



## Business Vitality Index

Your Community Jump Start!

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# Castlegar Phase 1 Report

June 2003

Presented to: The City of Castlegar  
Presented by: Castlegar Chamber of Commerce & CFDC of Central Kootenay  
Conducted: March 13, 2003

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Business Vitality Index Developed & Facilitated by:

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*Measuring and improving your community's business friendliness*



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## Executive Summary

### The BVI

Community Jump Start-Business Vitality Index (BVI) helps communities to assess their capacity to work with and support entrepreneurs, and to foster small business growth. The test measures the perceptions of community leaders, business people and citizens about the current business environment in their community and compares the results from that to an average of other B.C. communities (see Appendix I) to determine possible short, medium, or long-term actions the community can undertake to improve its business friendliness.

Castlegar Chamber of Commerce, the community partner organization, was 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 March 12, 2003, 17 citizens of Castlegar participated in Phase 1 of the BVI.

This report summarizes the first phase of the BVI. Phase 1 included the assessment of the community's apparent small business resources and potential through a survey and a focus group session. Phase 2 will be open to the entire community with the purpose of setting priorities for improvement, and jump starting the community to action. Phase 2 will be held on May 14, 2002 at the CBT building from 6:30 to 9:30pm.

### Community Profile

Participants were asked to describe their community. The majority of responses were positive. According to respondents, the community of Castlegar<sup>1</sup> is *friendly, open for business, has growing potential, is quiet, scenic, passive, and is a nice place to live*. Castlegar was also described as *industrial, hurting, waiting, with poor job prospects, and complacent*. When participants were asked to identify the strengths of their community, the top three responses were *central location, affordability, and friendliness*. In addition, the *environment, tourism, water, and modern infrastructure* were mentioned as strengths by more than one participant. When participants were asked why they lived in Castlegar, *friendly people, lifestyle, enjoyment of the area, climate, opportunity and small community feel*, were the reasons mentioned most.

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<sup>1</sup> Residents were asked to define what geographical area they considered to be their community prior to the start of the session. It was agreed for the purpose of answering questions on the BVI that the community would include The City of Castlegar + Area I + Area J.

## Castlegar Section Scores

The community of Castlegar's highest scoring sections<sup>2</sup> were: *Communication & Connectivity* (72), *Entrepreneurial Infrastructure & Business Services* (70), and *Quality of Life* (67). Remaining sections scoring 50 or above included *Opportunities & Attitudes* (56), *Education and Training* (51), and *Leadership, Teamwork and Networking* (50). The lowest scoring sections for the community of Castlegar included *Capital & Funding* (31), *Markets & Marketing* (44), *Innovation* (45), and the *Role of Government & Organizations* (49). The total score for all sections was 53.

## Castlegar Scores Compared to Other BVI Communities

A comparison of Castlegar scores to other BVI communities revealed the community of Castlegar is *above average* on total score (+ 6%) and on five of ten BVI sections (See Appendix L for a list of BVI communities). More specifically, section scores from Castlegar exceeded the average score in the following areas: *Communication & Connectivity* (+ 45%), *Education & Training* (+ 27%), *Innovation* (+ 10%), *Entrepreneurial Infrastructure & Business Services* (+ 9%), and *Leadership, Teamwork & Networking* (+ 6%). The section *Role of Government & Organizations* scored the same as the average of all BVI communities. Castlegar section scores that fell below the average included: *Capital & Funding* (- 26%), *Markets & Marketing* (- 12%), *Opportunities & Attitudes* (- 5%), and *Quality of Life* (- 3%), indicating potential areas of concern (See Appendix C for more information on specific section scores according to community).

## Other Comments

Despite the community scoring low on some sections, relative to all BVI communities Castlegar scored very well in the areas of motivated managers, supervisors & employees, quality & affordable real estate & services, flexible & responsive full service educational organization, forums, workshops, conferences, libraries, & research, opportunities for leadership and management development, committed & business-minded governing body, availability of quality infrastructure & real estate, excellent range of business services, availability of affordable communication services, transportation & shipping, and reasonable pricing for goods & services. These are all important community assets that should be recognized and possibly utilized when considering possible community action(s).

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<sup>2</sup> 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.



## Recurring Themes

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

- Unified marketing / promotion of community (E.D.O., increase Chamber of Commerce focus on business)
- Cooperation / inclusive collaboration between business, government and community
- Positive / proactive attitude (stop blaming others)
- Improve funding options for businesses
- Improve communications (daily newspaper)
- Central location (hub)
- 'Open for business' attitude
- Preferential taxes
- Build pride / deliver a positive image
- Community education on benefits of new business (including education of the business community)
- Improved health care
- Education options reflexive to local needs (i.e. trades)
- Improve air service
- Improve relations between business and government

## Possible Courses of Action

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

### Specific

Short Term Actions	Medium Term Actions	Long Term Actions
<ul style="list-style-type: none"> <li>✍✍ Networking sessions among community groups and businesses</li> <li>✍✍ Meetings between area lenders and businesses</li> <li>✍✍ Joint marketing of products and services by business</li> <li>✍✍ Consortium for risk venture capital</li> <li>✍✍ Offer incentives for new business</li> <li>✍✍ Develop / expand opportunities for youth</li> <li>✍✍ Improve customer service</li> <li>✍✍ Educate community on benefits of telecommunications</li> <li>✍✍ Educate community on benefits of new business</li> <li>✍✍ Hire an Economic Development Officer (EDO)</li> <li>✍✍ Develop community brand</li> <li>✍✍ Buy local program</li> <li>✍✍ Entrepreneur programs for youth</li> </ul>	<ul style="list-style-type: none"> <li>✍✍ Chamber of Commerce to increase focus on business</li> <li>✍✍ Expand / diversify College offerings</li> <li>✍✍ More trades / apprenticeship courses</li> <li>✍✍ Inclusive development of a marketing plan</li> <li>✍✍ Inclusive development of a community vision</li> <li>✍✍ Exploit business core in marketing</li> <li>✍✍ Develop and market community image</li> <li>✍✍ Daily newspaper</li> <li>✍✍ Fibre optics / larger bandwidth / affordable</li> <li>✍✍ Tri-city cooperation</li> <li>✍✍ Business retention / expansion plan for Community Futures</li> <li>✍✍ Market community</li> </ul>	<ul style="list-style-type: none"> <li>✍✍ Improve air service</li> <li>✍✍ Hospital</li> <li>✍✍ Link to regional tourism efforts</li> <li>✍✍ Increase tax base</li> <li>✍✍ Improved financing to keep schools</li> <li>✍✍ Provide reliable transportation</li> <li>✍✍</li> <li>✍✍ Secure large employers</li> </ul>

**General**

Short Term Actions	Medium Term Actions	Long Term Actions
<ul style="list-style-type: none"> <li>✍️✍️ Improve opportunities for youth</li> <li>✍️✍️ Improve inter-business cooperation</li> <li>✍️✍️ Improve cooperation between business, community, and council</li> <li>✍️✍️ Improve lending process</li> <li>✍️✍️ Access untapped potential</li> <li>✍️✍️ Increase community involvement / motivate into action</li> </ul>	<ul style="list-style-type: none"> <li>✍️✍️ Improve health care</li> <li>✍️✍️ Expand post-secondary education offerings</li> <li>✍️✍️ Incentives to attract new business</li> <li>✍️✍️ Develop recreational and cultural tourism</li> <li>✍️✍️ Improve / expand telecommunications</li> <li>✍️✍️ Revitalize downtown core</li> <li>✍️✍️ Build community spirit</li> </ul>	<ul style="list-style-type: none"> <li>✍️✍️ Improve transportation within and outside of the community</li> <li>✍️✍️ Develop recreational areas</li> <li>✍️✍️ Develop arts &amp; culture options</li> <li>✍️✍️ Secure better paying employment opportunities</li> </ul>

*Note: Short term refers to within 6 months, medium term refers to 6 months to 2 years, and long term refers to 3 to 5 years.*





## Introduction

Seventeen (17) citizens representing Castlegar took part in the Community Jump Start-Business Vitality Index on March 13, 2003. Through a survey and a focus group session, the BVI helps communities assess their capacity to work with and support entrepreneurs, and to foster small business people and citizens about the current business environment.

Castlegar is the seventh community that has taken part in the BVI. The second phase of the BVI, *Analysis and Action*, involves reporting findings to the community and setting priorities. In the final stage, *Implementation*, the community sponsor (Castlegar Chamber of Commerce) 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) 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 friendliness.

Castlegar Chamber of Commerce, through the efforts of Audrey Maxwell-Polovnikoff, acted as the co-sponsor of the BVI. The community sponsor booked and coordinated the venue, selected and invited participants, and established communication about the BVI within the community.

## Methodology

Castlegar Community Services was 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, the group was asked to define the geographical boundaries of their 'community'<sup>3</sup>.

The first section of the two-part test asked the participants to rate their community by agreeing or disagreeing with a series of statements about qualities contributing 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 indicators such as *Leadership Development Opportunities*. These indicator areas were then further grouped into 10 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

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<sup>3</sup> Residents were asked to define what geographical area they considered to be their community prior to the start of the session. It was agreed for the purpose of answering questions on the BVI that the community would include The City of Castlegar + Area C (Christina Lake) + Area D (area surrounding city limits).

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.<sup>4</sup>

The second part of the survey collected qualitative 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?") The participants were given as much time as they needed to complete the questionnaire with the facilitator, Mike Stolte, 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 4 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.

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<sup>4</sup> Refer to Appendix A for a detailed data methodology.

## Focus Group Results

### Community Assets / Business-Friendliness

- City Hall staff & future planning
- Centrally located location (close to major markets)
- Infrastructure (roads / main highway, airport, traffic flow, parking, employment, contributing residential population)
- Climate (air, water, minimum pollution, 4 seasons / mild weather)
- Potential for growth
- Recreational Amenities (attraction and retention of skilled workers)
- Education system (K-12, college)
- Affordable utilities
- Affordable real estate
- Reasonable taxes
- Good living wage sources
- Available opportunities
- Good living environment

### Possible Courses of Action

- Improve communication (daily newspaper)
- Develop sense of community spirit (branding)
- Identify and expand on community strengths
- Eliminate blame and take a progressive attitude (stop re-acting and start acting)
- Identify problems and create solutions
- More trained people
- Better entertainment services
- Improve management / labour communications
- Up-date current businesses
- Create opportunities for inter-business dialogue
- Create opportunities for business / city dialogue
- Market community 'Castlegar is open for business'
- Develop cultural tourism area (link to regional loop, make community attractive and inviting)
- Economic Development Officer

## Questionnaire Results

### 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 community of Castlegar is *friendly, open for business, has growing potential, is quiet, scenic, passive, and is a nice place to live*. Castlegar was also described as *industrial, hurting, waiting, with poor job prospects, and complacent*.

#### *Positives*

- |  |                                   |
|--|-----------------------------------|
| <input type="radio"/> Growing potential (5)  | <input type="radio"/> Unknown     |
| <input type="radio"/> Friendly (3)           | <input type="radio"/> Clean       |
| <input type="radio"/> Nice place to live (3) | <input type="radio"/> Caring      |
| <input type="radio"/> Open for business (2)  | <input type="radio"/> Central     |
| <input type="radio"/> Quiet (2)              | <input type="radio"/> Growing     |
| <input type="radio"/> Passive (2)            | <input type="radio"/> Diverse     |
| <input type="radio"/> Scenic (2)             | <input type="radio"/> Safe        |
| <input type="radio"/> Changing               | <input type="radio"/> Comfortable |
| <input type="radio"/> Quaint                 | <input type="radio"/> Rustic      |
| <input type="radio"/> Progressive            | <input type="radio"/> Outdoors    |
| <input type="radio"/> Business-friendly      |                                   |

#### *Negatives*

- Industrial (2)<sup>5</sup>
- Hurting
- Waiting
- Poor job prospects
- Complacent
- Disconnected

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<sup>5</sup> Please note that the descriptor 'industrial' could be viewed as both a negative and a positive.

## Community Strengths / Assets

When participants were asked to identify the strengths of their community, the top three responses were *central location, affordability, and friendliness*. In addition, the *environment, tourism, water, and modern infrastructure* were mentioned as strengths by more than one participant.

- Central location (14)
- Affordability / low residential taxes (4)
- Friendly people (5)
- Good water (3)
- Environment / beautiful (3)
- Cultural diversity (2)
- Availability of tourist attractions (2)
- Modern infrastructure (2)
- Available space
- Accessible land for development
- Tenacity of local population and hidden strengths
- Willingness to give time and money to help charities
- Airport
- Strong / aggressive city council
- Innovative in dealing with government to get things done
- Community with no debt
- Outdoor recreation
- Strong Chamber of Commerce

## Reasons for Residence

When participants were asked why they lived in Castlegar, *friendly people, lifestyle, enjoyment of the area, climate, opportunity and small community feel*, were the reasons mentioned most. Other reasons included *proximity to services, potential, family-orientation, environment and employment*.

- Great / friendly people (5)
- Lifestyle (3)
- Enjoy the area / community (3)
- Climate (3)
- Small community feel (3)
- Opportunity (3)
- Environment / landscape (3)
- Proximity to services (3)
- Potential of people and businesses (2)
- Employment (2)
- Family-oriented (2)
- Cost of living (2)
- Recreational opportunities (2)
- Central location
- Airport
- Safe
- Diversity
- Passion for community

## Directions for Improvement

When participants were asked to provide directions for improvement for their community, *improved health care* was most often mentioned. *Drawing in new business, reliable transportation, tri-city cooperation, large employers, an Economic Development Officer, improved pride, developing community theme, vibrant downtown, and improved customer service*, were also mentioned by a number of participants. A wide range of recommendations were offered, largely focused on *cooperation, services, diversification, transportation, improved employment opportunities, and marketing the community*.

