

Report on Community and Economic Development Organizations in Saskatchewan

September 2009

The report is based on the 2009 survey conducted by the **Saskatchewan Economic Development Association (SEDA)**. It presents information from 28 respondents in various areas including: organizational structure, salaries, funding sources, population served and employee benefits.

As a service to our members, the SEDA Office will be pleased to undertake additional filtering of the raw survey data and make this information available upon request.

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1. Survey and Survey Participants

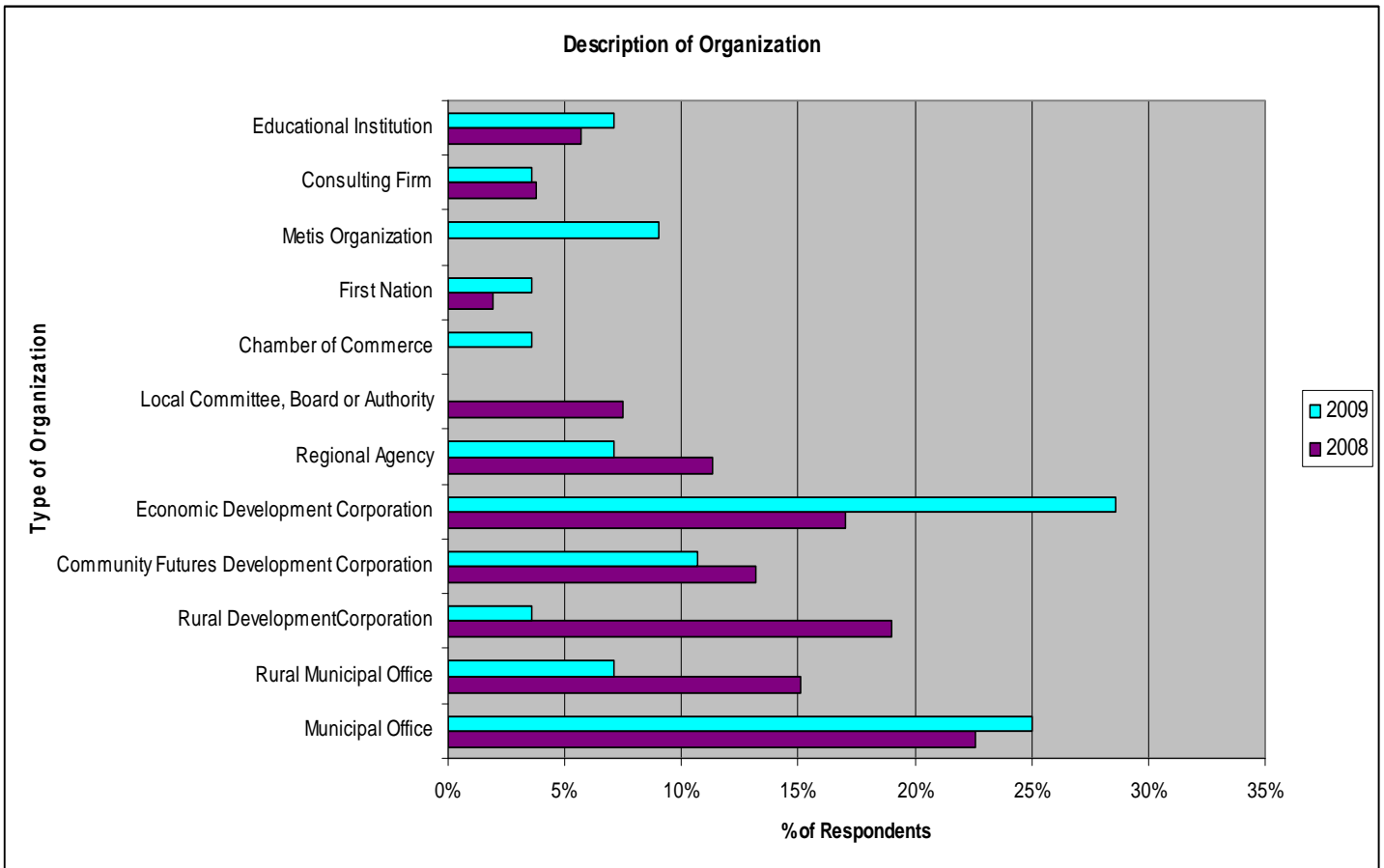
2009 marked the third consecutive year that the Saskatchewan Economic Development Association (SEDA) distributed an annual survey targeted to tracking key characteristics of organizations involved in the practice of community and economic development in Saskatchewan. Prior to 2007, research of this nature was conducted sporadically and on demand.

SEDA disseminated the survey on June 11, 2009 to its stakeholder network of 150 constituents. Several rounds of invitations were issued through to June 25, 2009, to garner the most representative sample as possible. A link to the online research vehicle was also sent to targeted partners (eg: SUMA, SARM, Enterprise Saskatchewan) with a request to engage their associated networks in this initiative. The evolution and expansion of community economic development over the past twenty years speaks to a need to retrieve data from a broad sample of municipalities, regional organizations and independent sectoral groups that are involved directly or indirectly in the delivery of community and/or economic development services.

2009 saw a fairly dramatic reduction (almost 50%) in the number of survey respondents as compared to 2008. However, this response rate is in alignment with the level of participation prior to 2008. The reduced response rate in 2009 could reflect transition of the Saskatchewan economic development sector from regional economic development authorities to enterprise regions, which was still underway at the time of the survey dissemination.

