

Our Community...

Our Future



R/UDAT

STUDY OF

MOOSE JAW, SASKATCHEWAN



Alfred Brown

Richard Hurst

Robert P. Sticking

Jon Vajjal

Joe Chapman

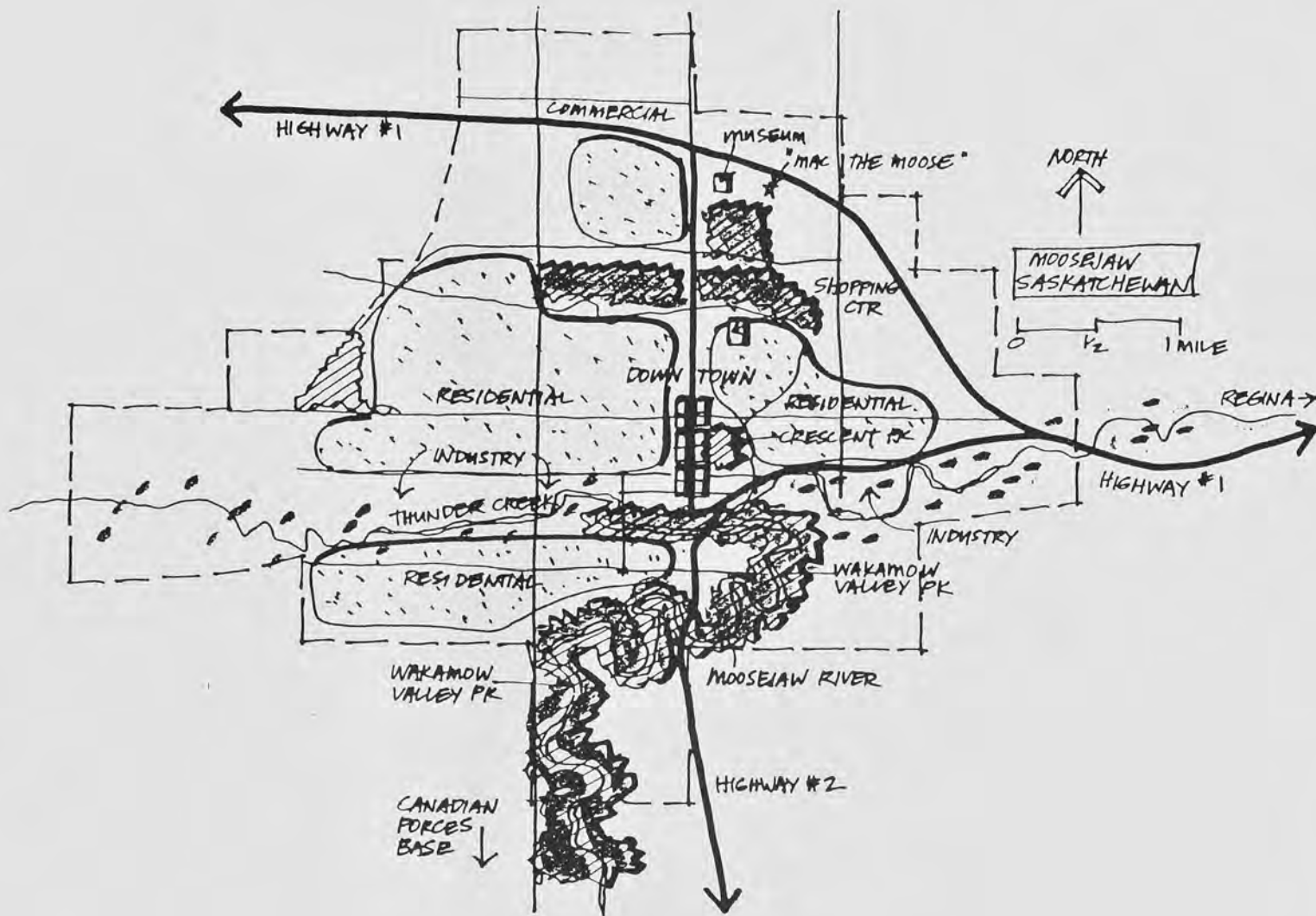
Jim Christie

Ron Weck

W. Kent Barnaby

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WHAT IS R/UDAT?

WHAT IS R/UDAT?

THE R/UDAT CONCEPT

R/UDAT is a public service program started in the mid 1960's by the Urban Design and Planning Committee of the American Institute of Architects. In Canada it is conducted in cooperation with the Royal Architectural Institute of Canada. Since the start of R/UDAT more than 500 men and women representing over 30 professional disciplines have served on teams. Team and local professional services valued in excess of \$5.0 million have been donated; and more than 30 million citizens in 42 states and two provinces have been served. The Moose Jaw R/UDAT is number 119 and is the third joint effort between the RIAC and the AIA.

Each Regional/Urban Design Assistance Team (R/UDAT) is specially selected to include professionals experienced in the particular problems of the area under study. Team members are not compensated for their services and agree not to accept commissions for work resulting from their recommendations.

The team acquaints itself with the community and its people, engages in analysis from a fresh and unbiased perspective, and offers its recommendations for planning and action strategies.

"R/UDAT will be helpful for years to come."



The process is very intense and includes team meetings with community groups, site visits and tours, public hearings and late night work sessions. This report is the end product of the four day effort.

MAKING R/UDAT HAPPEN

The R/UDAT program receives many inquiries each year from communities throughout North America requesting assistance. Communities that are selected for R/UDAT visits must demonstrate to the National Task Group community-wide support. This support must come from both the public and private sectors and represent broad support throughout all of the segments of the community. This support must be documented to the R/UDAT Task Group through letters, cash contributions, and in-kind services and contributions.

The citizens of Moose Jaw, acting through their local R/UDAT Steering Committee, have clearly demonstrated their commitment to R/UDAT.

"This is a big event for us."

THE R/UDAT CHARGE

The R/UDAT application, prepared by the citizens of Moose Jaw, representing both the public and private sectors, requested information and direction from R/UDAT that would assist the community in:

1. Developing a comprehensive economic development strategy for future action.
2. Revitalizing downtown activity.
3. Developing a comprehensive tourism strategy.
4. Linking up the open space network.
5. Recasting Moose Jaw's image, defining the vision.
6. Developing implementation tools and tactics.

Many of these issues and concerns have been reinforced by local residents and community groups at scheduled meetings during the team visit. In addition, many other vital concerns have been identified by local citizens. Some of these additional concerns have been addressed in our report. Unfortunately, by concentration their efforts on their initial charge, the team was unable to pursue a number of these other significant issues.

During the R/UDAT visit a number of recommendations are developed in response to information and data given to the team in various forms. Occasionally, team recommendations are based on conclusions reached by inaccurately evaluating the available data. We trust that the reader will understand such errors when they occur and will not discredit the report in total.

*"If you accomplish anything,
maybe you can convince
people to stand up and
speak their mind without
worrying about other people
getting even."*





QUALITY OF LIFE

QUALITY OF LIFE

NEIGHBOURS, LISTEN UP!

A great place to live...

An aging city with diminishing opportunities...

A sound and stable future if we seize the day...

Nasty suspicions... ugly polarities...

Neighbours, that's how you've described Moose Jaw. It doesn't add up, does it? Or does it? Let's have a look! Let's look at the positive side to begin with, because of all the things we've heard and observed, it was those with which the R/UDAT Team was most impressed. In fact, the team was deeply and genuinely impressed with Moose Jaw.

Neighbours, you told us that, with comparatively minor exceptions, you were satisfied with the range of facilities and services your City has to offer. You told us you feel comfortable with the scale of the town and that you feel safe here. Your housing is affordable and your neighbourhoods are well served with good roads and parks. You're proud of your history and it's legacy of heritage buildings and places. You're proud of SIAST, Wild Animal Park, the Wakamow Valley, the Warriors, your Downtown, the health care facilities, the museum... In fact, you are sometimes moved to passion. And with good reason. But let's look at the other side of things.

"There's no place I'd rather work than right here."

"We believe Moose Jaw is unique and we believe in promoting ourselves to the fullest."

"Wakamow is a beautiful space and we love it!"



Neighbours, you would have us believe that you're optimistic about the future. A lot of the time you convince yourselves that you are. But you're hounded by nagging doubts. You're worried about the global economy and a shrinking farm economy that forces your children to seek greener pastures and leaves a swelling rank of retired folks to play out their lives. From time to time, you identify economic opportunities, but you wonder how they could happen in the shadow of Regina.

Neighbours, you have some real concerns about what's happening to the social fabric of your community. You're not comfortable talking about it, but it's there -- drug and alcohol abuse, elder abuse, battered wives, aimlessness amongst your youth (a few in crisis), and an environment that still breeds discrimination against an increasingly impatient First Nations people.

Are these doubts and concerns well founded? In our opinion, economic prospects need not worry you to the extent they do many of you. Mayor Mitchell has written a paper called "An Overview of Trends and Planning Issues in Moose Jaw" in which he sets out the forces at play. He describes a solid future for the city. R/UDAT believes it to be a sound assessment. Read it, you'll be comforted...but don't be complacent.



"We are the future of this city, province, country, and the future of this world."

Opportunities need to be systematically identified and pursued and social issues need to be openly and honestly dealt with. After all, what's it all about? No matter where one goes, the pursuit is the same -- Quality of Life. Quality of Life is the sum of all those positive aspects of Moose Jaw you described to us -- all those things that keep you here -- all those things you want to keep and improve upon. You believe that a strong Quality of Life can be maintained into the future and you have already identified the means by which you can make it so. The Mayor's Task Force describes a future vision and the strategies to make it happen. Read it, it should inspire you. Together you can realize the Quality of Life it describes...

...but for those suspicions in the night.

NEIGHBOURS, LISTEN UP! You're fighting amongst yourselves... you mistrust each other... some viewpoints are not being represented... the decision making process is not open enough. That's what you've been telling us. When will it end? Because you know it must, if the Quality of Life for which you all strive is to be sustained.

R/UDAT suggestions follow for physical improvements, community and economic development and processes for co-operative action. They are based on the strong and thoughtful input received from the citizens of Moose Jaw and tempered by the many years of team members' experience throughout North America.

"The pessimist sees stagnation
The optimist sees stability."

"We've got a second to none education system."

"There is not enough openness on the council."



PHYSICAL ENVIRONMENT

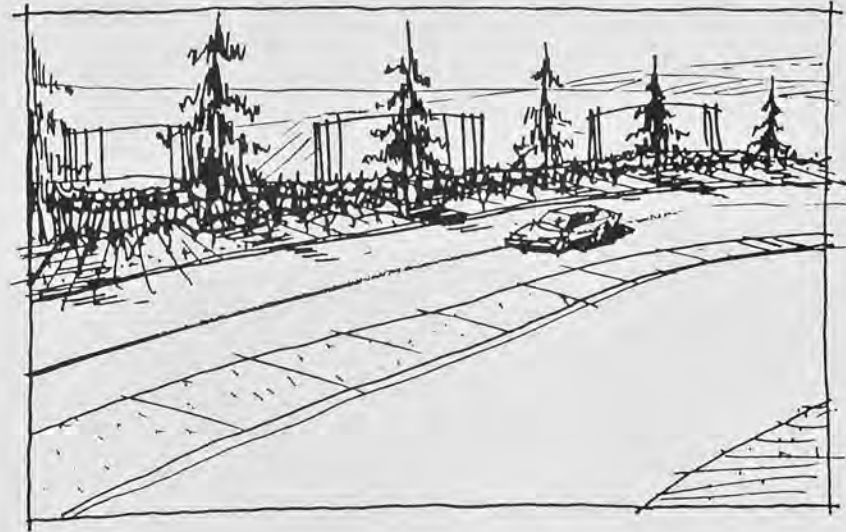
PHYSICAL ENVIRONMENT

IMAGE ROUTES

Numerous times during the past few days we heard stories of the many travellers who continued on their journey without stopping to experience the "treasures" which exist within Moose Jaw. Too often they even passed without knowing what they had missed. The problem is creating a strong enough interest in the mind of travellers to cause them to make an extended detour to their trip. The issue then is to make clearly identifiable and welcoming entry points into the city.