- Hospital / improved health care (4)
- Draw in new businesses (3)
- More reliable air transportation (2)
- More tri-city cooperation (2)
- More companies to employ 50+ people (2)
- Economic development officer (2)
- Pride (2)
- Community theme / branding (2)
- Better customer service (2)
- Vibrant downtown (2)
- Shoe store / more retail to attract tourism (2)
- More secondary employment
- Beautification
- Assess strengths and weaknesses
- Streamline city red tape for new businesses
- Better marketing for tourism
- Cultural diversity
- Clear signage to welcome and direct tourists
- Coordination between landlords
- Small businesses and council
- Better cross-section of businesses
- Coordination between north and south businesses
- Clean industry
- Larger industrial base
- More entertainment ventures
- Coordination between labour and business
- More recreational opportunities
- Improved transportation between Vernon and Castlegar
- Modernized local businesses / services
- Participation in local planning, events, networking, etc
- Quality newspaper
- Local community futures
- Aggressive business community

## Respondent Profile

The participant population is described below. Of the 17 participants,

- 53% of respondents had started a business within the last 5 years
- Over half (70.6%) of respondents considered themselves to be business person, with an additional 17.6% considering themselves ‘somewhat’ of a business person, and 11.8% ‘not at all’
- Only 11.8% of respondents considered themselves to be very influential in the community. 41.2% are usually influential, 47.1% somewhat, and 0% not usually
- 88% are committed to the community and would do much to remain there
- 76% of respondents had at least one community affiliation (i.e. Chamber of Commerce, Arts Council, Village Council)
- 59% of respondents were male and 41% of respondents were female (12% no response)
- Most respondents were between the ages of 45-54 (35.3%), 55-64 (23.5%), 35-44 (29.4%). There were no respondents under 25, 5.9% between 25-34, and 5.9% over the age of 65
- The majority of respondents (35.3%) had an annual income between \$60,000 and \$80,000, followed by 23.5% with an income between \$20,000 and \$40,000, and 23.5% with an income between \$80,000 and \$100,000. 5.9% of respondents had an income between \$40,000 and \$60,000, and 5.9% over \$100,000
- Most respondents were employed in Health Services (35.3%) and Financial Services (17.6%), followed by Wholesale Trade (11.8%), Communication (11.8), and Construction (11.8)
- The majority of respondents (35.3%) had been residing in the community between 6-10 years, followed by 29.4% residing in Castlegar for over 20 years, 17.6% for 11-20 years, and 17.6% 2-5 years. There were no respondents residing in the community for under 2 years
- 29% had a trades / technical diploma or certificate, followed by 23.5% with some college and 23.5% with a high school diploma. 11.8% had a professional degree, 5.9% with a university degree, and 5.9% with less than high school.





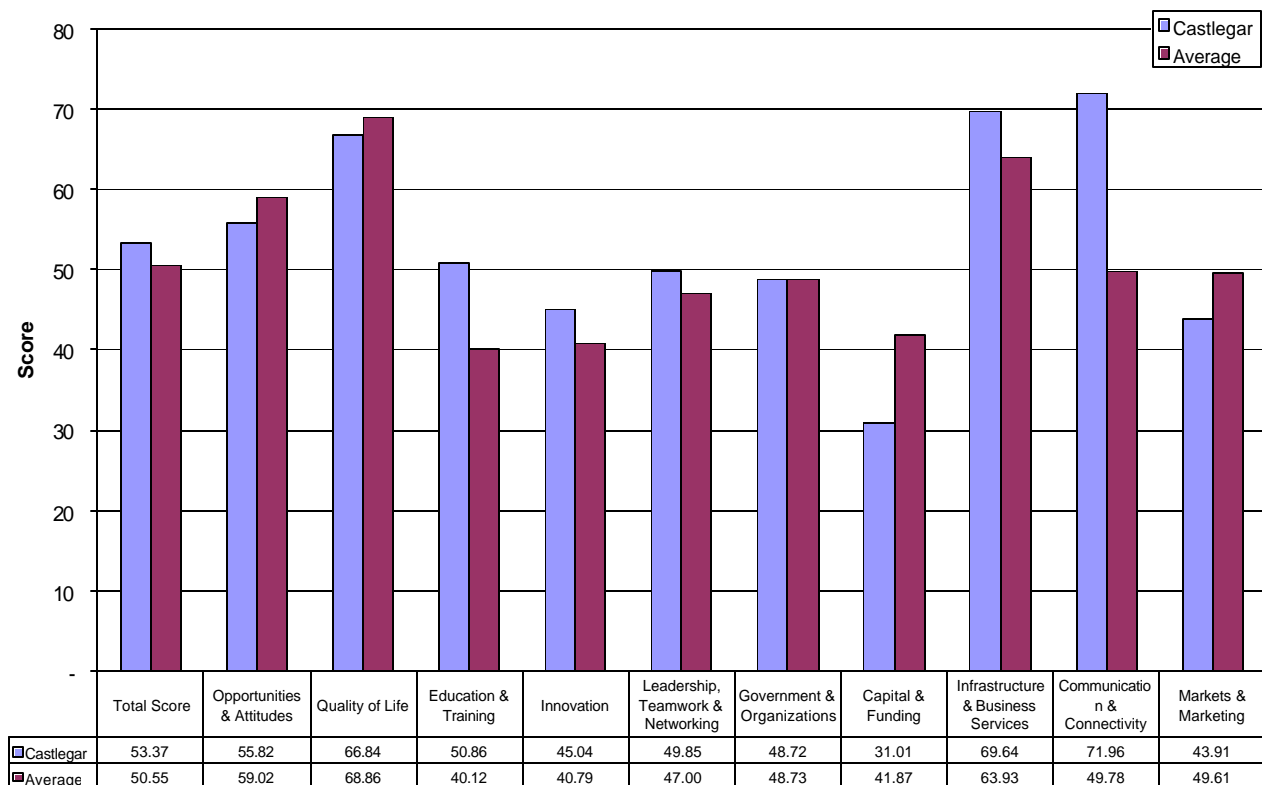
## Castlegar Section Scores

The community of Castlegar’s highest scoring sections were: *Communication & Connectivity* (72), *Entrepreneurial Infrastructure & Business Services* (70), and *Quality of Life* (67). Remaining sections scoring 50 or above included *Opportunities & Attitudes* (56), *Education and Training* (51), and *Leadership, Teamwork and Networking* (50). The lowest scoring sections for the community of Castlegar included *Capital & Funding* (31), *Markets & Marketing* (44), *Innovation* (45), and the *Role of Government & Organizations* (49). The total score for all sections is 53.

## Castlegar Scores Compared to Other BVI Communities

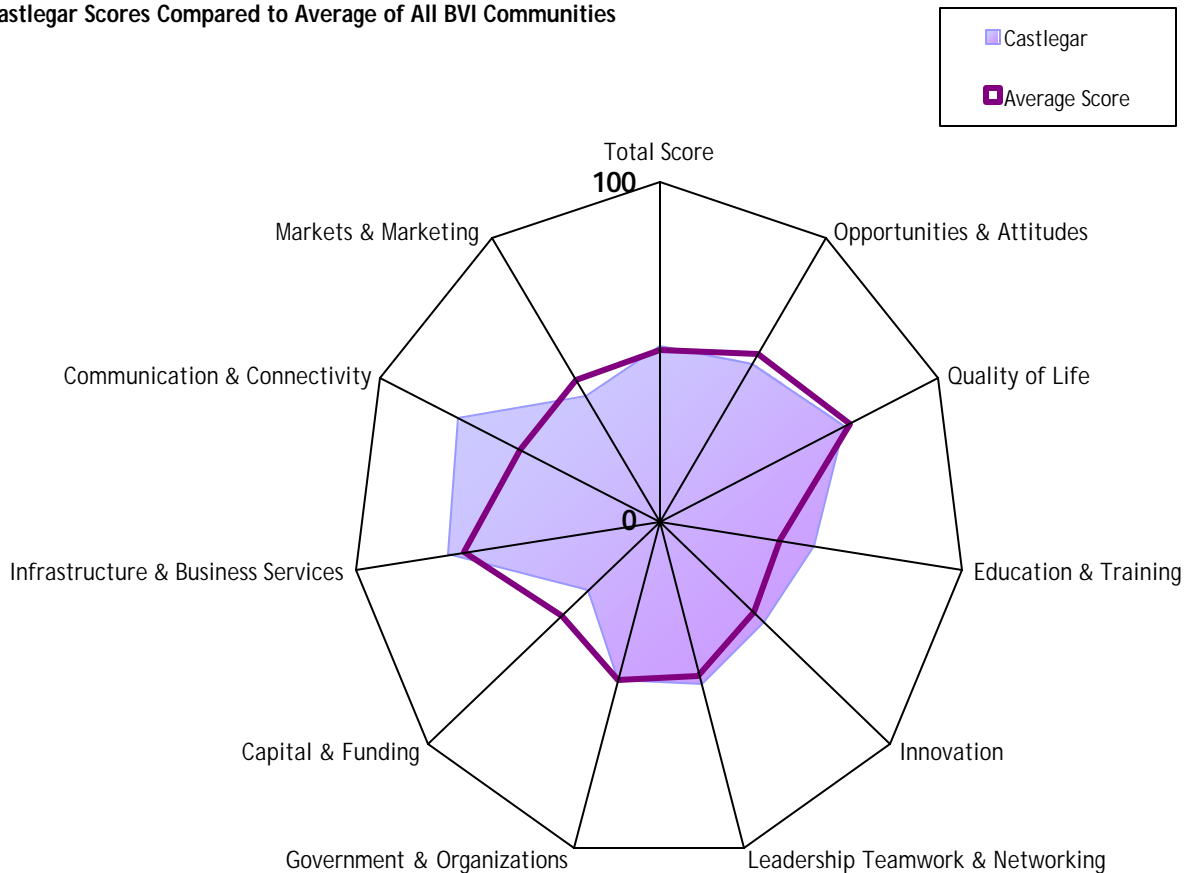
A comparison of Castlegar scores to other BVI communities revealed the community of Castlegar is *above average* on total score (+ 6%) and on five of ten BVI sections (See Appendix L for a list of BVI communities). More specifically, section scores from Castlegar exceeded the average score in the following areas: *Communication & Connectivity* (+ 45%), *Education & Training* (+ 27%), *Innovation* (+ 10%), *Entrepreneurial Infrastructure & Business Services* (+ 9%), and *Leadership, Teamwork & Networking* (+ 6%).

Castlegar Scores Compared to Average of All BVI Communities



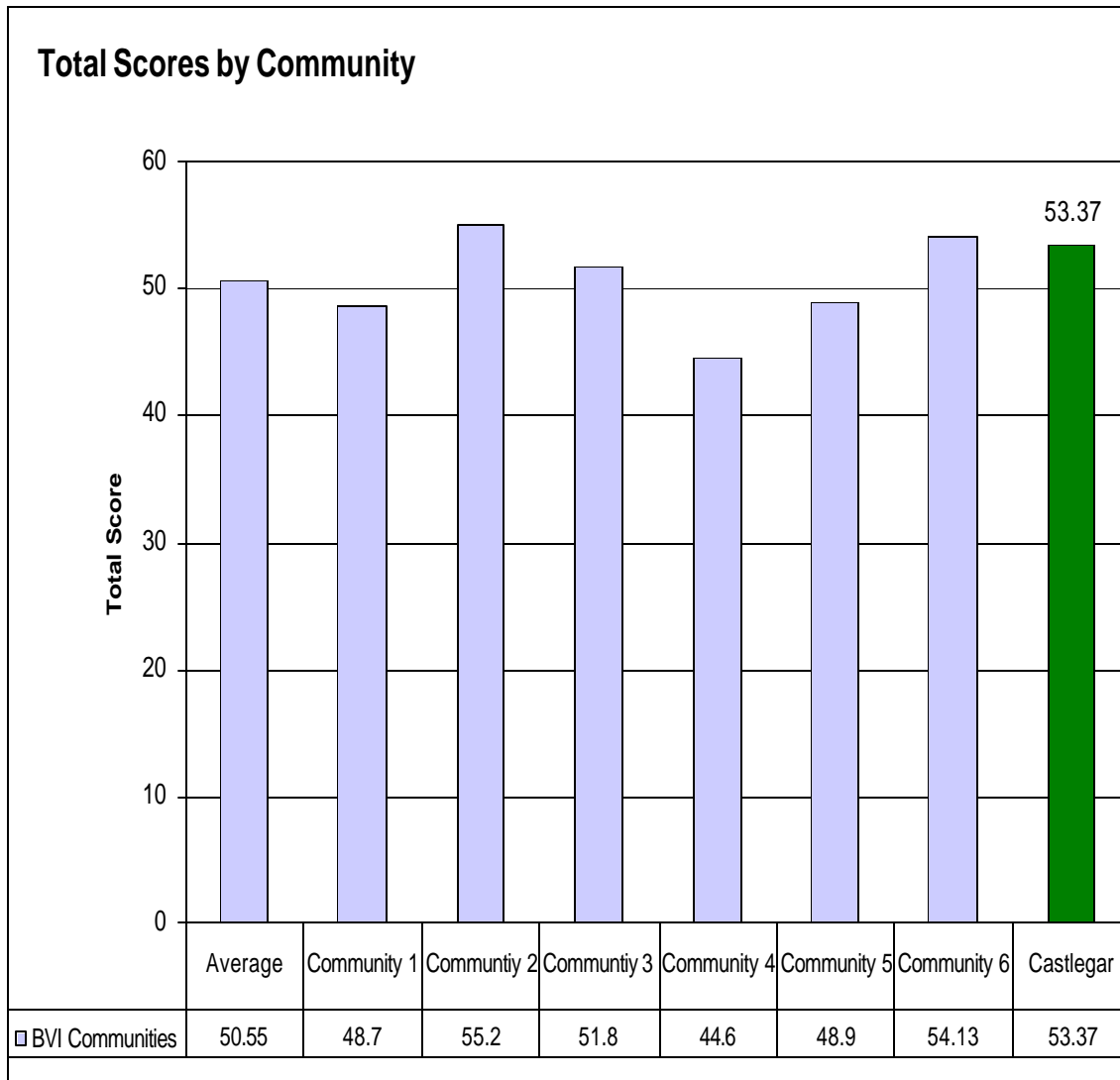
The section *Role of Government & Organizations* scored the same as the average of all BVI communities. Castlegar section scores that fell below the average included: *Capital & Funding* (- 26%), *Markets & Marketing* (- 12%), *Opportunities & Attitudes* (- 5%), and *Quality of Life* (- 3%), indicating potential areas of concern (See Appendix C for more information on specific section scores according to community).