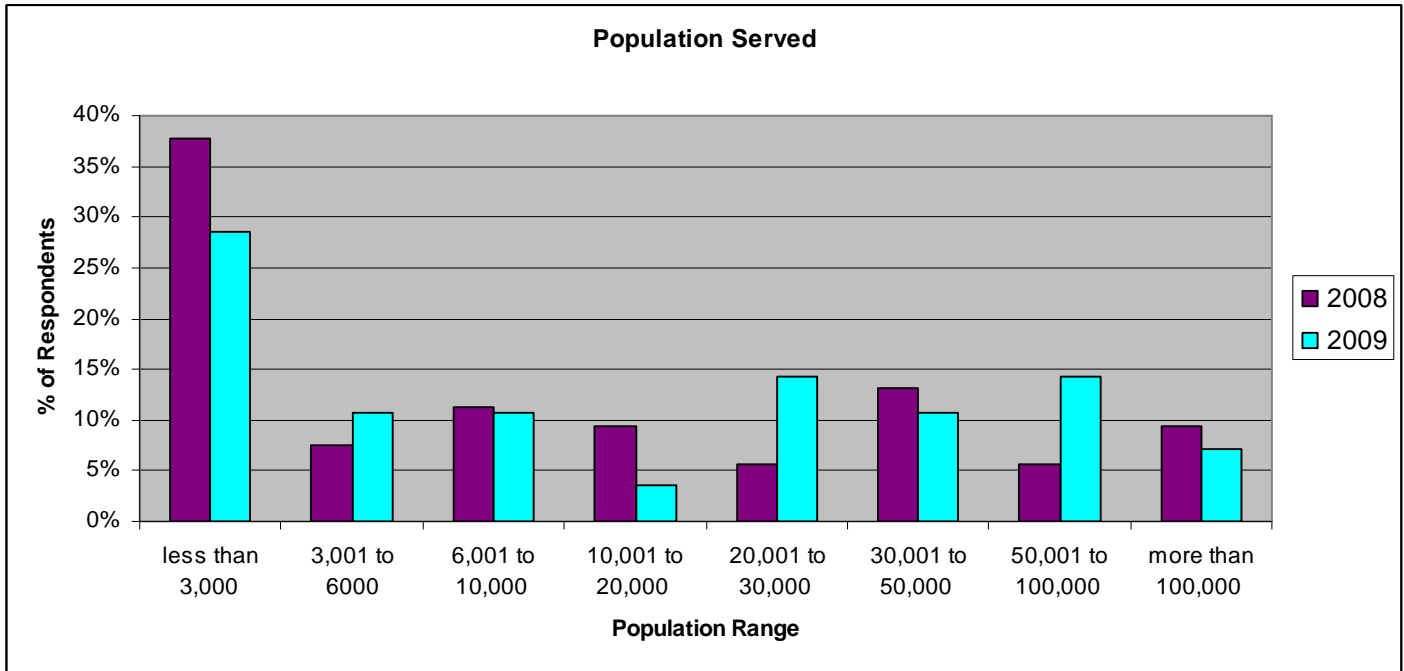
The 2009 sample is distributed across a broader range of organizational structures as compared to 2008 (see Figure 1a). In addition to this distribution, one not-for-profit entity also self-identified in the current year data.

Figure 1a



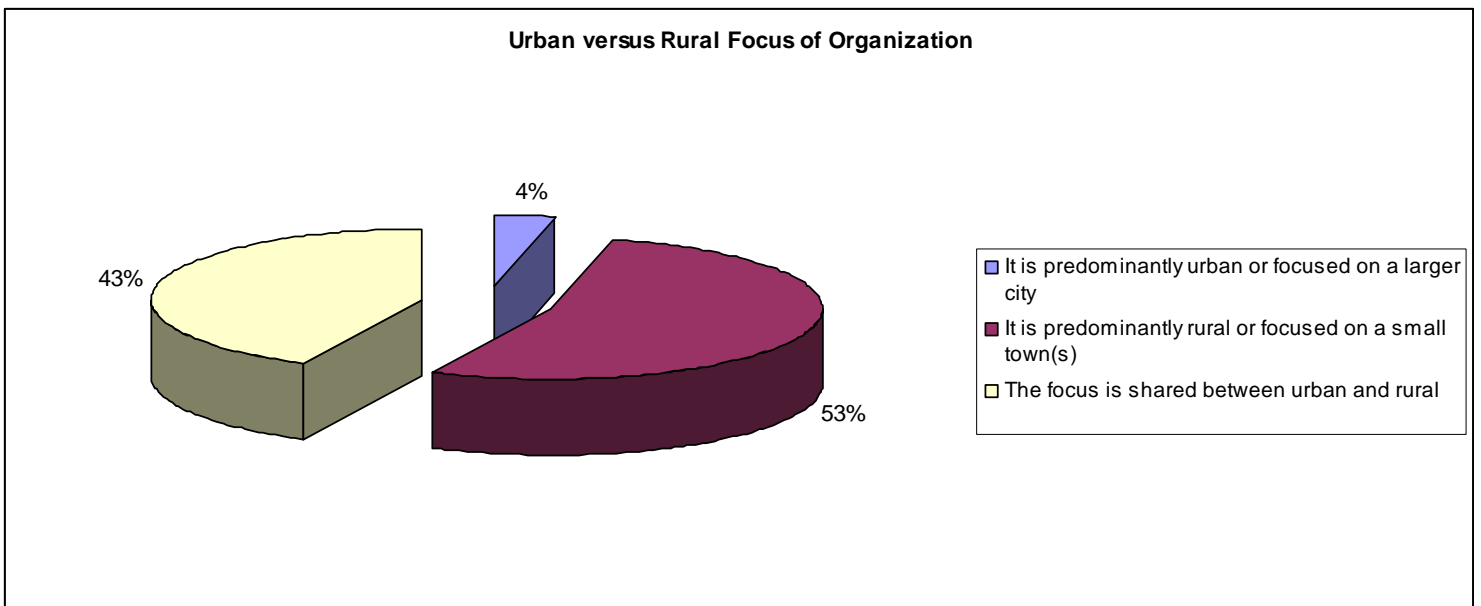
2009 responses provided representation from a variety of population ranges served by community and economic development organizations (Figure 1b).

Figure 1b



The percentage of organizations serving urban, rural or a combination of both markets(illustrated in Figure 1c) remained fairly constant with 2008 data.

