

East Shore of Kootenay Lake Phase 1 Assessment Report

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Community Futures
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Executive Summary

The BVI

The Business Vitality Index (BVI) helps communities to assess their capacity to work with and support entrepreneurs, and to foster small business growth. The tool measures the perceptions of community leaders, business people and citizens about the current business environment in their community and compares the results to an average of other B.C. communities¹ to determine possible short and long term actions the community can undertake to improve its business friendliness.

The Nelson & District Credit Union (corporate sponsor), The Kootenay Lake District Chamber of Commerce, the Economic Development Commission of Area A, and Community Futures Development Corporation of Central Kootenay, the community partners, were asked to select and invite the community participants. These participants were to be 50% business people, 25% local leaders and 25% citizens, representing a diversity of interests, ages and perspectives in the community. On November 27th, 35 East Shore residents participated in Phase 1 of the BVI.

This report summarizes the *assessment* phase of the BVI. The phase 1 session included an assessment of the community's apparent small business resources and potential through a survey and a focus group session. The phase 2 session will be open to the entire community with the purpose of setting priorities for improvement, and jump starting the community to action. The date of the phase 2 session is scheduled for Saturday April 2, 2004 at the Crawford Bay Hall from noon to 2pm.

Community Profile

Participants were asked to describe their region. The majority of responses were positive. According to respondents, the East Shore region² is *scenic, rural, close knit, laid back, and courageous*. When participants were asked to identify key strengths, the top responses were *the scenery, the residents and the lakes*. In addition, *the climate, relative isolation, wilderness recreation, lifestyle and the artisan community* were mentioned as strengths. When participants were asked why they lived in the East Shore region, *lifestyle, natural beauty, the lakes and rural location* were the reasons mentioned most. Other reasons included *the residents, family, recreation, retirement, sense of community and employment*.

¹ See Appendix K for a list of BVI communities to date.

² Residents were asked to define what geographical area constituted their region and the response was 'the lake communities' including Duck Lake.



East Shore Section Scores

From highest to lowest, section scores were as follows: *Markets & Marketing* (59), *Opportunities & Attitudes* (57), *Quality of Life* (52), *Leadership, Teamwork & Networking* (49), *Infrastructure & Business Services* (41), *Governments & Organizations* (37), *Capital & Funding* (33), *Innovation* (31), *Education & Training* (27), and *Communication & Connectivity* (20). The total score for all sections was 41.

East Shore Scores Compared to Other BVI Communities

A comparison of East Shore scores to other BVI communities revealed the East Shore region is *above average* (or close to average) on three of ten BVI sections: *Markets & Marketing* (18%), *Leadership, Teamwork & Networking* (5%), and *Opportunities & Attitudes* (-1%, indicating *areas of potential strength*). Remaining sections scored *below average* indicating *areas of potential concern*, including: *Capital & Funding* (-13%), *Government & Organizations* (-20%), *Quality of Life* (-22%), *Innovation* (-22%), *Education & Training* (-30%), *Infrastructure & Business Services* (-31%), and *Communication & Connectivity* (-57%). The East Shore region also scored *below average* on total score by 17%.

Other Comments

According to absolute score, the East Shore region scored well in a number of sections indicating a number of potential community assets that should be considered when considering directions for community action(s). In addition, a number of lower scoring sections highlight areas of potential concern. More specifically, *Markets & Marketing*, *Opportunities & Attitudes*, *Quality of Life*, and *Leadership, Teamwork & Networking* represent *areas of strength*. *Communications & Connectivity*, *Education & Training*, *Innovation*, *Capital & Funding*, *Government & Organizations*, and *Infrastructure & Business Services*, highlighting represent *areas of potential concern*. Both high and low scoring sections are important to consider when choosing priority courses of action.



Recurring Themes

The following recurring themes were identified throughout the BVI, highlighting areas for the community to potentially focus action on.

- communications (high speed internet / cell phone)
- Area A tax base – retain tax dollars locally
- community school to offer adult training / education
- regional approach to economic development / East Shore community plan
- utilize expertise of residents (mentorship programs)
- supportive & committed business community
- strong Artisan community
- slow winter economy
- natural beauty
- provide employment opportunities for youth
- improve health services
- more services / community amenities (affordable / accessible)
- extend ferry hours
- improve highway
- pursue joint-marketing opportunities
- implement a buy local program
- develop a local webpage with up-to-date information
- good Chamber of Commerce network
- good local Credit Union
- improve access to professional services
- funding assistance / increase awareness of funding programs
- residents (friendly / committed)
- lifestyle (family friendly / slow paced)

Possible Courses of Action

The following are some possible courses of action that the community could undertake to improve its business friendliness. They are derived from the responses of the focus groups and questionnaire.³

Short Term Actions

Capacity Building

Host an **opportunity identification session** for youth

Establish **mentorship programs** for youth, small businesses, and artisans (leadership & entrepreneurship focus)

Explore joint-opportunities through the Chamber of Commerce and Artisans Association

Implement a **buy local program** (also address access and affordability of goods & services)

Host a **business opportunity identification** session for residents – including winter and shoulder season business opportunities

Networking

Establish a **car pooling system** (to Nelson, to Creston, along the East Shore)

Develop East Shore **internal communications strategy** (i.e. web page or email alert system to feature events, meetings, status of initiatives, etc.)

Utilize Chamber of Commerce network to **assess required business supports and training needs**

³ Note: Short term refers to between 6 -12 months, while long term refers to between 1- 5 years.

Marketing

Extend Artisan joint-marketing initiatives to include small business – or utilize Artisan’s model for joint-marketing and apply to other sectors

Develop a **regional East Shore brand** (draw on ‘one main street’ asset)

Implement a ‘downtowns’ or ‘main street’ **revitalization initiative** (signage, parking, garbage bins, secure funding for highway pull outs)

Develop an **Artisan Tour Map / Artisan week** (could use Nelson Art Walk as model)

Research, Administration & Planning

Explore avenues for **tax dollar retention** in the East Shore region

Establish **communications committee** with primary goal of securing high speed internet, committee could also explore internal communications opportunities

Establish a **recreation society** (see Slocan Valley model)

Develop Crawford Bay Park

Medium to Long Term Actions

Capacity Building

Develop **community opportunities through the community school** to provide education, training, employment & business supports, and recreational opportunities

Utilize volunteer network / fire department to create an **emergency response team** (see Bonnington model)

Develop and implement a long-term **leadership & development strategy for youth**

Establish an **artisan / small business incubator**

Networking

Host monthly business forums / training sessions (to provide identified training and support)

Host a lenders forum (how to obtain financing, what financing options exist, local financing expectations, etc.)

Explore **online self-employment training opportunities** (ensuring dial-up access)

Marketing

Establish an East Shore **Recreation & Culture Guide for tourists** (highlighting trails, beaches, festivals, etc.) and include in marketing efforts

Develop long-term **regional marketing strategy** drawing on regional and community-specific assets – link with other West Kootenay communities to explore joint-marketing opportunities

Research, Administration & Planning

Develop and implement an **East Shore regional economic development strategy** (findings from BVI could be utilized as assessment element)

Recruit doctor and other professional services according to identified community needs

Develop and implement a **long-term health care strategy** – identify best practices from other rural communities

Develop and implement a **long-term transportation strategy** (explore feasibility of bus system servicing East Shore communities, extending ferry hours, highway improvements, affordable freight & shipping)

Develop a **winter recreation & events guide**

Develop & implement a strategy to **attract & retain winter businesses and visitors**

Increase public moorage and develop water recreation opportunities

Produce **Recreation & Culture Guide for residents** (based on efforts of a recreational society - post events / opportunities on community web site)

Revisit public services / by-laws (reduce open burning, improved garbage and recycling)



Introduction

Thirty-five residents (35) citizens representing East Shore communities took part in the Business Vitality Index on November 27th, 2004. Through a survey and focus group session, phase 1 of the BVI helps communities assess their capacity to work with and support entrepreneurs.

The East Shore is the fifteenth community / region that has taken part in the BVI. The second session of the BVI, *Focus and Action*, involves reporting findings to the community and setting priorities. Following phase 2, the community sponsors (The Economic Commission of Area A, Kootenay Lake Chamber of Commerce, and CFDC of Central Kootenay) will be available to offer assistance to the community in locating resources according to identified priorities / actions.

The role of Community Futures Development Corporation of Central Kootenay (CFDCCK), as the deliverer of the BVI, is to help communities identify priorities aimed at improving business-friendliness, and to assist communities in taking action. It is hoped that communities can use the results of the BVI, and related supports, to make a real difference in their business climate.

The sponsoring organizations booked and coordinated the venue, selected and invited participants, and established communication about the BVI within the community.

Methodology

The community sponsors were asked to select participants from the community made up of 50% business people, 25% local leaders and 25% citizens (representing a range of interests, ages and perspectives in the community). Following an overview of the BVI, participant introductions, and a review of the agenda, participants asked to define the geographical boundaries of their ‘community’⁴.

The quantitative section of the two-part questionnaire asked the participants to rate their community by agreeing or disagreeing with a series of statements related to entrepreneurial capacity. Each statement was framed in a positive context (e.g. *marketing services in my community are affordable and accessible*). Participants were asked to rate the statement with one of the following: *strongly agree, agree, neither agree nor disagree, disagree, strongly disagree, don’t know*.

The 99 statements, all important factors in building entrepreneurial capacity, were grouped together into 39 sub-sections such (e.g. *Leadership Development Opportunities*) within 10 key sections:

- Opportunities & Attitudes
- Quality of Life
- Education & Training
- Innovation
- Leadership, Teamwork & Networking
- Role of Government & Organizations
- Money, Capital & Funding
- Entrepreneurial Infrastructure & Business Services
- Communication & Connectivity
- Markets & Marketing

⁴ Residents were asked to define what geographical area constituted their region and the response was ‘the lake communities’ including Duck Lake.



If all respondents *strongly agreed* to a positively worded statement, the question score would be 100. If all respondents *strongly disagreed* with the statement, the question score would be 0. A neutral response (*neither agree nor disagree*) would be scored as 50. A score over 50 would indicate that there is a perceived good capacity, while a score less than 50 would indicate a perceived lower capacity.⁵

The qualitative section of the questionnaire collected information about the issues, strengths and weaknesses within the community. (e.g. What are 3 words or phrases that describe your community? What is your community's greatest strength in terms of its markets?"), as well additional comments in each of the 10 sections. The participants were given as much time as they needed to complete the questionnaire with the facilitator, Terri MacDonald, being available to answer any questions. The response time ranged from 25 minutes to approximately 80 minutes, with an average time of 60 minutes. A short snack and networking break followed the questionnaire.

Following the break, participants were broken into small groups to further assess the community's entrepreneurial strengths and areas for improvement. Two groups were asked to answer one of the following questions (or both questions if time allowed):

- What are the things that make it easy to do business in your community?
- What are the things that can be improved to help businesses in your community?

In all instances the word business was defined as including existing, start up, expanding and those businesses that could be attracted to the community.

⁵ Refer to Appendix B for a detailed data methodology.

Focus Group Results

What are the things that make it easy to do business in your community?

- Chamber of Commerce (2)
- scenery
- recreation
- quality of life
- clean air
- limited regulations
- good arts atmosphere
- affordable
- sense of community
- Community Futures
- Credit Union
- CBT
- entrepreneurial spirit of residents
- well-educated / cosmopolitan community
- friendly business owners
- lack of controls for the owners
- low tax rate
- joint-marketing (artisans)
- one main street
- natural beauty attract tourists to artisans
- free ferry
- business owners sensitive to customers need
- moderate climate
- member of Selkirk Loop

What are the things that can be improved to help businesses in your community?

- improved public and freight transportation (4)
- better communication (high speed internet / cell phone) (2)
- training & mentorship opportunities (2)
- more advertising / joint-marketing (2)
- business reference library (2)
- local access / resource centre (2)
- improve air quality by reducing open burning
- improved garbage and recycling
- more controls of zoning and bylaws
- accessing funding (federal, provincial, local)
- expansion of population
- selling community by packaging positives
- attract trades
- identify key business opportunities
- buy local
- co-op rental / shared equipment
- assistance skilled but untrained / uncertified labourers
- employment notification service
- incentives for youth (re)attraction
- focus on outdoor recreation
- changes to tax base
- designate 'downtowns' and improve highways accordingly
- regional recreational trail
- increased access to lake, beach and hiking
- increased public moorage
- survey residents on what local services they want

Respondent Profile

The participant population is described below. Of the 35 participants,

- 51% of respondents had started a business within the last 5 years
- 63% of respondents considered themselves to be business person, with an additional 20% considering themselves ‘somewhat’ of a business person, and 17% ‘not at all’
- 11% of respondents considered themselves to be very influential in the community, 40% reported being usually influential, 31% somewhat, 7% not usually, and 0% not at all
- 80% are committed to the region and would do much to remain
- 89% of respondents had at least one community affiliation
- 49% of respondents were male and 51% of respondents were female
- Financial Services (29%), Communication (20%), and Retail (14%) were the occupations most often mentioned by East Shore respondents

Age

	Under 24	25-34	35-44	45-54	55-64	65 & over
East Shore	3%	0%	17%	29%	40%	11%

Income

	Under 20k	20-40k	40-60k	60-80k	80-100k	Over 100k
East Shore	14%	34%	20%	11%	6%	6%



Time in Community

	Under 2 years	2-5 years	6-10 years	11-20 years	Over 20 years
East Shore	9%	26%	14%	14%	37%

Education

	Some High School	High School Diploma	Some College or University	Trades / Technical Certificate / Diploma	University Degree or College Diploma	Professional Degree
East Shore	0%	6%	14%	20%	43%	17%

Community Profile

Community Description

As revealed below, when participants were asked to provide 3 words, phrases, or adjectives describing their community, the majority of responses were positive. (Number of responses indicated in brackets behind response) According to respondents, the East Shore region is *scenic, rural, close knit, laid back, and active*. A small number of negative words were used to describe the East Shore region with a ratio of 23:1 positive to negative which is significant in comparison to an average ratio of 10:1 (positive to negative) for other communities.

positives

- beautiful scenery (pristine lake, wilderness, natural, gorgeous, lakeside, picturesque) (29)
- rural / remote (private, isolated, serene) (18)
- friendly / caring / close knit residents (7)
- flexible free spirit / laid back (6)
- courageous / active communities (4)
- great weather / climate (3)
- diverse (2)
- safe (2)
- clean (air / water) (2)
- creative / artistic (2)
- health conscious
- vibrant
- growing economy
- cozy
- population corridor
- dynamic
- rural with urban mentality
- growing
- rural recreation
- eclectic
- inviting
- historic
- appeals to independent spirit
- unique
- artistic
- natural
- home

negatives

- politically ignored
- lacks essential services
- linear
- disorganized

Community Strengths / Assets

When participants were asked to identify the strengths of their community, the top responses were *scenery* and *residents*. In addition, *the lakes, climate, remote location, wilderness recreation, lifestyle* and *artisan community* were mentioned as strengths.

- scenery / physical landscape / natural assets / mountains) (21)
- residents (caring / strong / creative / entrepreneurial / diverse / skilled / ethical / eclectic / friendly / positive / work together / volunteers) (21)
- lake(s) (13)
- weather / climate (7)
- remote / peaceful / small / relative isolation (6)
- wilderness recreation (5)
- lifestyle / slow pace (4)
- artisan community / creativity(4)
- children friendly / safe (3)
- people chose to live here (2)
- clean air (2)
- community support / active communities (2)
- room to grow (2)
- lots to do
- ferry & highway
- close to Nelson
- minimal traffic
- space
- unique location
- resources (timber, minerals, water, agriculture)
- affordable
- credit union (understands local needs)
- autonomous
- adaptability
- potential for increased tourism

Reasons for Residence

When participants were asked why they lived in the East Shore region, *lifestyle, natural beauty, the lakes* and *rural location* were the reasons mentioned most. Other reasons included *the residents, family, recreation, retirement, employment, and sense of community*.

- lifestyle (slow pace / low stress / healthy) (11)
- natural beauty (8)
- the lakes (4)
- rural / remote (4)
- people (2)
- family (2)
- recreation (2)
- retired / plan to retire here (2)
- employment (2)
- sense of community (2)
- long-time affiliation
- friends
- children friendly / safe
- atmosphere
- dream business
- have always liked the area
- less traffic
- affordable housing
- personal freedom / space
- peaceful
- clean air
- climate

Directions for Improvement

When participants were asked to provide directions for improvement for their community, *improved transportation* was most often mentioned. *Improved access to health services, high speed internet, collective action, improved amenities, more residents, and jobs for young people* were also mentioned by a number of participants.

- improve transportation links (highway pull offs with litter barrels, improved / extended ferry service, bus service) (25)
- medical / health services (11)
- broadband service / high speed internet (affordable) (11)
- working together / collaboration / collective action / lobbying (5)
- more services / more community amenities (5)
- more people / residents (4)
- jobs for young people (3)
- winter economy (2)
- community / social infrastructure (2)
- more communication around illegal activities / get rid of diversions caused by underground economy (2)
- distribution of goods and services (2)
- improved communications along the lake / better rapport between communities (2)
- recreational facilities (especially for winter/ fitness centre / pool, etc (to keep young families here) (2)
- better promotion of entire area (2)
- more financial resources
- incentives for young entrepreneurs
- more autonomy
- stricter environmental regulations
- something to draw the communities together
- new community school / centre of activities
- bridge (Balfour to Kootenay Bay)
- Area A tax base should stay in area (not go to Creston)
- no passing on Crawford Bay highway
- more focus on school programs
- better community centre
- lights for airstrip
- advertise
- larger year round population, more year round services
- grocery stores with competitive prices
- business supports (mentorship, training, promotion guidance)
- age in place
- building controls
- mosquito control
- government funding (ie. highway)
- retaining tourists for longer periods
- extended fire safety for everybody
- better recycling



East Shore Section Scores

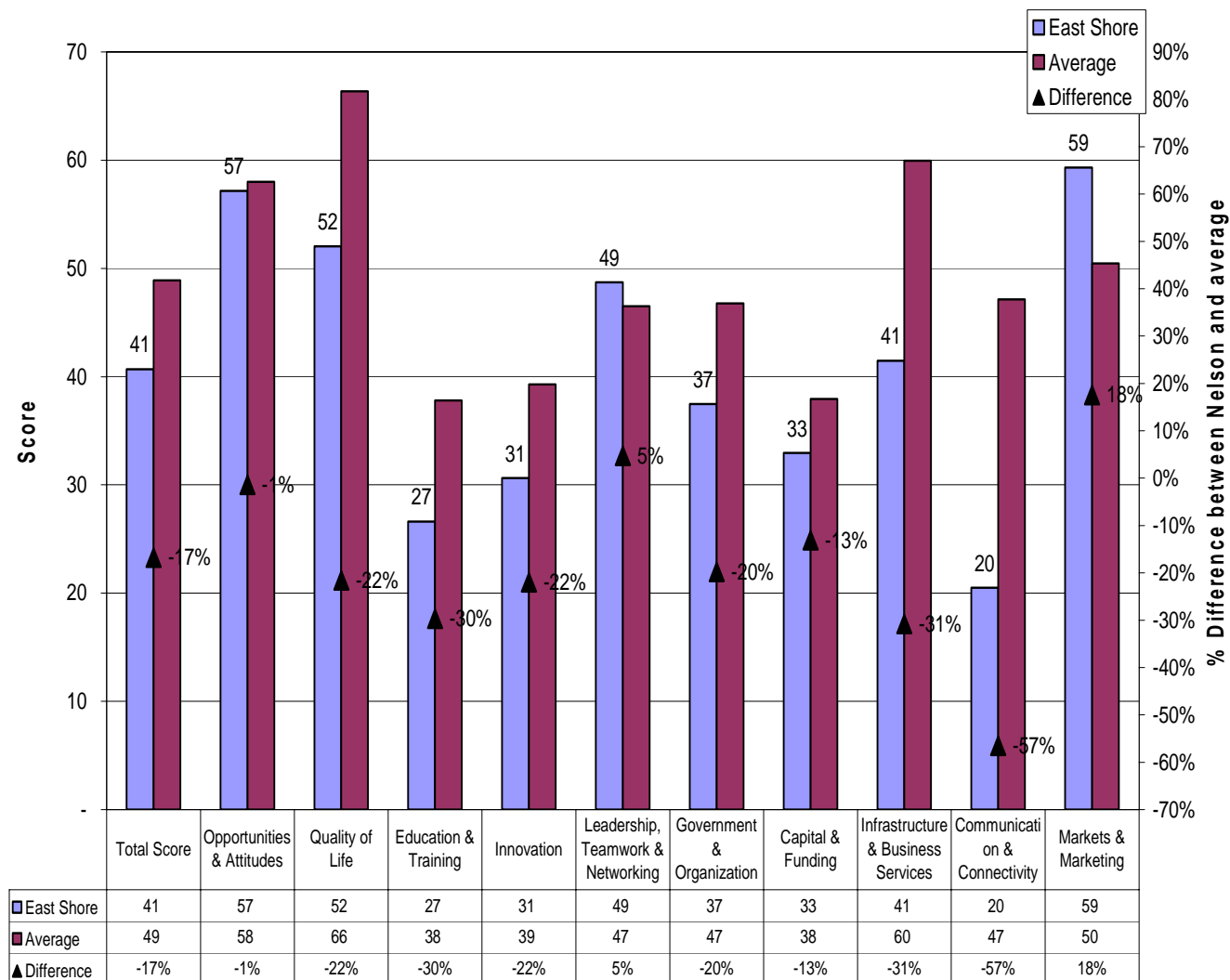
From highest to lowest, section scores were as follows: *Markets & Marketing* (59), *Opportunities & Attitudes* (57), *Quality of Life* (52), *Leadership, Teamwork & Networking* (49), *Infrastructure & Business Services* (41), *Governments & Organizations* (37), *Capital & Funding* (33), *Innovation* (31), *Education & Training* (27), and *Communication & Connectivity* (20). The total score for all sections was 41.