Castlegar Scores Compared to Average of All BVI Communities



This radial graph is another visual tool to contrast Castlegar 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, *Communications & Connectivity* is clearly an area of strength in Castlegar, as compared to the six other communities in the BVI database. Further, *Capital & Funding* is an area where future improvement efforts could be targeted, due to the lower score in comparison to other communities.

The chart below indicates the distribution of total scores according to community. Castlegar is 3 points above the all-community average and the third highest scoring community of all BVI communities to date.



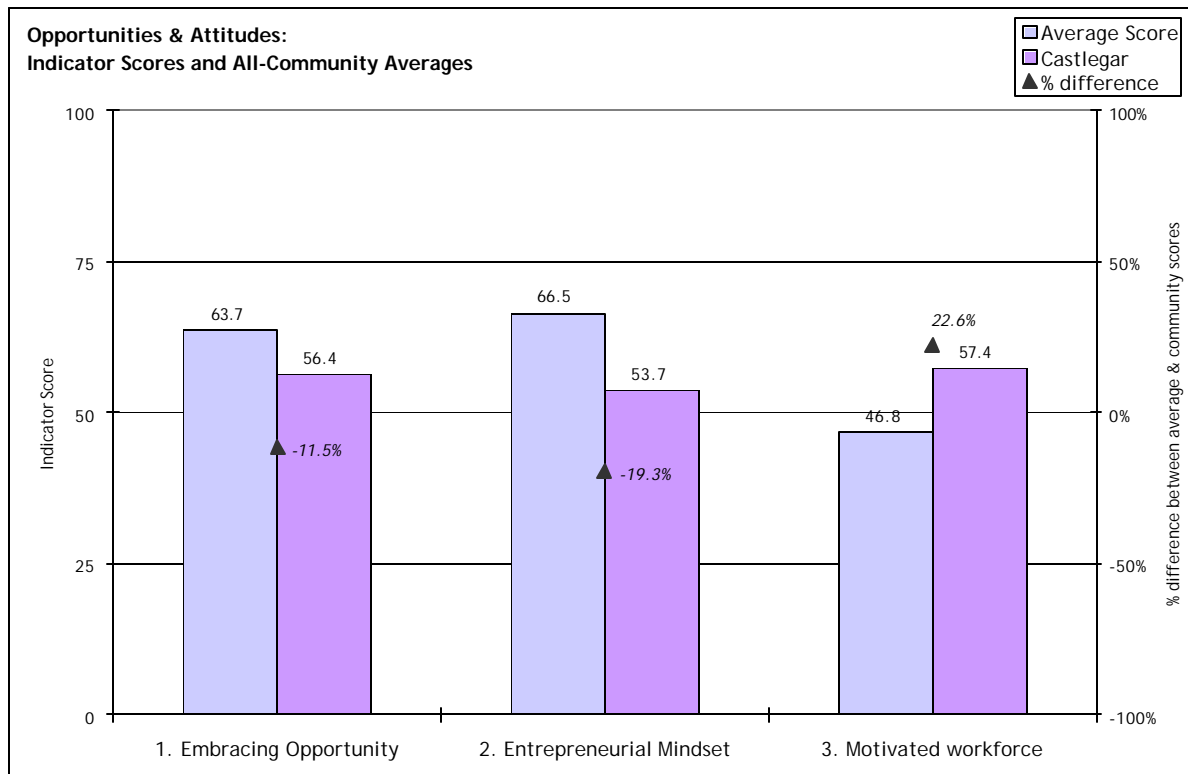
## Section 1: Opportunities & Attitudes

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

### Community Comparisons, Indicators and Questions

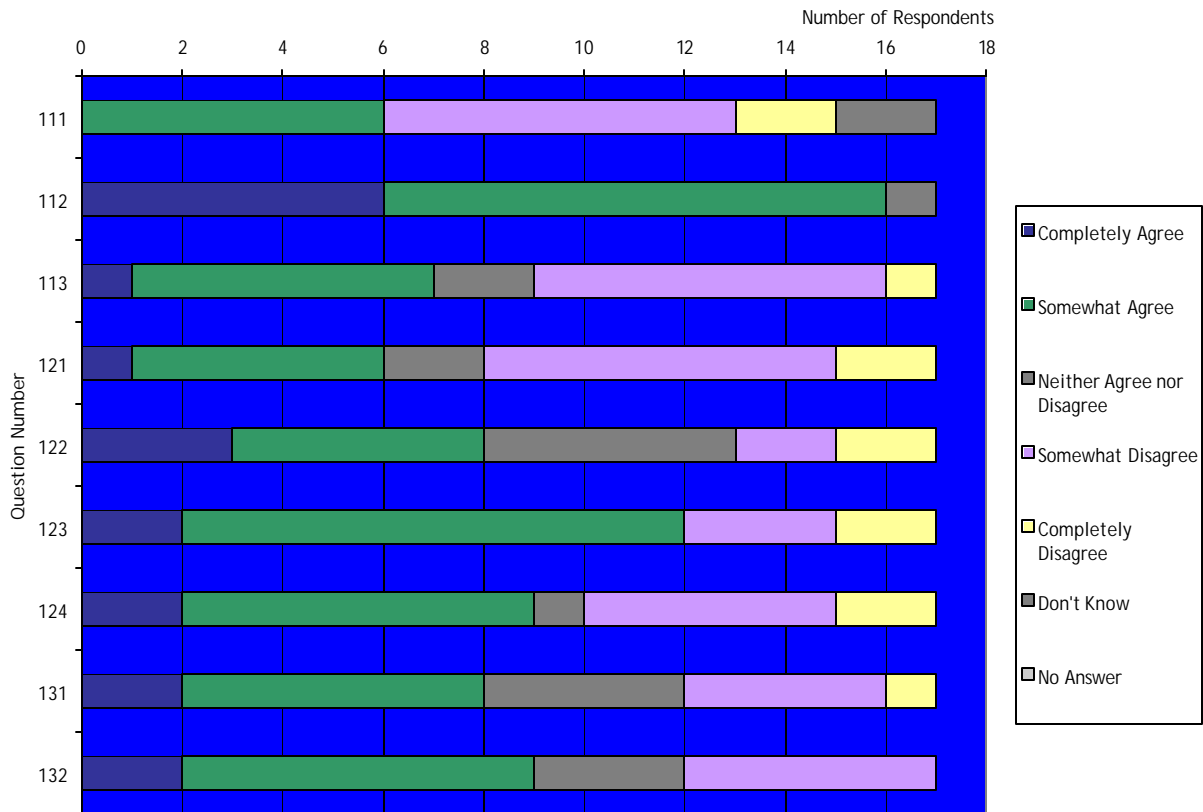
In comparison to the distribution of scores of other BVI communities, Castlegar scored *mid-range* on the *Opportunities & Attitudes* section. According to quantitative data, Castlegar scored 5% *below the average* of all BVI communities, indicating a potential area of concern (See Appendix C).

The BVI further breaks down the section entitled, *Opportunities & Attitudes*, into three indicators including, *Enhancing Opportunity*, *Entrepreneurial Mindset*, and *Motivated Workforce*. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Castlegar scored *above average* on the indicator of *Motivated Workforce* (+ 23%). The indicators, *Embracing Opportunity* (-12%) and *Entrepreneurial Mindset* (-19%), however, scored *below average*, highlighting potential areas of concern.



Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
1.1 Embracing Opportunity	<i>The basic <b>capacity</b> of a community to act on opportunities when they arrive, including abilities to recognize common needs and wants.</i>	111 There is a 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 <b>common vision</b> that includes all members of the community</i>	38	42	-10
		112 The community is facing an economic crisis or a significant economic opportunity.	<i>Awareness of <b>changing markets</b> and emerging opportunities, and presents push/pull factors to entrepreneurship.</i>	82	84	-2
		113 Entrepreneurial ventures and business creation are encouraged and supported by citizens and local governments.	<i>Promotion and general <b>support of entrepreneurial ideals</b> and culture.</i>	49	60	-18
1.2 Entrepreneurial Mindset	<i>The <b>ability and desire</b> 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>Desire for <b>independence</b>, and willingness to take risks</i>	44	63	-30
		122 Individuals are skilled in a trade, talent, or profession, and have the desire to form a business with these	<i>Presence of <b>skilled workers</b> who have an interest in entrepreneurship &amp; self-employment</i>	57	66	-14
		123 Individuals are capable of thinking creatively and developing unconventional solutions using a proactive/can-do attitude.	<i><b>Creativity and proactive</b> problem solving</i>	60	69	-12
		124 Individuals are capable of identifying new, unconventional or changing business opportunities.	<i><b>Creativity &amp; vision</b>, and the ability to identify opportunities</i>	53	65	-18
1.3 Motivated workforce	<i>Businesses have the <b>human resources</b> to build &amp; expand their operations</i>	131 A pool of motivated employees is available to meet business needs.	<i>Skilled &amp; motivated people are <b>available to work for others</b></i>	56	51	+10
		132 Managers & supervisors are motivated in their work and about their staff	<i>Skilled management is <b>crucial to growth and sustainability</b></i>	59	46	+27

### 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 112 reveals all but one individual either completely or somewhat agreed with that statement. Further, by isolating the length of bars representing somewhat disagree and completely disagree, the total number of individuals in disagreement is highlighted.

According to the distribution of response, questions 112 and 123 were the most agreed upon in this section. More specifically, question 112 stated, *The community is facing an economic crisis or a significant economic opportunity.* Question 123 stated, *Individuals are capable of thinking creatively and developing unconventional solutions using a proactive / can-do attitude.*

Questions 111 and 121 were 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.* Question 121 stated, *Individuals desire independence, responsibility, & control over their future, and are willing to work to achieve these regardless of a risk of failure.*

## 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 *central location and infrastructure, as well as availability of land, affordability, passion and an 'open for business' attitude*. Directions for improvement included an *Economic Development Officer, taking ownership, 'benefits to business' education, and leader motivation*.

### Strengths

- Central location (8)
- Infrastructure (4)
- Availability of flat land (4)
- Affordable (2)
- Willingness to try / passion (3)
- Open for Business (3)
- Good Chamber of Commerce
- Water
- Affordable power
- Tourism potential
- Transportation / Airport (2)
- Eclectic
- Scenic

---

### Improvements

- Economic Development Officer (3)
  - Take ownership (stop blaming others) (2)
  - Community education on benefits to new business (2)
  - Motivate the leaders to be inclusive (2)
  - Inclusive consultation
  - Community pride
  - Develop recreation opportunities
  - Competition
  - Reduce complacency
  - Aggressive strategies to attract new business
  - Regional hospital
  - Assessment of community strengths and weaknesses
  - Community identity
  - Coordinated approach to meeting community goals
  - Vision and direction from all levels of government
  - A workable business plan
  - More industrial land
  - Surrounding areas merge into Castlegar
  - Community gather place (i.e. water fountain Plaza, Arts Club, Drama Club, Dinner Theatre)
-

## Section 2: Quality of Life

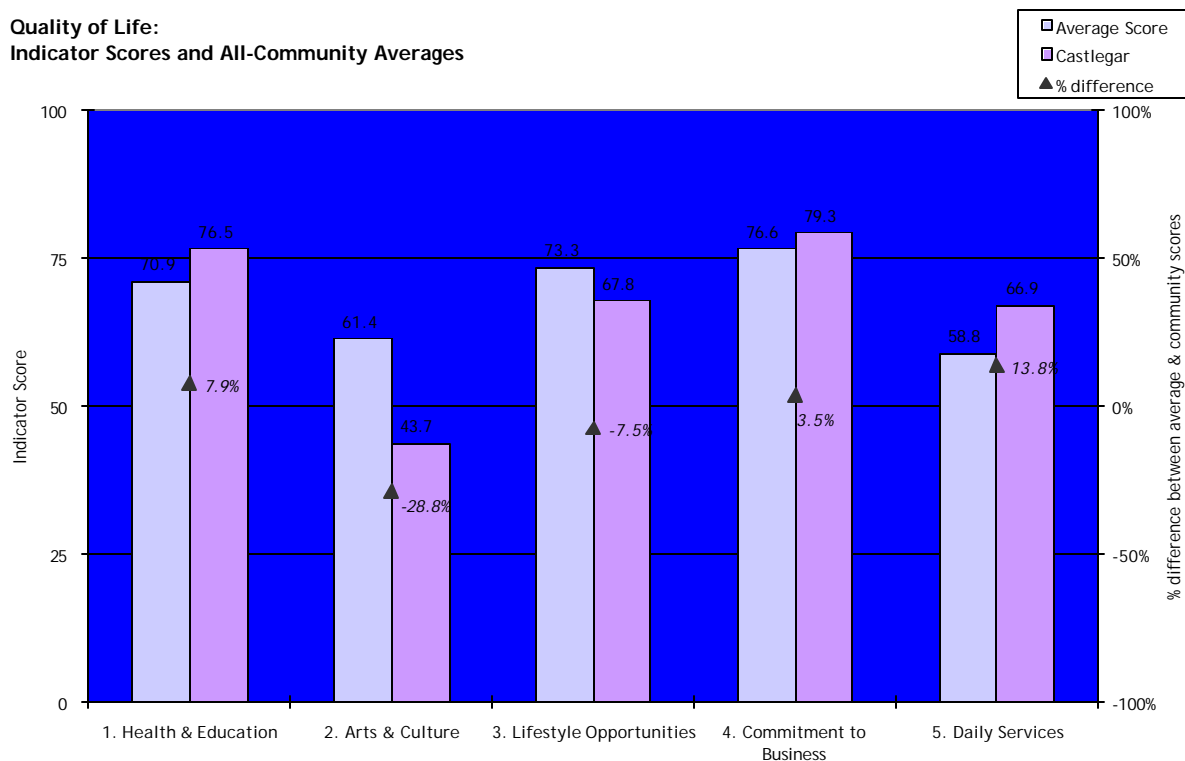
*The ability of the community to attract & retain businesses & citizens, especially those who are young, skilled workers.*

### Community Comparisons, Indicators and Questions

In comparison to the distribution of scores of other BVI communities, Castlegar scored *medium to low* on the *Quality of Life* section. According to quantitative data, Castlegar scored 3% *below the average* score of all BVI communities, indicating a potential area of concern (See Appendix C).