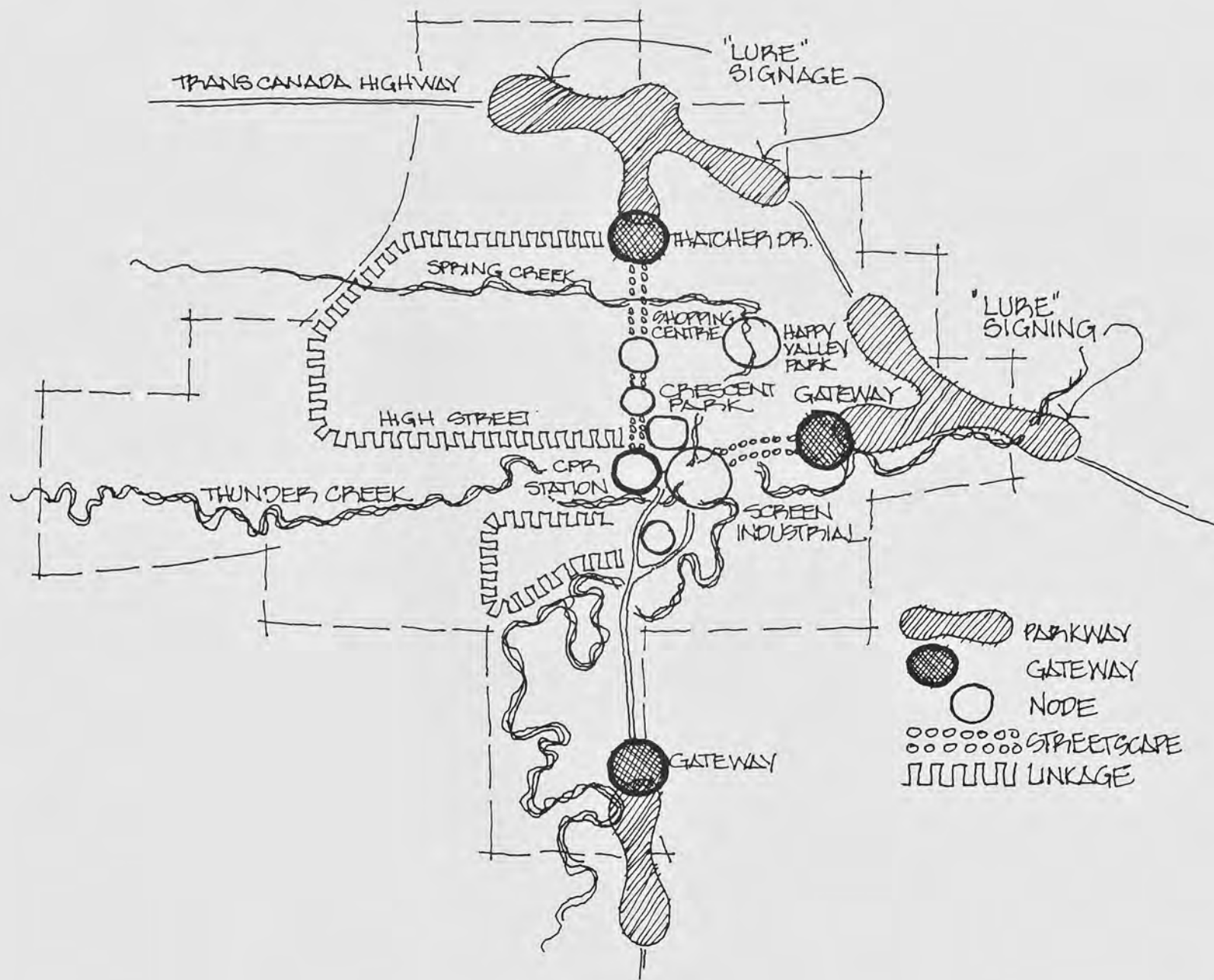
An aggressive signage system announcing Moose Jaw along the Trans Canada Highway will only add further "confusion" to the visual clutter and be poor competition to the commercial billboards located just beyond the highway right of way. There was even one instance of a visitor who thought (perhaps jokingly) that he was passing the town of "Prairie Oasis".

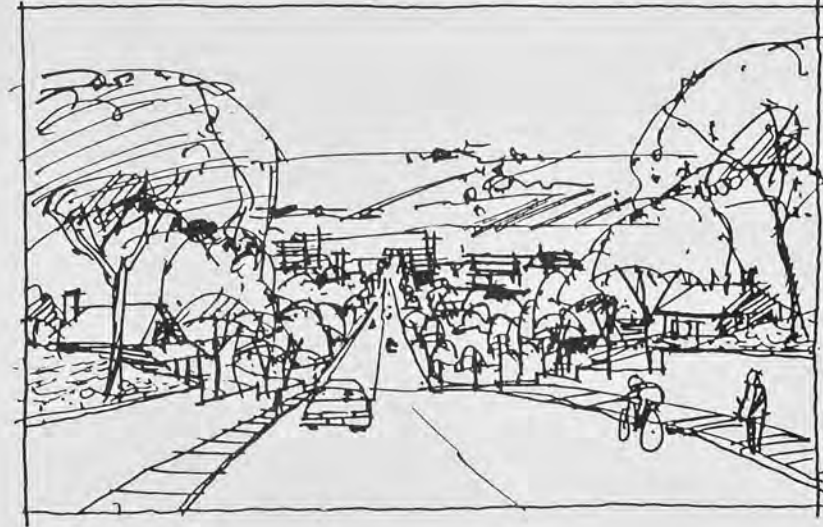
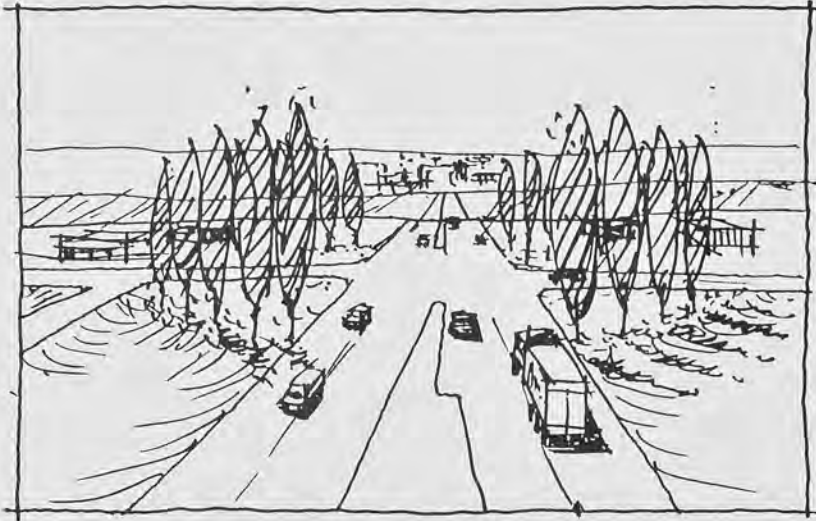
Rather than compete, the intent should be to capture the imagination of the traveller with a single intriguing message or image placed appropriately along the roadway to allow him to make the decision to turn off and visit Moose Jaw to have his questions answered.



A heavy planting of trees and shrubs should be used at the Main Street and Manitoba Street entry points to screen out peripheral views and focus the driver's attention on the exit route. Once off the Trans Canada Highway, this same informal planting strategy combined with directional signage should be used to focus the driver's attention towards a formal gateway and the downtown commercial district.

The existing travellers information centre is visually inaccessible to many travellers on the Trans Canada Highway and is extremely difficult to find. A better location for this centre should be found; one that is more central and accessible to visitors driving in from all directions. The CP train station is one such possible location.





At key intersections along entry roads a major "gateway" feature should be developed. For the three major entrances to the city (Main Street, both north and south, and Manitoba Street) these gateways can be announced with formal tree plantings in the form of a "ring".

Once the visitor has passed through the "gateway" more formal street tree planting along the sides of the roadway will direct the traveller into the centre of the city as well as screen out unwanted views of adjacent land uses.

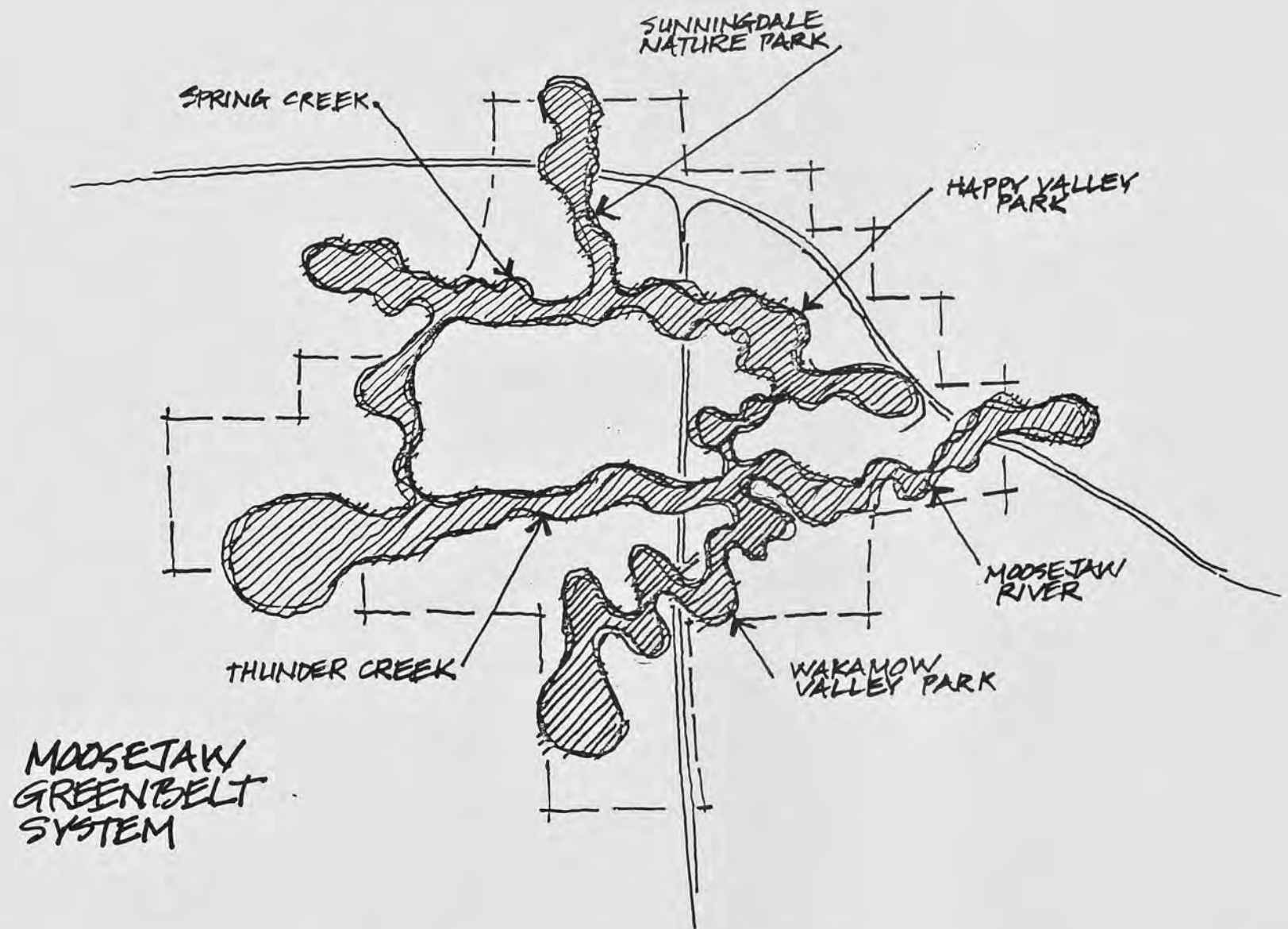
GREEN BELT

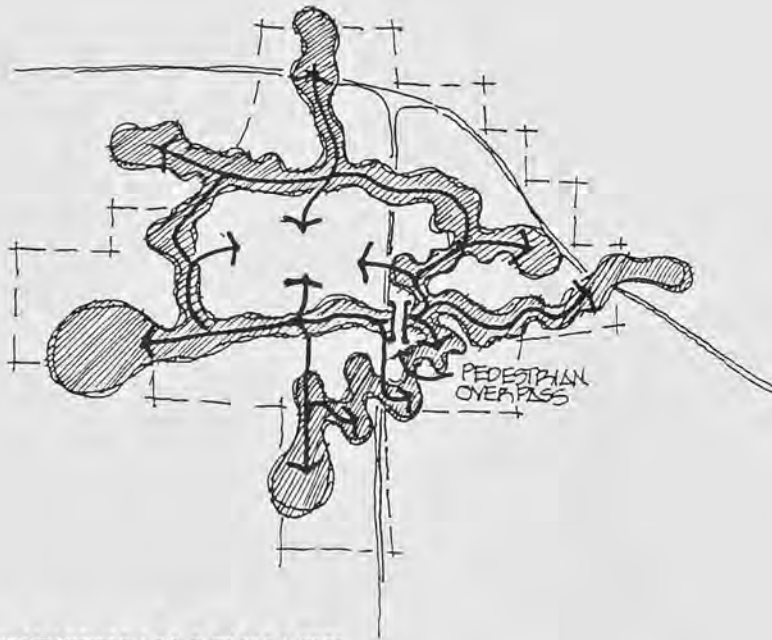
Within Moose Jaw there is the potential for the development of one of the finest open space systems in Canada, if not North America. With the Wakamow Valley development as a prototype, such an open space system could be extended along the Thunder Creek and Spring Valley drainage systems forming a "green belt" which both surround the residential districts and links them to other key districts and features within the city. Building on the original theme of the Wakamow system this open space would enhance biological and physical diversity, diminish costs associated with damage to property and the disruption of activities caused by flooding, and provide more accessible recreation opportunities to both visitors and residents of Moose Jaw.