According to absolute score, the East Shore region scored well in a number of sections indicating a number of potential community assets that should be considered when considering directions for community action(s). In addition, a number of lower scoring sections highlight areas of potential concern. More specifically, *Markets & Marketing*, *Opportunities & Attitudes*, *Quality of Life*, and *Leadership, Teamwork & Networking* represent *areas of strength*. *Communications & Connectivity*, *Education & Training*, *Innovation*, *Capital & Funding*, *Government & Organizations*, and *Infrastructure & Business Services*, scored *below average* highlighting *areas of potential concern*. Both high and low scoring sections are important to consider when choosing priority courses of action.

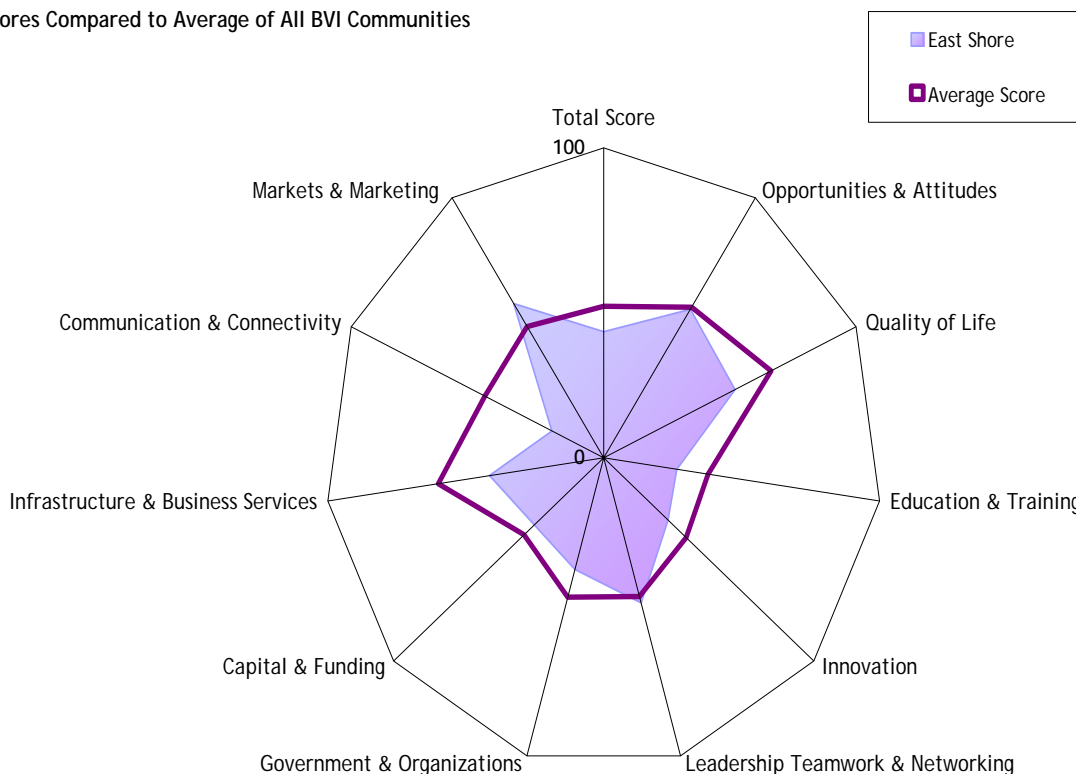
East Shore Scores Compared to Other BVI Communities

A comparison of East Shore scores to other BVI communities revealed the East Shore region is *above average* (or close to average) on three of ten BVI sections: *Markets & Marketing* (18%), *Leadership, Teamwork & Networking* (5%), and *Opportunities & Attitudes* (-1%, indicating *areas of potential strength*). Remaining sections scored *below average* indicating *areas of potential concern*, including: *Capital & Funding* (-13%), *Government & Organizations* (-20%), *Quality of Life* (-22%), *Innovation* (-22%), *Education & Training* (-30%), *Infrastructure & Business Services* (-31%), and *Communication & Connectivity* (-57%). The East Shore region also scored *below average* on total score by 17%.

Section Scores Compared to Average of All BVI Communities



Scores Compared to Average of All BVI Communities



This radial graph is another visual tool to contrast East Shore section scores with the all-community average. The closer the shaded section is to the outside ring, the higher the score, and the greater the business friendliness. Again, according to quantitative data, *Markets & Marketing*, *Leadership, Teamwork & Networking*, and *Opportunities & Attitudes* are clearly areas of strength in East Shore, in comparison to the nine other communities in the BVI database. Further, *Communications & Connectivity*, *Education & Training* and *Infrastructure & Business Services* are areas where future improvement efforts could be targeted, due to the lower scores in comparison to other communities.

Section I: Opportunities & Attitudes

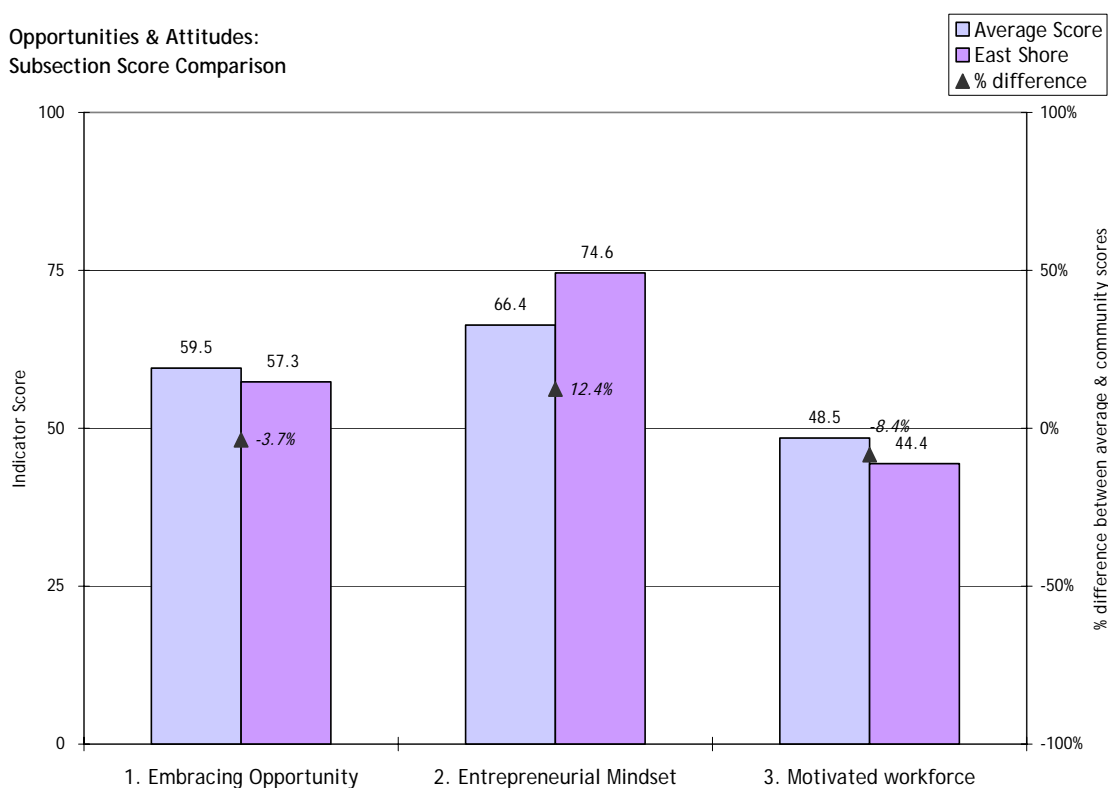
The ability of the community to recognize, take action, and follow through on available opportunities.

Subsection and Question Scores

Opportunities & Attitudes presents an area of potential strength with an absolute score of 57. According to comparative data, East Shore scored 1% below the average of all BVI communities, indicating a potential area of concern alongside other communities.

The BVI further breaks down the section entitled, *Opportunities & Attitudes*, into three subsection including, *Enhancing Opportunity*, *Entrepreneurial Mindset*, and *Motivated Workforce*. An examination of indicator scores and all-community averages reveals specific areas of strength and concern. The East Shore region scored *above average* in the area of *Entrepreneurial Mindset* (+12%) indicating an *area of strength*. The areas of, *Motivated Workforce* (- 8%) and *Embracing Opportunity* (-4%), however, scored *below average*, highlighting *potential area of concerns in relation to other communities*.

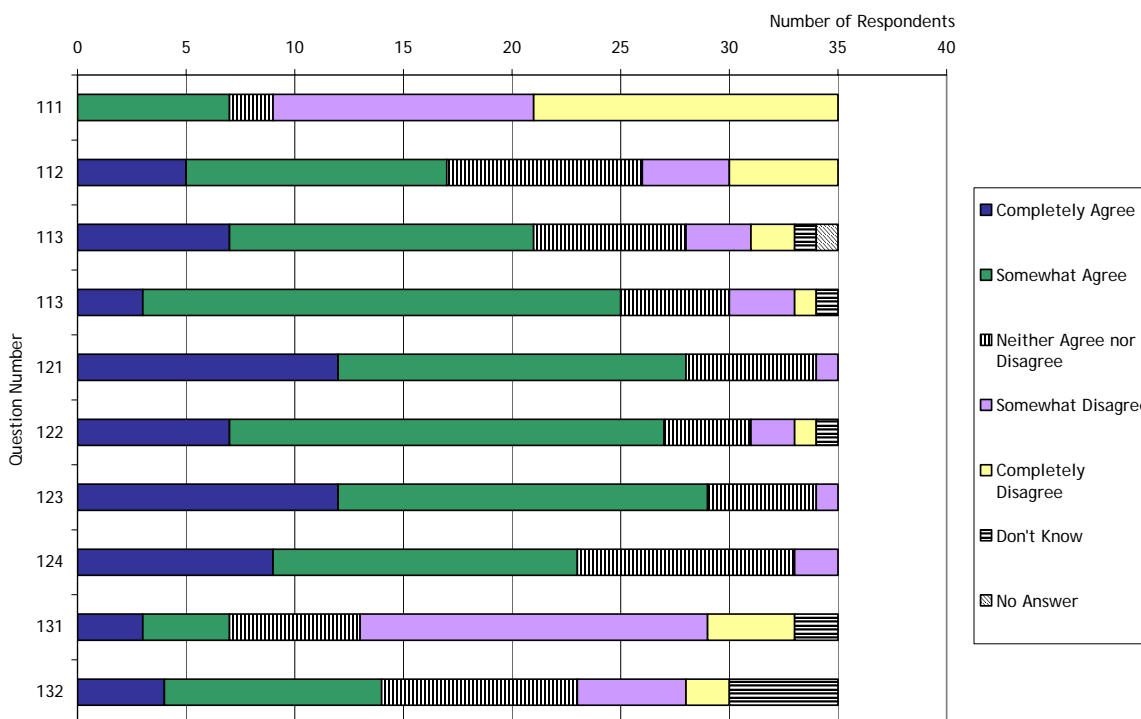
Low absolute scores of subsections in this section further reveal *areas of concern* that should be considered in future development efforts, including: *Motivated Workforce*.



Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
1.1 Embracing Opportunity	<i>The basic capacity of a community to act on opportunities when they arrive, including abilities to recognize common needs and wants.</i>	111 There is an up-to-date community vision or plan which reflects the community's values and attitudes and represents all groups within the community.	<i>Presence of a common vision that includes all members of the community</i>	26	39	-32%
		112.1 The community is facing an economic crisis	<i>Awareness of changing markets and emerging opportunities, and presents push/pull factors to entrepreneurship.</i>	56	78	-29%
		112.2 The community is facing a significant economic opportunity	<i>Promotion and general support of entrepreneurial ideals and culture.</i>	63	60	5%
		113 Entrepreneurial ventures and business creation are encouraged and supported by citizens and local governments.	<i>Desire for independence, and willingness to take risks</i>	65	58	13%
1.2 Entrepreneurial Mindset	<i>The ability and desire of the community to recognize and take action on opportunities when they arrive.</i>	121 Individuals desire independence, responsibility, & control over their future, and are willing to work to achieve these regardless of a risk of failure.	<i>Presence of skilled workers who have an interest in entrepreneurship & self-employment</i>	78	64	22%
		122 Individuals are skilled in a trade, talent, or profession, and have the desire to form a business with these	<i>Creativity and proactive problem solving</i>	71	67	5%
		123 Individuals are capable of thinking creatively and developing unconventional solutions using a proactive/can-do attitude.	<i>Creativity & vision, and the ability to identify opportunities</i>	79	69	14%
		124 Individuals are capable of identifying new, unconventional or changing business opportunities.	<i>Skilled & motivated people are available to work for others</i>	71	65	10%
1.3 Motivated workforce	<i>Businesses have the human resources to build & expand their operations</i>	131 A pool of motivated employees is available to meet business needs.	<i>Skilled management is crucial to growth and sustainability</i>	38	50	-25%
		132 Managers & supervisors are motivated in their work and about their staff		51	47	9%

Indicating an area of potential strength, question 121 scored 22% above the average of all BVI communities, stating, *individuals desire independence, responsibility, and control over their future, and are willing to work to achieve these regardless of a risk of failure.* Question 111 scored -32% below the average of all BVI communities, indicating a potential area of concern, stating, *There is an up-to-date community vision or plan which reflects the community's values and attitudes and represents all groups within the community.*

Opportunities & Attitudes: Distribution by Question



The distribution of levels of agreement / disagreement for each question further informs analysis. As demonstrated in the chart above, numbers of individuals in agreement are evidenced by the length of bar according to colour / pattern. For example, combining strongly agree and somewhat agree in question 123 reveals that close to 30 individuals either completely or somewhat agreed with that statement. Further, by isolating the length of bars representing somewhat disagree and completely disagree, 1 individual reported somewhat disagree.

According to the distribution of response, questions 123 and 121 were the most agreed upon in this section. More specifically, question 123 stated, *individuals are capable of thinking creatively and developing unconventional solutions using a proactive / can do attitude* and question 121 stated, *individuals desire independence, responsibility, and control over their future, and are willing to work to achieve these regardless of risk or failure.* Question 111 was most disagreed upon in this section. More specifically, question 111 stated, *there is an up-to-date community vision or plan which reflects the community's values and attitudes and represents all groups within the community.* Questions 111, 131 and 132 presented the greatest variance of opinion.

Qualitative Comments

Qualitative comments further inform areas of strength and areas in need of improvement. In the *Opportunities & Attitudes* section, top strengths identified by participants included *natural beauty, tourism potential, sense of community* and *artisan community*. Directions for improvement included *buy local, joint-marketing, improve ferry schedules, updated community plan, and high speed internet*.

Strengths

- natural beauty (7)
- potential tourism / recreation (fishing, golfing, snowmobiling, scuba diving, art shows, quilt festivals, sports competitions) (6)
- sense of community (5)
- artisan community / creativity (4)
- undiscovered (3)
- people choosing to retire here (bringing money in) (3)
- volunteers (3)
- non-restrictive regulations (2)
- strong core of business owners
- residents supportive of local business
- partnering with new school project to develop shared community facilities
- open & friendly attitudes
- networking opportunities
- new business opportunities
- ability to inspire and control development
- ideas
- risk takers
- survivors
- people vocal about initiating changes / proactive
- resources
- labour force
- diversity of population
- economic opportunity
- room for expansion
- fabulous people
- entrepreneurial interest
- summer tourism (money coming in)
- originality
- self-awareness

Improvements

- buy local (3)
- market area / tourism marketing / joint-marketing (3)
- ferry schedules (3)
- up-to-date community vision / plan (3)
- high speed internet (3)
- highway improvements (2)
- collective / collaborative action (2)
- more jobs year-round / legal employment opportunities (2)
- essential services (2)
- financial resources for community groups
- support & incentives for new businesses
- service industry training
- accessible 'risk taking' financing & expertise
- positive attitudes
- expand artisan community
- more (active) members in Chamber
- replenish / share leadership (to avoid burnout)
- removal of land from the A.L.R.
- timing is critical (today is not soon enough)
- little regulation impedes setting limits (ie. noise, etc.)
- more land availability (crown, subdivisions)
- provincial government change
- better local representation at local level
- lower taxes
- more services
- more whole community focus
- improve shipping costs
- survey of services East Shore residents would use
- multi-faceted approach to supporting the arts
- change tax base to allow for essential services
- creating an inviting atmosphere drawing on physical beauty
- provincial support for Selkirk Loop (follow U.S. govt. lead)
- remove urban control and promote more rural awareness and autonomy
- attract skilled people

Section 2: Quality of Life

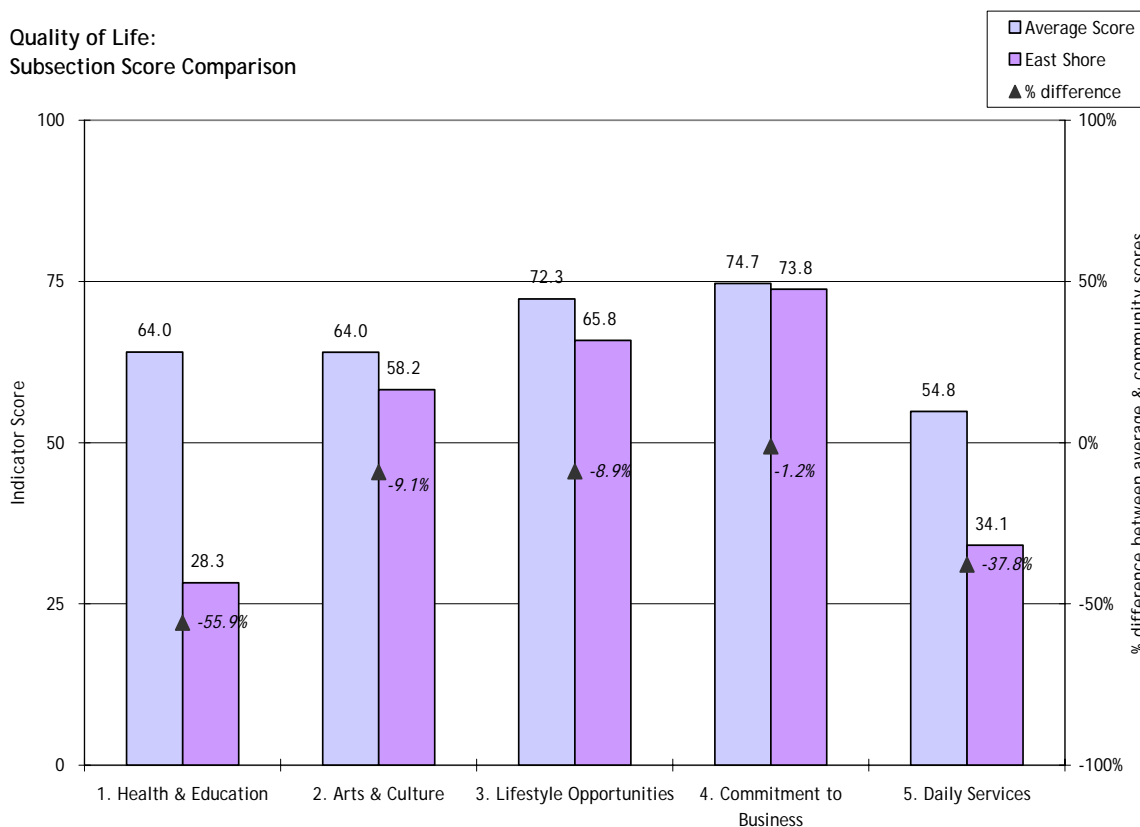
The ability of the community to attract & retain businesses & citizens, especially those who are young, skilled workers.