The BVI further breaks down the section entitled, *Quality of Life*, into five indicators including, *Health & Education, Arts & Culture, Lifestyle Opportunities, Commitment to Business, and Daily Services*. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Castlegar scored *above average* on the indicators of *Health & Education (+ 8%), Commitment to Business (+ 4%), and Daily Services (+ 14%)*. The indicator *Lifestyle Opportunities (- 8%)* scored *below the average*, while *Arts & Culture (- 29%)* scored well *below average*, highlighting a specific area of concern.

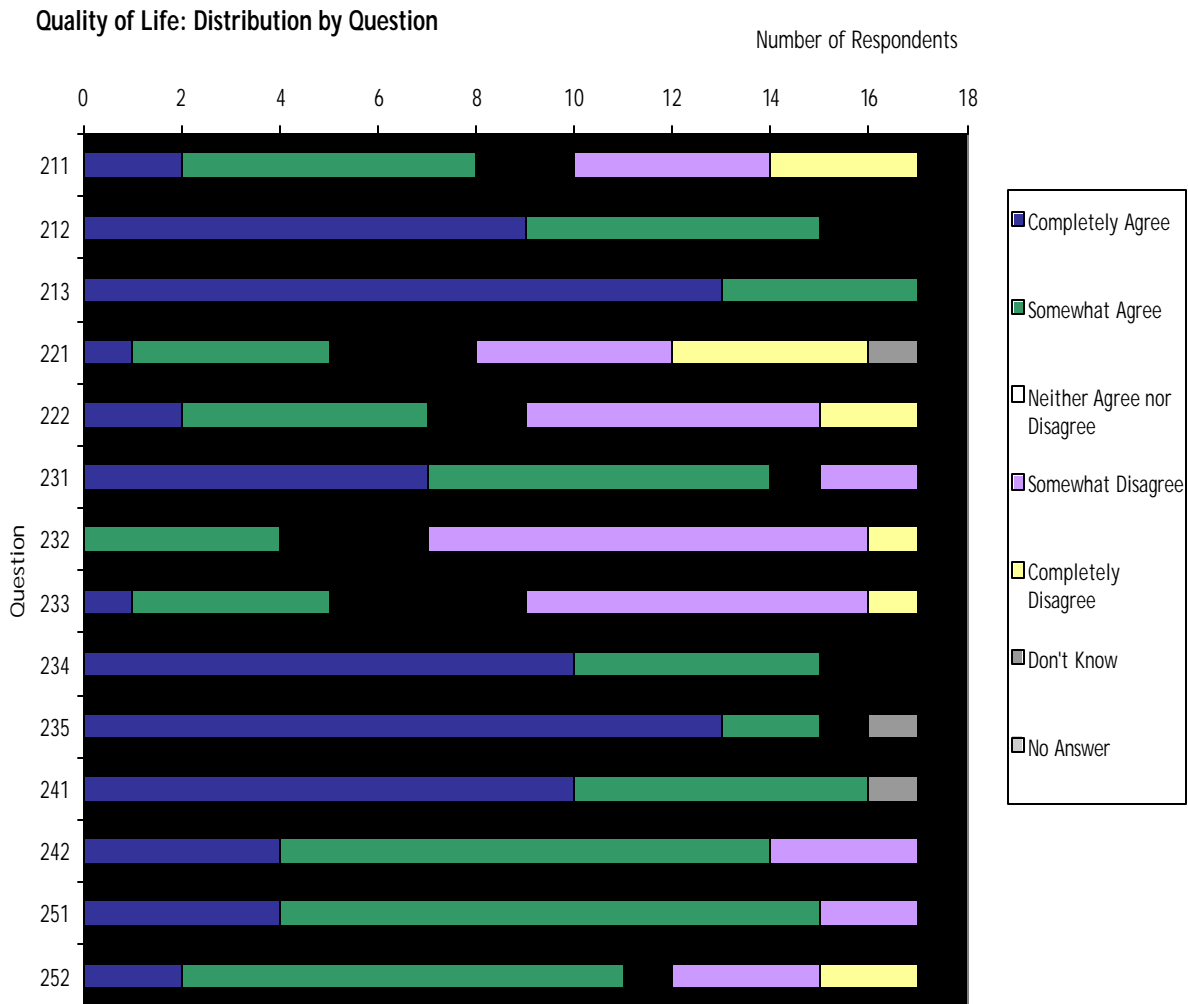
Quality of Life:  
Indicator Scores and All-Community Averages





Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
2.1 Health & Education	<i>The ability to meet <b>basic family needs</b>, 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 <b>attract new residents &amp; build family security</b> in the community</i>	50	72	-30
		212 There are quality elementary and secondary schools in the community.	<i>Encourages <b>life-long learning</b> and risk taking, also places <b>value on youth, children &amp; families</b> needed for retention</i>	85	78	+8
		213 There is an educational organization in the area that offers post-secondary programs and continuing education opportunities.	<i>Availability of <b>life long learning</b> opportunities, and opportunities to <b>develop skills</b>, and increases youth retention.</i>	94	57	+64
2.2 Arts & Culture	<i><b>Appreciation of &amp; have pride in the talents and skills of the community, and presence of non-business activities</b></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 <b>community values</b>, business successes, and the pride of place. Also provides <b>extracurricular activities</b></i>	39	58	-33
		222 There is a strong community identity, and there are plentiful and varying opportunities for involvement (i.e. arts, athletics, politics, church groups).	<i><b>Sense of community and cohesion</b> with supportive networks, and opportunities for <b>leadership development</b></i>	49	66	-26
2.3 Lifestyle Opportunities	<i><b>Appreciation of community's location &amp; non-business activities</b></i>	231 The community is physically beautiful, and environmentally safe (i.e. Pollution, water quality).	<i>Quality of <b>living space</b>, and indication of <b>responsible and sustainable practices</b></i>	78	90	-13
		232 Young adults (25-34) consider the community a desirable place to live.	<i>Ability to <b>retain and attract youth</b>, fostering <b>future capacity</b>, long term community <b>vitality</b> and "<b>leaders of tomorrow</b>"</i>	40	48	-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 <b>networking opportunities</b> and typical <b>social participation</b> in "community"</i>	46	46	+1
		234 There are many high quality recreational opportunities in the area (i.e. Ski hills, lakes, hiking trails, parks).	<i>Availability of <b>extracurricular opportunities</b></i>	87	82	+6
		235 The community is a safe place to live.	<i><b>Family values. A lack of fear</b> within the community, could lead to more risk taking</i>	90	92	-2
2.4 Commitment to Business	<i><b>Desire to remain in the community, working, living and taking part in all aspects</b></i>	241 Successful businesses want to remain in the community	<i>People choose to live in the community &amp; <b>are committed</b> to it</i>	87	80	+9
		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 <b>committed</b> to the community, <b>even under stress</b> (economic, social, etc)</i>	72	74	-2
2.5 Daily Services	<i><b>Ability to meet everyday needs, while maintaining a</b></i>	251 Quality residential real estate opportunities (both purchase and rental) are available and affordable.	<i><b>Affordable costs of moving/relocating</b>, and presents increased number of business opportunities</i>	75	65	+16

	<i>maintaining a reasonable cost of living</i>	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>	59	51	+16
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An examination of questions according to distribution of response reveals that questions 213 and 241 were the most agreed upon in this section. More specifically, question 213 stated, *There is an educational organization in the area that offers post-secondary programs and continuing education opportunities.* 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 232. More specifically, question 232 stated, *Young adults (25-34) consider the community a desirable place to live.*

## 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 *outdoor recreational opportunities, safety, and affordability, as well as climate, friendliness, access to services, infrastructure, and water*. Directions for improvement included *attracting new business, increased cooperation / coordination of business community, hospital, and better paying employment*.

### Strengths

- |                              |                                    |
|------------------------------|------------------------------------|
| ○ Outdoor recreation (6)     | ○ Affordable power                 |
| ○ Safe (4)                   | ○ Good schools                     |
| ○ Affordable (4)             | ○ Balanced                         |
| ○ Climate (3)                | ○ Low crime                        |
| ○ Good / friendly people (3) | ○ Good local government            |
| ○ Access to services (2)     | ○ Central                          |
| ○ Infrastructure (2)         | ○ Movie Theatre, Recreation Centre |
| ○ Water (2)                  | ○ Skateboard Park (pending)        |
| ○ Beauty                     | ○ Airport                          |
- 

### Improvements

- |  |  |
|--|--|
| ○ More business (3)  | ○ More business and economic opportunity |
| ○ Cooperation and promotion of business community (3)                      | ○ More jobs for mature workers           |
| ○ Hospital (2)   | ○ More training opportunities for youth  |
| ○ Jobs paying more than minimum wage (2)                                   | ○ More diversity                         |
| ○ Promote Castlegar based on outdoor living, recreation, healthy lifestyle | ○ Entertainment                          |
|  | ○ Lower rent for business space          |
|  | ○ Stabilize economy                      |
-

## Section 3: Education & Training

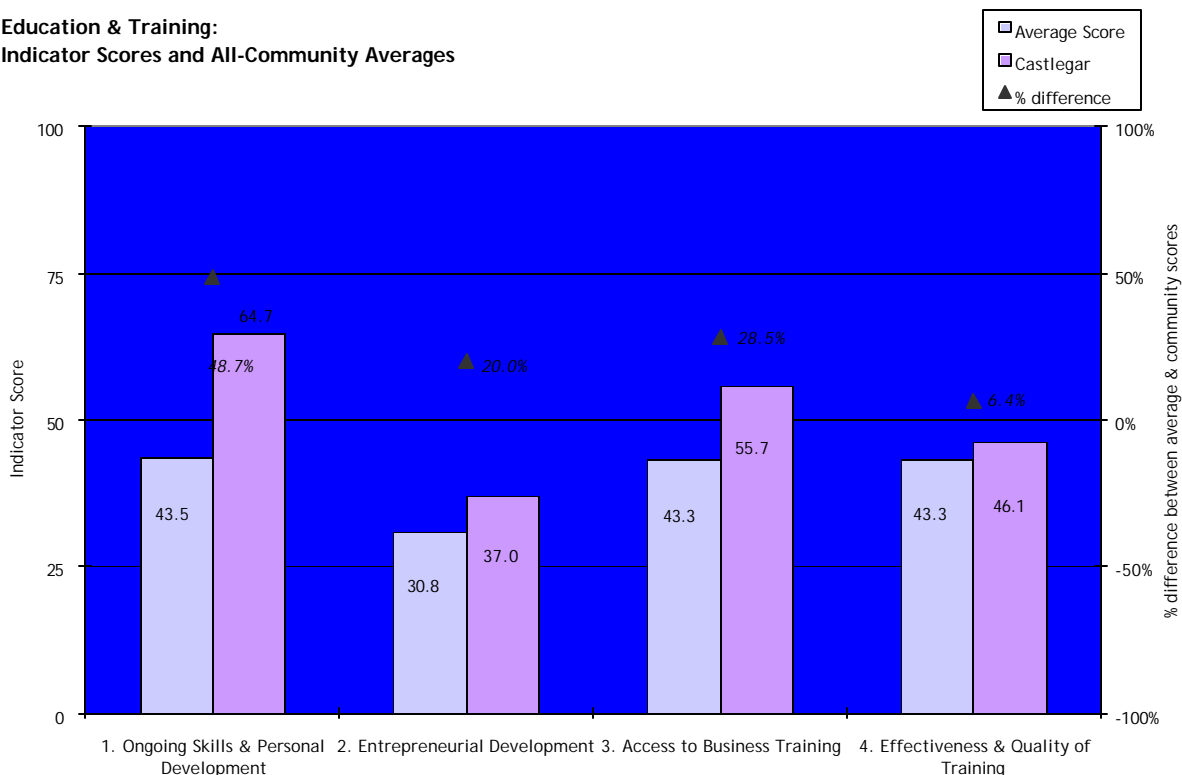
*Ability to develop entrepreneurship skills & attitudes in non-business population, and upgrading skills in the business community to remain competitive in larger markets.*

### Community Comparisons, Indicators and Questions

In comparison to the distribution of scores of other BVI communities, Castlegar scored high on the *Education & Training* section. According to quantitative data, Castlegar scored 27% above the all-community average, indicating an area of strength (See Appendix C).

The BVI further breaks down the section entitled, *Education & Training*, into four indicators including, *Ongoing Skills & Personal Development*, *Entrepreneurial Development*, *Access to Business Training*, and *Effectiveness & Quality of Training*. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Castlegar scored above average on all indicators in this section. More specifically, *Ongoing Skills & Personal Development* scored +49%, *Entrepreneurial Development* scored +20%, and *Access to Business Training* scored +29%, and *Effectiveness & Quality of Training* scored +6.4%.