Pedestrian movement throughout this green belt system would be provided by a combination of biking, hiking and cross country ski trails. In order to make the green belt continuous a zone of planting would be provided along the west edge of the city linking Spring Creek and Thunder Creek. Planting within this open space would consist of bluffs of native trees and shrubs together with open meadows of prairie grasses and flowers. These native species would not only stabilize slopes and trap snow, but would help to control the effects of the frequent prairie winds. As well they would provide valuable habitat for prairie wildlife species.

Components of this more comprehensive green belt network have already been started. Sunningdale Nature Park at the north end of the city is an example of this extended open space system. It is hoped that such development strategy will continue throughout the proposed green belt. Using drought tolerant native species as a planting strategy is crucial. While water quality and availability for irrigation may not be a major factor at present, continued cycles of drought and rising costs for water, together with more extensive acres for maintenance will require greater efficiency and economy.







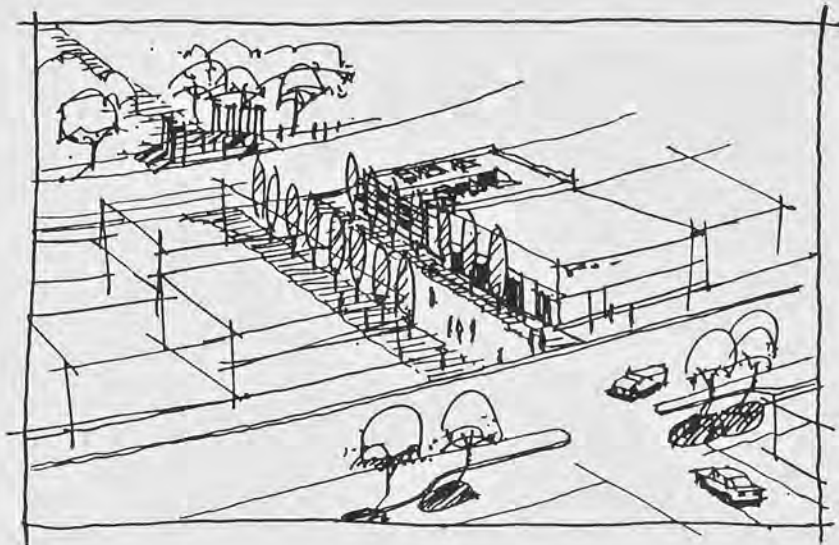
PEDESTRIAN LINKAGE

The provisions of a pedestrian route, which provides greater accessibility for residents to recreation facilities and other facilities within the city, is a primary function of the green belt trail system. This trail provides a winter cross country ski route as well as summer bike/hike route and is continuous along a network of creeks and roadways. Community participation in the form of tree planting and trail development should be encouraged to not only reduce capital expenditure, but more importantly develop within the resident a greater pride in and sense of caring for their own community. The current tree planting and trail development by the Rotary Club along Thatcher Drive is an excellent example of such a program.

A more ambitious program of community participation could be attempted with the construction of park features such as benches, retaining walls, shelters, play equipment and thematic sculpture. Not only would this provide amenity, it would also serve as a possible form of job training for youth within the community. Such a program might be offered in co-operation with Palliser Campus (SIAS).

In the future, should the CN railine be phased out, consideration should be given to converting this route into a bike/hike trail linking Happy Valley Park with Wakamow Valley Park. Until such time the easement should continue to be shared and a pedestrian route maintained.

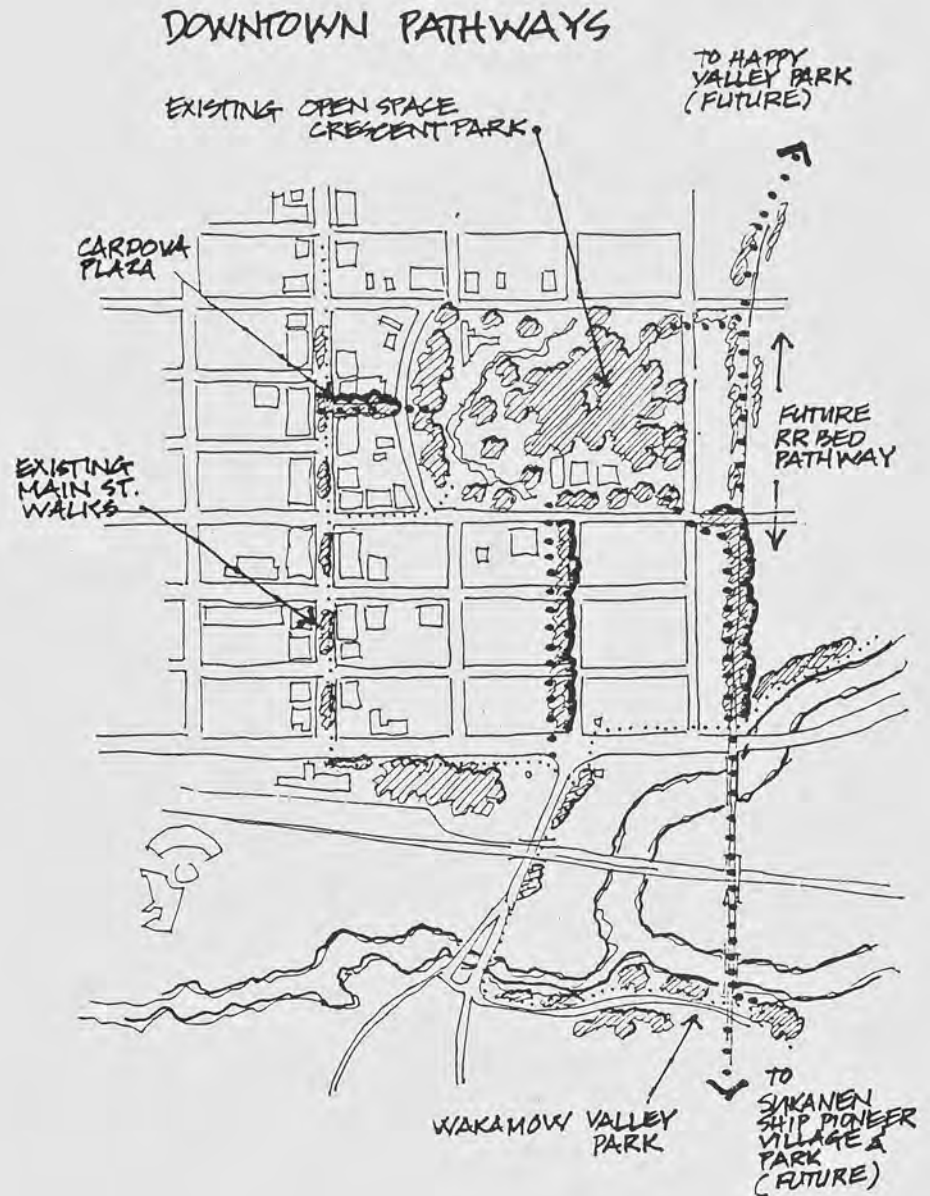




Within the downtown area a whole new set of pedestrian routes and opportunities exist. One of the key pedestrian linkages in the downtown area that should be considered is a pedestrian mall on Cordova Street. Eliminating cars from this street will create a more formal pedestrian connection between Main Street and Crescent Park. Flanking this mall on the south side, consideration should be given to the development of a screened parking lot that could serve as a site for a weekly Farmers' Market. This activity will add more life to the street making it a more successful pedestrian space. A two storey parkade could be constructed on this site at some point in the future when additional parking becomes necessary.

This is especially true for the rail bridge that crosses Manitoba Street and the Moose Jaw River where a pedestrian walkway could be attached to the west side of the bridge. This would provide a safe and direct link to the open space development at the south end of town. A secondary set of trails should be developed along existing city streets to link the green belt with the downtown commercial district. This will provide a more direct pedestrian linkage between the residential areas at the outer edge of town and the centre of Moose Jaw.

"We believe open green space is very important in the youth work and building we do."

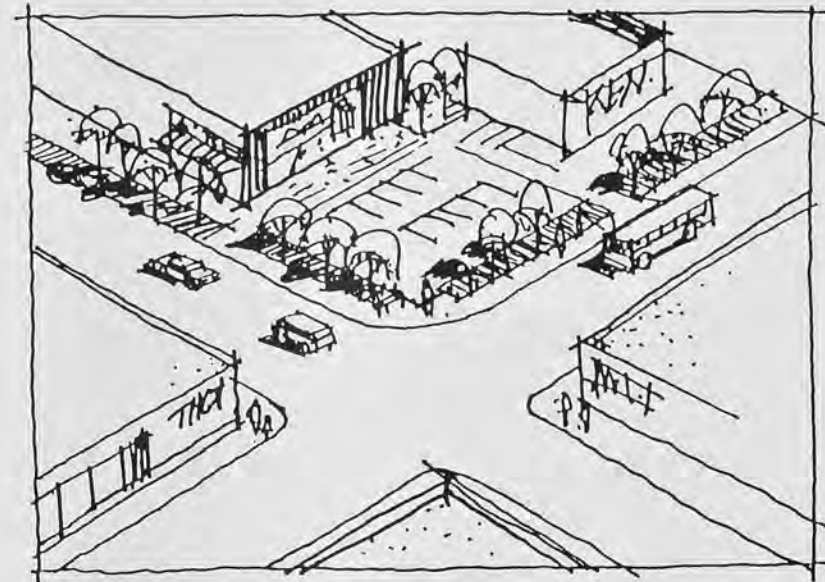


DOWNTOWN IMPROVEMENT

The R/UDAT Team has been singularly impressed with the quality of Downtown Moose Jaw. The strengths are many:

- a sense of place
- the best intact historic Main Street in Saskatchewan
- a retail component that has survived the departure of department stores with relatively few vacant storefronts
- more parking spaces than is necessary to serve the retail component based on commonly accepted planning standards
- a multi-faceted downtown improvement program that compares with the best in North America including:
 1. an active Business Improvement District.
 2. support for heritage building restoration with excellent design guidelines.
 3. quality streetscaping on Main Street that, in the collective experience of the R/UDAT Team, rates very high on the "value for money" scale.
 4. a murals program unique on the Prairies and second to none anywhere.

"Moose Jaw has the most efficient parking meter attendants on the face of the Earth."



"Strong heart - strong city."

The R/UDAT Team is unanimous in its opinion that any community and economic development strategy should underscore the importance of a strong Downtown. The Team commends the City of Moose Jaw for its obvious recognition of the fact that a city without a strong Downtown is a city with a heart condition.

Our message is simple. Keep up the good work...the job's not done. The work to date has prevented decline. The work to be done will be in aid of securing strong new investment.

The work to be done should be focussed on Main Street between Athabasca and the CPR station and within a block or so in either direction. It is recognized that public financial resources in the immediate future will be limited. Improvements in streets and public spaces need not be dramatic, but should be ongoing even at modest levels. Ongoing programming of events should be supported.

The Team, therefore, is of the opinion that the River Street Project need not be reactivated in the near future and should await evidence of a stronger climate for new investment and development.

Experience in other cities in North America suggests that Downtown businesses should be paying a greater share of the improvements than has been the case recently in Moose Jaw. However, these businesses in Moose Jaw are currently paying an unfairly high proportion of the City's total property tax revenue. A critical requirement, therefore, for the funding of ongoing Downtown improvements is the implementation of the new assessment system by the Province of Saskatchewan.