Subsection and Question Scores

Quality of Life presents an *area of potential strength* with an absolute score of 59. According to comparative data, the East Shore region scored 22% *below the average* score of all BVI communities, indicating a *potential area of concern in relation to other communities*.

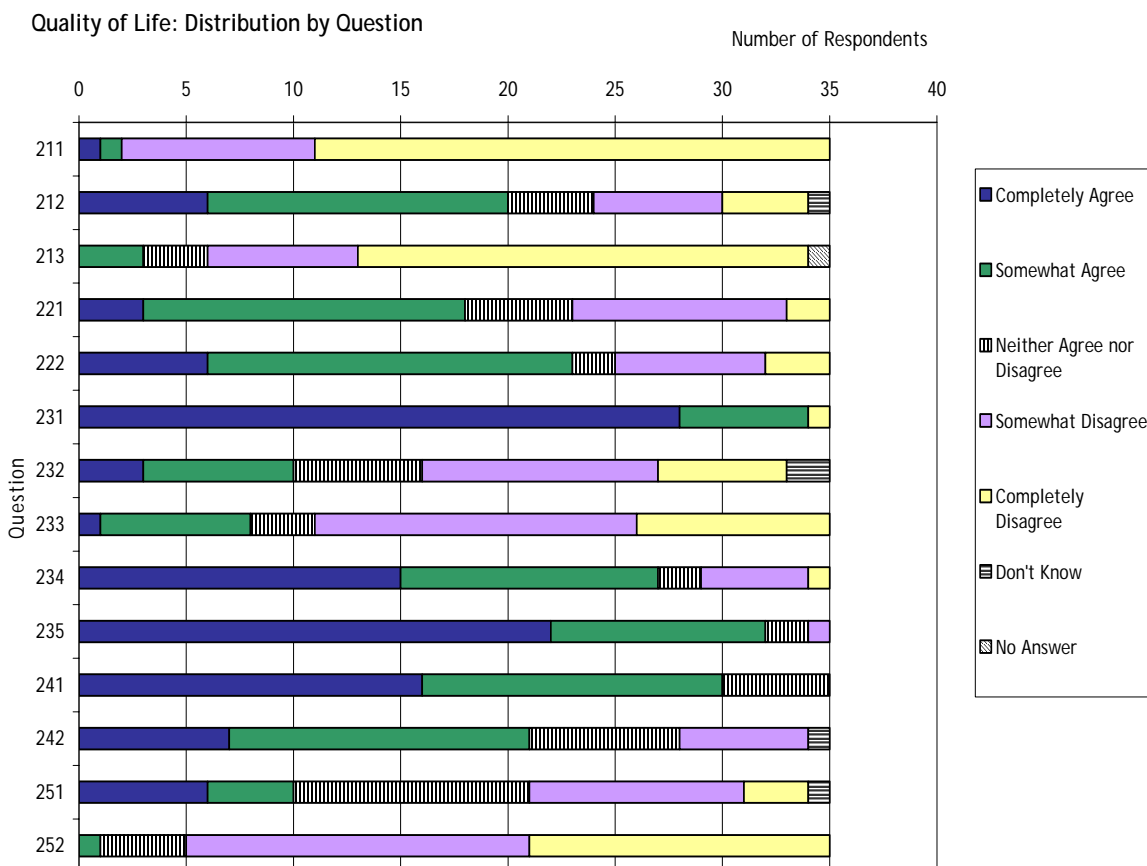
The BVI further breaks down the section entitled, *Quality of Life*, into five subsection including, *Health & Education, Arts & Culture, Lifestyle Opportunities, Commitment to Business, and Daily Services*. An examination of subsection scores and all-community averages reveals specific areas of strength and concern. The East Shore region scored *close to average* on the subsections: *Commitment to Business* (-1%), *Lifestyle Opportunities* (-9%), and *Arts & Culture* (-9%) highlighting *potential areas of strength*. The subsections *Health & Education* (-56%) and *Daily Services* (-38%) scored *well below average*, highlighting *potential areas of concern*.

Low absolute scores of subsections in this section further reveal *areas of concern* that should be considered in future development efforts, including: *Health & Education* and *Daily Services*.



Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
2.1 Health & Education	<i>The ability to meet basic family needs, needed to attract and retain citizens</i>	211 A quality health care facility is accessible, well serviced and within a reasonable distance.	<i>Available health care is important to attract new residents & build family security in the community</i>	11	61	-81%
		212 There are quality elementary and secondary schools in the community.	<i>Encourages life-long learning and risk taking, also places value on youth, children & families needed for retention</i>	58	77	-25%
		213 There is an educational organization in the area that offers post-secondary programs and continuing education opportunities.	<i>Availability of life long learning opportunities, and opportunities to develop skills, and increases youth retention.</i>	16	54	-71%
2.2 Arts & Culture	<i>Appreciation of & have pride in the talents and skills of the community, and presence of non-business activities</i>	221 High quality events (i.e. festivals, concerts, movies) catering to a range of ages take place regularly in or close to the community.	<i>Displays community values, business successes, and the pride of place. Also provides extracurricular activities</i>	55	60	-8%
		222 There is a strong community identity, and there are plentiful and varying opportunities for involvement (i.e. arts, athletics, politics, church groups).	<i>Sense of community and cohesion with supportive networks, and opportunities for leadership development</i>	61	68	-10%
2.3 Lifestyle Opportunities	<i>Appreciation of community's location & non-business activities</i>	231 The community is physically beautiful, and environmentally safe (i.e. Pollution, water quality).	<i>Quality of living space, and indication of responsible and sustainable practices</i>	93	90	3%
		232 Young adults (25-34) consider the community a desirable place to live.	<i>Ability to retain and attract youth, fostering future capacity, long term community vitality and "leaders of tomorrow"</i>	41	49	-17%
		233 There are locations/facilities (i.e. Nightclubs, pubs, bingo, camps) that attract a variety of people, and provide social interaction for citizens of all ages.	<i>Informal networking opportunities and typical social participation in "community"</i>	33	47	-30%
		234 There are many high quality recreational opportunities in the area (i.e. Ski hills, lakes, hiking trails, parks).	<i>Availability of extracurricular opportunities</i>	75	83	-10%
		235 The community is a safe place to live.	<i>Family values. A lack of fear within the community, could lead to more risk taking</i>	88	92	-5%
2.4 Commitment to Business	<i>Desire to remain in the community, working, living and taking part in all aspects</i>	241 Successful businesses want to remain in the community	<i>People choose to live in the community & are committed to it</i>	83	79	5%
		242 Individuals are capable of persevering and being committed to their business, and remaining in the community even during hard economic times.	<i>Business people are committed to the community, even under stress (economic, social, etc)</i>	65	70	-8%
2.5 Daily Services	<i>Ability to meet everyday needs, while maintaining a reasonable cost of living</i>	251 Quality residential real estate opportunities (both purchase and rental) are available and affordable.	<i>Affordable costs of moving/relocating, and presents increased number of business opportunities</i>	49	61	-20%
		252 There is a diversity of quality and affordable services (i.e. dry-cleaning, photo developing, gas station).	<i>Ability to buy products and services locally, thus supporting local business</i>	19	49	-61%

Indicating an area of potential strength, question 241 scored 5% *above the average* of all BVI communities, stating, *successful businesses want to remain in the community*. Question 211 scored -81% *below the average* of all BVI communities, indicating a potential area of concern, stating, *a quality health care facility is accessible, well serviced and within a reasonable distance*.



An examination of questions according to distribution of response reveals that questions 231, 235 and 241 were the most agreed upon in this section. More specifically, question 231 stated, *the community is physically beautiful, and environmentally safe (ie. pollution, water quality)*, question 235 stated, *the community is a safe place to live*, and question 241 stated, *successful businesses want to remain in the community*. Also according to distribution of response, the question in which respondents disagreed most was question 211. More specifically, question 211 stated, *A quality health care facility is accessible, well serviced and within a reasonable distance*. Questions 212, 232, and 251 presented the greatest variance of opinion.

Qualitative Comments

Qualitative comments further inform areas of strength and areas in need of improvement. In the *Quality of Life* section, top strengths identified by participants included *committed residents, natural beauty, and clean air / water*. Further, more than one participant mentioned *safety, lifestyle, recreational opportunities, climate, and affordable* as strengths. Directions for improvement included *access to health care, improved transportation, employment for young people, access to services and improved economic opportunities*.

Strengths

- people (kind / committed to community) (16)
- natural beauty (14)
- fresh air / clean water (14)
- safe (4)
- lifestyle (3)
- recreational opportunities (3)
- climate (2)
- affordable (2)
- small school with dedicated teachers
- natural resources
- access to Nelson
- abundance of electricity
- great community groups
- ideal retirement community
- self sufficiency
- organic produce

Improvements

- availability of medical services (people feel the need to leave when they are ill) (10)
- better transportation (ferry) (5)
- employment for young people (3)
- public transportation / bus service (2)
- access to services (photo developing, affordable grocery stores, gas stations with longer hours) (2)
- economic opportunities / stability (2)
- legalize marijuana so the big money isn't to tantalizing
- beautify visible community
- change Area 'A' tax base to allow money to meet local needs
- community plan
- winter job opportunities
- multi-faceted support for the arts
- affordable live / work spaces for artisans
- joint-marketing
- strengthen KSA
- develop nationally / internationally known signature event
- retain youth
- proactively support new services
- buy local
- high speed internet
- mosquito control
- small business support
- more tourism
- more residents
- recreational complex

Section 3: Education & Training

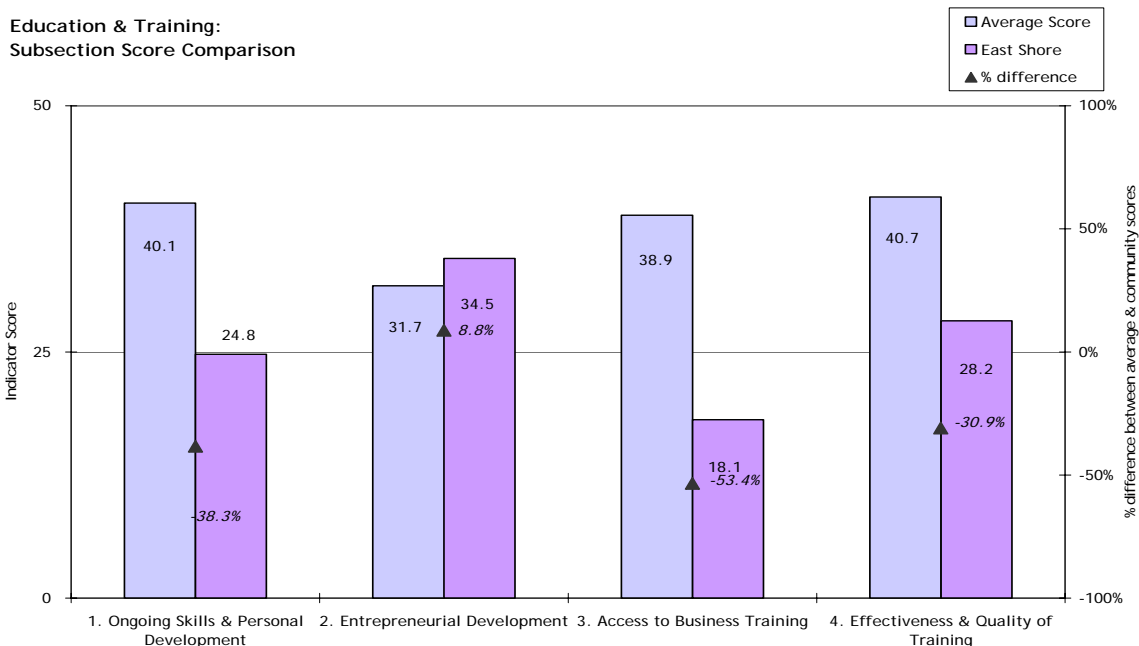
Ability to develop entrepreneurship skills & attitudes in non-business population, and upgrading skills in the business community to remain competitive in larger markets.

Subsection and Question Scores

Education & Training presents an *area of potential concern* with an absolute score of 27. According to comparative data, the East Shore region scored 30% below the all-community average, indicating an *area of concern in relation to other communities*.

The BVI further breaks down the section entitled, *Education & Training*, into four subsections including, *Ongoing Skills & Personal Development*, *Entrepreneurial Development*, *Access to Business Training*, and *Effectiveness & Quality of Training*. An examination of subsection scores and all-community averages reveals specific areas of strength and concern. The East Shore region scored *above average* in the area of *Entrepreneurial Development* (8%) highlighting an *area of strength*. The remaining subsections scored *below average* indicating *areas of concern*: *Access to Business Training* (-53%), *Ongoing Skills & Personal Development* (-38%), and *Effectiveness & Quality of Training* (-31%).

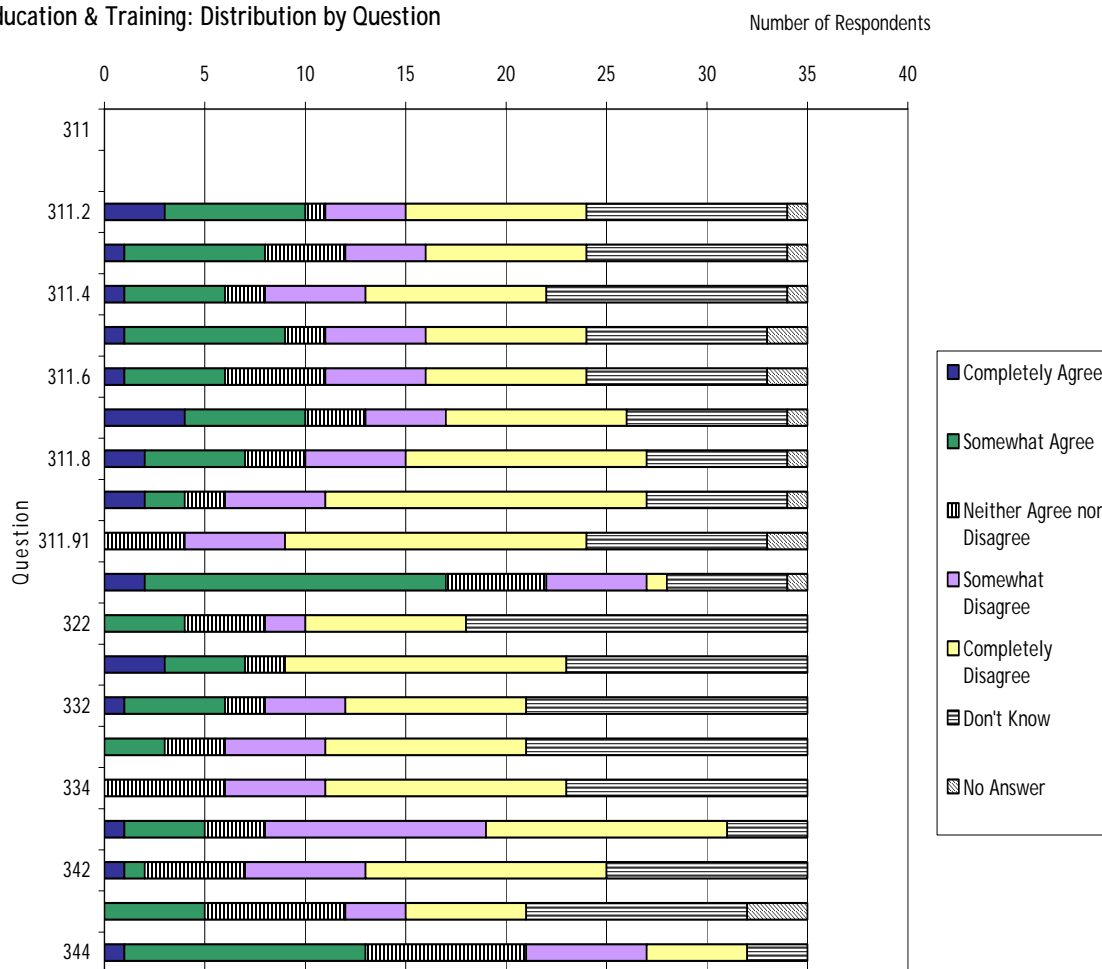
Low absolute scores of all subsections in this section reveal *areas of specific concern* that should be considered in future development efforts, including: *Ongoing Skills & Personal Development*, *Entrepreneurial Development*, *Access to Business Training*, and *Effectiveness & Quality of Training*.



Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
3.1 Ongoing Skills & Personal Development	<i>Opportunities to learn new skills & to upgrade existing skills, specifically those for business.</i>	311 There are a wide range of realistic training and educational programs available in or close to the community, including the following:	<i>Presence and diversity of opportunities to learn new skills and to upgrade existing skills, specifically those for business.</i>			
		Business Training				
		1 Business plan development		30	52	-42%
		2 Basic business skills development (i.e. sales, pricing, displays)		29	32	-10%
		3 Advanced business skills development (i.e. financial planning, marketing, accounting communications)		22	30	-27%
		4 Computer training for business (i.e. excel, web design, graphics, business applications)		29	54	-47%
		5 Personal Development		26	36	-27%
		6 Online/Distance Training		34	55	-39%
		7 Continuing Education		26	51	-49%
		8 College or University		17	25	-30%
		9 Professional Development		10	27	-63%
3.2 Entrepreneurial Development	<i>Ability to foster entrepreneurship in non-entrepreneurs</i>	321 Business mentors and/or role models are available in the community.	<i>Informal mechanisms to foster entrepreneurship</i>	51	42	22%
		322 There is an entrepreneurial development program for elementary and secondary school students (K-12).	<i>Formal entrepreneurial development programs & strategies</i>	18	20	-11%
3.3. Access to Business Training	<i>Awareness of available training programs, and cooperation between the business and education communities to provide affordable and timely programs</i>	331 There is an organization through which training and educational programs/opportunities can be offered.	<i>Awareness of educational organizations in area, if exist, a place to develop educational networks</i>	22	54	-59%
		332 Training programs are affordable for anyone (i.e. business owners, youth, professionals)	<i>Affordable programs to help all types of business people</i>	21	36	-40%
		333 Flexible timing for skills training is available to meet local business needs.	<i>Educators' understanding and accommodation of business needs in terms of class schedules</i>	16	30	-47%
		334 The education and business communities work together to provide convenient training	<i>Communication between groups exists, which improves business services</i>	13	35	-62%
3.4 Effectiveness & Quality of Training	<i>The availability of educational programs that meet business community needs</i>	341 A pool of skilled and trained labour is available to local businesses.	<i>Use of educational services to create a skilled labour force</i>	24	36	-33%
		342 Teaching organizations develop courses that serve community needs (i.e. Specialized training)	<i>Ability of training organizations to adapt and change to needs & demands</i>	18	36	-51%
		343 Teaching staff is knowledgeable and skilled in the area/subject they teach	<i>Good quality educators, use of professional development to keep up to date</i>	25	44	-42%
		344 Citizens are motivated to learn new skills and to develop existing ones.	<i>Interest in life-long learning</i>	45	47	-4%

Indicating an area of potential strength, question 321 scored 22% above the average of all BVI communities, stating, *business mentors and/or role models are available in the community*. Question 311.9 scored -63% below the average of all BVI communities, indicating a potential area of concern, stating, *college or university is available as accessible educational programming*.