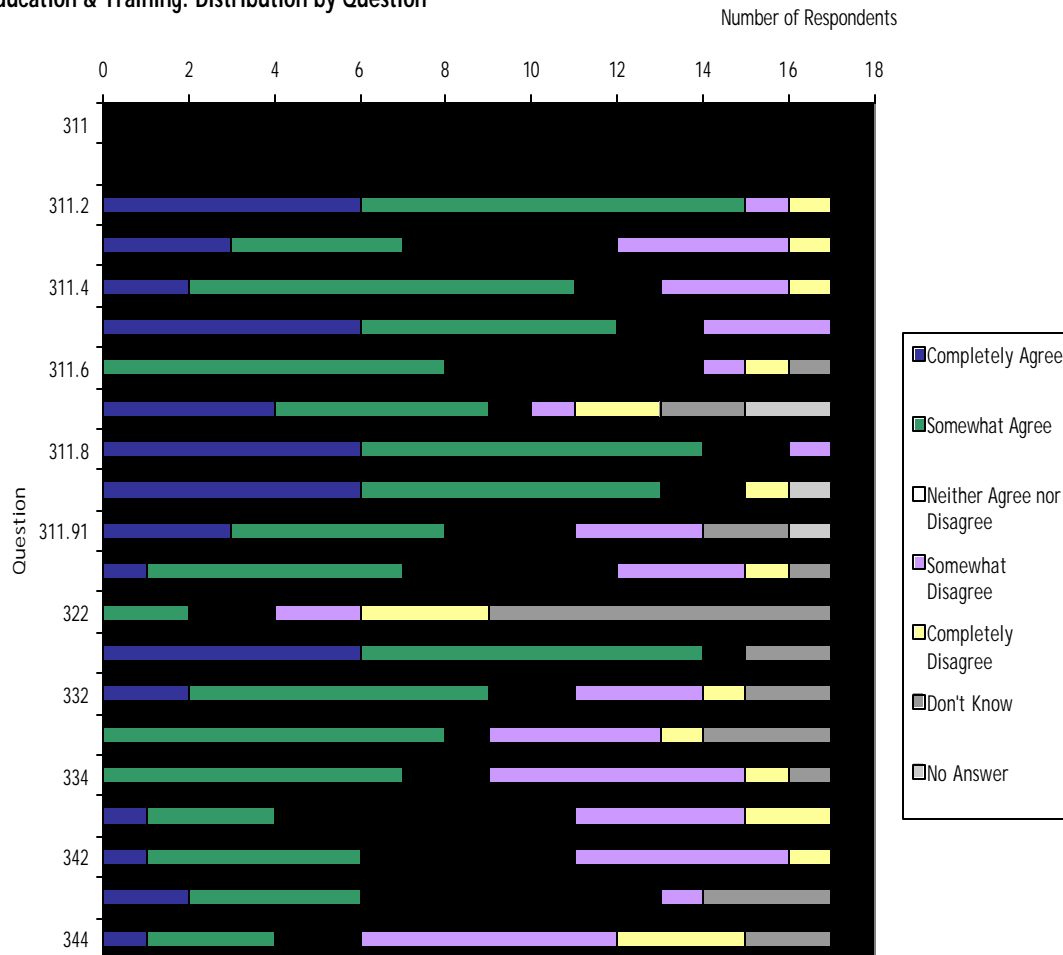
**Education & Training:**  
Indicator Scores and All-Community Averages



Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
3.1 Ongoing Skills & Personal Development	<i>Opportunities to learn new skills &amp; 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		76	53	+42
		2 Basic business skills development (i.e. sales, pricing, displays)		56	29	+92
		3 Advanced business skills development (i.e. financial planning, marketing, accounting communications)		62	27	+128
		4 Computer training for business (i.e. excel, web design, graphics, business applications)		72	56	+28
		5 Personal Development		55	35	+57
		6 Online/Distance Training		53	56	-5
		7 Continuing Education		78	54	+45
		8 College or University		73	22	+233
9 Professional Development		55	29	+92		
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>	52	40	+29
		322 There is an entrepreneurial development program for elementary and secondary school students (K-12).	<i>Formal entrepreneurial development programs &amp; strategies</i>	20	21	-6
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>	76	56	+35
		332 Training programs are affordable for anyone (i.e. business owners, youth, professionals)	<i>Affordable programs to help all types of business people</i>	55	37	+48
		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>	46	31	+47
		334 The education and business communities work together to provide convenient training	<i>Communication between groups exists, which improves business services</i>	46	39	+18
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>	46	37	+24
		342 Teaching organizations develop courses that serve community needs (i.e. Specialized training)	<i>Ability of training organizations to adapt and change to needs &amp; demands</i>	50	37	+34
		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>	54	46	+17

	344 Citizens are motivated to learn new skills and to develop existing ones.	<i>Interest in life-long learning</i>	35	46	-24
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### Education & Training: Distribution by Question



An examination of questions according to distribution of response reveals that questions 311.2, 311.8, and 331 were the most agreed upon in this section. More specifically, Question 311.2 stated, *There are a wide range of training and educational opportunities including: business plan development.* Question 311.8 stated, *There are a wide range of training and educational opportunities including: college or university,* and question 331 stated, *There is an organization through which training and educational programs / opportunities can be offered.*

Also according to distribution of response, questions in which respondents disagreed most were questions 334 and 344. More specifically, question 334 stated, *The education and business communities work together to provide convenient training.* Question 344 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 included *post-secondary opportunities, K-12 system, CFDC, Ashland Training Center and quality instructors*. Directions for improvement included the *provision of trades and technical training, expanded and flexible educational / training opportunities, and improvement of education financing*.

### **Strengths**

- Selkirk College (15)
  - K-12 education system (4)
  - CFDC
  - Ashland Learning Center
  - Quality instructors
- 

### **Improvements**

- Trades / apprenticeship programs (2)
  - Expand college offerings / more diversity / research division (5)
  - Improved financing to keep schools here (2)
  - Expand Community Futures offerings
  - Affordable training and incentives
  - More flexible training hours / evening classes
  - Expand online / distance education opportunities
  - Market and reach businesses
  - Eliminate college satellite locations
  - Mentoring at an early age
  - More university courses
  - Improved transportation
  - Quality instructors
  - Focus on tourism and customer service
-

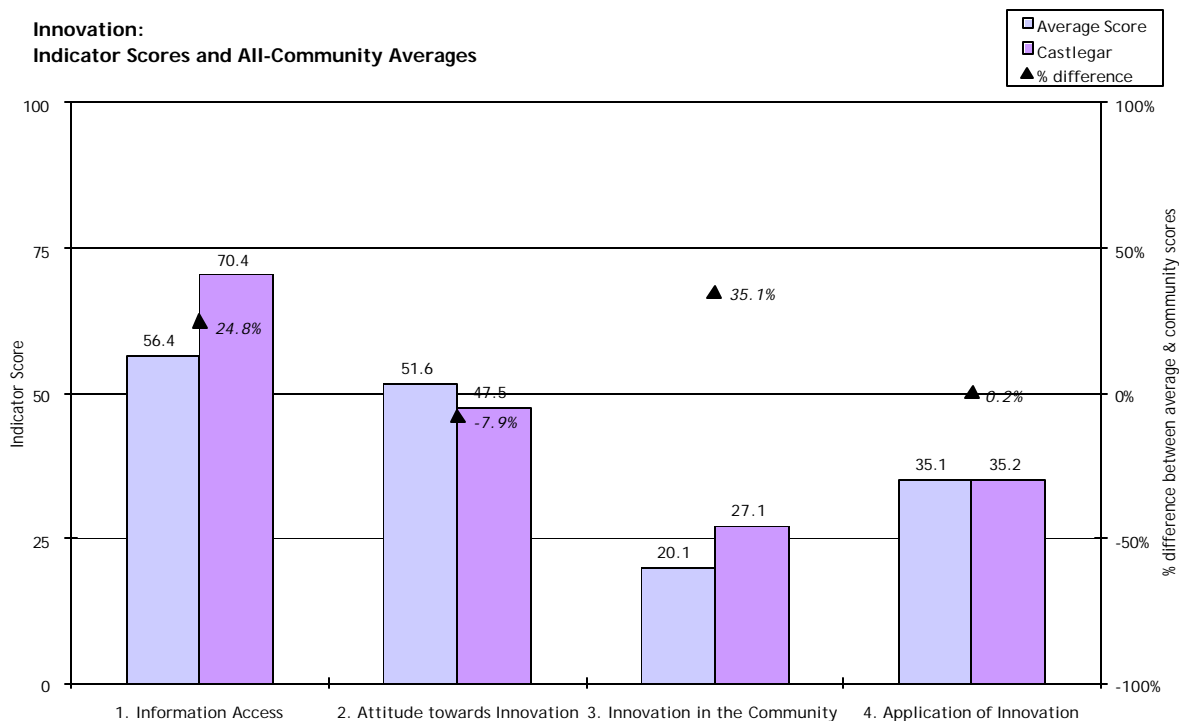
## Section 4: Innovation

*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.*

### Community Comparisons, Indicators and Questions

In comparison to the distribution of scores of other BVI communities, Castlegar scored *medium to high* on the *Innovation* section. According to quantitative data, Castlegar scored 10% *above* the all-community average, indicating a potential area of strength (See Appendix C).

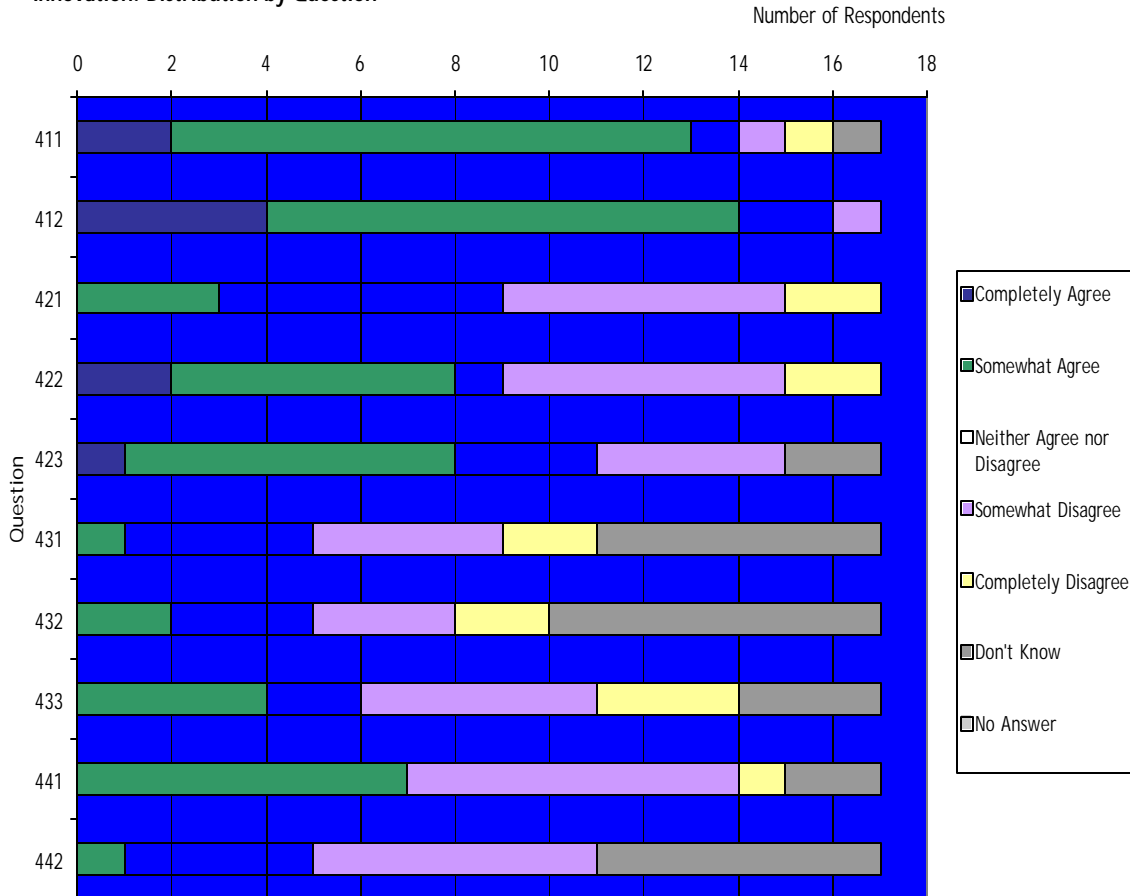
The BVI further breaks down the section entitled, *Innovation*, into four indicators including, *Information Access*, *Attitude Towards Innovation*, *Innovation in the Community*, and *Application of Innovation*. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Castlegar scored *above average* on the indicators of *Information Access* (+ 25%) and *Innovation in the Community* (+ 35%). The indicator *Application of Innovation* scored the same as the all-community average, while *Attitude Toward Innovation* (- 8%) scored slightly *below average*, highlighting a potential area of concern.





Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
<b>4.1 Information Access</b>	<i>People know how to access information about R&amp;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>	66	56	+18
		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>	75	56	+33
<b>4.2 Attitude towards Innovation</b>	<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>	40	51	-22
		422 Innovation is valued and recognized by business people.	<i>Importance of Innovation is appreciated and understood</i>	50	56	-10
		423 Support and assistance for innovative research and development is available.	<i>Advanced support networks for R&amp;D in business: networking, patents, etc.</i>	53	43	+23
<b>4.3 Innovation in the Community</b>	<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>	24	21	+17
		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>	25	20	+22
		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>	32	20	+56
<b>4.4 Application of Innovation</b>	<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>	42	35	+20
		442 Research that is being done in the community or region is relevant to the business community's needs and interests.	<i>Local R&amp;D helps local businesses' needs and efforts</i>	27	33	-18

### Innovation: Distribution by Question



An examination of questions according to distribution of response reveals that questions 411, and 412 were the most agreed upon in this section. More specifically, question 411 stated, *Individuals have access to business research related to new technologies, business development and / or expansion*, and question 412 stated, *There are libraries or resource facilities that carry information on business development, market trends, new technologies, policies, and networks*.

Also according to distribution of response, questions in which respondents disagreed most were questions 421, 422, 433 and 441. More specifically, question 421 stated, *Business people & entrepreneurs are aware of and knowledgeable about new and innovative technologies, & are eager to further their knowledge*, and question 422 stated, *Innovation is valued and recognized by business people*. Question 433 stated, *There are formal and informal forums on technology and technology applications*, and question 441 stated, *Businesses use innovative technology, practices, and research*.

## Qualitative Comments

Qualitative comments further inform areas of strength and areas in need of improvement. Strengths in the area of *Innovation* included *Selkirk College, the environment, and access to materials*, with one respondent mentioning he /she *didn't know of any innovation*. Directions for improvement included *accessing untapped potential, improved communication, increased funding, and coordination of research and development efforts*.

