

# 13WAYS

## The City of Moose Jaw Summary Review



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**To:** The City of Moose Jaw

**From:** 13 Ways Inc.

13WAYS  
There's Always A Way

## SUMMARY REVIEW

Doug Griffiths, of 13 Ways, spent the day with the City Council of Moose Jaw and senior departmental leaders to review elements of, and initiatives arising out of, the strategic plan. At that session we also explored new opportunities for growth for the city in the context of arising technological, economic, demographic, social, and value changes. Many exceptional initiatives are being undertaken by department leaders, and several new initiatives were identified. This report is a summary of the day's discussions about new initiatives identified.

1. **Downtown Business Association** – a downtown business group is looking for funding from the City of Moose Jaw to hire a full-time position to grow activity and people to the downtown core. There is a need to continue to draw more attention and people downtown, which is recognized to make downtown business more profitable, but would benefit the entire community with increased publicity and awareness as the city of choice for a quality of life.

*13 Ways Recommendation* – as we stated that day, money is the last step in a solution. Attempting to buy away the responsibility does not effect changes necessary to drive the results sought. Our recommendation is to create a covenant with any downtown business association that outlines obligations and targets for both parties. Such a covenant should include an obligation for every business in the downtown core to have an online presence (website and social media), as well as a coordinated strategy to grow a downtown presence online.

Once such an online presence and coordination is established, employing a coordinator to effectively increase music, concerts, food trucks, sidewalk days, lighting and beautification, and further social media campaigns (such as with the Scotties and Instagram hashtags) will prove more effective.

2. **Connect Mosaic Place and events like the Scotties Tournament of Hearts (2020) to Downtown** – a highlighted pathway (identified by lights and painting the street like a curling ice sheet) would literally connect Mosaic Place to downtown businesses and events complimentary to the events at Mosaic Place.

*13 Ways Recommendation* – such an initiative has merit. The downtown business association should deliberately partner and buy into such an initiative, so they show ownership and pursue actions tied to the efforts and reflective of the benefits they would receive.

When undertaken there should be a clear number of limited but well-articulated motives associated with connecting Mosaic Place to the downtown. Are you trying to sell living on main street, eating on main street, live performances on main street, tourism activities on main street, the quality of life in the city, or something else? The reason is that you can't sell everything at once, and what you are selling should be connected to those at Mosaic Place and what they might be looking for once they leave the building. Everyone will benefit from more activity on main street, but the value proposition to those at Mosaic Place is critical to effectively draw them down to main street.

3. **Housing and Growth Initiatives** – the city has already embraced mixed used development concepts, particularly in the downtown core. Options and opportunities continue to grow as developers look to embrace more mixed-use developments in smaller cities where younger generations are moving to for a better quality of life, lower cost of living, and a greater community/neighbourhood feel.

*13 Ways Recommendation* – as developers look to identify places to invest, they are attracted to communities that have a long-term plan in place showing how and where the community will grow. They want to know their investment jives with the community's investments and vision for the

future, because that is the best way to ensure it is a wise and fruitful investment.

The City of Moose Jaw's downtown area development plan has great visuals that concisely portray what the core of the city will develop into. It is a key tool that should be used aggressively in Lead Generation initiatives, but it also serves as a document that can help identify business and investment leads that need to be pursued. That document needs to be leveraged to its maximum value, and all departments and departmental undertakings should be connecting to it.

4. **Lead Generation** – great initiatives are being undertaken already to not simply wait for businesses, industries, or people to arrive in Moose Jaw. Council and administration are actively making connections to other communities, businesses, and industry in other provinces and countries.

*13 Ways Recommendation* – maintaining a budget that supports deliberate initiatives that target specific industries that would sit well in the region, businesses that are needed in the core and around the community, and people who would value the quality of life in the City of Moose Jaw are key to the growing success of the city and the region. A very focused and deliberate campaign with target marketing will be a wiser investment than general marketing that will get lost in the volume of noise from other communities marketing themselves. Identify the exact people, the exact industry, and the exact businesses you want to attract and meet them face to face, building a relationship you can leverage.

5. **"How Can We Assist You"** – there was ample recognition that the administration is forward thinking, creative in solution seeking, growth oriented and customer focused. However, it was also acknowledged that there are always ways to build on the culture that has developed. It was determined that adopting such a mantra at all levels, and in all aspects, of the municipal corporation would help continue to articulate the value, and grow the culture, of customer service.
6. **Department Re-organization Initiatives** – there was discussion about reorganizing inside departments to ensure their structure appeals to new generations of employees as places they want to work, and that it maximizes the effectiveness of those departments to address arising issues in a timely, effective, and creative manner. This will ensure support to the effective methods used by the Human Resources Department in their recruitment initiatives.

Specifically, the department of finance discussed the notion of contracting a facilitator to engage employees to assess what they are looking for in a physical workspace, and ways in which they believe their experience and knowledge can be leveraged to enhance creative solution seeking to address departmental challenges and better enhance both service delivery and growth initiatives of the city.

7. **Technology Conference** – the upcoming technology conference is a great opportunity to demonstrate to industry and business leaders and innovators the quality of life factors that set City of Moose Jaw above others.

*13 Ways Recommendation* – leverage the conference to attract industry and investors, to make current community members aware of the opportunities currently in the city and the city's work to attract new families and industries, and utilize the opportunity to make outsiders aware of the progressive and forward thinking nature of the community and its citizens. Social media tools can play a big part in sending the message about the future of the city. The medium is the message. Use new technology to explain how the city and its citizens are embracing new technology.

8. **Publicity and Marketing Opportunities** – recent publicity has been great for the city by increasing awareness in jurisdictions across Canada and around the world, but by also boosting the confidence and sentiments of local citizens in their personal appreciation for the community.

*13 Ways Recommendation* – ultimately, the goal of the publicity and marketing initiatives is to attract people and make investments to the community and the region. That means letting them know why the city is a great place for them to locate and invest.

The City of Moose Jaw administration and council have determined they are not waiting for the world to come to them but are going to let the world know how wonderful they currently are and how they are preparing for the future. The council and administration regularly review the opportunities sitting in their line of sight, and ones that exist just around the corner. It is a pleasure to work with such visionary and pragmatic leadership, and we welcome any opportunity in the future to work with what is demonstrably one of the most forward thinking and solution focused municipal teams on the continent. Should you have any questions, regarding this summary, or any other issue, please feel free to reach out at your convenience. We will be more than happy to assist.

Inspired,



Doug Griffiths