Members of the Business Improvement District currently contribute \$660,000 on business tax and considerably more in property tax. Estimates of a reduction in Downtown commercial property taxes range from 30% to 50% under the impending assessment system. The capacity of Downtown property owners and businesses to contribute to Downtown improvements will improve accordingly. A more balanced cost sharing formula between the City of Moose Jaw and Downtown property owners and businesses may then be achieved.

A balanced responsibility recognizes the immediate interests of the benefitting businesses and the overall benefits of a healthy Downtown to the community as a whole.



COMMUNITY & ECONOMIC DEVELOPMENT

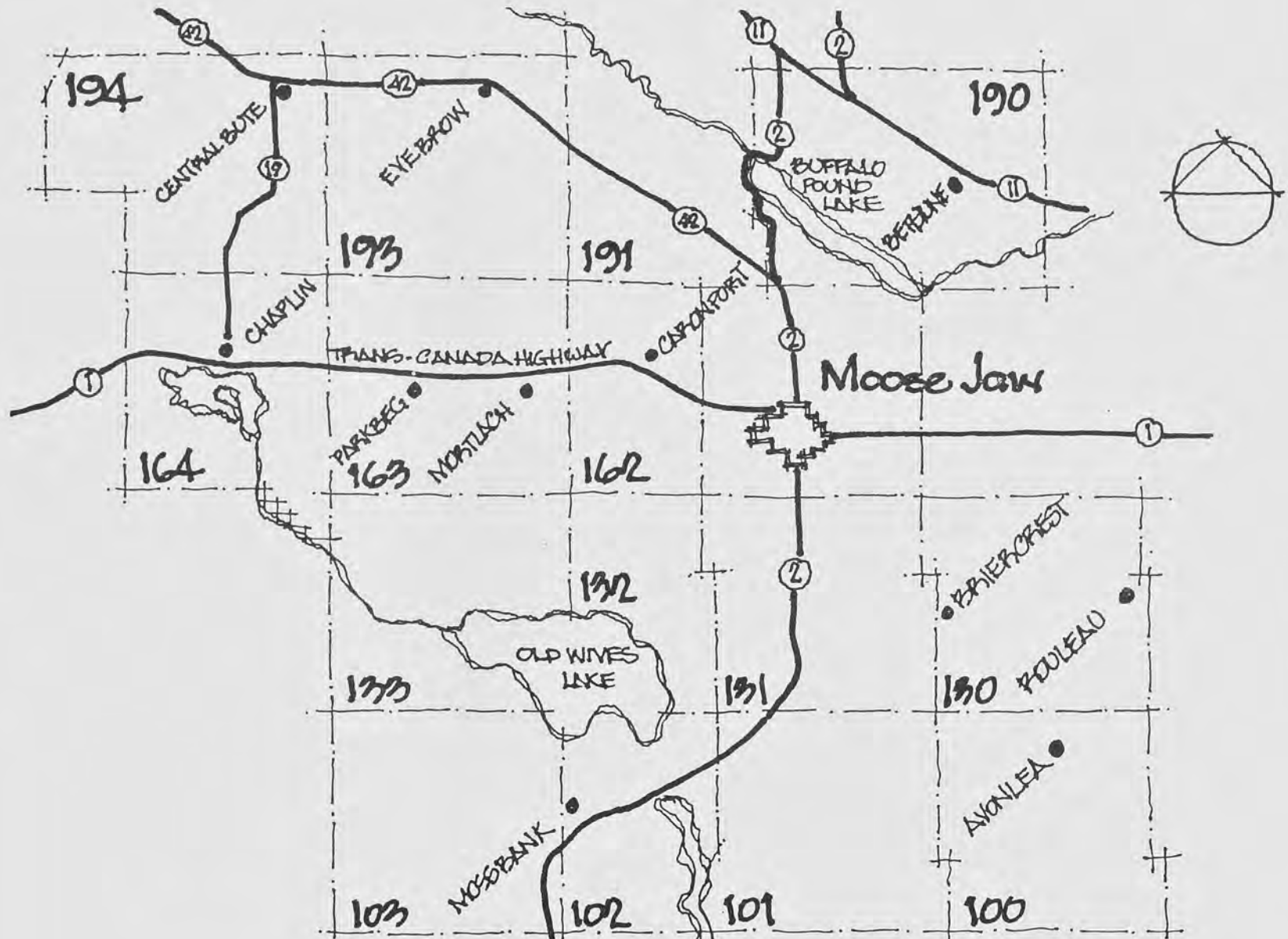
COMMUNITY & ECONOMIC DEVELOPMENT

WHAT'S IN IT FOR THE COMMUNITY

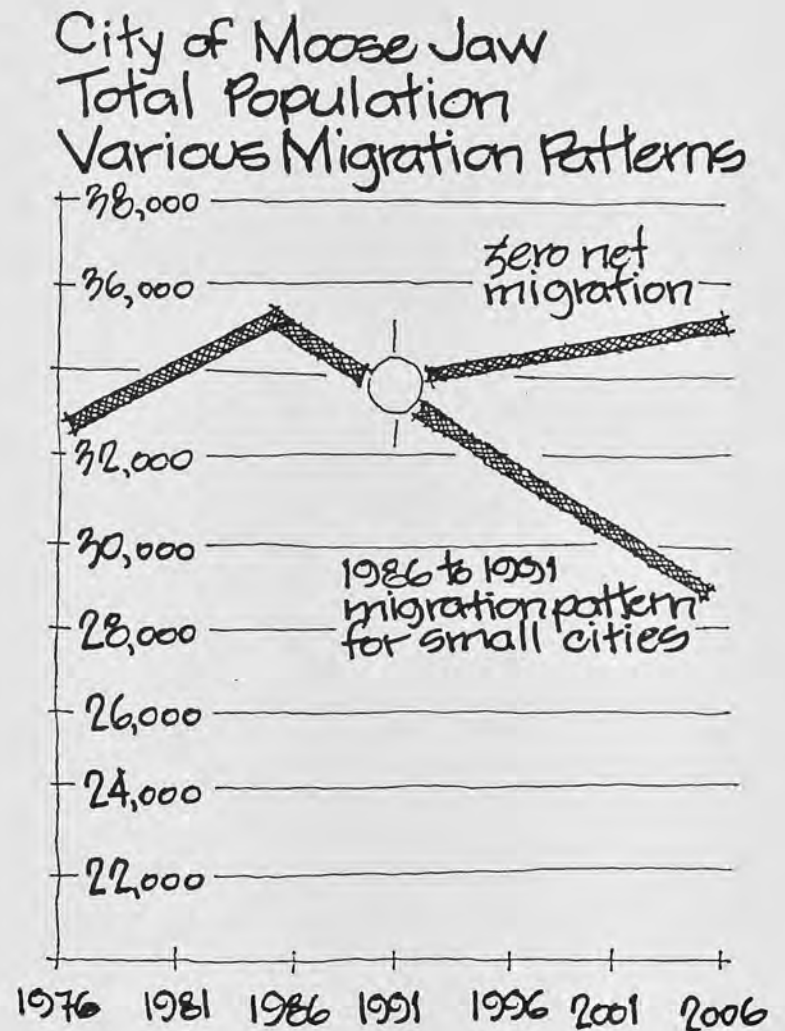
Maintaining and developing the local and regional economy is fundamental to survival of the community. Economic development isn't someone else's business - it's everyone's business.

Failure to provide economic stability culminates in slow erosion of property values and infrastructure and limits the community's capability to provide services. And the first services to go are often those related to parks, recreation, and social services that enhance quality of life and make the community a truly great place to live. The message is that economic development isn't the retail merchants problem, or the developers problem, or the city's problem - it's everyone's problem. The community is in this together. While successful development initiatives may not require everyone's active participation - it needs and deserves the community's tacit support. Its time to lead, follow or get out of the way.

"We are like inexperienced drivers, we come to a flashing red light and just keep stopping and starting."



Saskatchewan as a whole has been experiencing an absolute loss of population. Moose Jaw has been experiencing something similar though of a slightly different nature and scale. From census period 1976 to census period 1991 the population of Moose Jaw increased by about 1,000 people. In the interim period the population has seen some more substantial swings. Whatever period is looked at, however, these statistics mask some significant changes to the composition and structure of the local population.



Moose Jaw is an important regional centre for provision of government services. Provision of health care, education, other government services, crown corporations, the military base, and provision of personal care services are important cornerstones of the local economy that easily rival agriculture as the economic base of the community. Given the substantial transportation and industrial sectors in town, Moose Jaw has a reasonably well diversified economy. The reliance on government services is of some concern however as the continuous pressure on government finance means that government has to look to reduction and retrenchment. While Moose Jaw cannot expect to escape from this general trend there may well be opportunities for the city to reinforce its role as a regional centre and/or to benefit from decentralization policies.

Whatever strategy is adopted, however, its important that its a community based strategy, supported by the community. Its important for the whole community. There's something "in it" for everyone.



TOURISM

TOURISM IS EVERYBODY'S BUSINESS

There is no other business or industry that affects as many aspects of the community as tourism. While it is fairly obvious how tourism expenditures impact certain retail trade and service sectors such as restaurants and overnight accommodations, there are hardly any businesses that are not affected by visitor spending. The impact emanates not only from dollars spent on food, gasoline, T-shirts and motel rooms, but also health services, auto repair, eyeglass repair, and nearly all of the types of expenditures that local residents make. The impact does not stop when dollars transfer from a visitor's wallet to a merchant's till. Some of those dollars are paid to employees who then go to the store down the street to purchase food, clothing and durables. Some more of those dollars are spent to upgrade and expand stores that then better serve the community. More still are paid in taxes to the City to pay for programs and reduce the tax burden on local residents. Jobs created by visitor spending provide opportunities for all community members from teens to seniors.

The impact is not only economic. Tourism spending provides tax revenues which can then be invested back into the community on not only tourism oriented programs such as marketing, tree planting and picnic tables, but also downtown improvement, public pools, social services, and police protection. Thus, the overall quality of life is improved. Furthermore, while most who live in Moose Jaw do so because they know it is a special place to live, tourism will boost civic pride and bring the positive aspects of the city to the forefront of the community's psyche.

THE TOURISM POTENTIAL OF MOOSE JAW

There are two primary requirements for the development of a tourism industry. First, there must be a product to sell. That is, there must be a reason for people to visit. Second, there needs to be identifiable markets that can be penetrated. Moose Jaw has both of these prerequisites.

Tourists are activated by a number of motivations. These include seeing or experiencing things that are new and different, participating in recreation, visiting friends and relatives, participating in conventions and meetings, or just for bragging rights -- "I've been to Moose Jaw."

Moose Jaw offers plenty of attractions around which to develop a strong tourism industry. These include the historic downtown featuring Main Street, the Wild Animal Park, golf courses, the Western Development Museum, Sukanen Ship, Wakamow Valley, Moose Jaw Exhibition Centre, Festivals and Events, Murals and a very pleasant and attractive community. Furthermore, there are other recreation and tourism resources outside the city itself, including lakes, skiing, hunting, etc. Overall, the tourism product is well developed, having something to offer to a wide range of interests and pursuits.

In terms of markets, Moose Jaw has some great opportunities. These include being located at the crossroads of two continental highways, near the city of Regina with its international airport, midway between Winnipeg and Calgary, and reasonably close to the United States.

Since Moose Jaw has what it takes to reap the benefits of a strong tourism industry, the next step is to develop a strategy for maximizing this great potential.



TOURISM DEVELOPMENT STRATEGY

There are a number of steps that are included in all tourism development strategies. These are developing leadership and organization, assessing products and markets, and marketing. Moose Jaw, through its Tourism Moose Jaw Inc. is already off to a strong start in all of these areas. Each of these steps are explained briefly below.

LEADERSHIP AND ORGANIZATION

Moose Jaw is well developed in this area. In order for a plan to be carried out there needs to be leadership and organization to foster and execute the plan. The evolution of the Tourism Moose Jaw Inc. fulfils this leadership and organizational role. The primary functions that are carried out by the leadership entity are as follows:

- Gain public support for tourism development. Without a broad base of participation and co-operation of the community it will be difficult to succeed.
- Develop concrete and achievable goals and objectives that can be addressed by the strategy plan. Developing broad based goals and objectives can help to bridge the inevitable problems of factionalism, polarity and jealousy among the various constituents.