### Strengths

- College
  - Don't know
  - Environment
  - Access to materials
  - The entrepreneur who listens to the consumer
- 

### Improvements

- We don't do enough, if any (5)
  - High speed communication
  - Economic and Community Development Board
  - Encourage entrepreneurship
  - Larger test markets for quicker feedback
  - Establish conglomerate of R & D
  - Invite high tech companies to 'cluster' in a real estate development
  - Provide tax incentives
  - R & D money from CBT
  - Develop a R & D plan
  - Educate and involve Community Futures
  - Listen to the consumer
-

## Section 5: Leadership, Teamwork & Networking

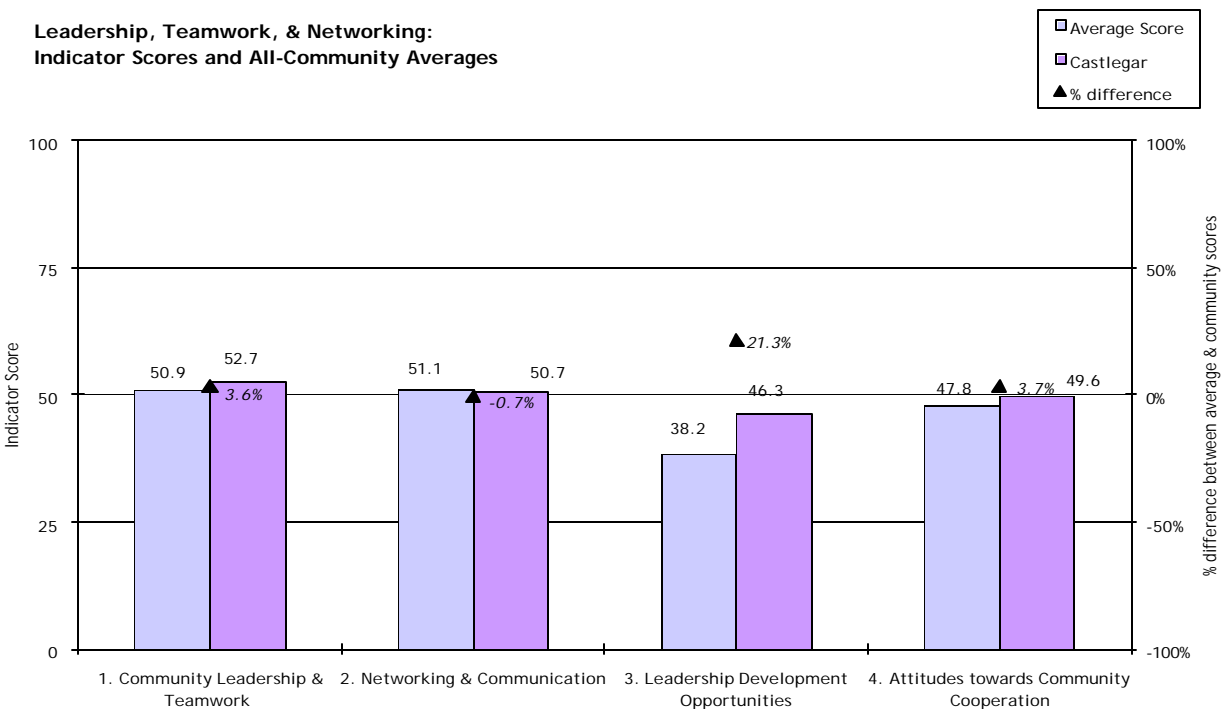
*The capacity of a business community to take action on an idea or opportunity as a whole group, with good leadership, effective teamwork, and clear communication.*

### Community Comparisons, Indicators and Questions

In comparison to the distribution of scores of other BVI communities, Castlegar scored *medium to high* on the *Leadership, Teamwork & Networking* section. According to quantitative data, Castlegar scored 6% *above* the all-community average, indicating a potential area of strength (See Appendix C).

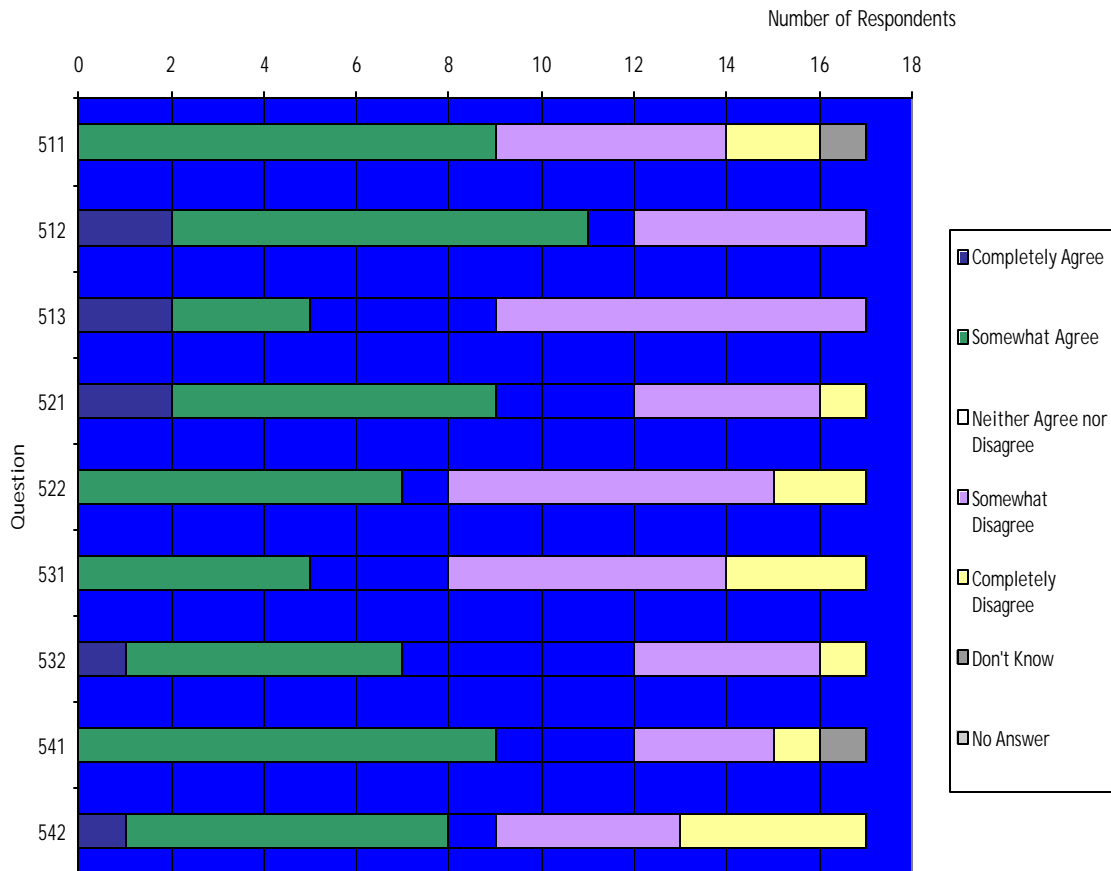
The BVI further breaks down the section entitled, Leadership, Teamwork, & Networking, into four indicators including, Community Leadership & Teamwork, Networking & Communication, Leadership Development Opportunities, and Attitudes Toward Community Cooperation. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Castlegar scored above average on the indicators of Community Leadership & Teamwork (+ 4%), Leadership Development Opportunities (+ 21%), and Attitude Toward Community Cooperation (+ 4%). The indicator, Networking & Communications (- 0.7%) scored slightly below average.

**Leadership, Teamwork, & Networking:  
Indicator Scores and All-Community Averages**



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>	48	54	-12
		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>	62	64	-4
		513 Qualified supervisors and managers (and management services) are available to small business	<i>Availability of good leaders in business</i>	49	35	+40
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	52	+9
		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>	44	44	-1
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>	40	39	+4
		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>	53	33	+62
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>	54	58	-7
		542 Cooperative and joint community initiatives are encouraged and respected	<i>Willingness to work together</i>	46	41	+13

### Leadership, Teamwork & Networking: Distribution by Question



An examination of questions according to distribution of response reveals that questions 511, 512, 521, and 541 were the most agreed upon in this section. More specifically, question 511 stated, *Members representing interests of the public, private, and government sectors jointly participate in community decision-making and implementation*, and question 512 stated, *There is a pool of talented leaders with diverse skills, cultural experiences and backgrounds who are available for leading community initiatives*. Question 521 stated, *There are adequate opportunities (informal and formal) where business people and entrepreneurs can network with each other*, and question 541 stated, *Groups with similar interests can form alliances and cooperate to achieve goals*.

Also according to distribution of response, questions in which respondents disagreed most were questions 522 and 531. More specifically, question 522 stated, *Business people are able to give and receive support from other experienced business people*, and Question 531 stated, *There are opportunities for leadership training and development for individuals of all ages and interests*.

## 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 *cooperation, the Chamber of Commerce, City Council, Human Resources Development Canada (HRDC), the Columbia Basin Trust (CBT), and committed citizens*. Directions for improvement included *identification and marketing of community image, increased coordination, and motivating of community members into action*.

### Strengths

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>○ Cooperation of service groups / charity organizations (2)</li> <li>○ Chamber of Commerce (3)</li> <li>○ City Council</li> <li>○ HRDC</li> <li>○ Columbia Basin Trust</li> <li>○ People</li> <li>○ Willingness to address social issues</li> </ul> | <ul style="list-style-type: none"> <li>○ Talent (but same people responsible to get ball rolling)</li> <li>○ Work well together</li> <li>○ Small community</li> <li>○ Common love for community</li> <li>○ Good relationship between City of Castlegar and Chamber of Commerce</li> </ul> |
|--|---|

### Improvements

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>○ Find identity and market progressive image (3)</li> <li>○ Inclusive regular meetings to coordinate activities and decrease duplication (2)</li> <li>○ Motivate community members to take action (2)</li> <li>○ Recruit more business participants</li> </ul> | <ul style="list-style-type: none"> <li>○ coordination between City and Chamber on economic development, focusing on one program at a time (2)</li> <li>○ Leadership training</li> <li>○ Forum or survey public opinion</li> <li>○ Communication and opportunity to ask questions and be part of process</li> </ul> |
|---|--|

## Section 6: Role of Government & Organizations

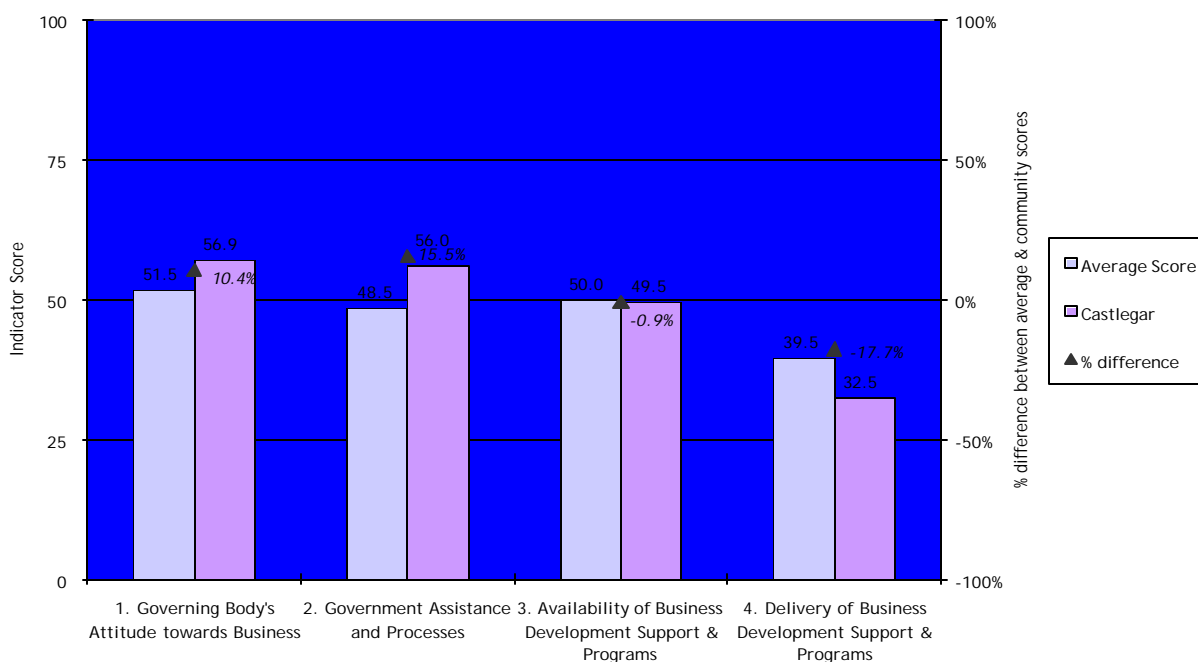
*Ability of local governments and other organizations to work with business to design processes and programs that make it as easy as possible to start or expand a business.*

### Community Comparisons, Indicators and Questions

In comparison to the distribution of scores of other BVI communities, Castlegar scored *medium to high* on the *Role of Government & Organizations* section, indicating a potential area of strength. According to quantitative data, Castlegar scored *the same* as the all-community average (See Appendix C).

The BVI further breaks down the section entitled, *Role of Government & Organizations*, into four indicators 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 indicator scores and all-community averages reveals specific areas of strength and weakness. Castlegar scored above average on the indicators of *Governing Body’s Attitude Towards Business* (+ 10%) and *Government Assistance and Processes* (+ 16%). The indicator *Availability of Business Development Support and Programs* (- 1%) scored slightly below average, while *Delivery of Business Development Support and Programs* (- 18%) scored well below average, indicating a potential area of concern.