Education & Training: Distribution by Question



An examination of questions according to distribution of response reveals that question 321 was the most agreed upon in this section. More specifically, Question 321 stated, *business mentors and/or role models are available in the community*. Also according to distribution of response, the question in which respondents disagreed most was question 341. More specifically, question 341 stated, *a pool of skilled and trained labour is available to local businesses*. Of interest, question 344 presented the greatest variance of opinion, which stated, *citizens are motivated to learn new skills and to develop existing ones*.

Qualitative Comments

Qualitative comments further inform areas of strength and areas in need of improvement. In the *Education & Training* section, top strengths identified by participants were *great school with devoted staff* and *Community Futures*. Directions for improvement included *new school / community centre with adult education*, *high speed internet for online learning*, *local courses*, and *funding for local instructors*.

Strengths

- great school with devoted staff (12)
- Community Futures (3)
- distance education
- energetic students and residents
- the hopes of a new community school
- diverse group of retired professionals and business people
- strong bond between community and schools
- volunteers
- proactive community members
- Selkirk College
- reading centre
- teaching employees the ropes

Improvements

- new school facility / community center with adult education (6)
- affordable high speed internet to facilitate online training (5)
- local courses (instructors to come to area) (3)
- more funding for instructors (3)
- online learning opportunities / raise awareness of (2)
- raise awareness of what is currently available (2)
- ensure training meets local needs (2)
- evening training / education
- more diversity of high school courses
- improve facilities
- improve programs
- improve teachers
- utilize school 7 days / wk including evenings
- fund teachers / programs
- mentorship opportunities
- assess training needs
- continuing education through local school
- improve ferry times
- Selkirk to offer local courses based on demand
- active recruiting of qualified / exceptional K-12 teachers and college professors
- local hire a student program
- school and local businesses to train high school students in business
- small business incentives without excessive paperwork

Section 4: Innovation

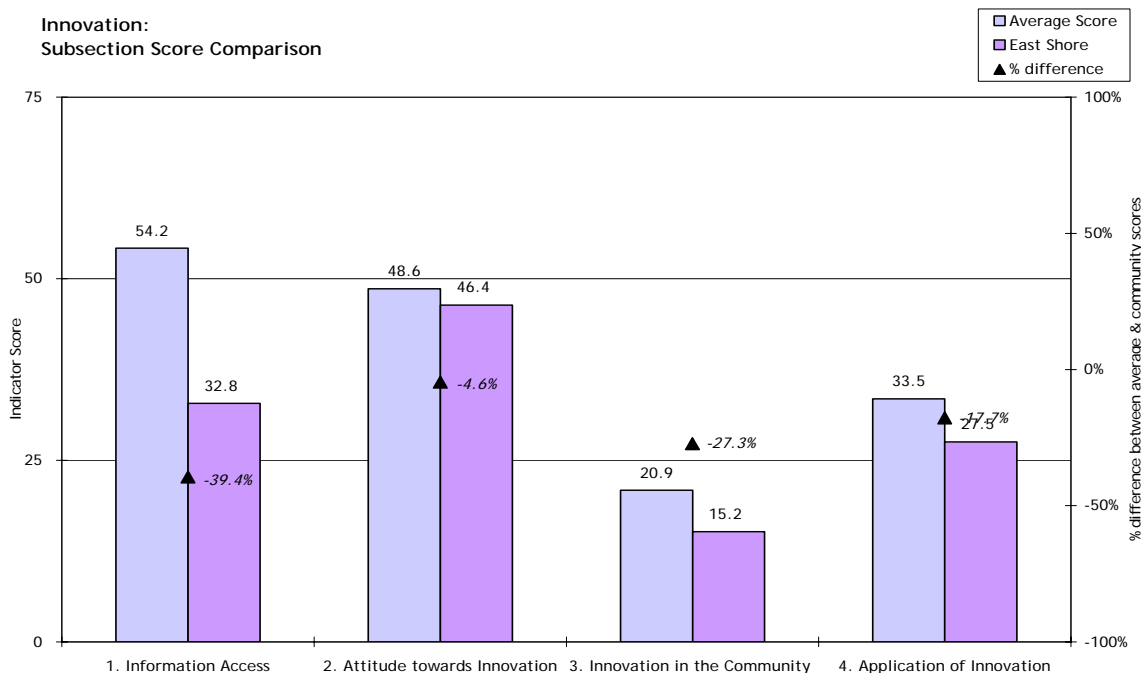
Ability of a community & its citizens to innovate, that is, think of and develop new ideas, increases the ability of that community to adapt to changes, recognize unusual and new opportunities and technologies, and share their ideas with like-minded people.

Subsection and Question Scores

Innovation presents an *area of potential concern* with an absolute score of 31. According to comparative data, the East Shore region scored 22% *below* the all-community average, indicating a *potential area of concern in relation to other communities*.

The BVI further breaks down the section entitled, *Innovation*, into four subsections including, *Information Access, Attitude Toward Innovation, Innovation in the Community, and Application of Innovation*. An examination of subsection scores and all-community averages reveals specific areas of strength and weakness. The East Shore region scored *close to average* in the area of *Attitude Toward Innovation* (-5%) highlighting an *area of strength*. Remaining subsections scored *below average* indicating *areas of potential concern, including: Information Access* (-39%), *Innovation in the Community* (-27%), and *Application of Innovation* (-18%).

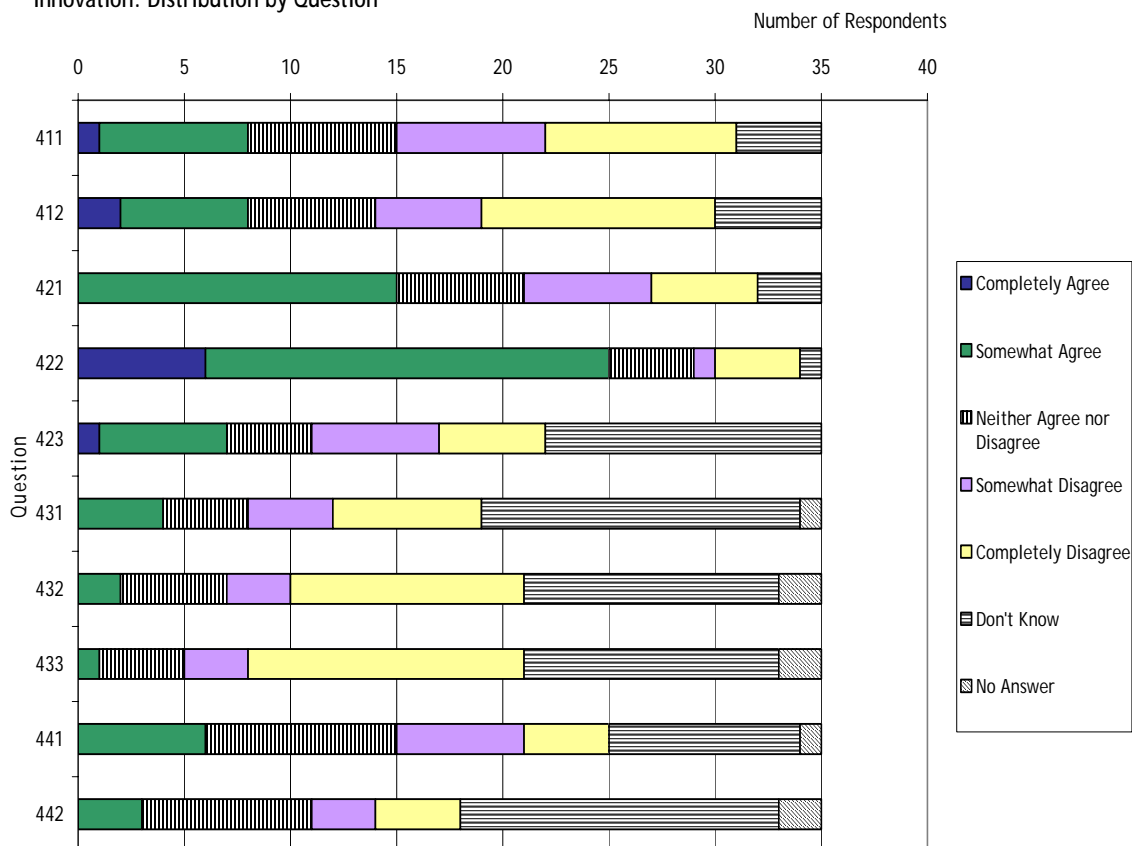
Low absolute scores of all subsections in this section however, reveal *areas of specific concern* that should be considered in future development efforts, including: *Information Access, Attitude Towards Innovation, Innovation in the Community, and Application of Innovation*.



Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
4.1 Information Access	<i>People know how to access information about R&D and know where to go to get information</i>	411 Individuals have access to business research (Local, regional, national, international) relating to new technologies, business development and/or expansion.	<i>Ability of individuals to access information: do they know how? Do they know where?</i>	34	54	-37%
		412 There are libraries or resource facilities that carry information on business development, market trends, new technologies, policies, and networks.	<i>Presence of a central place of knowledge, which cultivates innovative thinking</i>	32	54	-41%
4.2 Attitude towards Innovation	<i>Aware of and supportive of the presence and the relevance of innovative activities in the community</i>	421 Business people & entrepreneurs are aware of and knowledgeable about new and innovative technologies, & are eager to further their knowledge.	<i>Interest in innovative activities great enough for individuals to want to learn more</i>	46	49	-6%
		422 Innovation is valued and recognized by business people.	<i>Importance of Innovation is appreciated and understood</i>	65	56	16%
		423 Support and assistance for innovative research and development are available.	<i>Advanced support networks for R&D in business: networking, patents, etc.</i>	28	40	-29%
4.3 Innovation in the Community	<i>Presence of and pride in innovation in the community in terms of facilities, individuals, and networks.</i>	431 Businesses that do research or research facilities are geographically concentrated (clustered) and interact with each other.	<i>Concentration of facilities often leads to better interaction and competition</i>	19	20	-3%
		432 Skilled and knowledgeable scientists and researchers do academic and/or practical work in my community or region (not necessarily about the region).	<i>Community respects and values a culture of innovation: this attracts more innovators and researchers</i>	15	22	-31%
		433 There are formal and informal forums (Conferences, workshops, association breakfast meetings) on technology and technology applications	<i>People have a way to come together, interact, network, and learn from each other on a formal basis</i>	11	21	-47%
4.4 Application of Innovation	<i>Interaction between innovative people and organizations and the business community</i>	441 Businesses use innovative technology, practices, and research.	<i>Ability of business to apply the results of innovation to better their own business</i>	32	35	-8%
		442 Research that is being done in the community or region is relevant to the business community's needs and interests.	<i>Local R&D helps local businesses' needs and efforts</i>	23	32	-29%

Indicating an area of potential strength, question 422 scored 16% above the average of all BVI communities, stating, *innovation is valued and recognized by business people*. Question 433 scored -47% below the average of all BVI communities, indicating a potential area of concern, stating, *there are formal and informal forums on technology and technological applications*.

Innovation: Distribution by Question



An examination of questions according to distribution of response reveals that question 422 was the most agreed upon in this section. More specifically, question 422 stated, *innovation is valued and recognized by business people*. Also according to distribution of response, the questions in which respondents disagreed most were question 411, 412, and 433. More specifically, question 411 stated, *individuals have access to business research*, question 412 stated, *there are libraries or resource facilities that carry information on business development, market trends, new technologies, policies and networks*, and question 433 stated, *there are formal and informal forums on technology and technology applications*. Of interest, question 421 presented the greatest variance of opinion.

Qualitative Comments

Qualitative comments further inform areas of strength and areas in need of improvement. Strengths in the area of *Innovation* included *artisan products, creative business owners, and the Chamber of Commerce network*. Directions for improvement included *high speed internet, improved access to R&D sources / business reference library, raise awareness of existing R&D initiatives, and utilize community school*.

Strengths

- artisan products (3)
- business owners (creative / share ideas and experiences) (2)
- Chamber of Commerce network (2)
- tourist trade
- unique geology
- educational
- research into environmental pollutions
- development
- waste management and hazards
- partnerships with other communities
- the people
- recognition that research is key to development

Improvements

- | | |
|---|---|
| <ul style="list-style-type: none"> • high speed internet access (6) • improve access to sources for R&D / business reference library (4) • communicate / raise awareness existing R&D initiatives (2) • community school as focal point (2) • regional plan • knowledge TV network available in rural areas • stop assessing and act! • scuba diving school | <ul style="list-style-type: none"> • change Area A tax base to support specific research needs • strengthen local colleges • internet training • bring in industry leaders (through CF) • R&D for resource industries • R&D geared to local needs • bring in outside expertise to evaluate and guide efforts |
|---|---|

Section 5: Leadership, Teamwork & Networking

The capacity of a business community to take action on an idea or opportunity as a whole group, with good leadership, effective teamwork, and clear communication.

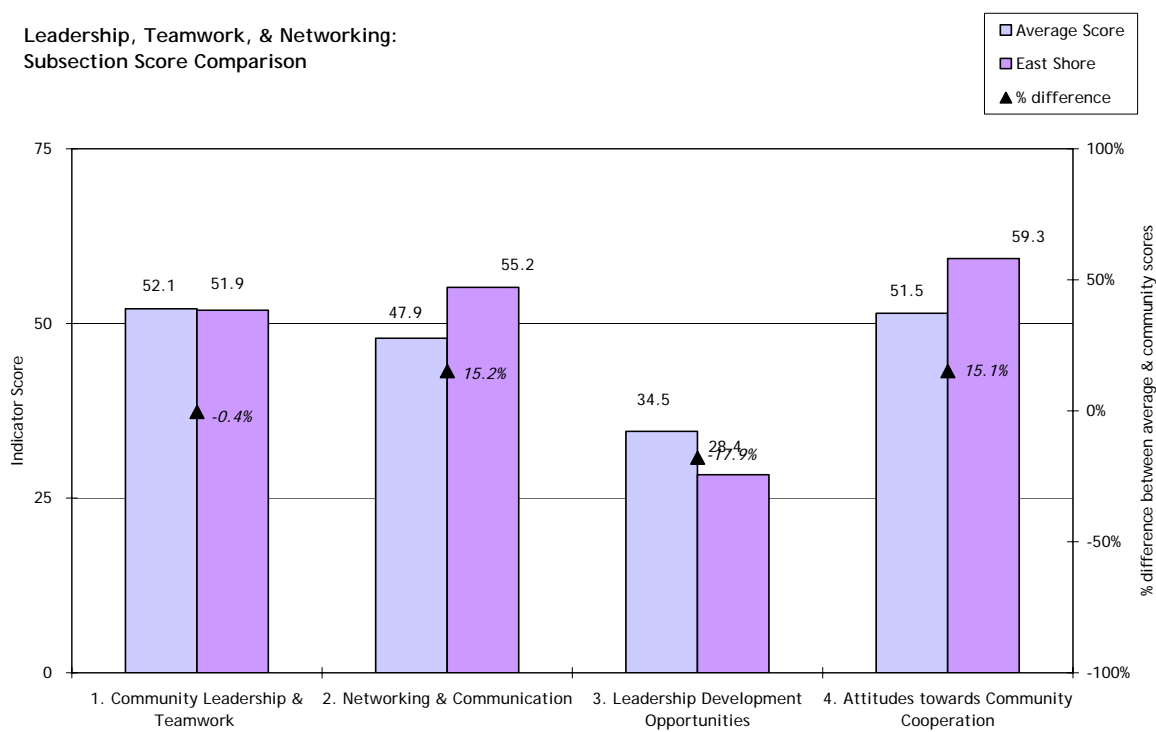
Subsection and Question Scores

Leadership, Teamwork, & Networking presents an *area of potential strength* with an absolute score of 49. According to comparative data, East Shore scored 5% *above* the all-community average indicating a *potential area of strength* in relation to other communities.

The BVI further breaks down the section entitled, *Leadership, Teamwork, & Networking*, into four subsections including, *Community Leadership & Teamwork*, *Networking & Communication*, *Leadership Development Opportunities*, and *Attitudes Toward Community Cooperation*. An examination of subsection scores and all-community averages reveals specific areas of strength and concern. The East Shore region scored *above average* (or close to average) on the subsections: *Networking & Communications* (15%), *Attitudes Toward Community Cooperation* (15%), and *Community Leadership & Teamwork* (-1%). The subsection *Leadership Development Opportunities* scored *below average* indicating an *area of potential concern*.

A low absolute score in this section however, reveals an *area of concern* that should be considered in future development efforts, including: *Leadership Development Opportunities*.