Figure 1c

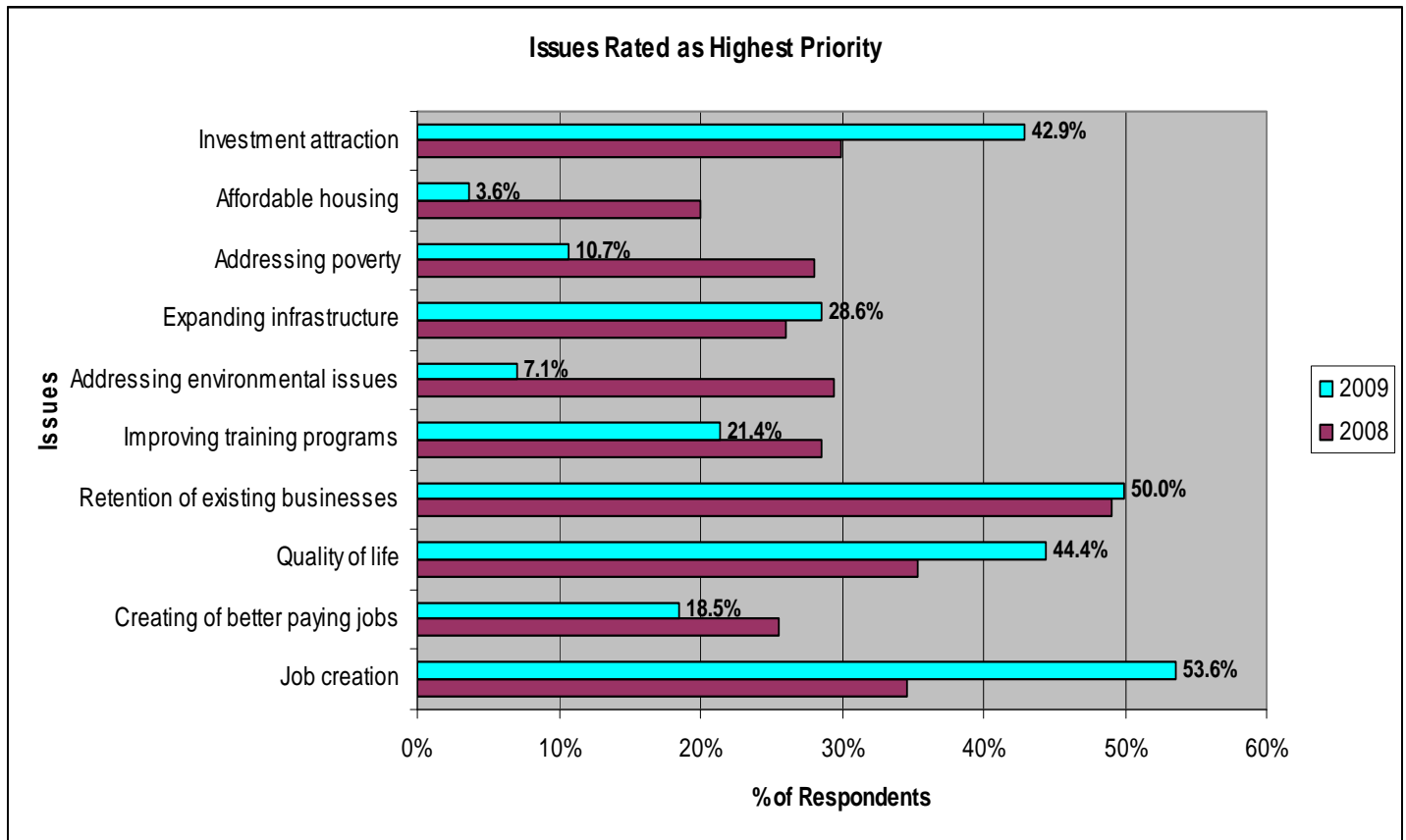


2. The Organization

Priorities and Primary Activities

Emphasis on priority issues shifted in 2009 with greater attention being directed to investment attraction and job creation. Retention of existing businesses remained a focus for our respondents in 2009 as did expansion of infrastructure. Figure 2a illustrates a sharp drop in interest being directed to issues such as poverty, affordable housing and the environment.

Figure 2a



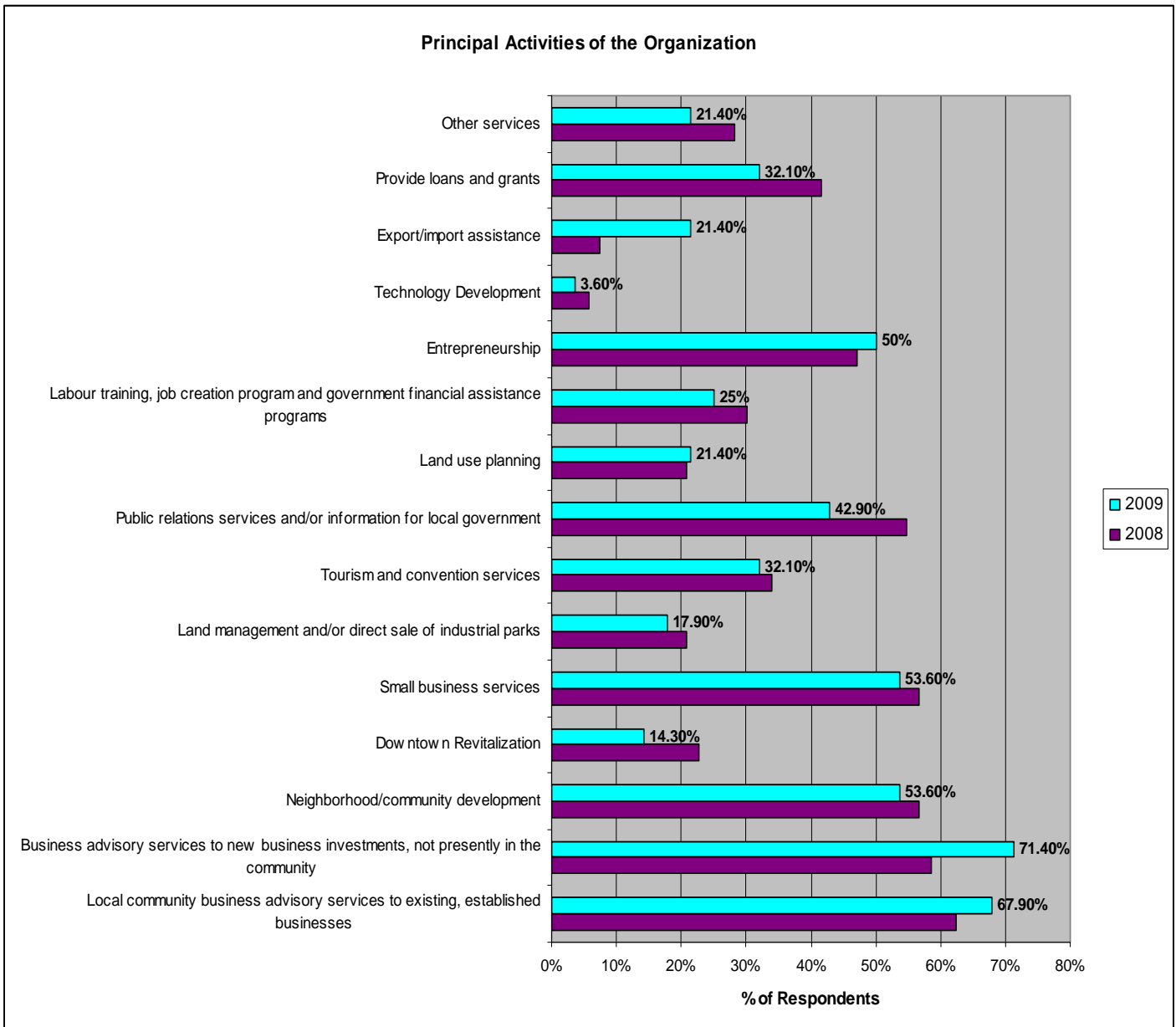
Other priorities identified by 2009 respondents included:

- Business development;
- Developing new markets.

The aforementioned priorities should ideally be aligned with the responses in the next section which highlights the *principal activities* of the organization. 2009 respondents appear to be allocating more organizational resources to services such as import/export assistance, entrepreneurship and business advisory services as compared to 2008. This focus is congruent with several of the key priorities stipulated in Figure 2a such as retention of existing businesses, job creation and investment attraction.