- Co-ordinate and organize programs and activities. It is important to maximize participation by representatives of all interested groups and parties. This helps to foster a broad base of support and cooperation.
- Operate programs such as seeking funding, attracting conventions, and tracking progress.
- Conduct promotional activities such as co-ordinating advertising activities, packaging products, working with the media, promoting to travel professionals, and attending trade shows.



While tourism leadership and organization are well developed in Moose Jaw, there are number of measures that could be furthered. These are as follows:

- Foster a greater understanding of the benefits of tourism development by educating the public, the government, community associations and business of the impacts of tourism including both in terms of economics and quality of life.
- Through education regarding the rewards to be gained and the tourism development process, organize a broad base of participation and cooperation. Use this participation to develop common goals that encompass the needs of a maximum number of constituents.
- The remainder of the functions mentioned previously should then fall into place.

"I would like to see Moose Jaw become the gateway to the southwest Saskatchewan for tourism."

"I'm for gambling, I'm for anything!"

Just do something!"

ASSESSING PRODUCTS AND MARKETS

Product and market assessment is essential for a tourism development strategy. These activities enable the tourism organization to determine the precise nature of the target markets, assess the potential to penetrate these markets, determine visitor attitudes and interests, determine the characteristics of the tourism product, develop and manage the product to fulfil the interests and needs of the target markets, and assess the success or failure of the plan to fulfil these needs.

Many tourism organizations, including those that employ sophisticated tourism professionals, require the support of professional consultants to fulfil these needs. This is simply because tourism market research can be very complex having a number of demographic, psychographic and other variables and influences. Furthermore, outside perspectives are not obscured by local or regional perceptions but at the same time can be briefed about local considerations.

Some of tasks that would benefit Moose Jaw in the area of market assessment would include the following:

- Estimate discretionary (non-commercial, non-commuting) traffic flows on the two major highways that pass through the city.

- Determine the seasonality of visitation by demand component. That is, what is the monthly pattern of camper travel, cross country travel, hunting activities, winter activities, convention activity, visitation to Regina, etc.
- Determine the demographic make up of the target markets such as family status, travel companions, age, origins, income, etc.
- Determine the psychographic make up of the target markets such as interests, motivations, needs, etc.
- Identify your competition and maximize your understanding of your competitive strengths and weaknesses.

"We believe Moose Jaw is unique, and we believe in promoting ourselves to the fullest."

Specific tasks that would benefit Moose Jaw in the area of product assessment would include the following:

- Determine the current occupancies of hotels and motels (on a confidential and aggregated basis) to guide a marketing plan for helping to redistribute occupancy.
- Assess whether the supply of recreation amenities such as golf courses, picnic grounds, and developed attractions are sufficient to fulfill demand or are truly attractive to visitors.
- After an assessment of competitive strengths and weaknesses, develop strengths and address weaknesses.
- Consider the desirability, viability and funding potentials based on market assessment and long term cost/benefit assessment of development projects. Examples in Moose Jaw might be the geothermal spa, additional modern camping and RV facilities, reuse of the CPR station, the Wakamow Heritage Village, refurbishment of downtown hotel(s), development of the legendary tunnels, improvement of pedestrian linkages and green belts, etc.



- Consider the cost and benefit of developing new festivals and events with the goal of fulfilling objectives such as increasing visitation during low seasons or linking together with other regional events. Possibilities might include a Winter Carnival, a "Prairie Winds" festival featuring kite exhibitions, etc. The key is to create something that is relevant to the community and interesting to visitors.

TOURISM MARKETING STRATEGY

Marketing is not just the creation of a brochure or the running of an advertisement. Marketing is a philosophy of doing business based on a consumer needs orientation, backed by an integrated marketing effort aimed at satisfying customers comprising different markets. This entails focusing on specific market segments rather than the entire mass market and developing an integrated marketing mix.

The importance of a strong marketing strategy in the context of the current leisure industry and given the current wherewithal of Moose Jaw are highlighted below:

- Increasing realization of the economic benefits of tourism by communities like Moose Jaw will create an increasingly competitive environment.
- Changing lifestyles and the growing diversity in recreation pace have further complicated the task of providing quality recreation and tourism experiences. The fragmentation of once relatively homogeneous recreation and tourism markets will make marketing much more important.

- The cost of marketing, particularly promotion, will continue to increase requiring that agencies and businesses design more cost effective promotional strategies with an emphasis on education and specific information with more attention being paid to evaluating marketing and promotional strategies and expenditures.

Once the goals and objectives of the community have been established through the leadership of the tourism agency and the participation of the community, and the product and markets have been targeted, assessed and segmented, a marketing plan should be established. At this juncture it would be very beneficial to seek the assistance of professionals.

"We need to focus our energies."

Listed below are the main components of, and processes that should be undertaken in the development of, the marketing plan.

DEVELOP SPECIFIC OBJECTIVES FOR EACH MARKET SEGMENT

Specific targeted objectives by market segment serve a number of functions including guidance for developing marketing mixes for different target markets; information for allocating the marketing budget between target markets; a basis for objectively evaluating the effectiveness of the marketing mixes; and a framework for integrating the different marketing mixes into an overall marketing strategy.

The objectives should be measurable in quantifiable terms specifying a target market and a specific time frame, and they should be prioritized. Examples for Moose Jaw would include the following:

- Increase visitation by families to the Wild Animal Park by 10 percent during the shoulder seasons.
- Increase rounds of golf by residents from Regina by 200 rounds in May and September.

- Increase hotel occupancy rates by 5 percent resulting from convention and conference business during the low season.
- Increase inquiries by highway travellers at the visitor information centre during the shoulder seasons.



DEVELOP MARKETING MIXES

If properly formulated, the target market objectives will provide the guidance necessary for developing marketing mixes. This is a package of offerings designed to attract and serve customers and visitors. The traditional marketing mix consists of the product, the place, the price and promotion. These components are often referred to as the 4 P's of marketing. The product issue was discussed earlier.

In tourism marketing, place refers to the location of the attractions, accessibility to the attraction, and the ease or quality of travel to and from the attractions. In Moose Jaw the objective should be to enhance accessibility by providing such services as assistance with travel arrangements, providing accurate directions and maps, providing estimates on travel time or distance from different markets, recommending the most direct or scenic routes for recreational and touring vehicles, identifying attractions on different routes, facilitating walking or driving tours of murals and historic sites, etc.

Price is a self descriptive element. When setting prices, it is important to consider the following: 1) the role of pricing in the overall marketing strategy; 2) availability of accurate information on the actual cost of producing, delivering and promoting products and services; 3) the relationship between price and other elements of the marketing mix; 4) the willingness of the target market(s) to pay the price; 5)

prices charged by competitors offering a similar product or service to the same target market(s); 6) the availability and prices of substitute products; and, 7) the overall economic climate.

The purpose of the last element, promotion, is to provide target audiences with accurate and timely information to help them decide whether to visit Moose Jaw. Tourism promotion should communicate favourable but realistic impressions of what customers can expect. Effective promotion concentrates on developing promotional themes and messages built on attributes and characteristics important to the target markets that also show how they are different from the competition. For example, brochures targeted to recreation travellers should tout the various regional recreational resources as well as the historical and cultural attractions of Moose Jaw -- something that Regina cannot offer.

An important aspect of promotion is word of mouth advertising. Recognizing this, tourism related businesses should develop and implement strategies designed to stimulate word of mouth promotion by satisfied customers. The surest way to accomplish this is to deliver a consistently high quality experience and to encourage them to tell friends and acquaintances. For example, a photographer might be stationed in the historic downtown district with a polaroid camera to take pictures of visitor posing with characters in period costumes. These pictures would then be brought home and shown to friends and relatives.

"A little investment encourages more and larger investment."

DEVELOP A BUDGET AND IMPLEMENTATION PLAN

A marketing budget is a financial plan which shows the total amount to be spent on marketing and how it is to be allocated among alternative activities at different times of the year. When developing a marketing budget it is important to keep three points in mind. First, the budget should be based on what needs to be accomplished according to the plan instead of measures such as percent of sales or what the competition spends. Second, decisions as to how much the budget for marketing should be based on projected revenues, cost and profitability of different activities, not just on cost alone. Finally, every effort should be made to adhere to the plan. Revisions should only be made after careful consideration of the impact of the change in the marketing mix.

The implementation plan identifies specific tasks which must be accomplished to carry out the marketing strategy. The plan should assign people, departments, volunteers, etc, specific responsibility for different tasks. Develop timelines and deadlines, adhere as much as possible to the budget and regularly monitor, evaluate and, if need be, adjust elements of the strategy.

EVALUATE PROGRESS

The final step in the marketing plan is evaluation of progress. Evaluation helps improve the effectiveness and efficiency of marketing strategies by identifying differences between actual results and the objectives of the strategy and determining likely reasons for this success or failure to realize objectives. The marketing evaluation should include the following: 1) determination of which elements of the strategy mixes are most important to evaluate; 2) establishing performance standards to compare against actual results such as the original marketing objectives (if properly formulated); 3) development of formal and informal methods for collecting data on actual results; and, 4) comparison of results with performance criteria, and determination of any changes needed.

SPECIFIC TOURISM ISSUES

MAC THE MOOSE LOGO

The Mac the Moose logo may be appropriate as a mascot for local sports teams, and for use in minor promotional applications but it should have very limited future application on primary promotion material.

Brochures, (silk screened) t-shirts and other printed material convey a visual message to potential guests that is more important than any amount of printed text. Mac the Moose fundamentally fails to present any sense of the rich historic and cultural resources available in Moose Jaw. The message delivered by the "cartoon" character is not particularly flattering. It tells people that this is likely an unsophisticated community (which is clearly not the case), with not too much to offer outside of a meal and a rest stop.

Mac the Moose (the logo) has got to gogo!

HIGHWAY PRESENCE

There is a growing recognition in Moose Jaw that tourist traffic on the Trans Canada highway is not presented with any visual information that would suggest that Moose Jaw is a worthwhile place to visit. Its also clearly the case that this traffic represents the single most important source of casual visitors. We would like to echo and strongly reinforce the idea that substantial improvements are needed in this component of an overall tourism marketing strategy.

The tourist information booth is a good idea. The location of the booth should be assessed as one component of strategy development.

The real message, however, is that tourists need information before they get to the by-pass that would give them the idea that they should consider a stop in Moose Jaw. A large segment of the out-of-province tourist traffic is enroute to destinations in Alberta, the mountains, and B.C. or returning home from those destinations. Stopping in Moose Jaw is an interruption and an inconvenience. Convincing tourists to make the stop requires a strong message. An important component of that message is visual clues on the highway that people are approaching an area of significant interest. Further thoughts on this subject are addressed elsewhere in this report.

INTERNAL FOCUS

Many tourists have a tight schedule and compressed time table. Any confusion about distance or location is bad news. Once getting people into town, therefore, the next step is to provide absolutely clear visual signals as to where to go. And the place - an internal destination - should be a central information point which then becomes the starting point for local exploration.