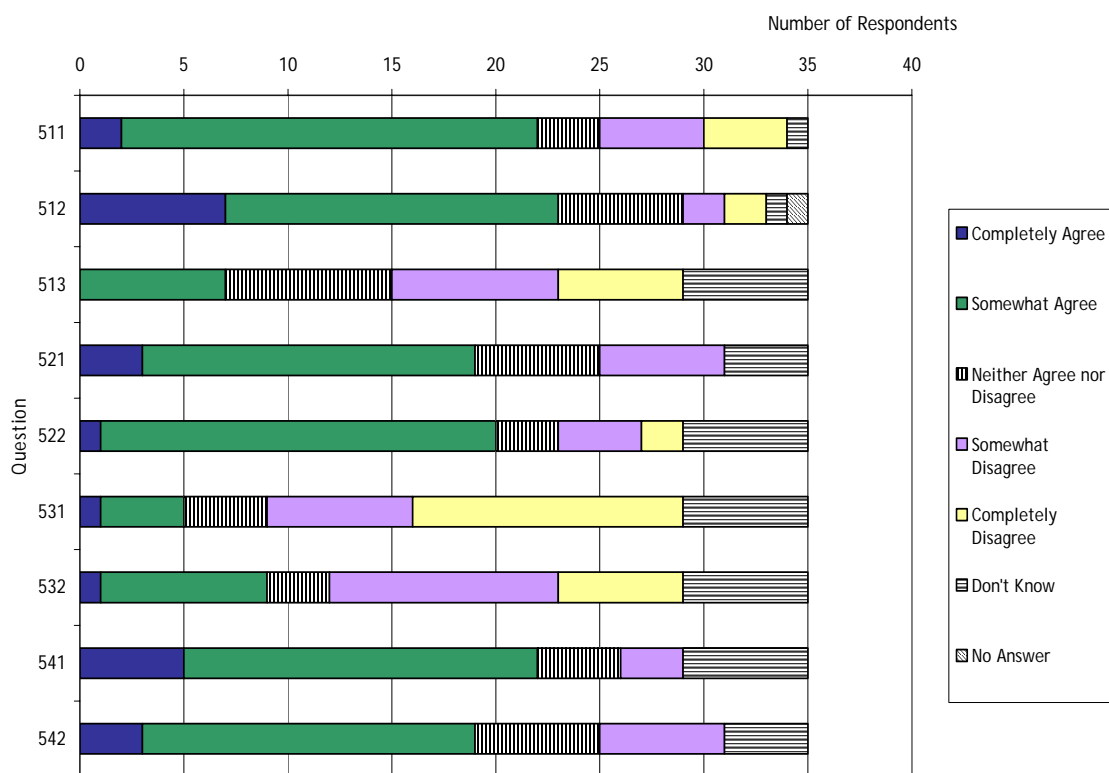
Leadership, Teamwork, & Networking:
Subsection Score Comparison



Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
5.1 Community Leadership & Teamwork	<i>Ability of a community to come together to make effective and appropriate decisions for businesses</i>	511 Members representing interests of the public, private, and government sectors jointly participate in community decision-making & implementation.	<i>Ability to work together to make representative decisions to benefit the whole</i>	57	54	5%
		512 There is a pool of talented leaders with diverse skills, cultural experiences and backgrounds who are available for leading community initiatives.	<i>Availability of good leaders representing diversity of experiences</i>	65	66	-1%
		513 Qualified supervisors and managers (and management services) are available to small business	<i>Availability of good leaders in business</i>	34	36	-7%
5.2 Networking & Communication	<i>Ability of business people to connect and share knowledge</i>	521 There are adequate opportunities (informal and formal) where business people and entrepreneurs can network with each other.	<i>Ways of sharing information and building relationships</i>	57	51	12%
		522 Business people are able to give and receive support from other experienced business people (i.e. Business associations, mentoring).	<i>Ways of sharing business knowledge and build business relationships</i>	53	45	18%
5.3 Leadership Development Opportunities	<i>Ability to develop leadership skills in a diversity of groups.</i>	531 There are opportunities for leadership training and development for individuals of all ages and interests (i.e. professionals, youth).	<i>Opportunities/programs to foster and train leaders of tomorrow, to develop individuals' self confidence in taking risks</i>	23	36	-36%
		532 There are opportunities for small business to learn and develop management and leadership skills	<i>Opportunities to develop leadership and management skills, making business practices more effective</i>	34	33	2%
5.4 Attitudes towards Community Cooperation	<i>Ability and willingness to work together to achieve goals</i>	541 Groups with similar interests can form alliances and cooperate to achieve goals	<i>Ability to work together to achieve results</i>	61	58	6%
		542 Cooperative and joint community initiatives are encouraged and respected	<i>Willingness to work together</i>	57	45	27%

Indicating an area of potential strength, question 542 scored 27% above the average of all BVI communities, stating, *cooperative and joint community initiatives are encouraged and respected*. Question 531 scored -36% below the average of all BVI communities, indicating a potential area of concern, stating, *there are opportunities for leadership training and development for individuals of all ages and interests*.

Leadership, Teamwork & Networking: Distribution by Question



An examination of questions according to distribution of response reveals that question 512 was the most agreed upon in this section. More specifically, 512 stated, *there is a pool of talented leaders with diverse skills, cultural experiences and backgrounds who are available for leading community initiatives*. Also according to distribution of response, the questions in which respondents disagreed most was question 531. More specifically, question 531 stated, *there are opportunities for leadership training and development for individuals of all ages and interests*. Of interest, question 513 presented the greatest variance of response.

Qualitative Comments

Qualitative comments further inform areas of strength and areas in need of improvement. In the *Leadership, Teamwork, & Networking* section, top strengths identified by participants included *experienced residents, Chamber of Commerce network, and core of involved residents*. Directions for improvement included *inclusive identification of priorities, and a regional web page / email alert system*.

Strengths

- residents (creative, experienced) (12)
- Chamber of Commerce network (5)
- core of people that get involved (2)
- lots of 'pioneer' families (3rd and 4th generation)
- successful entrepreneurs available to share experiences
- residents dedicated to sustainable development
- strong local leaders
- the school
- small enough that you know everyone
- community groups share information
- golf course
- Artisans Association
- survivors
- recognition a plan is needed

Improvements

- inclusive identification of goals to work towards / focus on priorities (3)
- webpage or email alert system to ensure up-to-date information (2)
- encourage Chamber membership
- organization with paid staff to organize / facilitate / inform community members
- increase core so more can get done
- improve tie between communities
- utilize retired residents for mentorship
- initiative to draw from local talents
- recording the memoirs of older residents
- more training opportunities
- evaluation / assessment opportunity
- a common hub or council to bring communities together
- semi-annual meeting for all East Shore residents to discuss service needs
- business incubator
- post-secondary education
- sacrifice individuality for the sake of the community
- more participation
- change Area A tax base and have local representative
- business courses through the school offered by CF
- funds to support local rural citizens to work together

Section 6: Role of Government & Organizations

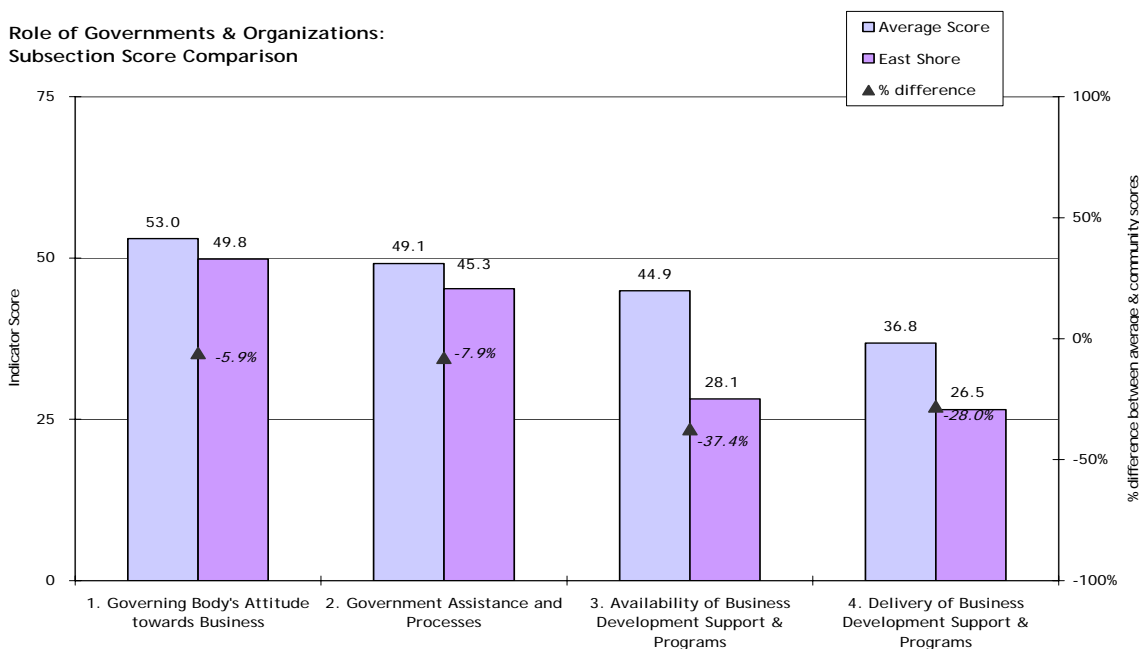
Ability of local governments and other organizations to work with business to design processes and programs that make it as easy as possible to start or expand a business.

Subsection and Question Scores

Role of Government & Organizations presents an *area of potential concern* with an absolute score of 37. According to comparative data, the East Shore region scored 20% below the average, indicating a *potential area of concern in relation to other communities*.

The BVI further breaks down the section entitled, *Role of Government & Organizations*, into four subsections including, *Governing Body's Attitude Towards Business*, *Government Assistance and Processes*, *Availability of Business Development Support and Programs*, and *Delivery of Business Development Support and Programs*. An examination of subsection scores and all-community averages reveals specific areas of strength and concern. The East Shore region scored close to average on the subsections of *Governing Body's Attitude Toward Business* (-6%) and *Government Assistance and Processes* (-8%) highlighting *areas of potential strength*. The areas of *Availability of Business Development Support and Programs* (-38%) and *Delivery of Business Development Support and Programs* (-28%) scored below average indicating *areas of concern*.

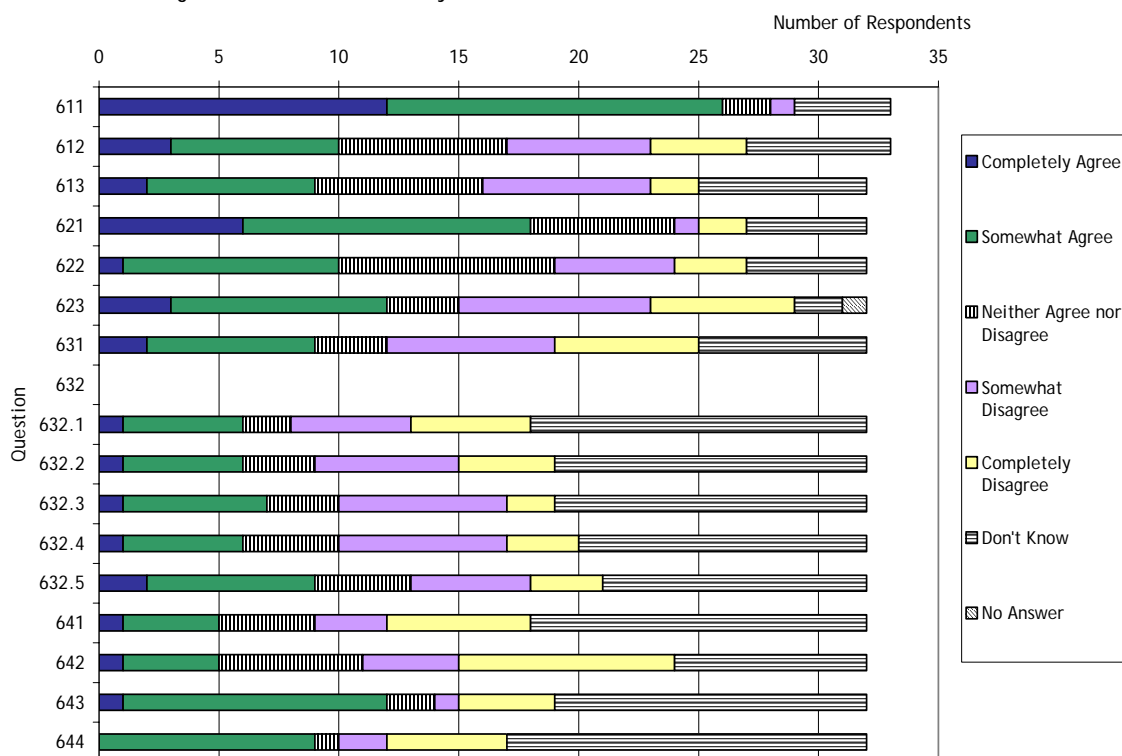
Low absolute scores of specific subsections in this section however, reveal *areas of specific concern* that should be considered in future development efforts, including: *Availability of Business Development Support & Programs* and *Delivery of Business Development Support & Programs*.



Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
6.1 Governing Body's Attitude towards Business	<i>The local government's efforts and commitment to assisting business development</i>	611 The governing body (city council, village council, or area director) recognizes that businesses are important and valuable for community development.	Attitude of local government towards business, and recognition its of important role in the economy	71	72	-2%
		612 The governing body is committed to recruiting or attracting businesses to the community, and may use strategies or incentives to do so.	Efforts of local governments to expand the business community on behalf of business from outside the region	40	45	-11%
		613 The governing body is committed to helping existing businesses or creating new businesses through policy and action.	Actions and decisions of local government helping business development and expansion	38	42	-8%
6.2 Government Assistance and Processes	<i>Ability of governments to work with business to provide materials and assistance that helps business</i>	621 Community leaders and officials are willing to cooperate with business and business associations.	Ability and willingness for government and businesses to work together	55	62	-11%
		622 Local officials make it easy/reasonable for businesses to start or expand.	Human resources needed for assisting business are helpful & effective, rather than a barrier	41	44	-7%
		623 Local regulations, policies, rules, bylaws and zoning are easily understood by business people making it easy/reasonable for businesses to expand or start up.	Written resources and documents needed for assisting business are helpful and effective, rather than a barrier	40	41	-4%
6.3 Availability of Business Development Support & Programs	<i>Organizations that help businesses start up and expand through direct facilitation or through classes</i>	631 There is a recognized organization or individual available to assist people identify, assess, expand and/or create business opportunities.	Existence of an organization which facilitates business development	32	43	-25%
		632 Recognized organizations (i.e. Chamber, EDO, CFDC) offer programs and services assisting business people, such as the following:	Programs exist that assist in business development			
		1 Counseling		23	44	-48%
		2 Training		25	46	-46%
		3 Mentoring		28	36	-22%
		4 Self-Employment Assistance		27	49	-44%
5 Loans		33	50	-33%		
6.4 Delivery of Business Development Support & Programs	<i>Ability of organizations to deliver programs that assist business in the most effective and efficient manner</i>	641 Business development programs are effective and efficient, and do not duplicate each other.	Efficiency of business development programs	22	29	-24%
		642 Business programs are offered in a well-known and accessible location.	Ability to hear about programs, and the attendance potential	25	41	-39%
		643 Staff members delivering programs are knowledgeable, competent and approachable.	Training and development staff is well-trained and knowledgeable	34	43	-21%
		644 Successful programs are repeated, reproduced, and further developed.	Evaluation process only keeps most effective programs	25	34	-25%

No questions in this section scored above the average of all BVI communities. Scoring *well below the average*, questions 632.1, 632.2, and 632.4 indicate areas of potential concern. More specifically, access to business counseling, training, and assistance for those seeking self-employment each represent directions for improvement.

Government & Organizations: Distribution by Question



An examination of questions according to distribution of response reveals that question 611 was the most agreed upon in this section. More specifically, question 611 stated, *the governing body recognizes that businesses are important and valuable for the development of the community*. Also according to distribution of response, the question in which respondents disagreed most was question 623. More specifically, question 623 stated, *local regulations, policies, rules, bylaws and zoning are easily understood by business people making it easy/reasonable for businesses to expand or start up*. Of interest, question 623 presented the greatest variance of opinion.

Qualitative Comments

Qualitative comments further inform areas of strength and areas in need of improvement. In the *Role of Government & Organizations* section, top strengths identified by participants included *reliable RDCK representative, Chamber of Commerce, Community Futures*, and *no red tape*. Directions for improvement included *an inclusive East Shore community plan* and *funding assistance*.

Strengths

- RDCK representative – thoughtful, available (8)
- Chamber of Commerce (4)
- Community Futures (3)
- lack of immediate government sometimes a blessing / no red tape (2)
- CBT
- they are starting to understand we are different from Nelson or Creston
- Riondel Commission of Management
- municipal government interest in economic development
- community organizations

Improvements

- East Shore community plan (inclusive) (4)
- funding assistance / increase awareness of funding programs (3)
- more isn't necessarily better
- have local or community government
- have some senior citizen housing
- re-elect Corky Evans
- change Area A tax base to allow us to financially address our needs
- public participation / reporting in policy development
- better policing
- high speed internet
- local web site
- better representation at provincial and federal levels
- more visibility
- assessment of community needs
- local training
- provincial government to support rural areas
- focus on what is unique about community
- raise profile of Chamber
- provincial support for Selkirk loop
- awareness for access
- Chamber to focus on new issues
- business manager / counselor to provide information and guidance to residents

Section 7: Money, Capital & Funding

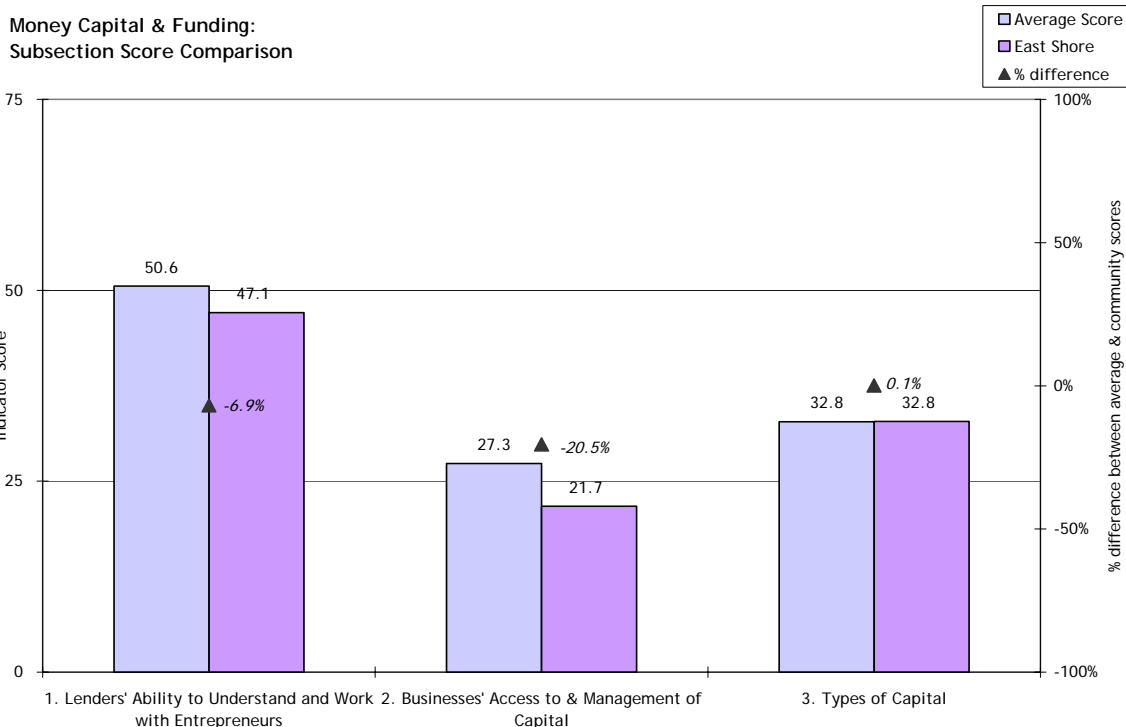
Ability of the community to financially support entrepreneurs through ensuring access to capital, and educating businesses about financial management and supports.

Subsection and Question Scores

Money, Capital & Funding presents an *area of concern* with an absolute score of 33. According to comparative data, the East Shore region scored 13% below the all-community average indicating *some concern in relation to other communities*.

The BVI further breaks down the section entitled, *Money, Capital & Funding*, into three subsections including, *Lenders' Ability to Understand and Work with Entrepreneurs*, *Businesses Access to & Management of Capital*, and *Types of Capital*. An examination of subsection scores and all-community averages reveals specific areas of strength and concern. The East Shore region scored *average* (or close to average) on the following subsections: *Types of Capital* (0%) and *Lenders' Ability to Understand and Work with Entrepreneurs* (-7%) indicating *areas of strength*. *Businesses Access to & Management of Capital* (-21%) scored *below average* indicating a *potential area of concern*.