The focus on entrepreneurship and business advisory services as illustrated in Figure 2b points to a need for local and regional practitioners and organizations to work in tandem to maximize their resources and fine-tune their foci to avoid duplication and redundancy in service provision to a common target market.

Figure 2b



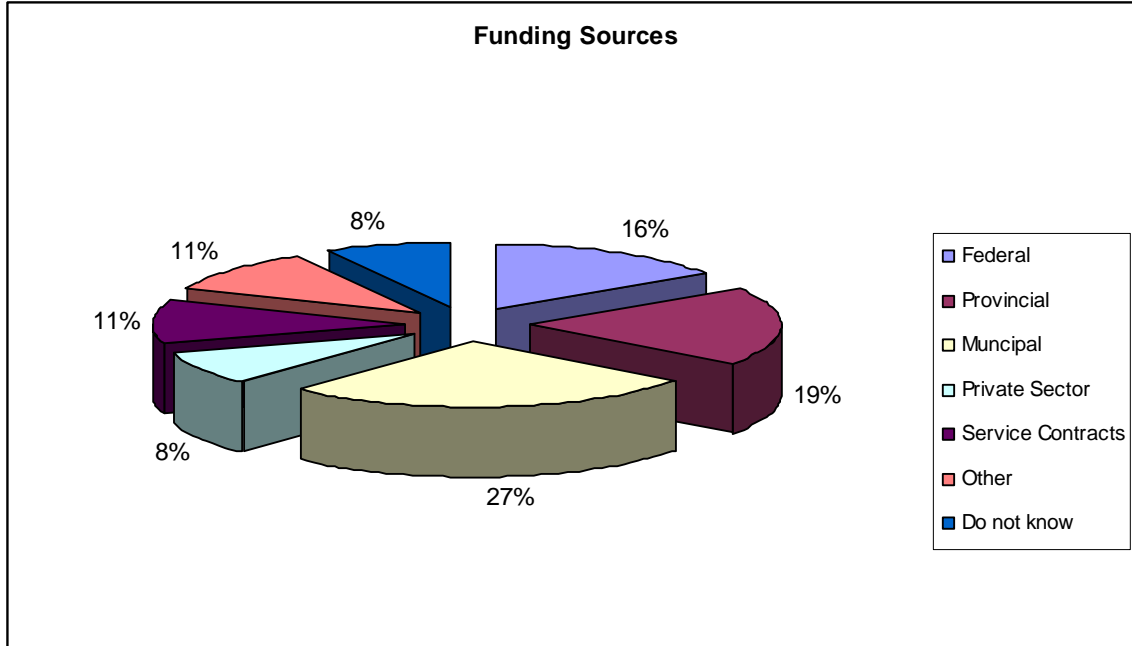
“Other Services” identified by 2009 respondents included:

- Business ownership and community development;
- Municipal office functions;
- Post Secondary training;
- General community marketing;
- Sector development;
- Labor retention and attraction.

Finances

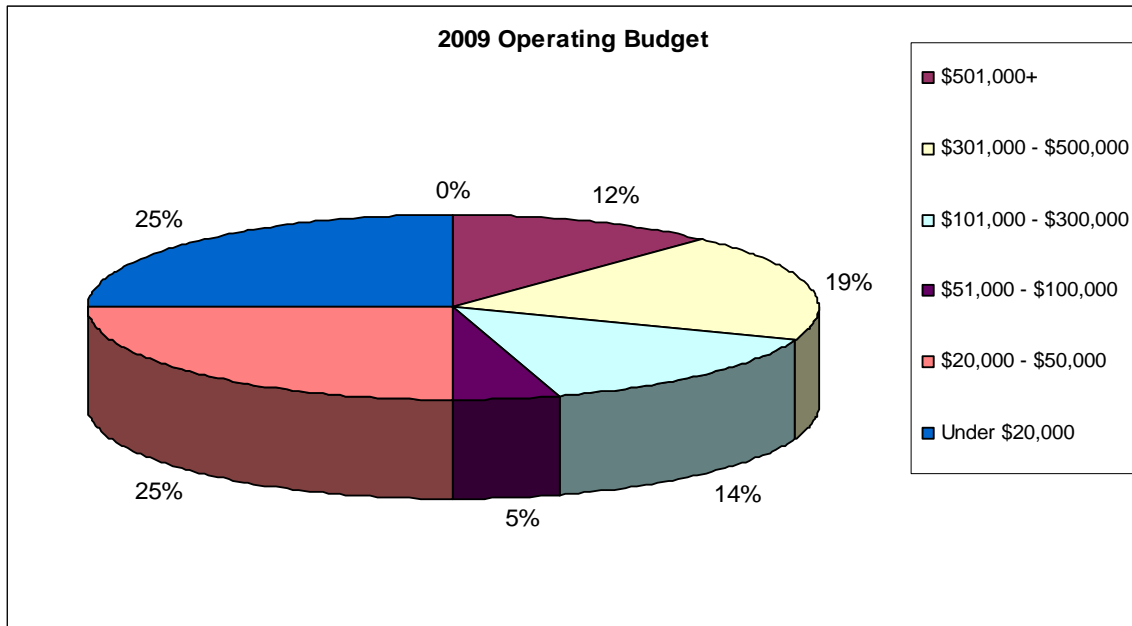
The Public Sector remains the primary source of operating funds. Respondents also stipulated self-generating revenues and trust fund proceeds within the “Other” category.