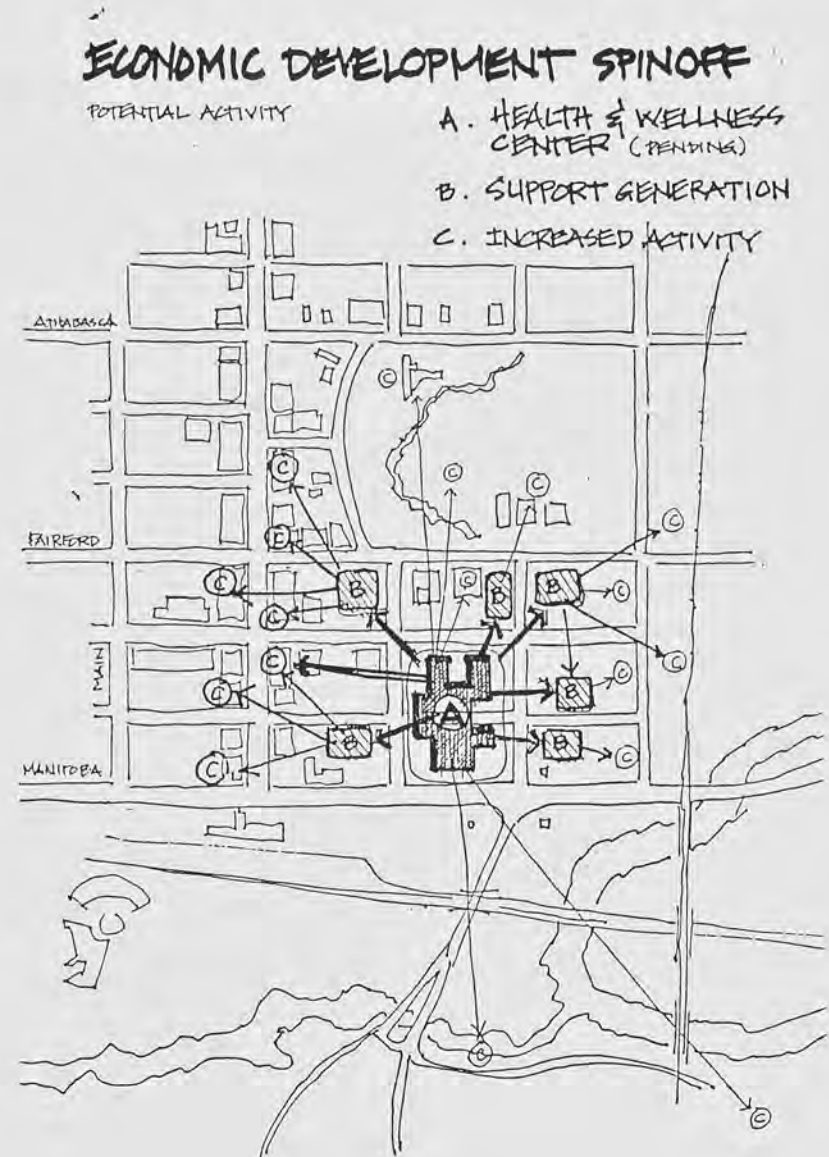
OTHER DEVELOPMENT STRATEGIES

Economic development requires balance. A lot of discussion the R/UDAT team heard has centred around development of the tourism industry. Tourism is an important component of any strategy but it should not be undertaken in isolation from development of other sectors. While tourism is important, direct employment in the tourism sector is seasonal and tend towards low pay. There is nothing wrong with this scenario, this type of employment often fits well with employment requirements of some significant parts the local population (e.g. students, seniors, and housewives who want part time employment), and spin-off benefits, as mentioned earlier, can be significant. A successful development strategy, however, clearly needs to extend beyond this. The young residents who are leaving town need secure, full time employment, probably at greater wage scales than offered by tourist sector jobs.

In terms of developing strategies outside of the tourist sector we would like to echo and support local sentiment that this other component of economic development be based on supporting and expanding existing local business and public sector establishments. Its a "go with what you know" strategy that produces results.

We have specifically noted the public sector in this strategy. The public sector (including provision of health services and education) is important to Moose Jaw and cannot be ignored in a planning exercise. The Principal of SIAST, for example, noted proposals by the Institute to expand curriculum and to establish linkages to the business community. These types of initiatives need community support and need to be part of the plan.

One example of potential for economic development spin-off is illustrated in the diagram for the impending development of Providence Place, a long-term care, geriatric assessment and rehabilitation centre. In addition to the renovation of Union Hospital, this project offers opportunities for the City of Moose Jaw to aggressively market this asset as a comprehensive health and wellness centre. Medical, therapeutic, and health professionals as well as hospitality services can find immediate attraction to such a centre. Further, these service functions will generate activities to further revitalize downtown Moose Jaw while strengthening health care delivery for the entire region.



QUALITY OF LIFE

People migrate for reasons of economic opportunity and quality of life considerations. In the final analysis, location factors for small business often have as much to do with where people want to live as where the greatest financial advantage lies.

A high "quality of life" in Moose Jaw encourages people to stay and make things work here. It also encourages location of new business. There are no absolutes, however. Making available the best quality of life is not enough to be the sole focus of an economic development strategy. Its just one more important component. It happens to be a happy component, however, because its a win/win strategy. Citizens investing in quality of life get to enjoy community improvements even if those improvements fail to hold the migrants or attract new business.

REGIONALISM

The community has expressed on a number of occasions that any development strategy should have a "regional" focus. The R/UDAT team would like reinforce this concept as being an important part of any development strategy. Its important for the tourism component, and its important for each and all of the other components.

Examples have been presented by the community of how government services in Moose Jaw have taken on a regional focus. While its important to maintain that emphasis, its equally important that this be extended to all components of the development plan.

BRINGING IT ALL TOGETHER

The overall economic development strategy is composed of number of components, most of which have been touched on here. But how to do it?

Firstly, its important to recognize that an economic development strategy is not concluded with presentation of a final strategy report. The development plan must incorporate a process for a periodic and regular revisiting of issues, targets and projects. An effective strategy needs very specific tasks with identified responsibilities, deadlines and budgets. Maintaining effectiveness, however, requires that a formal review be undertaken on a regular basis.

The City has undertaken several excellent tasks associated with framing a development strategy. These include: the "Mayor's Task Force on Downtown Revitalization" (1986), the "Mayor's Task Force on Community Development" (1991), the "Communities Futures" proposal (1991), and the "Community Profile" (1992). Its clear that some of these projects (and perhaps all) involved substantial public involvement and substantial amounts of volunteer time. The volunteer/public involvement is essential. It is equally essential, however, to coordinate this process through the offices of staff who can offer continuity and professional expertise.



IMPLEMENTATION

IMPLEMENTATION STRATEGY

Successful implementation of the ideas/concepts proposed in this report will require collaboration. Throughout our short stay, the citizens of Moose Jaw repeatedly acknowledged their collective difficulty in working together on a consistent direction over the long term. It is therefore clear that any successful implementation strategy must incorporate continuous efforts to reinforce consensus and cooperation.

Implementation requires both leadership and followership. The only way to achieve these critical community qualities is through participation.

In the 1990's, leadership means building trust so that Moose Jaw can plan for and adapt to change. It is no longer sufficient or appropriate for business leaders, community leaders or political leaders to simply state their vision and their agenda. Leadership requires much more process where those who are expected to follow are enthusiastically invited and encouraged to understand the issues, the choices and the trade-offs. Leaders must take feedback into account and be seen to build consensus.

Only through such openness can sufficient trust be developed. And again, building trust is the essence of leadership!

"(Volunteers) should not be made to feel as though they are the enemy, as is sometimes portrayed."

"There are a lot of politicians in this community - very few are elected."

Followership recognizes that leaders are expected to make decisions. In virtually every organization, decision makers themselves must reach consensus. There is no single prescription for how this is best accomplished. However, it is certain that fractious leadership is difficult to follow. In short, leaders must themselves model followership. Nothing is more destructive to the credibility of a leadership team than undermining decisions of the majority from within.

Even in the most participative community, there must ultimately be a limited number of leaders who have the responsibility to establish direction for an organization or the community as a whole. Provided these leaders have assured proper process, they deserve to be followed. This is not to say there will be no mistakes. But once a properly processed decision is made, there is seldom much benefit in second guessing.

"There are a lot of little things that you can do that make a difference."

"No one was willing to be flexible."



A ROAD TO CONFLICT

R/UDAT was invited to Moose Jaw to assist with a variety of tasks. One of those tasks is to make recommendations on economic revitalization. As might be expected, it is difficult for us to know what is best for you after only a few days in your community. The best we may be able to do is offer some observations which are hopefully constructive.

Many of you have spoken to us about the hottest revitalization issue in Moose Jaw today -- "The Spa". A few days before our arrival certain controversial decisions were made by Council. Given the importance you have attached to this particular project, we feel unable to avoid comment. Therefore, we are using "The Spa" as a case history related to consensus building. It must be kept in mind that the accuracy of our presentation is limited by our ability to collect and interpret facts made available to us.

In general, the facts as we understand them are as follows:

The Mayor's Task Force of 1986 made a number of recommendations for revitalizing the Downtown Business District. One of those was to examine seriously the geothermal potential for a health spa. The City apparently made the necessary

commitments to generate community support. Sask Water accepted the risk of drilling the necessary wells to determine the availability and quality of the water. A Feasibility Study by Ernst and Young was also commissioned.

Subsequently, a new Council was elected apparently on a platform of fiscal restraint. We are uncertain as to the detail of the subsequent review process. However, if the people who the Steering Committee arranged for us to meet are representative of the community as a whole, there appears to be some serious divisions on this issue. This is regrettable given the very significant implications of the project for Moose Jaw.

The recent action of City Council reflects a definite interest in proceeding with the Spa project. Citizens uniformly appear to appreciate this decisiveness. In addition, the goal of private financing, if available, is a desirable feature to include in any development and could enhance the City's ability to support other worthwhile projects. However, one of the most critical aspects as viewed in the Ernst and Young Feasibility Study relates to location.

The importance of gaining the greatest possible consensus on "the spa" is a critical consideration for Moose Jaw. This project is widely viewed within the community as being essential to downtown revitalization.

R/UDAT reviewed the documents made available to us and it seems apparent that the proposal under consideration does not reflect the community objectives and evaluation criteria related to location or downtown heritage theme as described in the City's 1989 Proposal Call. Our impressions are as follows:

- This project is primarily motivated by economic development and would not be supported if it was simply an amenity for Moose Jawians.
- This project is not in the category of a firehall or park improvement - it is an investment which is intended to deliver a return to the community either directly or indirectly.
- It is likely that some public sector funding beyond the current investment in the well will be required in order to attract investment capital.

- Western Diversification and Destination Tourism funding should be available and secured for a project of this type.
- On the operations "side", a spa is often marginal in financial performance mainly because of high labour costs.
- As a result, careful study of anticipated economic spin-off on hotels, retail and other visitor activity needs is essential.
- Furthermore, a location in proximity to existing residential and urban activity centres appears most beneficial to the feasibility of the project.
- The location of this project is of such significance that any proposed change the downtown location merits, in our opinion, a formal review process.
- If the citizens of Moose Jaw are willing to invest at least \$1 million into this project, such commitment could be a significant factor for success.

- R/UDAT is of the opinion that the spa should be located in the downtown area identified in the 1989 Proposal Call roughly bounded by Athabasca, Manitoba, 3rd Avenue N.E. and 2nd Avenue N.W.
- If Council determines that a spa of the type and scale described in the proposal call should no longer be pursued, the City may want to investigate potential for a recreation/tourism facility at the Natatorium site.



THE ROAD TO CONSENSUS

The City of Moose Jaw enjoys many unique amenities. Who can dispute the beauty of Crescent Park, the splendour of the murals, the design of the North Hill Firehall or the serenity of Plaxton's Lake? These are inheritances from past decisions. It seems to us that one of the greatest challenges facing Moose Jaw is successfully building consensus so that, once a decision is taken, the community can take pride in its quality of life even if every decision is not absolutely endorsed by every resident.

R/UDAT believes that the road to consensus requires a focussed and consistent process leading to a community and economic development strategy. The process needs to be a very open, very broadly-based one. Divergent interests and points of view must be accommodated and conflicts openly and honestly resolved.

"We can do anything
because we're from
Moose Jaw."

"Yes, we have made mistakes
and perhaps future
generations will criticize
what we have done, but
there is some degree of
satisfaction at what has
been accomplished."



The City of Moose Jaw must lead and provide the forum. The City, through its Economic Development Commission, chaired by the Mayor, has the mandate. Unfortunately, current signals are unclear. The staff position relating to Economic Development has been eliminated and the function absorbed by the City Commissioner, a very busy individual. The Mayor's Task Force which, in June 1991, advanced a framework for the preparation of a community development strategy no longer exists and its recommendations remain in limbo. Tourism Moose Jaw, which currently represents a larger number of constituent community organizations than any other umbrella agency, has a limited mandate and has recently experienced a diminished level of support from City Council.

Moreover, a community can never be entirely healthy if even a tiny minority have been effectively marginalized and disenfranchised. A community plan is not complete until it has effectively dealt with those suffering unemployment, discrimination, physical disability, physical abuse, and personal crises.



"This is a battle zone, people are fighting to get by day to day without food, clothing, furniture and a decent home."

Just like the economy is everyone's business, "their" problems are everyone's problems. Everyone in the community is sailing on the same boat. Presentations made on behalf of people with a problem make it clear that there are serious and continuing problems to be addressed. The dedication of the small group working in this area, with small budgets, deserve community support, and need to be part of the "plan".

A clear sense of leadership must now emerge through a re-energized and broadly-based Economic Development Commission renamed the Community Development Commission. The mission of this re-energized and broadly-based Commission should be to produce and keep current a community and economic development strategy. Borrowing the words of the Mayor's Task Force, the Commission should "co-ordinate the establishment, activities and results of sector specific working groups identified for the purpose of discussing their role in terms of the future of the City". The mission of the Commission could begin with a "set of civic symposiums, the spirit and intent of which is to create a consensus among community leadership as to where we are, where we want to be...and how we can help each other achieve the common goals". The Commission will need to be appropriately staffed and provided with an adequate budget.