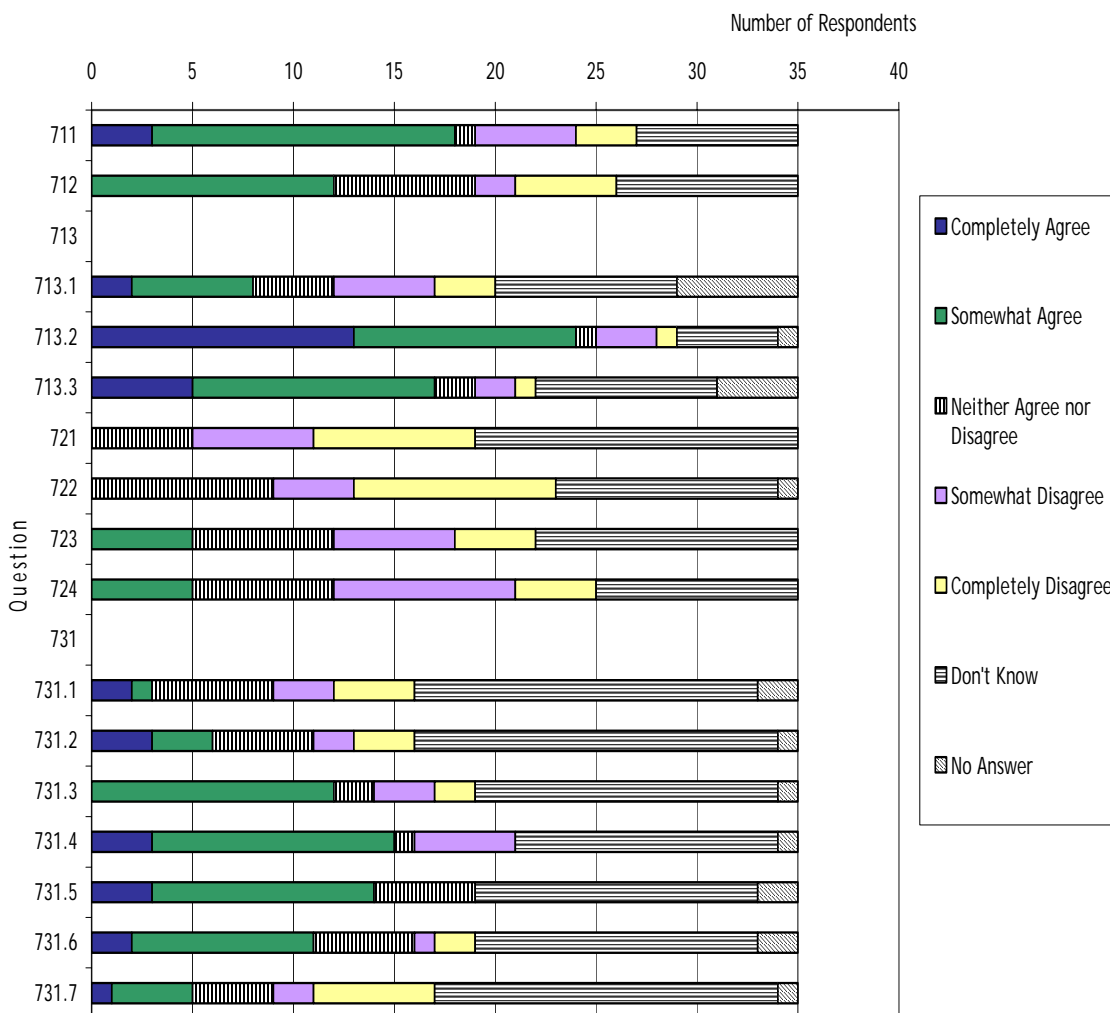
Low absolute scores in this section further reveal *areas of specific concern* that should be considered in future development efforts, including: *Lender's Ability to Understand and Work with Entrepreneurs*, and *Business Access to & Management of Capital*.



Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
7.1 Lenders' Ability to Understand and Work with Entrepreneurs	<i>Ability to support worthy business ideas and provide assistance to improve chances of success</i>	711 Lenders are willing to take chances based on individual character and good business ideas	<i>Lenders' ability to recognize and support a good idea</i>	48	36	35%
		712 Lenders and investors understand entrepreneurs' needs and have programs to address those needs.	<i>Willingness to educate and assist business people in financial management</i>	40	36	10%
		713 The following types of lending organizations are available:	<i>Variety of lending organizations with different lending goals</i>			
		1 Bank		31	32	-3%
		2 Credit Union		67	72	-7%
		3 Development Organization		49	63	-23%
7.2 Businesses' Access to & Management of Capital	<i>Ability of a business to acquire and manage funds</i>	721 Business capital is available to anyone committed to a venture, regardless of credit history or any other factors.	<i>Access Equity</i>	13	14	-8%
		722 People who are interested in expanding or starting a business are skilled in raising funds	<i>Ability to raise funds (getting investors, loans, etc) for a business venture</i>	17	22	-22%
		723 Businesses have a firm understanding of financial management (cash flow, reading financial statements).	<i>Understanding of financial management, which increases chances of success.</i>	28	38	-27%
		724 Costs (i.e. Interest, application fees) of accessing capital are manageable for entrepreneurs.	<i>Fair and affordable access to capital</i>	29	35	-16%
7.3 Types of Capital	<i>Availability of capital through a variety of programs (formal and informal), ensuring that all potential and existing businesses have access to capital</i>	731 The following types of capital are used by entrepreneurs:	<i>Variety and appropriateness of sources of capital</i>			
		1 Equity (investments)		21	32	-33%
		2 Angel		27	26	5%
		3 Grants		35	35	-1%
		4 Revolving loan funds		44	34	28%
		5 Micro Loans (up to \$5,000)		44	42	6%
		6 Loans \$5,000 to \$200,000		37	36	3%
		7 Loans \$200,000 and above		21	23	-16%

Indicating an area of potential strength, question 711 scored 35% above the average of all BVI communities, stating, *lenders are willing to take chances based on individual character and good business ideas*. Question 731.1 scored -33% below the average of all BVI communities, indicating a potential area of concern, stating, *equity funds (formal investors) are accessible to expand or start a business*.

Money Capital & Funding: Distribution by Question



An examination of questions according to distribution of response reveals that question 713.2 was the most agreed upon in this section, stating, *credit unions are utilized for business needs*. Also according to distribution of response, the questions in which respondents disagreed most were questions 721 and 722. Question 721 stated, *business capital is available to anyone committed to a venture, regardless of credit history or any other factors*, and question 722 stated, *people who are interested in expanding or starting a business are skilled in raising funds*. Also of note, a large number of respondents ‘didn’t know’ or ‘didn’t answer’ questions regarding types of capital.

Qualitative Comments

Qualitative comments further inform areas of strength and areas in need of improvement. In the *Money, Capital & Funding* section, top strengths identified by participants included *local Credit Union, funds through HRSD and Community Futures, CBT and tourism*. Directions for improvement included *local business services, change area A tax base and a public forum highlighting what funding is available*.

Strengths

- local access to Credit Union (understand local needs) (13)
- available grants / EI program through HRSD and Community Futures (6)
- CBT (3)
- tourism (2)
- people moving to the area investing in low cost property
- low land costs
- the high price of marijuana
- the low price of the Canadian dollar
- Alberta money

Improvements

- local business services (lawyer, bookkeeper) / financial management assistance (3)
- tax money to community not to surrounding larger centres / change Area A tax base (3)
- public forum of what is available and for what (2)
- cash flow problems with year round business
- government responsiveness & financial support for small business
- financing for accommodation related businesses
- banks and provincial government to help with infrastructure (broadband)
- tourism advertising
- form a cohesive group in region to assist with small business
- more awareness of area as a region
- strengthen political voice
- set aside some property tax money for community initiatives
- more training / supervision of businesses receiving funding
- other large industry to set up shop for economic spill over
- attracting knowledgeable investors with like minded values
- broader outlook by government funding agencies relative to population base or type of entity
- business incubator / job skills centre
- lower taxes
- don't sell our dams
- funding to encourage community growth

Section 8: Infrastructure & Business Services

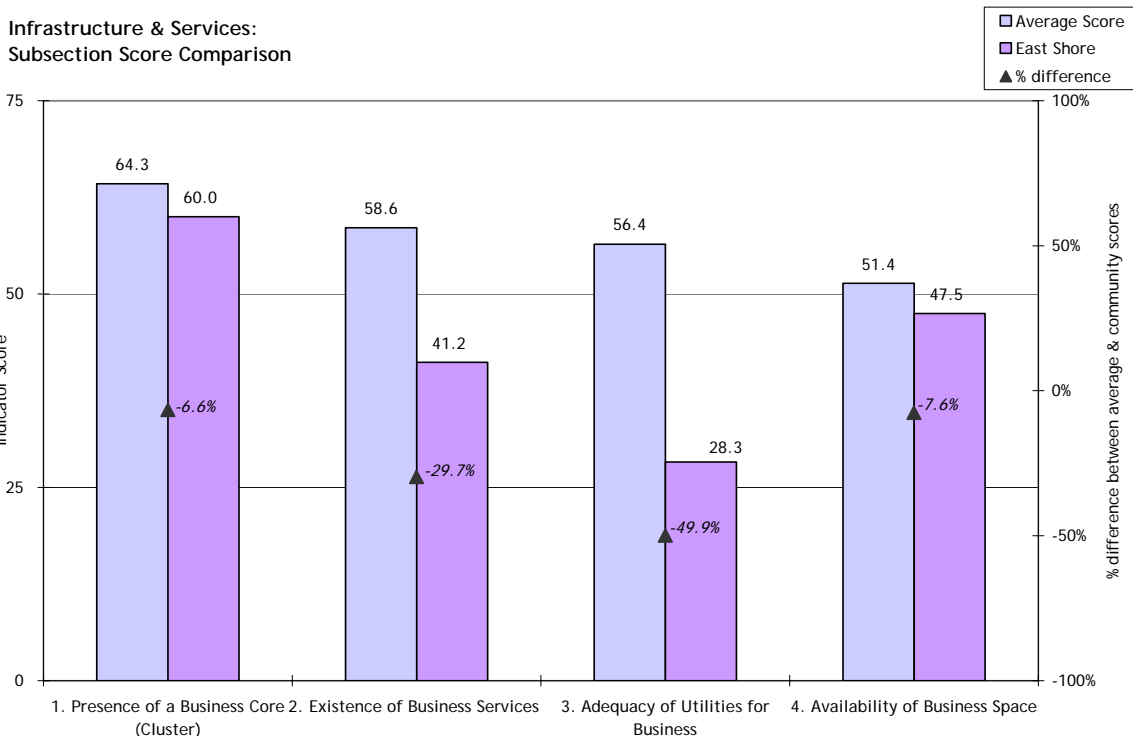
Ability to provide necessary and high quality support services and infrastructure to business at reasonable costs, allowing businesses to be as competitive as possible.

Subsection and Question Scores

Infrastructure & Business Services presents an *area of concern* with an absolute score of 41. According to comparative data, the East Shore region scored 31% below the all-community average, indicating a *potential area of concern in relation to other communities*.

The BVI further breaks down the section entitled, *Infrastructure & Business Services*, into four subsections including, *Presence of a Business Core*, *Existence of Business Services*, *Adequacy of Utilities for Business*, and *Availability of Business Space*. An examination of subsection scores and all-community averages reveals specific areas of strength and concern. The East Shore region scored *close to average* on the following subsections: *Presence of a Business Core* (-7%) and *Availability of Business Space* (-8%) highlighting *areas of potential strength*. The subsections *Adequacy of Utilities for Business* (-50%) and *Existence of Business Services* (-30%) scored *below average*, highlighting *areas of potential concern*.

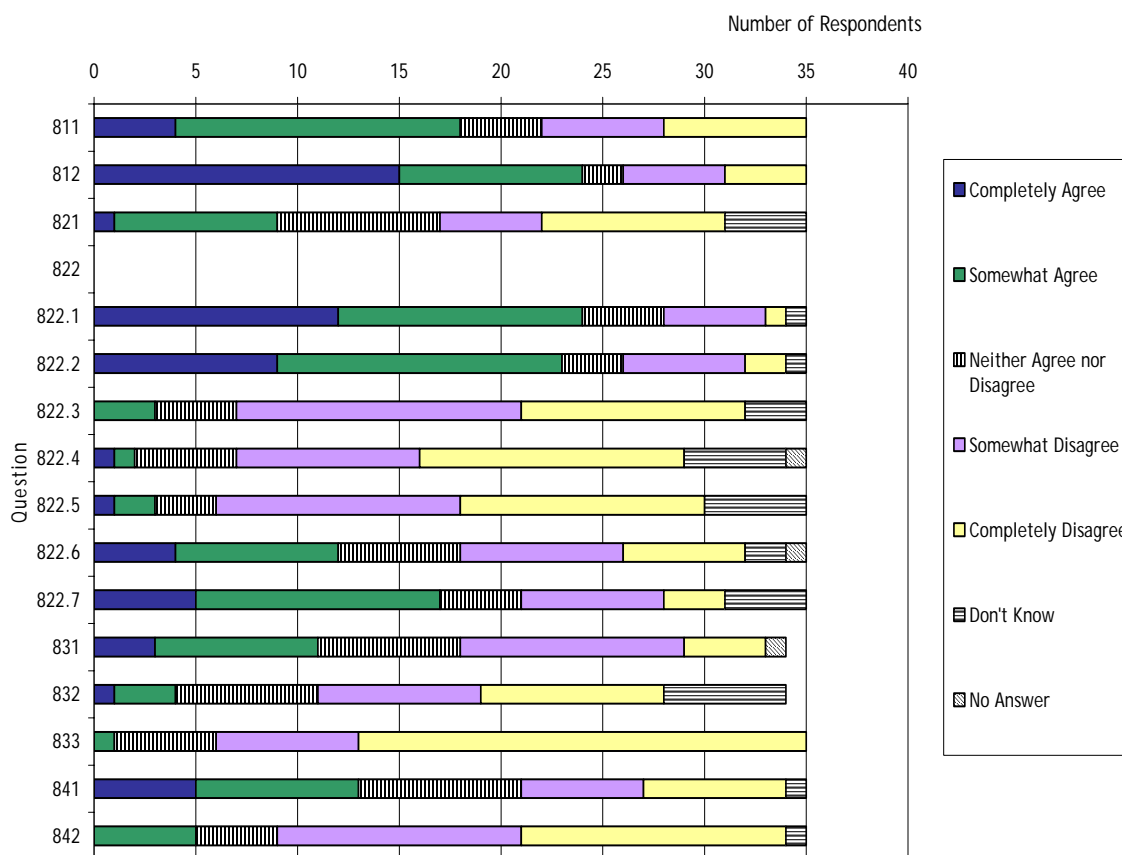
Low absolute scores of specific subsections in this section also reveal *areas of concern* that should be considered in future development efforts, including: *Adequacy of Utilities for Business* and *Existence of Business Services*.



Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
8.1 Presence of a Business Core (Cluster)	<i>A central commercial area that increases access to and competition between business</i>	811 There is a vibrant, active downtown area or community core.	<i>Existence of a commercial cluster</i>	51	50	3%
		812 Parking near core business areas is accessible and convenient.	<i>Access to the commercial cluster</i>	69	78	-12%
8.2 Existence of Business Services	<i>Affordable services available to assist in business development</i>	821 Business services (i.e. Printers, web designers) are affordable and modern.	<i>Entrepreneurs can afford to use available, state-of-the-art business services</i>	36	58	-38%
		822 The following services are used by businesses:	<i>Variety and usefulness of business services</i>			
		1 Banking		70	70	0%
		2 Insurance		65	68	-5%
		3 Freighting		23	60	-62%
		4 Legal		19	58	-67%
		5 Marketing		21	34	-39%
		6 Accounting		44	64	-32%
7 Graphic Design		52	56	-7%		
8.3 Adequacy of Utilities for Business	<i>Affordability, reliability, and appropriateness of utilities allows for maximum competitiveness in business</i>	831 Existing physical infrastructure (i.e. power, water) is good quality, well maintained, serviced, and modern	<i>Reliable and modern infrastructure that contributes to better competitiveness of business</i>	44	67	-34%
		832 The planning of new physical infrastructure (i.e. Roads, power, sewage) considers business needs.	<i>Infrastructure is suitable to business needs</i>	26	49	-46%
		833 Telecommunication infrastructure is reliable, well-maintained and modern	<i>Presence of communications not enough. Have to be compatible with current technologies (and not be obsolete)</i>	14	53	-73%
8.4 Availability of Business Space	<i>Appropriate variety of spaces available to accommodate businesses at different stages of development</i>	842 A variety of real estate is available to accommodate business expansion, attraction, or creation (i.e. home-based, downtown core, industrial park)	<i>Space is available for businesses at different stages of development</i>	47	55	-14%
		843 Quality rental space is available to accommodate business expansion, attraction, or creation.	<i>Rental space is available for businesses at different stages of development</i>	25	46	-45%

Indicating an area of potential strength, question 811 scored 3% above the average of all BVI communities, stating, *there is a vibrant, active downtown area or community core*. Question 833 scored -73% below the average of all BVI communities, indicating a potential area of concern, stating, *telecommunication infrastructure is reliable, well-maintained and modern*.

Infrastructure & Business Services: Distribution by Question



An examination of questions according to distribution of response reveals that questions 812 and 822.1 were the most agreed upon in this section. More specifically, Question 812 stated, *parking near core business areas is accessible and affordable*, and question 822.1 stated, *banking is easily accessible and affordable*. Also according to distribution of response, the question in which respondents disagreed most was question 833. More specifically, Question 833 stated, *telecommunication infrastructure is reliable, well-maintained and modern*. Of interest, questions 821 and 841 presented the greatest variance of response.

Qualitative Comments

Qualitative comments further inform areas of strength and areas in need of improvement. In the *Infrastructure & Business Services* section, top strengths identified by participants included *Credit Union, everything on one road, and committed businesses*. Directions for improvement included *high speed internet, more accessible parking / RV pull outs, and improved infrastructure and business services*.

Strengths

- Credit Union (4)
- everything on one road (3)
- businesses (cooperating / committed) (2)
- no rules for governance in this area
- Community Futures
- CBT
- business community supportive of individual incentives
- small group of business owners leading the way
- cooperation of Artisans to promote the community as a group
- the Artisan walk
- informal networking
- immense growth potential
- unique eclectic nature
- central store / post office
- availability of land
- concentration of tourist businesses in Crawford Bay
- affordable
- services concentrated in one area
- Kootenay Springs Golf Course
- willingness of employees to satisfy customers

Improvements

- high speed internet (4)
- more accessible parking / pull off for RVs (3)
- provide infrastructure and business services (3)
- comprehensive community plan (2)
- fire / police (2)
- upgrade roads (2)
- fewer electrical outages (2)
- improve ferry service (2)
- better transportation rates
- have some rules / bylaws
- bring in services such as stores
- pharmacy
- Chamber of Commerce courses through school
- access centre and business counseling
- no passing on 3A highway in Crawford Bay
- pedestrian walkways
- better telephone service
- cross walk
- business incubator
- 5 day / week bus service
- training opportunities
- cell phone service
- adequate garbage facilities
- improve utilities
- retain tax dollars
- improve health services

Section 9: Communication & Connectivity

The ability of businesses to connect with each other and with outside markets.