Figure 2c



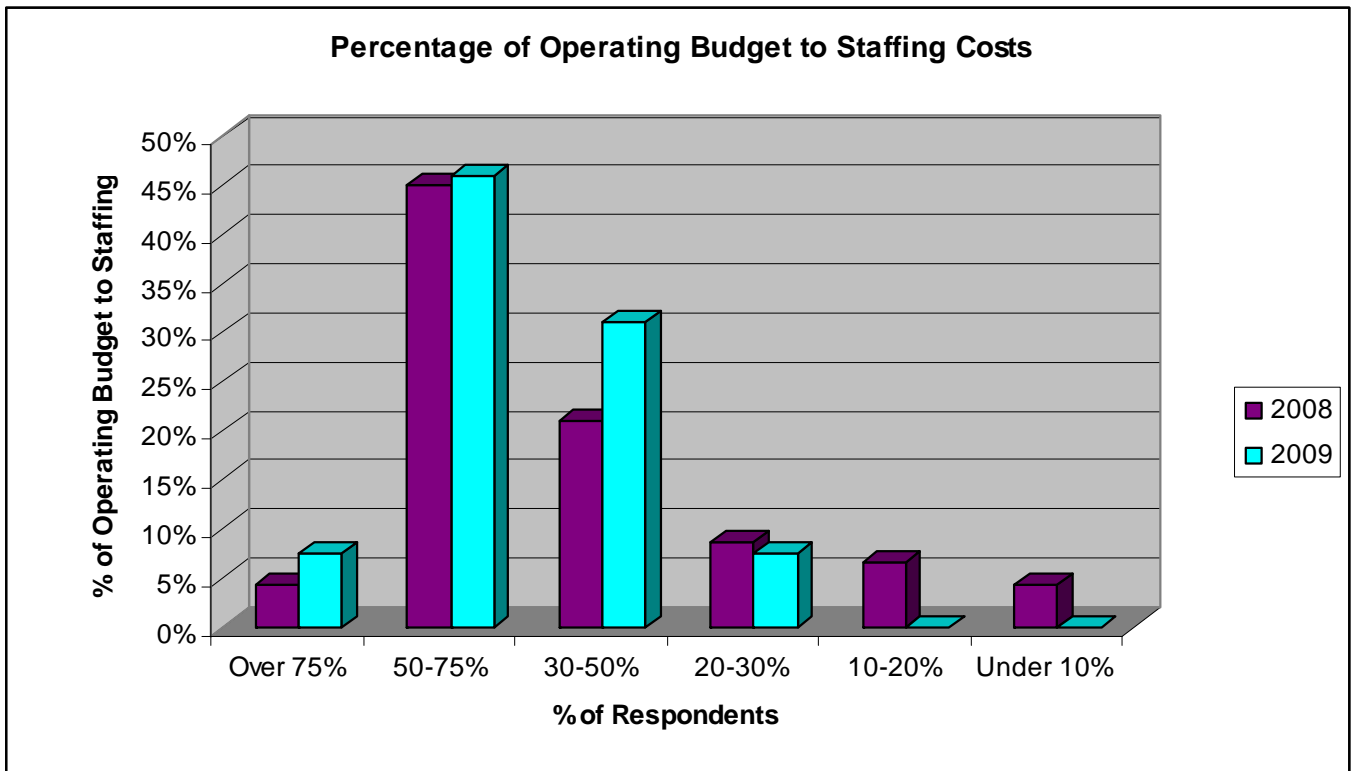
67.8% of respondents have an annual development operating budget of over \$100,000.00 which is a 14% increase over the number of organizations reporting in this range last year. 39% of respondents sustained increases to their operating budget in 2009, ranging from 3% to 24%. Another 39% reported no change to their operating budget.

Figure 2d



The majority (83%) of responding organizations in 2009 allocate between 30% to 75% of their operating budgets to salary costs. 2009 data points to an increased commitment of operating budget to staffing.

Figure 2e



Human Resources

Experience is ranked as the first priority when hiring community or economic development staff. Table 2a illustrates rankings provided by 2009 respondents.

Table 2a

	Ranked # 1	Ranked # 2	Ranked #3	Ranked #4	Ranked #5
Years of relevant/related experience	39.3%	32.1%	28.6%	0.0%	0.0%
Academic training	17.9%	39.3%	32.1%	7.1%	3.6%
Formal economic development training	7.1%	35.7%	39.3%	14.3%	3.6%
Professional designations	7.1%	10.7%	57.1%	17.9%	7.1%

Educational attainment of respondents remained fairly constant between 2008 and 2009 as illustrated in Figure 2f. Figure 2g highlights market attrition in professionals with twenty or more years of expertise, while the ranks of practitioners with one to fourteen years of experience continues to grow.