**Role of Governments & Organizations:  
Indicator Scores and All-Community Averages**

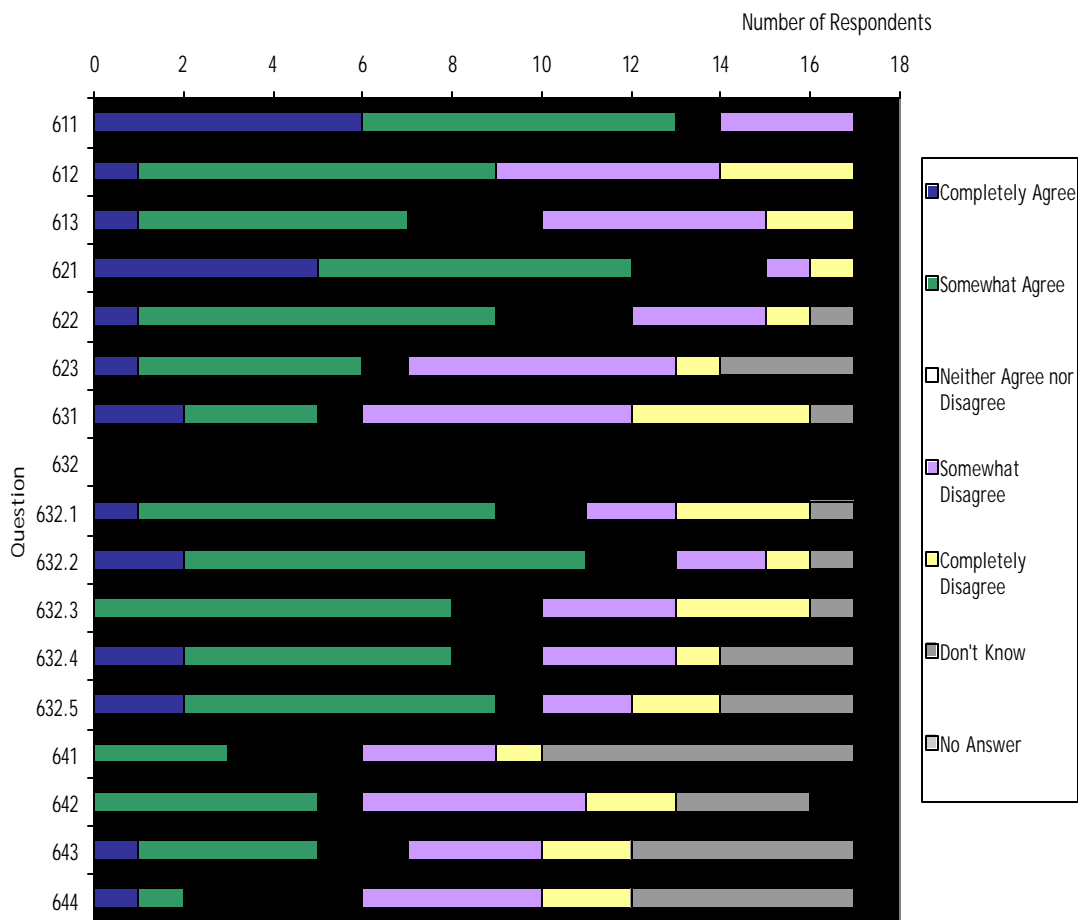




Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
6.1 Governing Body's Attitude towards Business	<i>The local government's efforts and commitment to assisting business development</i>	611 The governing body (city council, village council, or area director) recognizes that businesses are important and valuable for community development.	<b>Attitude of local government towards business, and recognition its of important role in the economy</b>	74	73	+1
		612 The governing body is committed to recruiting or attracting businesses to the community, and may use strategies or incentives to do so.	<b>Efforts of local governments to expand the business community on behalf of business from outside the region</b>	49	46	+6
		613 The governing body is committed to helping existing businesses or creating new businesses through policy and action.	<b>Actions and decisions of local government helping business development and expansion</b>	49	42	+16
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.	<b>Ability and willingness for government and businesses to work together</b>	71	64	+11
		622 Local officials make it <b>easy/reasonable</b> for businesses to start or expand.	<b>Human resources needed for assisting business are helpful &amp; effective, rather than a barrier</b>	55	46	+21
		623 Local regulations, policies, rules, bylaws and zoning are easily understood by business people making it <b>easy/reasonable</b> for businesses to expand or start up.	<b>Written resources and documents needed for assisting business are helpful and effective, rather than a barrier</b>	42	42	0
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.	<b>Existence of an organization which facilitates business development</b>	37	45	-18
		632 Recognized organizations (i.e. Chamber, EDO, CFDC) offer programs and services assisting business people, such as the following:	<b>Programs exist that assist in business development</b>			
		1 Counseling		51	46	+10
		2 Training		61	47	+29
		3 Mentoring		46	37	+23
		4 Self-Employment Assistance		51	51	0
5 Loans		51	52	-2		
6.4 Delivery of Business Development Support & Programs	<i>Ability of organizations to deliver programs that assist business in the most</i>	641 Business development programs are effective and efficient, and do not duplicate each other.	<b>Efficiency of business development programs</b>	30	29	+4
		642 Business programs are offered in a well-known and accessible location.	<b>Ability to hear about programs, and the attendance potential</b>	34	42	-19
		643 Staff members delivering programs are knowledgeable, competent and approachable.	<b>Training and development staff is well-trained and knowledgeable</b>	37	43	-13

	<b>effective and efficient manner</b>	644 Successful programs are repeated, reproduced, and further developed.	<b>Evaluation process only keeps most effective programs</b>	30	33	-10
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**Government & Organizations: Distribution by Question**



An examination of questions according to distribution of response reveals that questions 611, 621 were the most agreed upon in this section. More specifically, question 611 stated, *The governing body recognizes that businesses are important and valuable for community development.* Question 621 stated, *Community leaders and officials are willing to cooperate with business and business associations.*

Also according to distribution of response, questions in which respondents disagreed most were questions 612 and 631. More specifically, Question 612 stated, *The governing body is committed to recruiting or attracting businesses to the community, and may use strategies or incentives to do so.* Question 631 stated, *There is a recognized organization or individual available to assist people in identifying, assessing, expanding and / or creating business opportunities.*

## 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 *a progressive civil government and good fiscal policy*. Directions for improvement included *increased coordination and community involvement*.

### ***Strengths***

- Progressive, responsible, and stable civil government (4)
  - Good fiscal policy (2)
  - business-minded leaders
  - Open to new ideas / solutions
  - Chamber of Commerce
  - Infrastructure
- 

### ***Improvements***

- Community involvement with positive ideas (not looking to government to solve problem) (4)
  - Coordination between community and business to identify concerns & solutions (2)
  - Chamber of Commerce focus on business organization (as opposed to tourism)
  - More involvement in promotion of community pride
  - Continue government grants
  - Less fighting and more of a common goal / vision
  - Vision / planning statement through City Hall
  - More volunteers for community events
-

## Section 7: Money, Capital & Funding

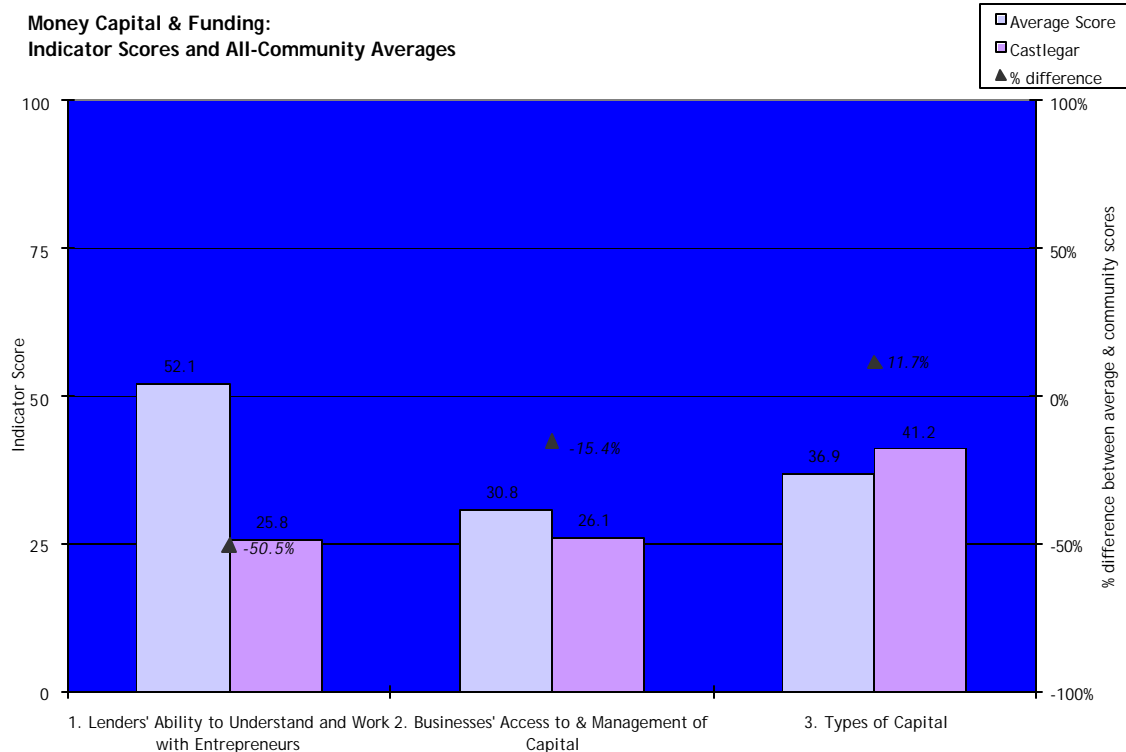
*Ability of the community to financially support entrepreneurs through ensuring access to capital, and educating businesses about financial management and supports.*

### Community Comparisons, Indicators and Questions

In comparison to the distribution of scores of other BVI communities, Castlegar scored *extremely low* on the *Money, Capital & Funding* section, indicating a potential area of concern. According to quantitative data, Castlegar scored 26% below the all-community average (See Appendix C).

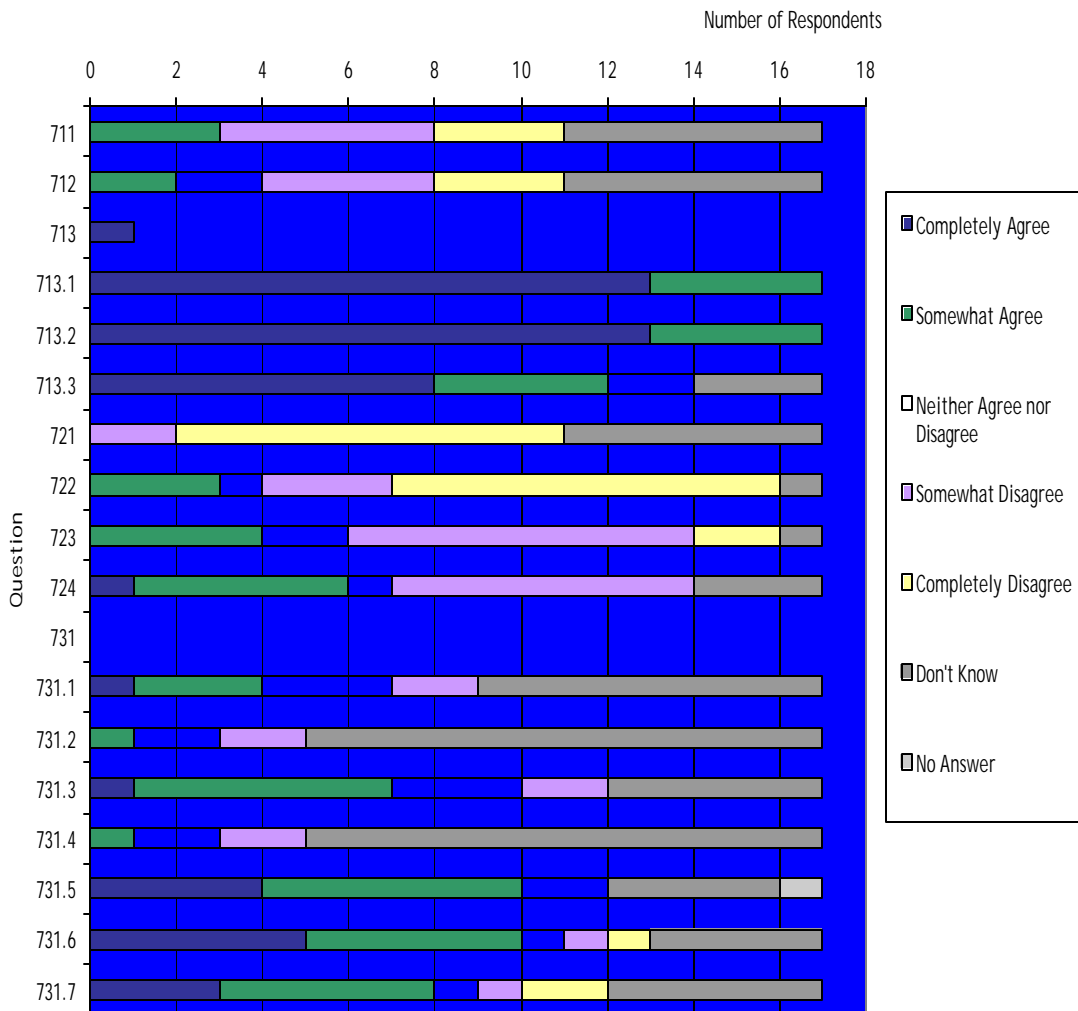
The BVI further breaks down the section entitled, Money, Capital & Funding, into three indicators including, Lenders' Ability to Understand and Work with Entrepreneurs, Businesses Access to & Management of Capital, and Types of Capital. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Castlegar scored above average on the indicator Types of Capital (+ 12%).

The indicator Businesses Access to & Management of Capital (- 15%), scored below average, while the indicators Lenders' Ability to Understand and Work with Entrepreneurs (- 51%) scored well below average, highlighting specific areas of concern.



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>	23	35	-34
		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>	23	35	-35
		713 The following types of lending organizations are available:	<i>Variety of lending organizations with different lending goals</i>			
		1 Bank		94	78	+20
		2 Credit Union		94	70	+35
		3 Development Organization		74	63	+18
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>	3	15	-80
		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>	21	24	-13
		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>	36	41	-11
		724 Costs (i.e. Interest, application fees) of accessing capital are manageable for entrepreneurs.	<i>Fair and affordable access to capital</i>	43	36	+20
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)		35	35	0
		2 Angel		16	28	-44
		3 Grants		48	36	+33
		4 Revolving loan funds		16	32	-57
		5 Micro Loans (up to \$5,000)		60	41	+47
		6 Loans \$5,000 to \$200,000		59	34	+76
		7 Loans \$200,000 and above		48	22	+121

### Money Capital & Funding: Distribution by Question



An examination of questions according to distribution of response reveals that questions 713.1 and 713.2 were the most agreed upon in this section. More specifically, most agreed upon statements included: *The following types of lending organizations are available: banks (713.1), and credit unions (713.2).*

Also according to distribution of response, questions in which respondents disagreed most were questions 721 and 722. More specifically, question 721 stated, *Business capital is available to anyone committed to a venture, regardless of credit history or any other factors.* Question 722 stated, *People who are interested in expanding or started a business are skilled in raising funds.*

## 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 *the Columbia Basin Trust (CBT), Human Resources Development Canada (HRDC), a fiscally responsible city council, Community Futures (CFDC), and financial institutions*. Directions for improvement included *a consortium for risk venture capital and an increase in the tax base*.