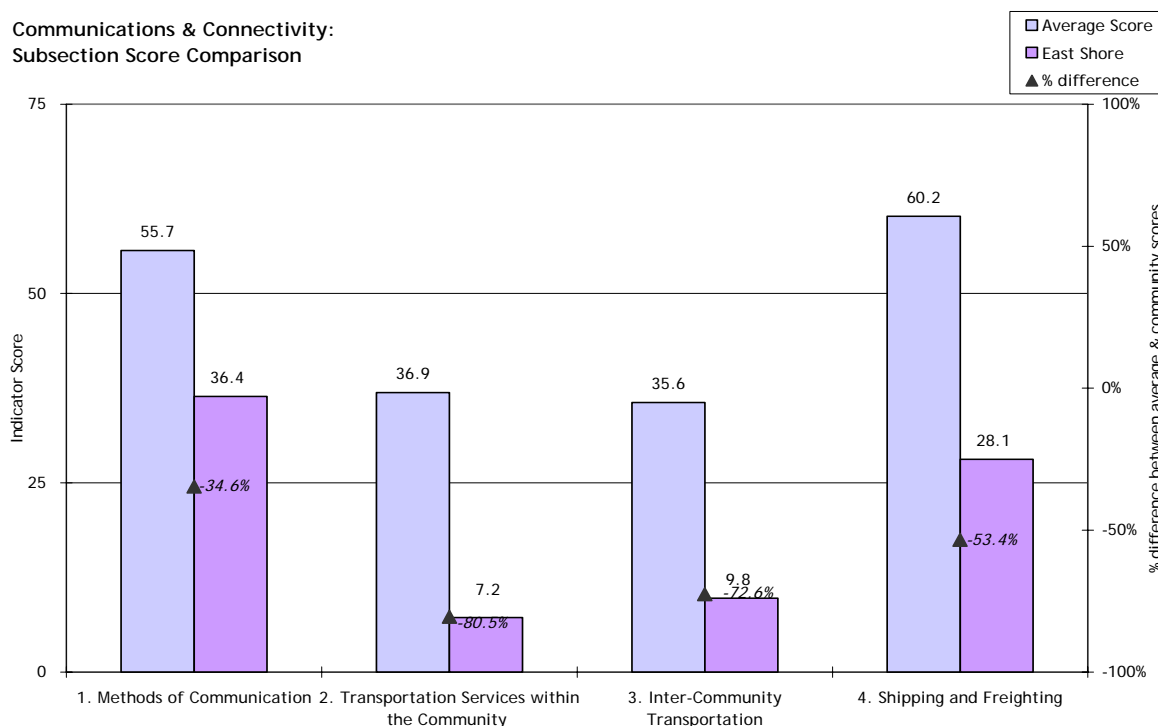
Subsection and Question Scores

Communications & Connectivity presents an *area of concern* with an absolute score 20. According to comparative data, the East Shore region scored 57% below the all-community average, indicating a *specific area of concern in relation to other communities*.

The BVI further breaks down the section entitled, *Communications & Connectivity*, into four subsections including, *Methods of Communication, Transportation Services within the Community, Inter-Community Transportation, and Shipping & Freight*ing. An examination of subsection scores and all-community averages reveals specific areas of strength and concern. The East Shore region scored *above average* on all subsections in this section including, *Transportation Services within the Community* (-81%), *Inter-Community Transportation* (-73%), *Shipping & Freight*ing (-53%) and *Methods of Communication* (34%), indicating *areas of concern*.

Low absolute scores in this section further reveal *areas of concern* that should be considered in future development efforts, including: *Transportation Services within the Community, Inter-Community Transportation, Shipping & Freight*ing and *Methods of Communication*.

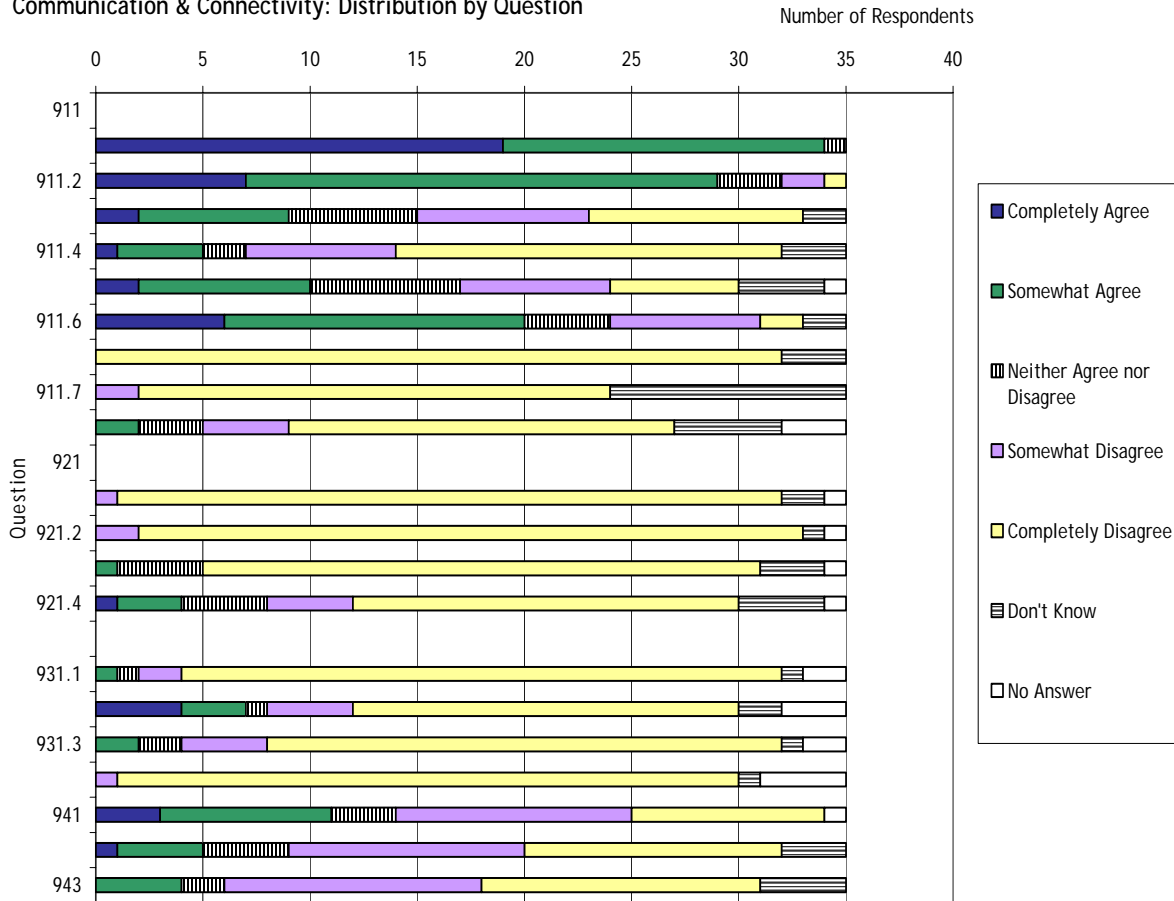
Communications & Connectivity:
Subsection Score Comparison



Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
9.1 Methods of Communications	<i>Access to a variety of effective communication methods (from word-of-mouth to state of the art) at a reasonable cost</i>	911 The following communications methods are available:	<i>Communications are comparable to other communities. A lack of communications leads to an inability for businesses to compete effectively with outside markets</i>			
		1	Word of mouth	88	75	17%
		2	Local Newspaper	73	65	12%
		3	Local radio	36	44	-19%
		4	Overnight express mail service (nationally)	20	49	-60%
		5	Mobile phone	39	52	-25%
		6	Basic Internet Services	59	78	-25%
		7	Fast or High-Speed Internet Services	0	43	-100%
		8	Video conferencing capabilities	2	28	-94%
			912 Quality communication services (phone, fax, high speed Internet) are affordable to business	<i>Financial barriers to being technologically competent, even if desire is there?</i>	12	67
9.2 Transportation Services within community	<i>Customers and products move throughout the community</i>	921 The following transportation services are available within the community:	<i>Customers and products move throughout the community</i>			
		1	Public transportation	1	39	-98%
		2	Taxi service	1	42	-97%
		3	Special transportation services (i.e. seniors, people with disabilities)	8	42	-81%
		4	Car-pooling system (i.e. park and ride, car co-op)	19	25	-26%
9.3 Inter-community Transportation	<i>Customers and products move between markets in different communities</i>	931 Main transportation and shipping routes between communities are safe, well-maintained and well-served.	<i>Customers and products move between markets in different communities</i>			
		1	Air (commercial)	5	20	-74%
		2	Air (private)	23	41	-44%
		3	Bus	10	63	-84%
		4	Train	1	18	-96%
9.4 Shipping & Freighting	<i>Businesses access outside markets, moving goods and services into or out of community, at a reasonable cost</i>	941 Main transportation and shipping routes between communities are safe, well maintained and well serviced.	<i>Reliability of shipping routes in all seasons</i>	38	62	-39%
		942 Regular & frequent shipping to major centres is available.	<i>Frequency of shipping, leading to better competitiveness</i>	26	64	-60%
		943 Shipping and freight services into and out of the community are affordable to businesses.	<i>Affordability of shipping</i>	21	55	-63%

Indicating an area of strength, question 911.1 scored 17% above the average of all BVI communities, stating, *word of mouth communication is accessible and utilized*. Question 911.7 scored 100% below the average of all BVI communities, indicating a potential area of concern, stating, *high speed internet communication services are accessible and utilized*.

Communication & Connectivity: Distribution by Question



An examination of questions according to distribution of response reveals that question 911.1 was the most agreed upon in this section. More specifically, question 911.1 stated, *word of mouth communications are accessible and utilized*. Also according to distribution of response, the question in which respondents disagreed most was question 921.2. More specifically, question 921.2 stated, *public transportation is accessible and utilized*. Of interest, question 911.5 represents the greatest variance in response.

Qualitative Comments

Qualitative comments further inform areas of strength and areas in need of improvement. In the *Communications & Connectivity* section, top strengths identified by participants included *word of mouth, bulletin board, the East Shore Mainstreet, telephone service, local clubs / groups* and *the Chamber of Commerce*. Directions for improvement included *high speed internet, improved public transportation, local web page and cell phone coverage*.

Strengths

- word of mouth (6)
- bulletin board (4)
- the East Shore Main Street (4)
- telephone service (3)
- local clubs and groups (2)
- Chamber of Commerce (2)
- committed residents
- business associations
- internet
- slow and sloppy
- Canada Post
- school email list
- highway
- Moccasin Express
- desire for better communication

Improvements

- high speed internet / broadband (13)
- public transportation (improved highways, bus, ferry) (8)
- local web page (2)
- cell phone coverage (2)
- regional business information and access centre & website
- provision of services similar to major centres
- new technology for telephone lines (consider satellite due to terrain)
- local radio / papers to feature local businesses\
- improve connection to rest of province and / or Canada
- courier service
- bridge from Kootenay Bay to Balfour

Section 10: Markets & Marketing

Ability of business to capture and expand markets, both locally, regionally, and outside the region, thus keeping and building local wealth.

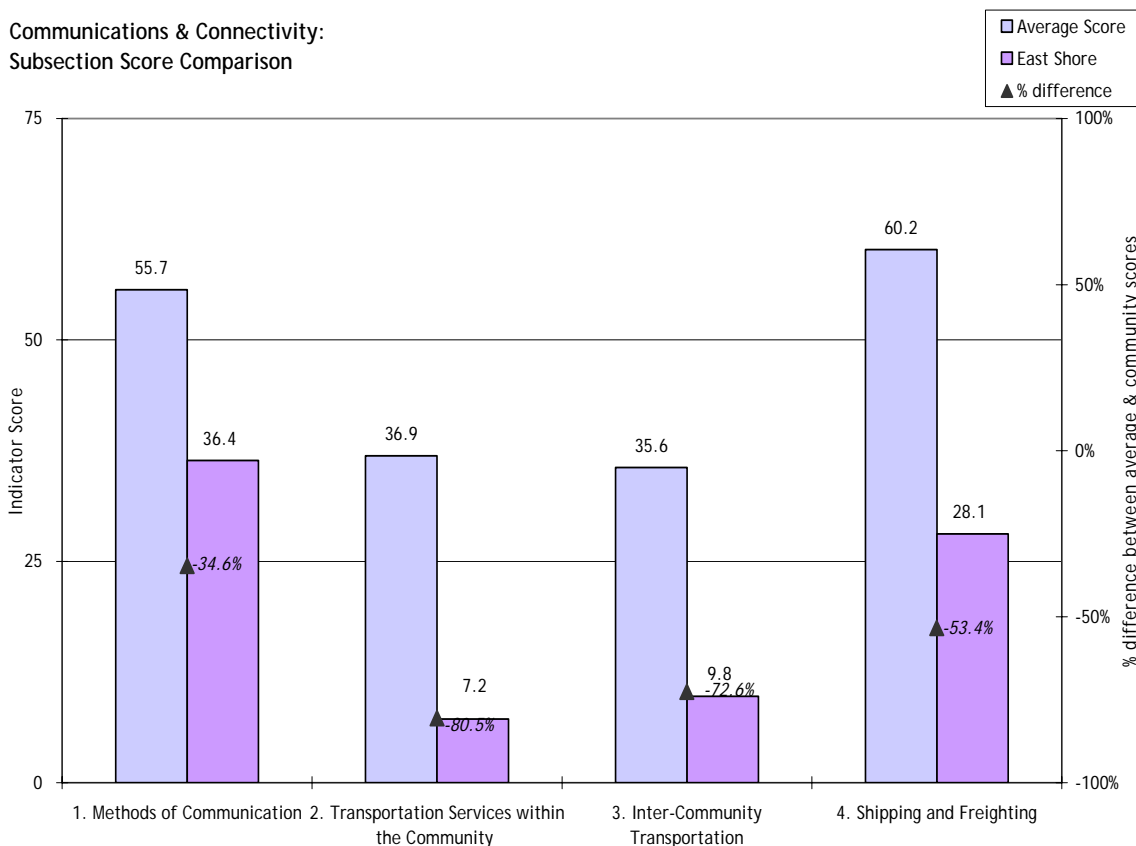
Subsection and Question Scores

Markets & Marketing presents an *area of strength* with an absolute score of 59. According to comparative data, the East Shore region scored 18% above the all-community average, indicating an *area of strength* in relation to other communities.

The BVI further breaks down the section entitled, *Markets & Marketing* into four indicators including, *Market Savvy*, *Market Reputation*, *Local Marketing*, and *Regional Marketing*. An examination of subsection scores and all-community averages reveals specific areas of strength and concern. The East Shore region scored *above average* (or close to average) on all subsections in this section highlighting *areas of varying strength* including, *Regional Marketing* (38%), *Market Reputation* (28%), *Market Savvy* (11%), and *Local Marketing* (-6%).

A low absolute score in this section further reveals an *areas of specific concern* that should be considered in future development efforts, including: *Local Marketing*.

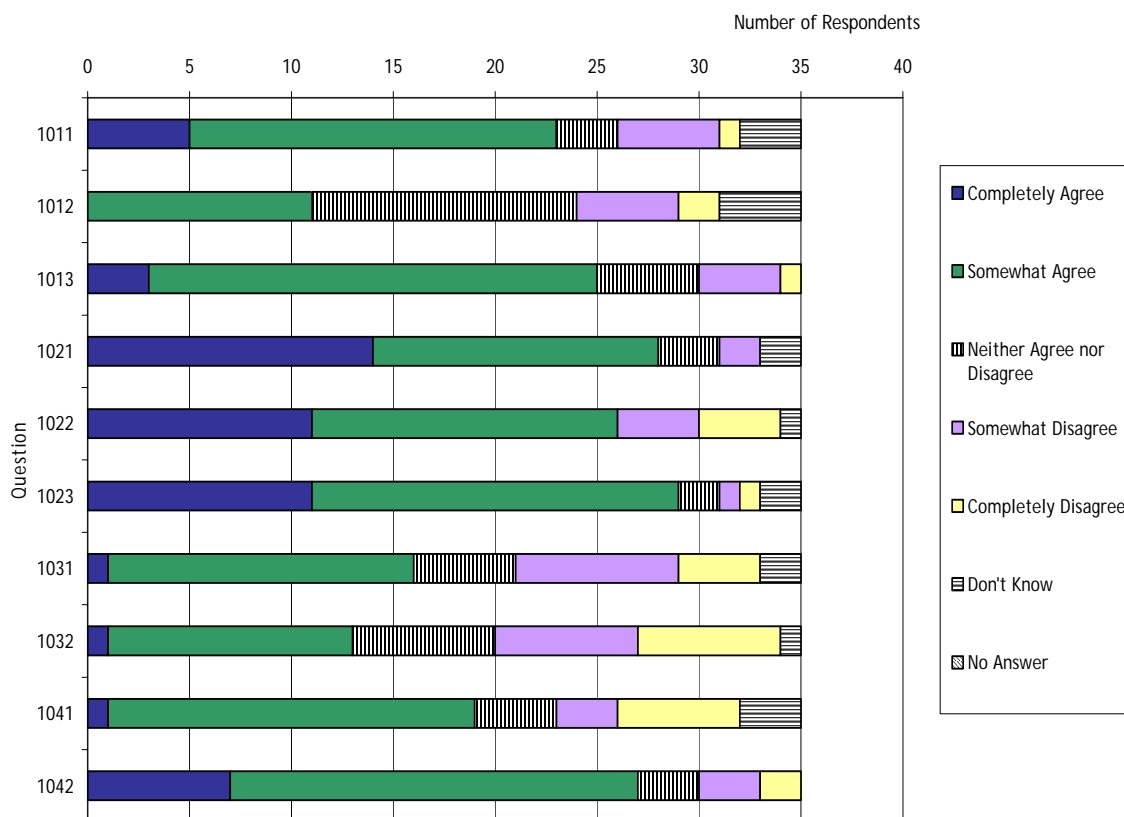
Communications & Connectivity:
Subsection Score Comparison



Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
10.1 Market Savvy	<i>Ability of business to anticipate and adapt to changes in market trends and demands</i>	1011 Businesses have a good understanding of their customers and their purchasing behavior.	<i>Awareness of market demands and trends, enabling business to adapt to demands</i>	62	57	9%
		1012 Business people have knowledge and an awareness of the global economy and market trends, and its relevance to local markets	<i>Anticipation of trends and changes, & adaptation of local business activities to accommodate them</i>	47	48	-2%
		1013 Local businesses demonstrate creativity and innovation in seeking new customers, both locally and outside of the area.	<i>Ability to adapt marketing strategies to maintain and expand customer/client pool</i>	66	52	26%
10.3 Market Reputation	<i>The potential to attract business and clients to local area</i>	1021 The community has a reputation for quality products and/or services.	<i>Potential to build on markets, and attract new markets & business relationships</i>	77	54	42%
		1022 The community has a distinctive or unique brand or marketing image.	<i>A clear image that potential markets can easily recognize</i>	67	44	52%
		1023 People from outside the community see it as a desirable place to live and visit.	<i>Potential for bringing in visitors and new businesses</i>	75	72	4%
10.5 Local Marketing	<i>Ability to capture and keep local customers/ markets, thus keeping local \$ in the community</i>	1031 Products and services are reasonably priced in comparison to regional, and big city competitors.	<i>Competitive pricing which encourages local purchasing behavior</i>	49	57	-15%
		1032 People prefer to purchase local products and services before those from out-of-area.	<i>Community support of local businesses</i>	44	41	7%
10.6 Regional Marketing	<i>Ability to access and capture outside markets, bringing wealth into the community</i>	1041 Businesses in the community /region market their products and services as a group.	<i>Competitors recognize value of working together to achieve greater results than what is possible through individual efforts</i>	50	29	74%
		1042 Locally developed goods and services are marketed and sold both in the community and in other regions.	<i>Presence of businesses that are linked to outside markets, thus bringing \$ into the community</i>	69	57	22%

Indicating an area of strength, question 1041 scored 74% above the average of all BVI communities, stating, *businesses in the community / region jointly market their products and services*. Question 1031 scored -15% below the average of all BVI communities, indicating a potential area of concern, stating, *products and services are reasonably priced in comparison to regional, and big city competitors*.

Markets & Marketing: Distribution by Question



An examination of questions according to distribution of response reveals that question 1023 was the most agreed upon in this section. More specifically, question 1023 stated *people from outside the community see it as a desirable place to live*. Also, according to distribution of response, the question in which respondents disagreed most was question 1032. More specifically, Question 1032 stated, *people prefer to purchase local products and services before those from out-of-the area*. Of interest, question 1012 presented the greatest variance of response.

Qualitative Comments

Qualitative comments further inform areas of strength and areas in need of improvement. In the *Markets & Marketing* section, strengths identified by participants included *joint-marketing through Artisan Association, creative talent, merchandise received well globally, tourists, Chamber of commerce, and unique / quality products*. Directions for improvement included *joint marketing, improved transportation and better signage*.