Figure 2f

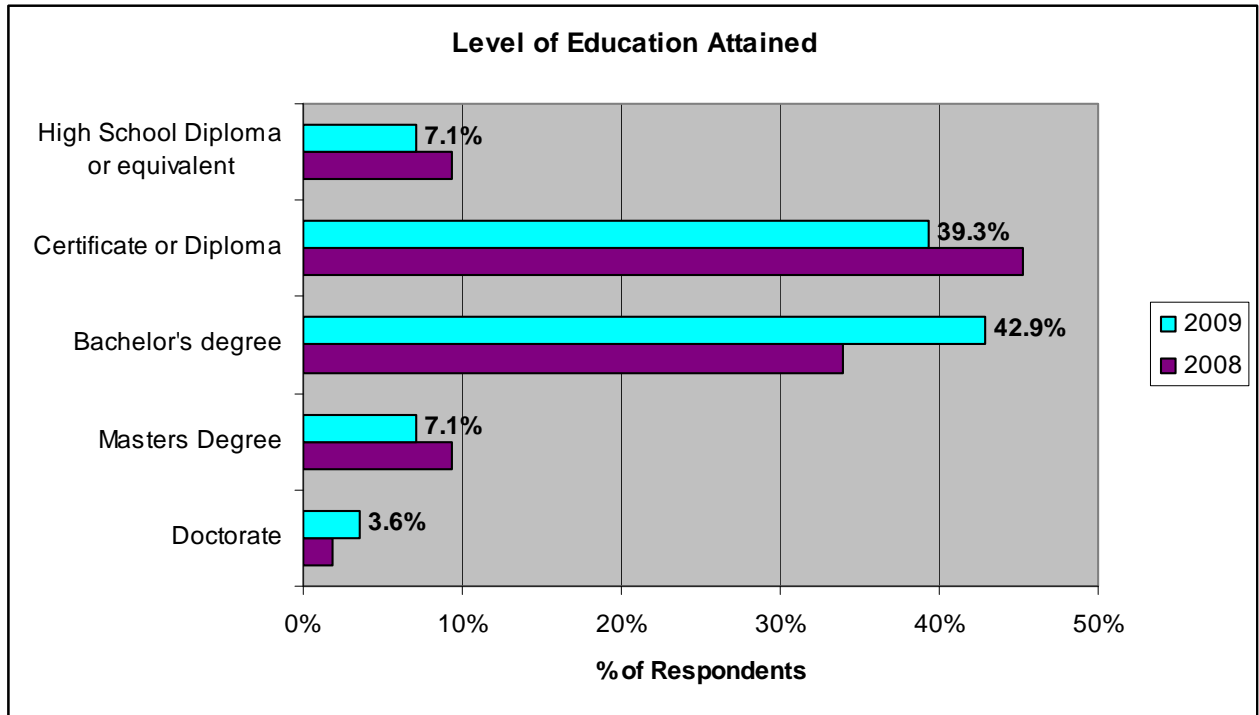
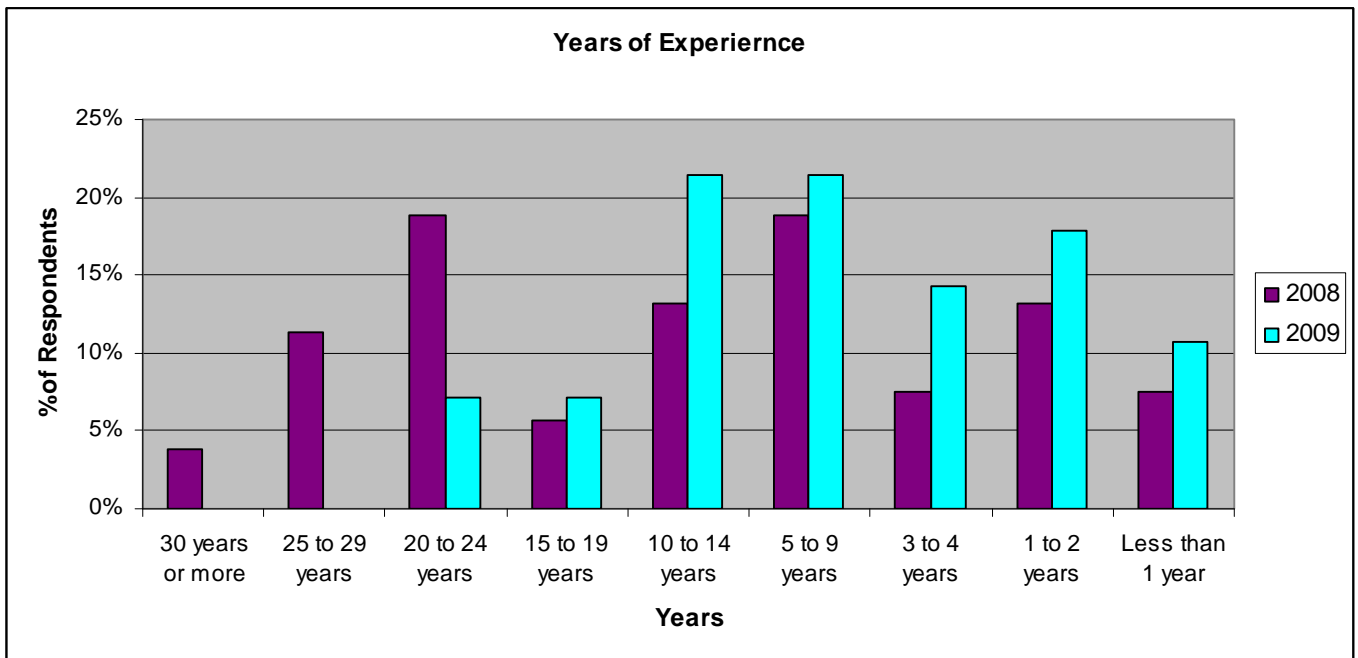
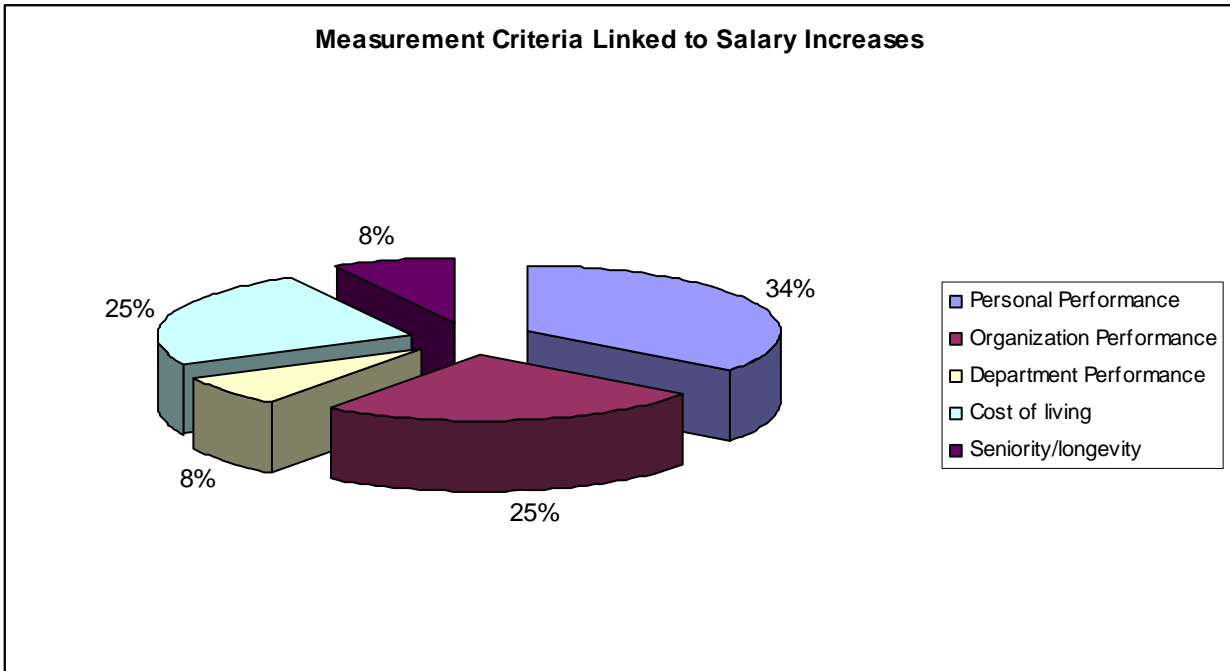


Figure 2g



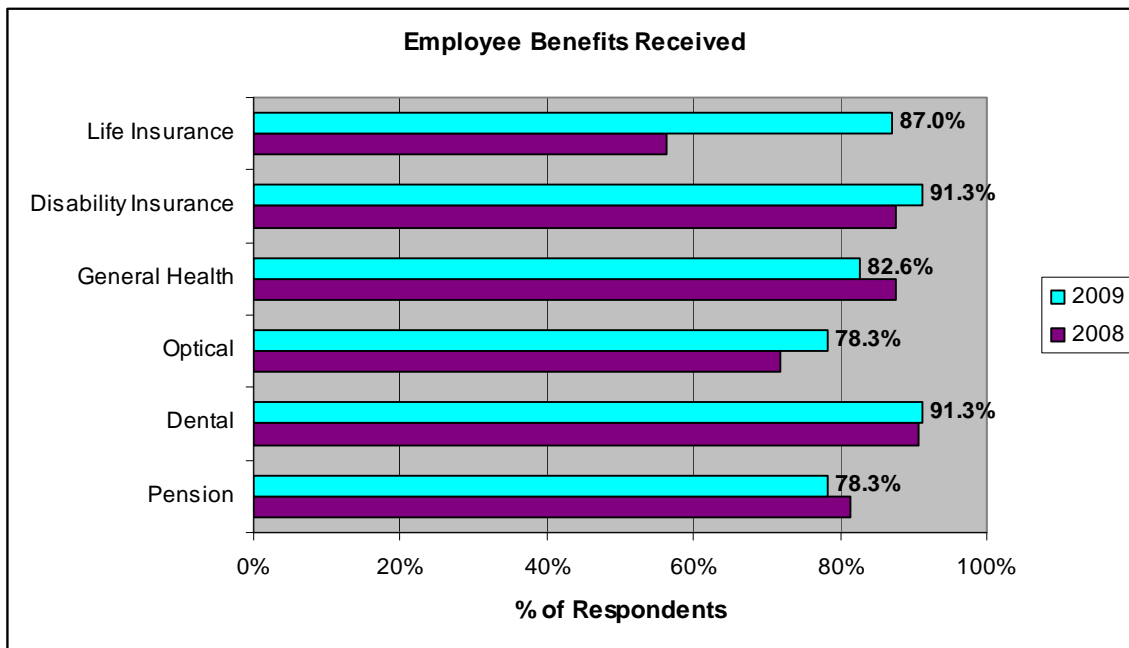
82% of respondents conduct or receive salary reviews annually. Figure 2h provides 2009 data on performance criteria utilized for salary reviews. This data is in alignment with 2008 survey results.

