development organizations and committees?

- number of meetings held ^{> 60}

In the last year, approximately what percentage of your community's members attended public meetings?

- public participation in the development process

CAN'T DETERMINE % FROM A SUBJECTIVE ASSESSMENT BY LOCAL LEADERS SUPPORTING DEVELOPMENT.

In the last year, how much public investment money was raised locally? Provincially? Federally?

- public investment money raised locally \$ _____
- public investment money raised provincially \$ _____
- public investment money raised? federally \$ _____

In the last year, how much private investment money was raised in your community?

- private investment money raised \$ _____

S H A U N A V O N E C O N O M I C
D E V E L O P M E N T C O M M I T T E E

1 9 8 9

A N N U A L R E P O R T

February 14, 1990

SHAUNAVON ECONOMIC DEVELOPMENT COMMITTEE
1989 ANNUAL REPORT

1989 HIGHLIGHTS

The **Shaunavon** Economic Development Committee continued in its efforts to promote and develop the economy of **Shaunavon** and district throughout **1989**. Following is a summary of the activities of the committee during the year:

Representatives of **the** committee attended two major conferences in 1989. These were the annual conference of Saskatchewan Economic Developers Association, and Business Opportunities Show '89. **Representatives gained many valuable** insights into economic development activities in the province, and were able to share this knowledge with other committee members. The committee also sponsored an informational booth at **Shaunavon's** own annual trade show, Show-A-Rama.

The community **had** the misfortune to lose two automotive dealerships, **that** of Ford and General Motors. The committee was active **in** attempts to revive or replace the dealerships. Ongoing activities are promising, especially in the case of General Motors.

The committee pursued the potential business opportunity of a greenhouse utilizing waste heat from the compressor station of Foothills Pipelines (**Sask.**) Ltd. Various **leads** failed to materialize and the compressor station is now largely complete. Establishment of a greenhouse operation will now require a retrofit of the compressor facility.

Continued involvement by **the** committee has aided **in** the formation of South West Saskatchewan **Community** Futures. Andrea Salmon, a member of our committee, **is now** Chairperson of that organization.

Avon Medical **Clinic** was left without a full-time medical practitioner **in** June. The committee assumed financial responsibility for the **clinic** and was **successful in** establishing a part-time practice utilizing physicians from Climax and **Eastend**. A temporary full-time physician was obtained for a **six week** period during the months of September and October. **This** individual has indicated his intention of returning **to establish a full-time, permanent** practice **in** March of 1990. The committee will continue **to** operate the **clinic** on a part-time **basis** in the interim.

The committee has establish a Small Business Loans **Association in** conjunction with Saskatchewan Economic Development Corporation. Shaunavon Money Co-operative **is** now ready to **conduct** business and inquiries have been received from potential **clients**.

The **Committee's** efforts **in the** area of tourism have been successful in leading to the formation **of** the Shaunavon Tourism Committee. That organization will now play the major role in the promotion of tourism throughout the district.

An application was submitted to the Future Corporation for a **re-cycling** library project in this community. The application is under consideration at this time.

The committee was instrumental in the initial investigation phase of a Rural Development Corporation. The proposed organization will consist of some fifteen urban and rural municipalities whose aim will be to promote economic development on a regional basis.

1989 saw changes in the staffing and facilities of the committee. John Janeson replaced Susan Stark as part-time Secretary-Treasurer for the committee. Arrangements were made to rent office and meeting accommodation from the Town of Shaunavon. These changes should serve to improve liason between the committee and the Town. Glenn Kruger was engaged as a part-time Project **Co-ordinator**. Mr. Kruger's duties will include research as required in the pursuit of potential business opportunities.

SHAUNAVON ECONOMIC DEVELOPMENT COMMITTEE
1989 ANNUAL REPORT

PLANS FOR 1990

Continuing our practice of establishing long-term goals, the committee has adopted **the following** strategic plan:

1. SHORT-TERM GOALS

- a) Physician Recruitment - monitoring of community needs and the active pursuit of physicians when deemed necessary;
- b) Public Awareness - a community awareness program aimed at establishing a high profile for our committee and our community;
- c) Business Recruitment - the active pursuit of businesses and services as required by the community;
- d) Community Futures - the continued active involvement in this program;
- e) Rural Development Corporation - continued support through the organizational phase, and co-ordinated efforts toward local and regional economic development;
- f) Community Pride.

1. MEDIUM-TERM GOALS

- a) **Golf** Course - the continued promotion of an improved or relocated **golf** course;
- b) Frenchman River **Dam** - continued support as necessary;
- c) Small Manufacturing Firm - the active pursuit of a small manufacturing plant for our community;
- d) **Rural** Medical Practice - participation as required in support **of this program**;
- e) Greenhouse - continue to **work** with available opportunities.

3. LONG-TERM GOALS

- a) Senior Citizens - upgrading of services and facilities for senior **citizens** on an ongoing basis:

This committee will continue to offer support to existing local businesses, as **well** as those wishing to **establish** in our community. **We** will continue to respond to all inquiries in a prompt and courteous manner.

We will also remain alert for potential opportunities to promote **Shaunavon**, and to increase our economic development.

DATA SOURCES

(These were used in the construction of Appendix A, Tables 1-3)

Dun & Bradstreet Reference Guide

Saskatchewan Education

Directory of Canadian School

Canadian Banking Association (Sask. Branch)

SHSP Cover Population 1988

Saskatchewan Rural Development Community Profiles

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