Strengths

- joint marketing through Artisan Association (7)
- considerable creative talent (4)
- merchandise well received globally (2)
- tourists (2)
- Chamber of Commerce (2)
- unique / quality products (2)
- cooperation with each other
- golf course
- natural beauty
- Selkirk Loop
- Creston Chamber of Commerce
- ambiance
- innovation of business owners
- a number of marketing opportunities
- artisans help each other
- successful businesses set standard
- good local marketing
- group marketing
- customer service
- tenacity
- large, regionally accessible urban markets

Improvements

- better / more advertising / joint-marketing (6)
- transportation (improve highway / improve road network) (3)
- better signage (2)
- increase tourism year round
- market to urban business people
- arts and recreational development
- provincial government assistance to Selkirk Loop
- bridge from Kootenay Bay to Balfour
- lower priced local products
- produce lower end gift items
- industry professionals
- training for those without skills / opportunities
- business mentorship
- brand
- affordable basic goods and services
- buy local campaign

Appendix A. The BVI Story

Frustrated by the lack of tools available to assist small communities (where the loudest person usually gets his / her way or where long planning processes tend to wear the community out). Mike Stolte, CF of Central Kootenay CED Manager and former economist, realized that people have an innate need to see where they stand relative to others before taking action. Communities have this same desire. In trying to build a tool based on available statistics to compare communities, Mike was disappointed with what was available, especially in rural areas. Mike & Anne Stacey researched the keys to entrepreneurial success from academic research and CED practice from all over the world and combined it with their own experiences in the rural context to build a tool made up of 100 perceptual indications, qualitative questions and focus groups, all conducted over one night.

For the first BVI, businesspersons, community leaders and others representative of the community had to be bribed with savory snack in order to get them out. Through the findings and the follow-up community ‘action session’ that community has since innovatively braded itself – and all products and services from the area – with its story-telling and forest-based heritage, formed a business association which helped the community successfully lobby to overturn slated ferry cuts, and is presently enhancing its town core by erecting an artisans’ market that will highlight local artisans, serve as a tourist draw and community catalyst and provide valuable ‘wired’ incubation spaces for fledgling area businesses. Following this, the BVI, formerly ‘just another good idea’, was born.

BVI Principles

- Communities know best
- Communities must harness their untapped human resources & energy
- Communities must become more self-reliant
- Small steps/actions to build capacity are recommended
- Process is better when it’s inclusive
- BVI is not a substitute for community planning

Why is entrepreneurship important?

The 21st Century has been dubbed “The Entrepreneurial Century”. There is a powerful link between entrepreneurship & economic performance. Some studies suggest that entrepreneurs and small business are creating 90-95% of new jobs. Studies also show that 80-90% of jobs are generated from retaining and expanding business within a community. Increasingly, research shows entrepreneurs fare better in supportive communities with dynamic business support organizations.

What have results been from other communities that have undertaken the BVI?

All community sponsors make a commitment to follow through on the results. Typically, a community sponsor agrees to undertake 4 short-term priorities (it is recommended communities undertake short-term actions although the BVI also identifies possible medium & long-term actions). For example in the West Kootenay town of Nakusp, the community agreed to:

- Hold an opportunity identification session (primarily for youth)
- Develop and implement a Buy Local program
- Create a community foundation
- Bring together political & business leadership along with community participation on a community project (The community has focused its energies on keeping its senior care home - slated for closure - open).]

To date all outcomes are being vigorously pursued and achieved. Results are dependent on the energy & commitment of the community & the community sponsor. A reality check on selected priorities is performed near the end of the Phase 2 (community) session by participants during which the community energy, leadership, and other resources are assessed. In this way, the community makes the determination to proceed and identifies key resources needed in order to succeed.

Appendix B: Detailed Data Methodology

1. Quantitative data from the questionnaire was entered manually into a customized Excel spreadsheet using the designations as below.

- *Strongly Agree entered as A valued at 4*
- *Agree entered as B valued at 3*
- *Neither agree nor Disagree entered as C valued at 2*
- *Disagree entered as D valued at 1*
- *Strongly Disagree entered as E valued at 0*
- *Don't know entered as F with no value⁶*
- *No answer entered as H with no value*

The pre-written spreadsheet automatically calculated question scores, indicator area scores, section scores, percentages, and generated graphs.

2. The number of non-scoring responses (F, H) was automatically totaled using the equation below.

$$(\# F, H) = (\#ofF + \#ofH)$$

3. The “raw score” for each question was automatically totaled using the equation below.

$$\begin{aligned} \text{RAW SCORE} = \\ [(\#ofA \times 4) + (\#ofB \times 3) + (\#ofC \times 2) + (\#ofD \times 1) + (\#ofE \times 0) + (\#ofF \times \\ 0) + (\#ofH \times 0)] \end{aligned}$$

4. The raw “total possible” score for each questions was automatically calculated for each section using the equation below. This included all answers, including non-scoring answers.

$$\begin{aligned} \text{TOTAL POSSIBLE (raw)} = \\ (\text{Total possible score per question (i.e. A=4)}) \times (\# \text{ of} \\ \text{respondents}) \end{aligned}$$

5. The adjusted “total possible” scores were automatically calculated for each section using the equation below. This only included scoring answers.

$$\text{TOTAL POSSIBLE (adjusted)} = (\text{Total Possible (Raw)}) - (\#F,H)$$

⁶ “Don’t know” and “No answer” are null responses. Therefore, they are excluded from the total scores for each question and section.

6. “Question score” was automatically calculated for each question using the equation below.

$$QUESTION\ SCORE = [(Raw\ Score) / (Total\ Possible\ (Adjusted))] \times 100$$

7. The questions were grouped into 41 Indicator Areas describing general qualities important to develop an entrepreneurial culture and increase the entrepreneurial capacity of a community.
8. “Raw Indicator Area Score” is the sum of the “Raw Scores” in each indicator area.
9. “Total Possible Indicator Area Score” is the sum of the “Total Possible (Adjusted)” scores in each indicator area.
10. “Normalized Indicator Area Score” was automatically calculated for each indicator area using the equation below. The scores ranged from 0.0 to 1.0.

$$INDICATOR\ AREA\ SCORE\ (normalized) = [Raw\ Score\ (Indicator\ Area)] / [Total\ Possible\ Score\ (Indicator\ Area)]$$

11. The “Indicator Area Score (normalized)” was multiplied by 100 to calculate the “Indicator Area Score” with a value between 0 and 100.
12. “Section score” was automatically calculated for each question using the equation below.

$$SECTION\ SCORE = [Sum\ of\ Raw\ Scores\ for\ Section\ \# X] / [Sum\ of\ Total\ Possible\ (Adjusted)\ for\ Section\ \# X] \times 100$$

13. Total Graphs (radial & bar) were automatically generated in the excel program. The radial graph indicates the fullness (or lack of) of the capacity of the community to support business startup and expansion in comparison to the average score amongst the communities. The bar graph indicates the relative strength and weakness of each section.
14. Section bar graphs portraying “Indicator Area Scores” were automatically generated. These were displayed as community score in comparison to the all community average score.
15. Stacked bar graphs portraying the number of respondents for each statement in each questions were automatically generated for each section. The “Don’t Know” responses may be attributed to one of three hypotheses.

- *H1 = Question is not valid*
 - *H2 = Question is not understood/not clearly written*
 - *H3 = Lack of knowledge on part of respondent*
16. Section, Indicator Area, and Question scores were imported into another excel file to compare community results with results of other communities. Total graphs (bar and radial), Section graphs (Indicator Areas) were generated for comparison.
 17. The profile of respondents was summarized automatically. The number of respondents in each category was totaled, and then converted into a percentage.
 18. The preliminary information data about the respondents and the community was grouped into appropriate themes.
 19. Qualitative data (Preliminary information, Section comments and responses, and Focus Group notes) was entered manually into a customized MSWord Document. Using the graphs for each section, the greatest strengths and weaknesses were highlighted and described for each section.
 20. Using the qualitative information for each section, the strengths and weaknesses for each section were grouped into appropriate themes. Theme types were dependent on the community's response and perceptions. This was repeated for the weaknesses
 21. The data from the focus groups was grouped into appropriate themes.
 22. "Major Themes and Recurring Ideas" were derived from qualitative and quantitative information, highlighting points and comments indicated in more than one data set (Questionnaire quantitative data, Questionnaire qualitative data, preliminary information, Focus Group notes).
 23. "Possible Courses of Action" were derived from the specific comments in the qualitative information, and possible "next steps" following the major themes.

Appendix C: Highest Scoring Questions

#	Question	Score	Average	Difference
231	The community is physically beautiful, and environmentally safe (i.e. pollution, water quality).	93	90	3%
235	The community is a safe place to live.	88	92	-5%
911.1	Word of Mouth	88	75	17%
241	Successful businesses want to remain in the community.	83	79	5%
123	Individuals are capable of thinking creatively and developing unconventional solutions using a proactive/can-do attitude.	79	69	14%
121	Individuals desire independence, responsibility, & control over their future, and are willing to work to achieve these regardless of a risk of failure.	78	64	22%
1021	The community has a reputation for high quality products and/or services	77	54	42%
234	There are many high quality recreational opportunities in the area (i.e. Ski hills, lakes, hiking trails, parks).	75	83	-10%
1023	People from outside the community see it as a desirable place to live.	75	72	4%
911.2	Local Newspaper	73	65	12%
124	Individuals are capable of identifying new, unconventional or changing business opportunities.	71	65	10%
611	The governing body (city council, village council, or area director) recognizes that businesses are important and valuable for the development of the community	71	72	-2%
122	Individuals are skilled in a trade, talent, or profession, and have the desire to form a business with these	71	67	5%
822.1	Banking	70	70	0%
1042	Locally developed goods and services are marketed both in the community and in other regions	69	57	22%
812	Parking near core business areas is accessible and affordable.	69	78	-12%
713.2	Credit Unions	67	72	-7%
1022	The community has a distinctive or unique brand or marketing image	67	44	52%
1013	Local businesses demonstrate creativity and innovation in seeking new customers, both locally and outside of the area.	66	52	26%
113	Entrepreneurial ventures and business creation are encouraged and supported by citizens and local governments.	65	58	13%

Appendix D: Lowest Scoring Questions

#	Question	Score	Average	Difference
911.7	Fast or High speed Internet services	0	43	-100%
921.1	Public Transportation	1	39	-98%
931.4	Train	1	18	-96%
921.2	Taxi Service	1	42	-97%
911.7	Video Conferencing Capabilities	2	28	-94%
931.1	Air (commercial)	5	20	-74%
921.3	Special Transportation Services (ie. Seniors, People with disabilities)	8	42	-81%
311.9	Professional Development	10	27	-63%
931.3	Bus	10	63	-84%
433	There are formal and informal forums (Conferences, Workshops) on technology and technology applications	11	21	-47%
211	A quality health care facility is accessible, well serviced and within a reasonable distance.	11	61	-81%
912	Quality communication services (phone, fax, high speed internet) are affordable to business.	12	67	-82%
721	Business capital is available to anyone committed to a venture, regardless of credit history or any other factors	13	14	-8%
334	The education and business communities work together to provide convenient training	13	35	-62%
833	Telecommunication infrastructure is reliable, well-maintained, and modern.	14	53	-73%
432	Skilled and knowledgeable scientists and researchers do academic and/or practical work in my community or region (Not necessarily about the region).	15	22	-31%

Appendix E: Highest Number of Don't Know Responses

#	Question	Respondents (%)
731.2	Angel (informal local investors)	51%
322	There is an entrepreneurial development program in elementary and secondary schools (K-12).	49%
731.1	Equity (formal investors)	49%
731.7	Loans \$200,000 and above	49%
721	Business capital is available to anyone committed to a venture, regardless of credit history or any other factors	46%
431	Businesses that do research or research facilities are geographically concentrated (clustered) and interact with each other.	43%
442	Research that is being done in the community or region is relevant to the business community's needs and interests.	43%
644	Successful programs are repeated, reproduced, and further developed.	43%
731.3	Grants	43%
332	Training programs are affordable for anyone (i.e. business owners, youth, professionals)	40%
333	Flexible timing for skills training is available to meet local business needs.	40%
632.1	Counselling	40%
641	Business development programs are effective and efficient, and do not duplicate each other.	40%
731.5	Micro Loans (up to \$5,000)	40%
731.6	Loans \$5,000 to \$200,000	40%
423	Support and assistance for innovative business research and development is available.	37%
632.2	Training	37%
632.3	Mentoring	37%
643	Staff members delivering programs are knowledgeable, competent and approachable.	37%

Appendix F: Highest Positive Deviation from Average

#	Question	Score	Average	Difference
1041	Businesses in the community /region jointly market their products and services	50	29	74%
1022	The community has a distinctive or unique brand or marketing image	67	44	52%
1021	The community has a reputation for high quality products and/or services	77	54	42%
711	Lenders are willing to take chances based on individual character and good business ideas	48	36	35%
731.4	Revolving Loan Funds (I.e. lines of credit)	44	34	28%
542	Cooperative and joint community initiatives are encouraged and respected	57	45	27%
1013	Local businesses demonstrate creativity and innovation in seeking new customers, both locally and outside of the area.	66	52	26%
321	Business mentors and/or role models are available in the community	51	42	22%
121	Individuals desire independence, responsibility, & control over their future, and are willing to work to achieve these regardless of a risk of failure.	78	64	22%
1042	Locally developed goods and services are marketed both in the community and in other regions	69	57	22%
522	Business people are able to give and receive support form other experienced business people (ie. Business associations, mentoring).	53	45	18%
911.1	Word of Mouth	88	75	17%
422	Innovation is valued and recognized by business people.	65	56	16%
123	Individuals are capable of thinking creatively and developing unconventional solutions using a proactive/can-do attitude.	79	69	14%
113	Entrepreneurial ventures and business creation are encouraged and supported by citizens and local governments.	65	58	13%

Appendix G: Highest Negative Deviation from Average

#	Question	Score	Average	Difference
911.7	Fast or High speed Internet services	0	43	-100%
921.1	Public Transportation	1	39	-98%
921.2	Taxi Service	1	42	-97%
931.4	Train	1	18	-96%
911.7	Video Conferencing Capabilities	2	28	-94%
931.3	Bus	10	63	-84%
912	Quality communication services (phone, fax, high speed internet) are affordable to business.	12	67	-82%
211	A quality health care facility is accessible, well serviced and within a reasonable distance.	11	61	-81%
921.3	Special Transportation Services (ie. Seniors, People with disabilities)	8	42	-81%
931.1	Air (commercial)	5	20	-74%
833	Telecommunication infrastructure is reliable, well-maintained, and modern.	14	53	-73%
213	There is an educational organization in the area that offers post-secondary programs and continuing education opportunities.	16	54	-71%
822.4	Legal	19	58	-67%
311.91	Professional Development	10	27	-63%
943	Shipping and freight services into and out of the community are affordable to business.	21	55	-63%
822.3	Freighting	23	60	-62%

Appendix H. Phase I Session Attendance

Session 1 Participants	
Duryea, Peter	Smith, John
Ebert, Doyle	Solodky, Gerri
Ebert, Janet	Tugwell, Peggy
Falk, Rawlin	Wakelin, Lois
Hodgkinson, Nick	Wallace, Janet
Hodgkinson, Jennie	Wallace, Johanna
Hughes, Allan	Wenger, Clark
Kerr, Dave	Wyngaard, Shirley
Kinder, Fran	Horwood, Sylvia
Kubota, Dena	Mayers-McKenzie, Verna
Laporte, Andre	Jackman, Garry
Gallaway, Nancy	Marshel, Gary
Mackie, Bill	Carter, Bob
Masuak, Darlene	Rowland, Michael
Nickisch, Lynnae	Turberfield, Allan
Nickisch, Shannon	Schwieger, Rob
Rowland, Kate	Simpson, Twyla

Appendix I. Difference between East Shore and BVI Community Average

Note: Highlighted indicators represent positive and negative differences according to shading: +20% and -20%

Section	Indicator Area	East Shore	Average	Difference
Opportunities & Attitudes	1. Embracing Opportunity	57	60	-4%
	2. Entrepreneurial Mindset	75	66	12%
	3. Motivated workforce	44	48	-8%
Quality of Life	1. Health & Education	28	64	-56%
	2. Arts & Culture	58	64	-9%
	3. Lifestyle Opportunities	66	72	-9%
	4. Commitment to Business	74	75	-1%
	5. Daily Services	34	55	-38%
Education & Training	1. Ongoing Skills & Personal Development	25	40	-38%
	2. Entrepreneurial Development	35	32	9%
	3. Access to Business Training	18	39	-53%
	4. Effectiveness & Quality of Training	28	41	-31%
Innovation	1. Information Access	33	54	-39%
	2. Attitude towards Innovation	46	49	-5%
	3. Innovation in the Community	15	21	-27%
	4. Application of Innovation	28	33	-18%
Leadership Teamwork & Networking	1. Community Leadership & Teamwork	52	52	0%
	2. Networking & Communication	55	48	15%
	3. Leadership Development Opportunities	28	35	-18%
	4. Attitudes towards Community Cooperation	59	51	15%

Role of Government & Organizations	1. Governing Body's Attitude towards Business	50	53	-6%
	2. Government Assistance and Processes	45	49	-8%
	3. Availability of Business Development Support & Programs	28	45	-37%
	4. Delivery of Business Development Support & Programs	27	37	-28%
Capital & Funding	1. Lenders' Ability to Understand and Work with Entrepreneurs	47	51	-7%
	2. Businesses' Access to & Management of Capital	22	27	-20%
	3. Types of Capital	33	33	0%
Entrepreneurial Infrastructure & Business Services	1. Presence of a Business Core (Cluster)	60	64	-7%
	2. Existence of Business Services	41	59	-30%
	3. Adequacy of Utilities for Business	28	56	-50%
	4. Availability of Business Space	47	51	-8%
Communication & Connectivity	1. Methods of Communication	36	56	-35%
	2. Transportation Services within the Community	7	37	-80%
	3. Inter-Community Transportation	10	36	-73%
	4. Shipping and Freightng	28	60	-53%
Markets & Marketing	1. Market Savvy	58	53	11%
	2. Market Reputation	73	57	28%
	3. Local Marketing	46	49	-6%
	4. Regional Marketing	60	43	38%

Appendix J. Gut Check 12

The following questions provide a snap shot of a community's business vitality. These key questions can be used to inform future efforts aimed at improving business friendliness.⁷

#	Question	Score	Average	Difference
112	The community is facing an economic crisis or a significant economic opportunity.	63	60	5%
232	Young adults (25-34) consider the community a desirable place to live.	41	49	-17%
241	Successful businesses want to remain in the community.	83	79	5%
334	The education and business communities work together to provide convenient training	13	35	-62%
344	Citizens are motivated to learn new skills and to develop existing ones.	45	47	-4%
612	The governing body is committed to recruiting or attracting businesses to the community, and may use strategies or incentives to do so.	40	45	-11%
613	The governing body is committed to help existing businesses or creating new businesses through policy and action.	38	42	-8%
722	People who are interested in expanding or starting a business are skilled in raising funds.	17	22	-22%
811	There is a vibrant, active downtown area or community core.	51	50	3%
1022	The community has a distinctive or unique brand or marketing image	67	44	52%
1023	People from outside the community see it as a desirable place to live.	75	72	4%
1032	People prefer to purchase local products and services before those from out-of-area.	44	41	7%
	Total	577	586	-2%

⁷ Note: Highlighted scores represent significant (+/-20%) positive and negative differences.

Appendix K. List of BVI Communities to Date⁸

- Creston, BC
- Harrop Proctor, BC
- Pemberton, BC
- Nakusp, BC
- New Denver / Silverton, BC
- Grand Forks, BC
- Castlegar, BC
- McBride, BC
- Cache Creek, BC
- Nelson, BC
- Elkford, BC
- East Shore Region, BC

⁸ Four communities in the Nisga'a Nation also took part in the BVI, but due to revisions to the questionnaire to accommodate the Aboriginal context, Nisga'a scores are not included in the comparative database.