Figure 2h



Employee benefits remain consistent in our 2009 respondent base.

Figure 2i



Salaries of full time professionals(Figure 2j) exhibited increases in every level with the exception of those falling within the \$50,000 to \$60,000 range. This may reflect the growth of new full time economic/community development positions in municipalities (salaries \$50,000 and under) as well as the raising of senior positions to move Saskatchewan practitioners closer to national standards. Salaries of full time support staff do not reflect this same level of growth (Figure 2k).

Figure 2j

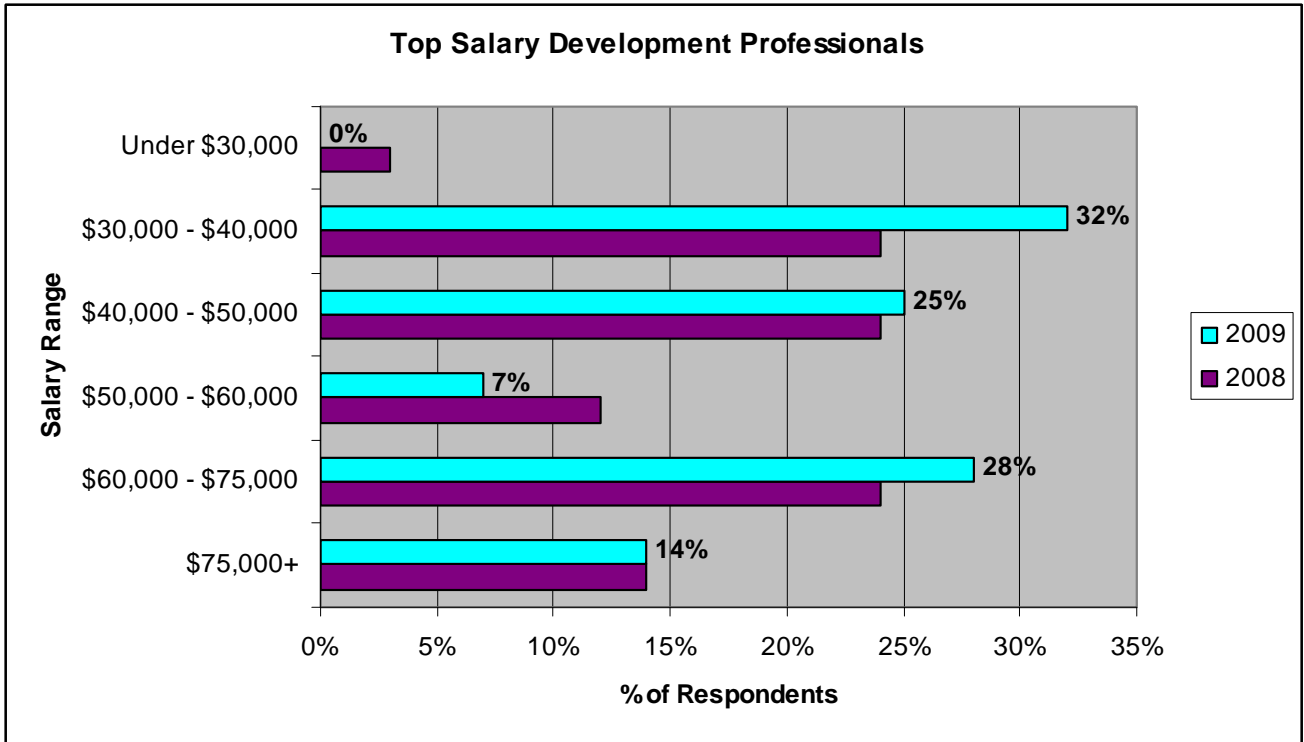
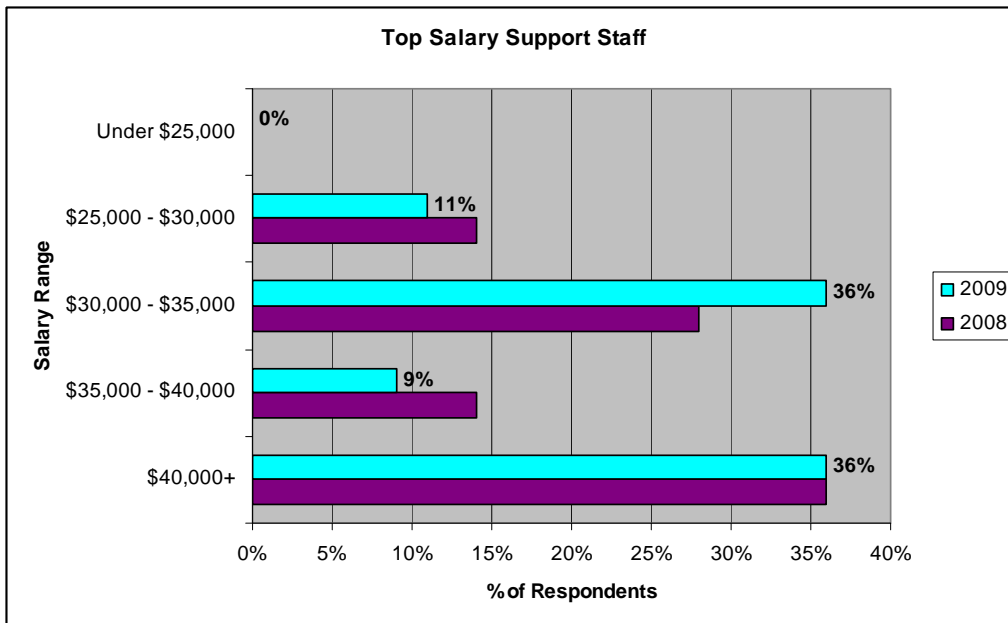