"We are the future of this city, province, country, and the future of this world."

"It's not a question of whether you can do it, it's whether you want to."

COLLABORATION IS OFTEN A LOW COST ISSUE

We were struck by the internally focussed competition expressed by Moose Javians. Here is a City of enthusiastic and committed people who need some structured projects and processes to redirect their energies externally. As one citizen reported, "I think there's a lot of stabbing going on. We need to focus our energies."

CUSTOMER SERVICE

In all of the presentations, it was apparent that Moose Jaw must compete on a Regional basis. A successful service industry related to such activities as agriculture, health and retail is obviously critical to Moose Jaw's future. Such success is only possible if the City as a whole delivers quality service.

What is quality service? In its simplest terms, "quality" means meeting customer expectations the first time, every time. By the way of illustration, customers expect courtesy. It is not sufficient to rely on a well established reputation as "the friendly city". Instead, the service sector needs to collaborate in assembling data. Customer service surveys need not be expensive and can be fun to develop and conduct. The resulting information should be shared as widely as possible. Every day there are thousands of

requests for service in Moose Jaw. Each one is 'a moment of truth'. If the City is truly serious about being a Regional Service Centre, then every service industry needs to cooperate in seriously researching customer expectations and whether they are being met. This creates the basis for an aggressive private sector marketing plan aimed at recovering sales lost to other centres. Your reputation for quality service is fundamental to your future success as a community.

"I don't know how feed back from citizens could be considered skewed."

"We have to find a way to get the community working together."

THE PROPERTY REASSESSMENT ISSUE

Through no fault of its own, the City of Moose Jaw faces a very difficult reassessment issue. It is absolutely predictable that there will be stress and conflict as a result of the reassessment process. A consultant firm has described Saskatchewan's assessment policies in the following words:

"values now in use are hopelessly outdated and highly inequitable".

This means that all cities, not just Moose Jaw, will endure a period of turmoil covering several years. In principle, everyone would probably agree that properties should be fairly assessed. There is a nation-wide trend toward provincial governments off-loading costs to municipal governments whose primary source of income is the property tax. This makes fairness in the assessment system all the more important.



How will Moose Jaw 'weather the storm'? There is no doubt that some municipalities will be bitterly divided as the inevitable shifts in property tax burdens are gradually implemented. The best way to cope is by working together to build knowledge. All citizens need to understand the financial impacts resulting from reassessment. They need to be consulted on how change can be phased-in most equitably for this community. Leaving this issue to the experts will almost certainly lead to division and resentment. Building widespread knowledge will take time and energy but it need not involve much out of pocket expense. There is an opportunity to work together on a significant issue which will otherwise do damage to the community of Moose Jaw.

FINANCIAL PLANNING

It is readily apparent that Moose Javians do not agree on the definition of financial responsibility as applied to civic government. And yet, there is an expectation that City Hall will operate in a fashion which is financially responsible. It is therefore not surprising that rifts have reportedly emerged in various forms - "bickering", "whining", "squabbling" and even "warring".

These are very difficult economic times. Global factors affecting agriculture have removed much of the discretionary income from the community. As a result of this reality, residents and business people have understandably reacted by demanding a freeze in property taxes.

The City's budget is a sophisticated financial document. It not only provides detailed accounts but also includes both capital and operating forecasts. Indeed, there are many indications of sound management practices. Nevertheless, two questions emerge both of which relate to the relationship between the City and its citizens.

First, there is an apparent lack of predictability in the funding of some municipal projects and programs. One moves ahead at an unexpected pace; another is delayed or deleted without notice. This approach undermines the credibility of local government and

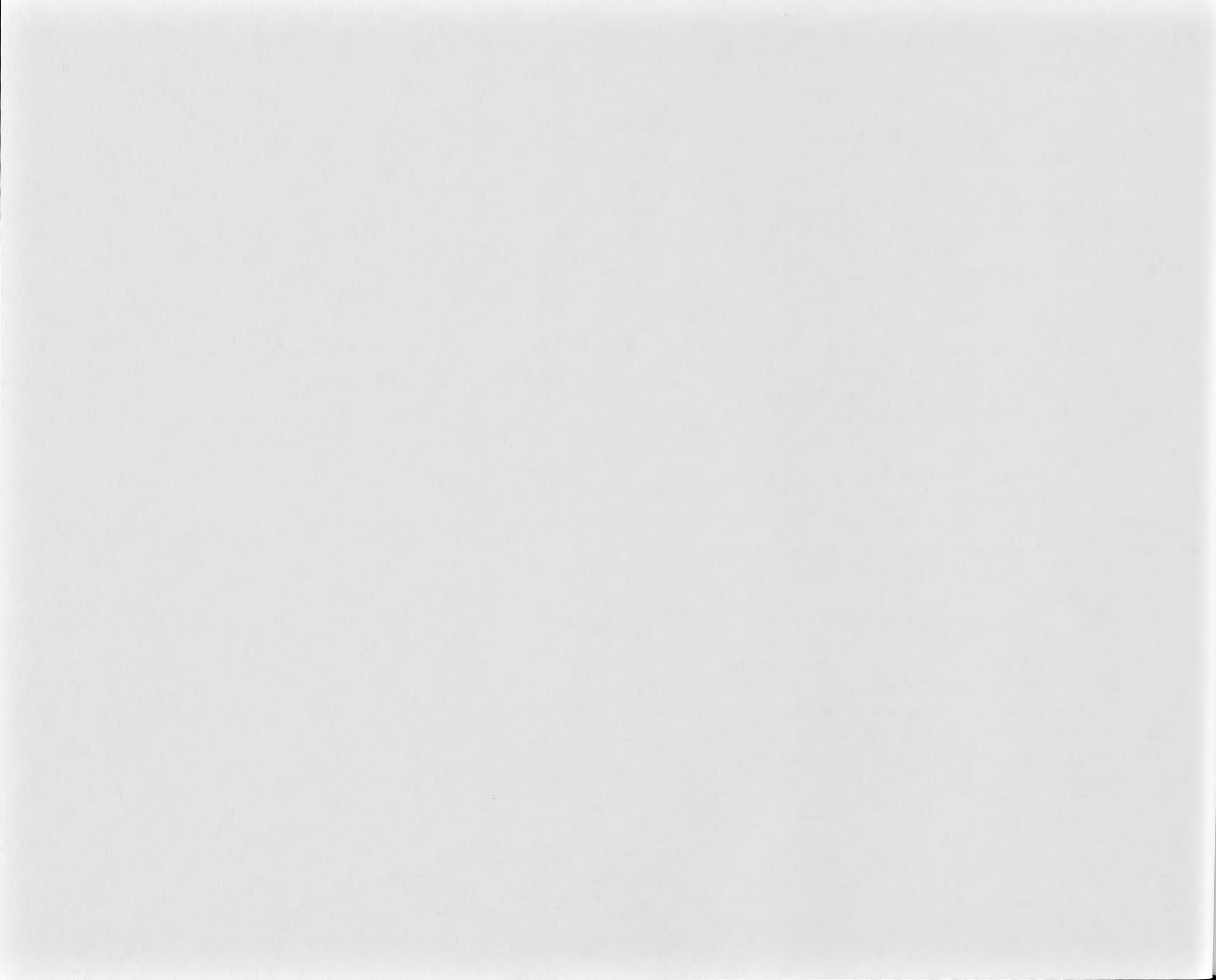
"Moose Javians are addicted to the idea of government providing for all their needs. And yet, they complain when their taxes go up."

often adds cost unnecessarily. It is particularly important that new capital projects of a non-emergency nature not be unexpectedly inserted into the early years of a capital program. Once planned, however, there is risk of losing the value of design, environmental and even land investments by altering the construction schedule.

The importance of predictability leads to a second observation - the need for improved communication. City budgets are not difficult to understand if there is an effort to explain. During the R/UDAT study, someone said "Once we pay our taxes, it's still our money".

The citizens of Moose Jaw have a need to understand the choices and trade-offs involved in setting priorities. It is not generally considered sufficient to respond by indicating that budget or other documents are available. On the contrary, the City should promote dialogue. This is a low cost initiative generally involving limited dedicated staffing and printing. It helps to avoid surprises in the community. It is also another opportunity to foster collaboration between the City and all the residents it serves. By sharing more information and knowledge, the definition of what Moose Jawians mean by "financial responsibility" should become more consistent.

"You can't just talk about communication."





VISION STATEMENT

VISION STATEMENT

It would be very presumptuous of R/UDAT to reach any conclusion about the most appropriate "vision" suited to the City of Moose Jaw. That decision must be left to the citizens of the community.

However, since we were requested to address this matter, we submit the following draft for your consideration and modification.

Moose Jaw is a well managed city where taxation and other policy decisions are reached through an open and consultative process, where a high quality of life is fostered by above average public amenities, where priority is given to our children, our elderly and our disadvantaged, where our heritage creates a strong sense of community pride, where customer service meets the highest standard and where every visitor is treated as a very special guest.

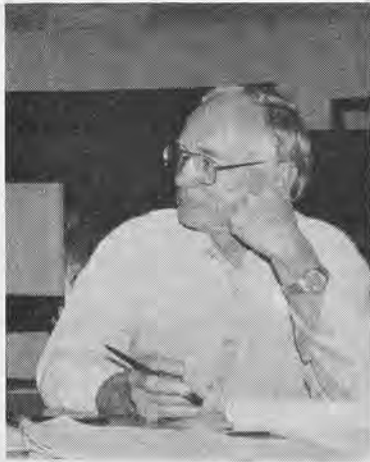
We believe that Moose Jaw is a city in which every citizen has a right to be proud.

*"You need a bit of a vision;
you need a bit of a plan."*





APPENDIX

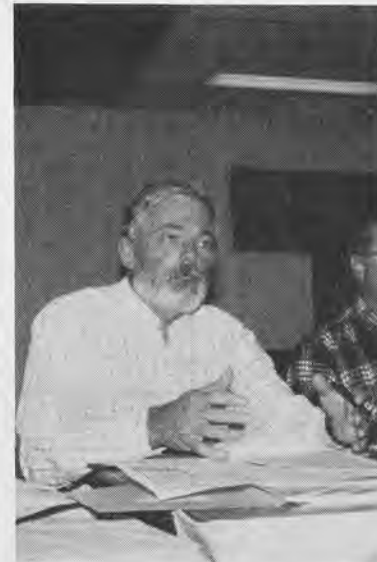


JIM CHRISTOPHER, FAIA

Jim Christopher is the founding principal of Brixen & Christopher Architects in Salt Lake City, Utah. He has been Principal in Charge of Design since 1963.

Jim has taught and lectured in various states, including Utah, Massachusetts, Montana, Mississippi, Texas and North Dakota. He has been a member of the AIA Regional/Urban Design Committee since 1976 and has been involved in R/UDAT teams in the following centres: Reno, Nevada; Hillsboro, Oregon; Rockford, Illinois; Carlsbad, New Mexico; and Pismo Beach, California

In 1982 Jim was awarded a Special Presidential Citation commemorating the 125th anniversary of the American Institute of Architects in recognition of "inspired and outstanding service to the profession of architecture and the Institute"



HAROLD WESTDAL

Harold Westdal is an economist with extensive experience in community development issues. Mr. Westdal manages his own consulting practice based in Winnipeg. He is also the Chairman of the Communities Economic Development Fund, a Manitoba Crown Corporation which provides business loans and counselling services to northern Manitoba business enterprises.

Harold is a part-time lecturer at the University of Manitoba and has business interests in manufacturing, agriculture and tourism industries.



JOE CHAMPEAUX, FAIA

Joe is a practicing architect and urban designer in Lake Charles, Louisiana and a former Director of City Planning for that city.

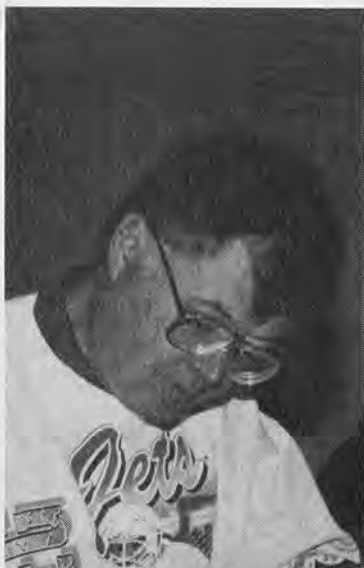
He is a Past President of the Louisiana Architects Association and a member of the College of Fellows, American Institute of Architects. Joe has served as chairman of 10 R/UDAT teams, including Wichita Falls, Texas; St. Louis, Missouri; Hillsboro, Oregon; Knoxville, Tennessee; Jersey City, New Jersey; Bethel Island, California; Cedar Falls, Iowa; Ogden, Utah.



LEN VOPNFJORD

Len Vopnfjord is a City Planner with 25 years of experience and is currently the Director of Planning for the City of Victoria, British Columbia. His principal focus is downtown revitalization and community involvement on local planning.

A native of Winnipeg, Len was Chief Planner for that city for almost 10 years. Prior to that, Len's experience in consulting included a master parks plan for the City of Regina. In 1989 he was a team member for the Fargo, North Dakota R/UDAT.



RICHARD FROST

Richard Frost has a background in public administration having worked in various civic positions for the Cities of Burlington and Hamilton as well as the Regional Municipality of Peel. In 1989, he was appointed Chief Commissioner in Winnipeg. He is a graduate of McMaster University with Bachelor of Arts (Honours) in History, and Master of Arts in History. He also is a graduate of Queen's University with a Master of Public Administration degree.

Richard has served as President of the Ontario Municipal Administrator's Association and the Ontario Municipal Management Development Board. He is presently on the Board of Directors of The Forks Renewal Corporation and The Winnipeg Enterprises Corporation.



CHARLES THOMSEN

Charles Thomsen is a Professional Landscape Architect and a Professor with the Department of Landscape Architecture at the University of Manitoba. Mr. Thomsen received the University of Manitoba President's Outreach Award in 1981 and the Faculty Association's Merit Award for Service in 1992 in recognition of his involvement in planning workshops and presentations in over fifty community groups in Manitoba, Saskatchewan, Alberta and Northwestern Ontario in the development of neighbourhood recreation and open space.

Charlie's recent projects include the planning and design of various scaled recreation space and the development of conceptual plans for the "Forks Forest" with the Manitoba Forestry Association.



RON MECHLIN

Ron Mechlin is President of Development Resources, Inc. in Edgewood, Kentucky. Mr. Mechlin is involved in the development of commercial and residential properties in the Northern Kentucky area, in addition to providing consulting services in the area of market research, zoning issues and development plan processing. Previously, Mr. Mechlin was Director of Development and was responsible for rehabilitating a school into apartments for low and moderate income families as well as development of a lease/purchase home ownership community in an urban renewal area of Indianapolis, Indiana.

Ron holds a Bachelor of Business Administration degree from the University of Cincinnati, Ohio.



ROBERT P. CHICKERING

Mr. Chickering has been with Economics Research Associates (ERA) in San Francisco, California for over eight years and hold B.A. degrees in Political Science, International Relations from the University of California at Berkeley. With ERA, Mr. Chickering has been the project manager and participated in studies evaluating a wide range of subjects relating to real estate development economics. His experience has included residential, office, retail, resort, recreation and mixed land uses in the United States and world wide.

LOCAL CO-ORDINATOR

Kirk Banadyga, at the request of the Royal Architectural Institute of Canada (RAIC), served as local co-ordinator between the RAIC and American Institute of Architects to assist in the organizing of this international effort in conjunction with the Moose Jaw Steering Committee.

"8 team members with the right stuff."



KIRK BANADYGA

Kirk Banadyga is President of Architects in Association, a Regina based architectural firm. Mr. Banadyga is past president of the RAIC, the Saskatchewan Association of Architects and an honorary fellow of the American Institute of Architects. He is presently serving as Dean of the College of Fellows of the RAIC. Mr. Banadyga is a Wadena, Saskatchewan native, a University of Manitoba graduate (B.Arch.) and has been practising in Regina for over twenty years.

His firm, Architects in Association, is a diversified firm providing architectural, health planning, programming and facilities management services.

COMMUNITY PARTICIPATION

R/UDAT STEERING COMMITTEE

Kirk Banadyga, Architects in Association
Bill Cudmore, Chairman
Mayor Don Mitchell, Mayor
Jim Penrod, City Commissioner
Rod McLean, Public & Media Relations
Pam Sargent, Co-ordinator
Mona Selanders, Business Improvement
District/Tourism Moose Jaw
Rob Barber, SIAST, Palliser Campus

INDUSTRIAL ADJUSTMENT COMMITTEE

Don MacDonald, Chairman
Mayor Don Mitchell, Member
Jim Penrod, Member
Mona Selanders, Member
Bill Cudmore, Member
Barry Kennedy, Member
Dorothy Evans, Member
Ken Deans, Member
Doug Cole, Member
Pam Sargent, Secretary

MOOSE JAW CITY COUNCIL

Mayor Don Mitchell
Brian Swanson
Janet Hunchuk
Peter Norys
Graham Chute
Mike Hataley
Frank Abdou

BUSINESS COMMUNITY

Ed Long, Moose Jaw Asphalt
Earl Dokken, Master Manufacturing
Lorne Keller, Ag Pro Grain
Chamber of Commerce:
Earl Dokken
Rod VanSlyk
Rod McLean
Daryl Wenaus
Bevin Liepert
Greg Stoll, Bank of Montreal
Brian O'Rourke, CP Rail
Jim Dixon, Retail Merchant
Gaye Stewart, Retail Merchant
Deb Thorn, Temple Gardens Mineral Spa
Co-operative
Don Gander, Retail Merchant

TRANSPORTATION AND ACCOMMODATIONS

Joe Fikowski, Downtown Motor Lodge
Garry Neuls, Moose Jaw Automobile Association
Moose Jaw Transit Services
Canadian Forces Base, Moose Jaw
Jim & Kerry Muirhead, Nutmeg Square
Gaye Stuart, Be A Sport

Meals donated by:

Chamber of Commerce
City Square Mall
Geno's System's Inc.
Mandarin Inn
Fred German & Charles Cummings,
 SIAST Palliser Campus
Rick & Gladys Pierce, Hopkins Dining Parlour
Andy Paul, Hiram Walker
Downtown Business Improvement District (BID)
Jim & Kerry Muirhead, Nutmeg Square
Cafe' Roo
Western Grocers

HOSPITALITY

Sharon Howell, Tourism Moose Jaw
Mona Selanders, Tourism Moose Jaw
Holly Stryker, Harpist

FACILITIES, FURNITURE, EQUIPMENT AND SUPPLIES

Co-ordinator: George Kefford,
 SIAST, Palliser Campus
Jim Thorn, City Square Mall
SIAST, Palliser Campus
Moose Jaw Armouries
Timothy Gardens Centre
Sask Tel
Moose Jaw Chamber of Commerce

MAP PRODUCTIONS & TOURS

Engineering Department, City of Moose Jaw
Leith Knight, Historian
Doug Cole, Wakamow Valley Authority
Arnold Giddings, Wakamow Valley Authority
Architectural Engineering, SIAST, Palliser Campus
Gaye Stuart, Be A Sport
Mona Selanders, Tourism Moose Jaw
Dick & Elsie Meacher, Sukanen
Lyn Johnson & Tim Ellis,
 Western Development Museum

ARTWORK

Central Collegiate
Riverview Collegiate (Art 10,20)

**GOVERNMENT OFFICIALS
CITY/PROVINCIAL/FEDERAL**

Frank Bogdasavich,
Saskatchewan Community Services
Glen Steiner, Canada Employment Centre
Deb Thorn, Canada Employment Centre
Darrell Metka, City of Moose Jaw
Bob Croft, Saskatchewan Health
Glenn Hagel, M.L.A.
Wayne Phillips, Sask Water
Frank Hart, Deputy Minister,
Economic Development & Tourism
Colonel Bill Kalbfleisch, Cdn. Forces Base
Roy Rysavy, Social Services
Jim Kleckner,
Community Department of Justice
Merv Schenk, Police Chief, City of Moose Jaw
Ed Fredeen, Engineering Department,
City of Moose Jaw
Barry Dewald, Fire Chief, City of Moose Jaw
Brian Hamblin, Solicitor/City Clerk,
City of Moose Jaw
Garry McKay, Parks, Recreation & Culture,
City of Moose Jaw

SPECIAL ASSISTANCE

Paul Meginbir, Finance Department
Sandy Bulk, Mayor's Office
Roger Mitchell, Architects in Association
Douglas Elliott, QED Information Systems, Statistician
Al Munroe, Event Co-ordinator
Andy Anderson, Promotion
Terry Tuepah, Architects in Association, Graphics

PRODUCT DONATIONS

Kanti Daya, Hansa Creations
Don Gander, D & A Trophies
Emerald Glass

EDUCATION

SASKATCHEWAN INSTITUTE OF APPLIED SCIENCE AND TECHNOLOGY (SIAST)

Architectural Engineering Technology Faculty:

Professor Rod Stutt, Acting Program Head
Professor Roger Piche

Second Year Architectural Engineering
Technologists:

Jeff Argue	Sandy Kopp
Layne Arthur	Bonnie Nelson
Brian Babish	Clint Rivard
Thomas Baker	Bonnie Rydzik
Chris Bergen	Dion Silversides
Christine Carles	Jeff Sydoruk
Richard Carlson	Don Tatro
Jason Cutts	Debbie Taylor
Wyatt Eckert	Dena Therres
Derrick Hauser	Janine Watkin
Vanessa Hymers	Lyle Wiebe
Darryl Kenyon	Roger Wiebe

PUBLIC RELATIONS/MEDIA

Moose Jaw Times Herald
Moose Jaw This Week/This Weekend
CHAB Country 800 radio
STV, Regina
CBC, Regina
CBC, French
Prairie Co-Ax
Regina Leader-Post
CKCK Television, Regina
Jim & Kerry Muirhead, Nutmeg Square
(Hopsitality Baskets)
Mona Selanders, Tourism Moose Jaw
McCullough Costumes, Mac the Moose

DRAFTING AND REPORTING WRITING

Secretarial Support:

Janet Phillips
Marian Kiefer
Nancy Hughes
Annette Kesslering
Lesley Flynn

REPORT PRODUCTION

Grand Valley Press, printing
Betty Rawlyk, report production/assistance

COMMUNITY PRESENTATIONS

SCHOOL OFFICIALS

Dr. Ron Balsdon, SIAST Palliser Campus
Henri O'Reilly, Moose Jaw Separate School Board
Herb Linsley, Moose Jaw Public School Board

COMMUNITY ASSOCIATIONS AND BOARDS

Doug Cole, Wakamow Valley Authority
Arnold Giddings, Wakamow Valley Authority
Dorothy Evans, Cosmo Senior Citizens
Ross Leighton, Moose Jaw & District Seniors
Nancy Howick, Community Association Directorate
Marilyn McCrea, Transition House
Laura Boorah, Library Board
Bill Shiers, Art Museum Board
Karen Seltzer, Moose Jaw Public Library
Yvette Moore, Heritage Advisory Committee
Frank Draper, Seniors Action Now

SERVICE ORGANIZATIONS

Ted Lloyd, Lion's Club
Brent Waldo, Kinsmen Club
Maxine Miller, Murals of Moose Jaw

HEALTH CARE

Bob Hurlburt, Union Hospital
Ken Cornea, Providence Hospital

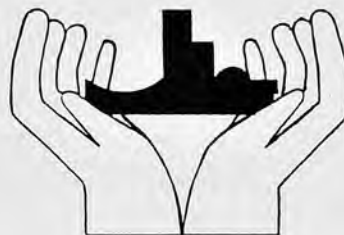
Donna Bowyer, Mental Health Association
Rose Ambrose, Sask Mental Health

COMMUNITY PRESENTATORS

Leith Knight
Celina Ling
Bud Sharpe
Rod McLean
Glenda James
Ed Button
Cal Thompson
Bernie Dombowsky
Aileen McGhie
Percy Hill

SPECIAL INTEREST GROUPS

Mona Selanders, Tourism Moose Jaw
Diana Bethke, Moose Jaw Labour Council
Barry Kennedy, Moose Jaw Friendship Centre
Michelle Kennedy, Moose Jaw Friendship Centre
John Parsons, Municipal Advisory
Community on the Environment
Faith Case, Special Needs Advisory Committee



REGIONAL/URBAN DESIGN ASSISTANCE TEAM

A JOINT VENTURE BY AMERICAN INSTITUTE OF
ARCHITECTS AND THE ROYAL ARCHITECTURAL
INSTITUTE OF CANADA

OCTOBER 1992