Figure 2k



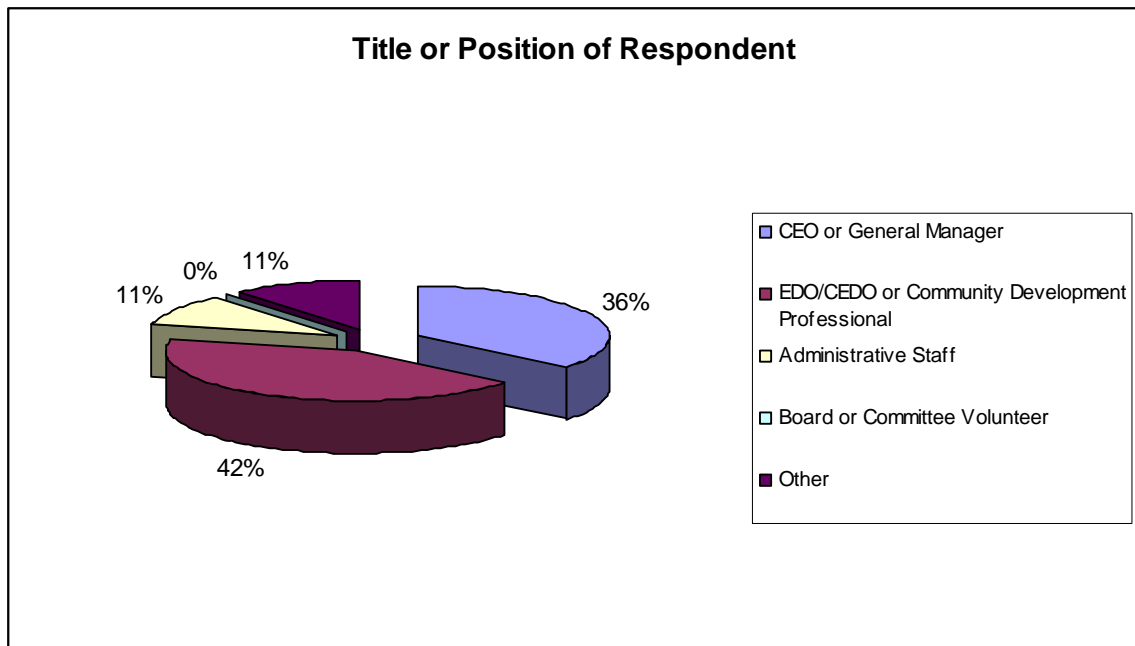
Consultants

Retaining external consulting remains a common practice in 2009 with 50% of organizations indicating they employ consultants. Contract terms vary upon demand and the nature of the project.

Title of Respondents

Figure 21 illustrates the title of 2009 survey respondents.

Figure 21



2009 Survey Questionnaire

- 1. Which of the following best describes your organization?**
 - Municipal Office
 - Rural Municipal Office
 - Rural Development Corporation
 - Community Futures Development Corporation
 - Economic Development Corporation
 - Regional Agency
 - Local Committee, Board or Authority
 - Chamber of Commerce
 - First Nation
 - Metis Organization
 - Consulting Firm
 - Educational Institution

- 2. How would you describe the area that is mainly served by your organization's community development or economic development initiatives and programs?**
 - It is predominantly urban or focused on a larger city
 - It is predominantly rural or focused on a small town(s)
 - Our organization serves a region that contains both urban and rural areas

- 3. What is the approximate population base served by your organization?**
 - less than 3,000
 - 3,001 to 6000
 - 6,001 to 10,000
 - 10,001 to 20,000
 - 20,001 to 30,000
 - 30,001 to 50,000
 - 50,001 to 100,000
 - More than 100,000

- 4. What is the current operating budget(approximately) of your economic development office/initiative?**

- 5. With respect to your answer to Question 4 above, did this budget increase from 2007? If Yes, by what percentage(%).**

- 6. Please indicate what percentage(%) the following sources of funding occupy in your current operating budget?**
 - Federal(%)
 - Provincial(%)
 - Municipal(%)
 - Private Sector(%)
 - Service Contracts(%)
 - Other
 - Do not know

- 7. What are the Principal activities of your organization? (Choose all that apply)**
 - Local community business advisory services to existing, established businesses
 - Business advisory services to new business investments, not presently in the community
 - Neighborhood/community development
 - Downtown Revitalization
 - Small business services
 - Land management and/or direct sale of industrial parks
 - Tourism and convention services
 - Public relations services and/or information for local government
 - Land use planning
 - Labour training, job creation program and government financial assistance programs
 - Entrepreneurship

Technology Development
Export/import assistance
Provide loans and grants
Other services

8. Please indicate the degree to which the various issues below are major priorities in your community or area served.

Job creation
Creation of better paying jobs
Quality of life
Retention of existing businesses
Improving training programs
Addressing environmental issues
Expanding infrastructure
Addressing poverty
Affordable housing
Investment Attraction

9. Which of the following best describes your current title and/or position?

10. Approximately how many years experience in the field of community or economic development do you have?

30 years or more
25 to 29 years
20 to 24 years
15 to 19 years
10 to 14 years
5 to 9 years
3 to 4 years
1 to 2 years
less than 1 year

11. What is the highest academic degree you have earned?

Doctorate
Masters Degree
Bachelor's degree
Certificate or Diploma
High School Diploma or equivalent

12. Please indicate(approximately) your organization's staff costs as a percentage(%) of your overall operating budget.

13. Please provide us with an overview of your development staff resources.

How many development staff are employed in your organization?
How many are full time development professionals?
How many are support staff?
How many are part time development professionals?
How many are part time support staff?

14. Please rate the applicable criteria your organization uses to hire development professionals. 1 being of lowest importance and 5 being highest.

Years of relevant or related experience
Academic Training
Formal economic development training
Professional designations

15. Please indicate the frequency of salary reviews/adjustments in your organization(eg: annually, bi-annually, never).

- 16. Please indicate which of the following criteria are utilized in your organization to support salary increases? Choose all that may apply.**
Personal Performance
Organization Performance
Department Performance
Cost of living
Seniority/longevity
- 17. What is the annual salary of your full time development staff?**
Highest Level(\$)
Lowest Level (\$)
- 18. What is the annual salary of your part time development staff?**
Highest Level(\$)
Lowest Level(\$)
- 19. What is the annual salary of your full time support staff?**
Highest Level(\$)
Lowest Level(\$)
- 20. What is the annual salary of your part time support staff?**
Highest Level(\$)
Lowest Level(\$)
- 21. Does your organization on occasion employ external consultants?**
Yes
No
- 22. If your answer to Question 12 above was yes, please indicate how often you contract consultants and/or the length of time contracted during the course of a year.**
- 23. If your organization contracts out to external consultants, please indicate their annual contract fees.**
Highest(\$)
Lowest(\$)
- 24. Which of the following benefits do your development staff receive?**
Pension
Dental
Optical
General Health
Disability Insurance
Life Insurance