### **Strengths**

- Columbia Basin Trust Fund (4)
  - HRDC funds (3)
  - Fiscally responsible community / City of Castlegar (3)
  - CFDC (2)
  - 2 major banks, 2 credit unions (2)
  - KSCU
  - Relatively wealthy population
  - Excellent tax base
- 

### **Improvements**

- Consortium for risk venture capital (2)
  - Raise taxes / increase business tax base (2)
  - Help and train local entrepreneurs
  - Economic Development Officer
  - More venture capital
  - Give good ideas a chance
  - More money for training, apprenticeship, to local organizations / businesses
  - Market opportunities
  - Minimize red tape
-

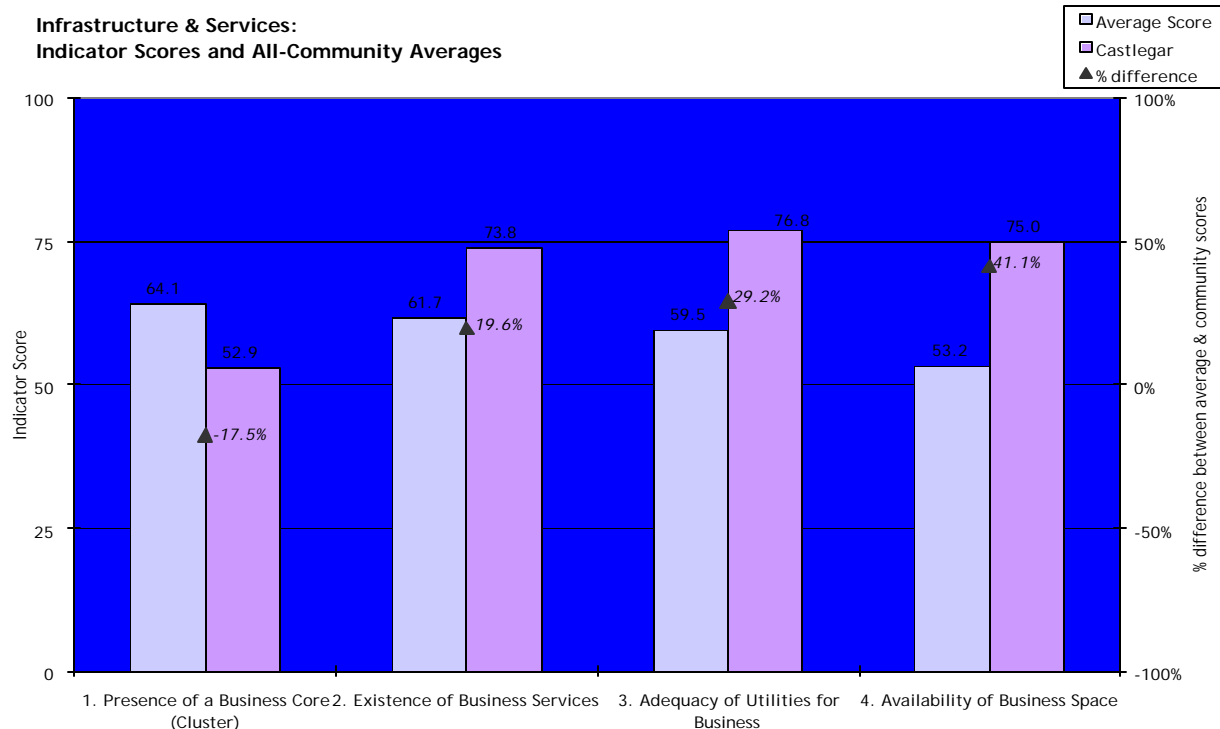
## Section 8: Infrastructure & Business Services

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

### Community Comparisons, Indicators and Questions

In comparison to the distribution of scores of other BVI communities, Castlegar *scored high* on the *Infrastructure & Business Services* section, indicating a potential area of strength. According to quantitative data, Castlegar *scored 9% above* the all-community average (See Appendix C).

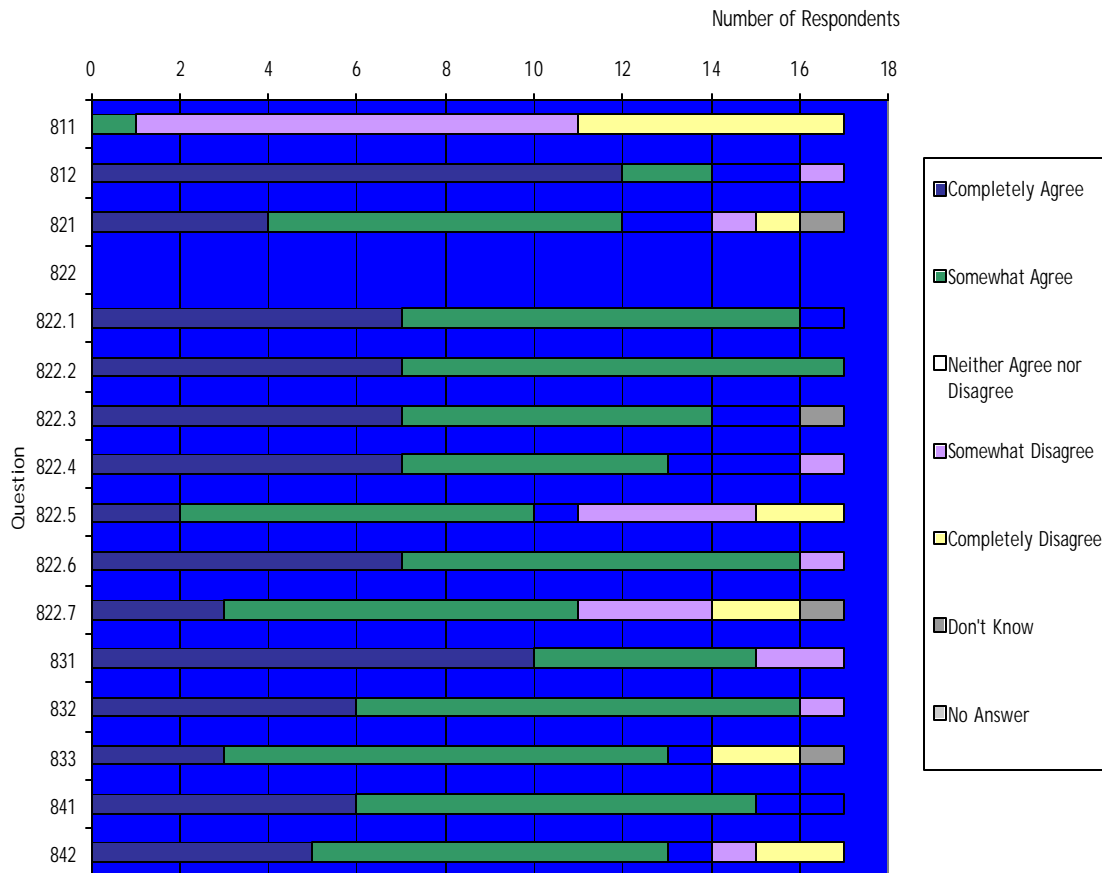
The BVI further breaks down the section entitled, *Infrastructure & Business Services*, into four indicators including, *Presence of a Business Core*, *Existence of Business Services*, *Adequacy of Utilities for Business*, and *Availability of Business Space*. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Castlegar scored well *above average* on the indicators, *Existence of Business Services* (+ 20%), *Adequacy of Utilities for Business* (+ 30%), and *Availability of Business Space* (+ 41%). The indicator, *Presence of a Business Core* (- 18%), however, scored *below average*, highlighting a potential area of concern.





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>	19	50	-62
		812 Parking near core business areas is accessible and convenient.	<i>Access to the commercial cluster</i>	87	80	9
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>	67	59	14
		822 The following services are used by businesses:	<i>Variety and usefulness of business services</i>			
		1 Banking		84	69	21
		2 Insurance		85	67	26
		3 Freighting		79	64	24
		4 Legal		78	61	28
		5 Marketing		56	34	62
		6 Accounting		82	65	25
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, services, and modern	<i>Reliable and modern infrastructure that contributes to better competitiveness of business</i>	84	68	23
		832 The planning of new physical infrastructure (i.e. Roads, power, sewage) considers business needs.	<i>Infrastructure is suitable to business needs</i>	81	52	57
		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>	66	56	18
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>	81	56	44
		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>	69	50	39

Infrastructure & Business Services: Distribution by Question



An examination of questions according to distribution of response reveals that questions 822.1, 822.2, 822.6, and 832 were the most agreed upon in this section. More specifically, Question 832 stated, *The planning of new physical infrastructure considers business needs.* Other most agreed upon questions included, *The following services are available to and used by businesses: banking (822.1), and insurance (822.2), and accounting (822.6).*

Also according to distribution of response, questions in which respondents disagreed most were questions 811 and 822.5. More specifically, Question 811 stated, *There is a vibrant, active downtown area or community core.* Question 822.5 stated, *The following services are available to and used by businesses: marketing.*

## 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 *utilities, central location, and, transportation..* Directions for improvement included *the development of downtown theme, improved air service, utilizing new technologies, improvement of retail business, EDO, attracting new business, improved business services, sewage treatment improvement, expand Chamber of Commerce, and improved coordination.*

### ***Strengths***

- Utilities (2)
  - Central location (2)
  - Transportation / airport (2)
  - Infrastructure
  - Excellent City council and staff
  - Up-to-date
  - Willingness to support each other
  - Shopping local
- 

### ***Improvements***

- Better air service (2)
  - Economic Development Officer (E.D.O.) or board (2)
  - Downtown theme
  - Take advantage of new technology
  - Improve retail businesses and service
  - Stop people moving from one place to another
  - Keep up-to-date
  - New business
  - Improve business services
  - Expand primary treatment (sewage) facility
  - Expand Chamber of Commerce building and equipment
  - Assist DBA
  - Coordination between landlords, businesses, council to clean-up, advertise and entice community
-

## Section 9: Communication & Connectivity

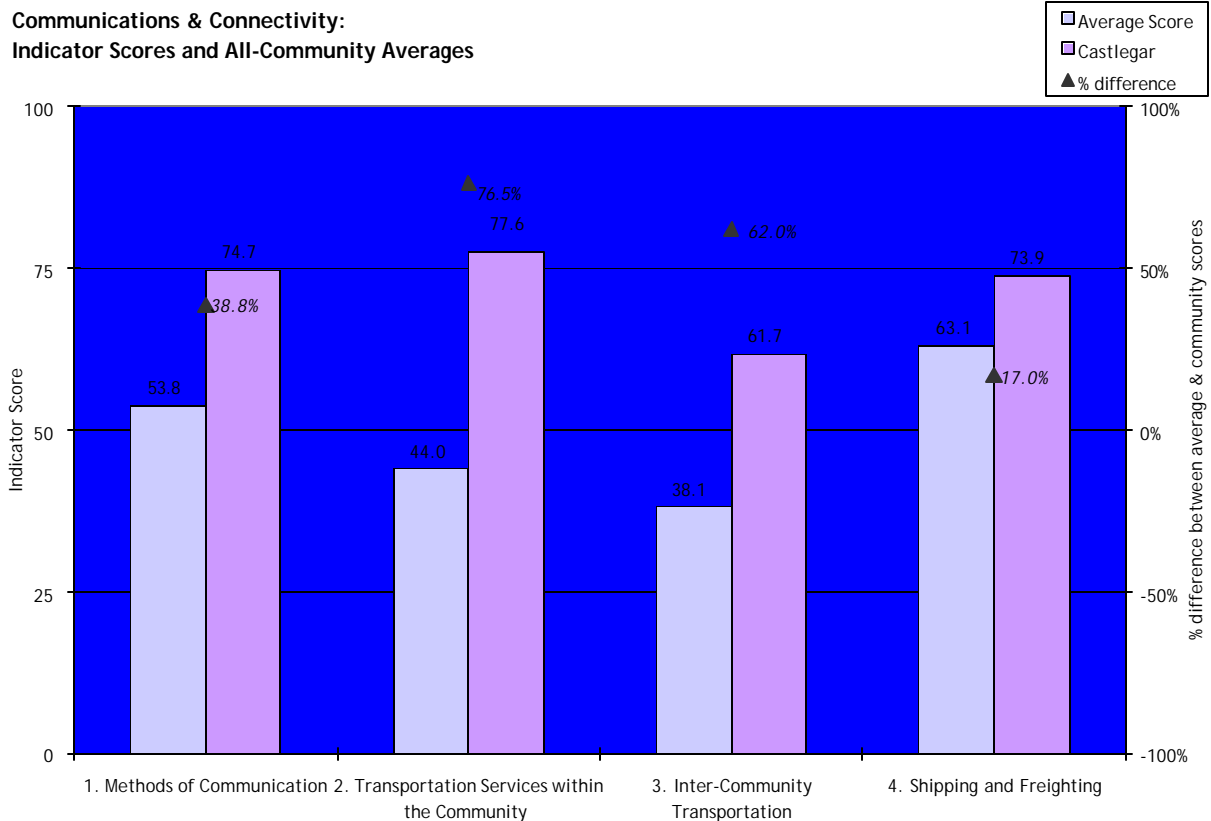
*The ability of businesses to connect with each other and with outside markets.*

### Community Comparisons, Indicators and Questions

In comparison to the distribution of scores of other BVI communities, Castlegar scored *extremely high* on the *Communications & Connectivity* section. According to quantitative data, Castlegar scored 45% above the all-community average, indicating a specific area of strength (See Appendix C).

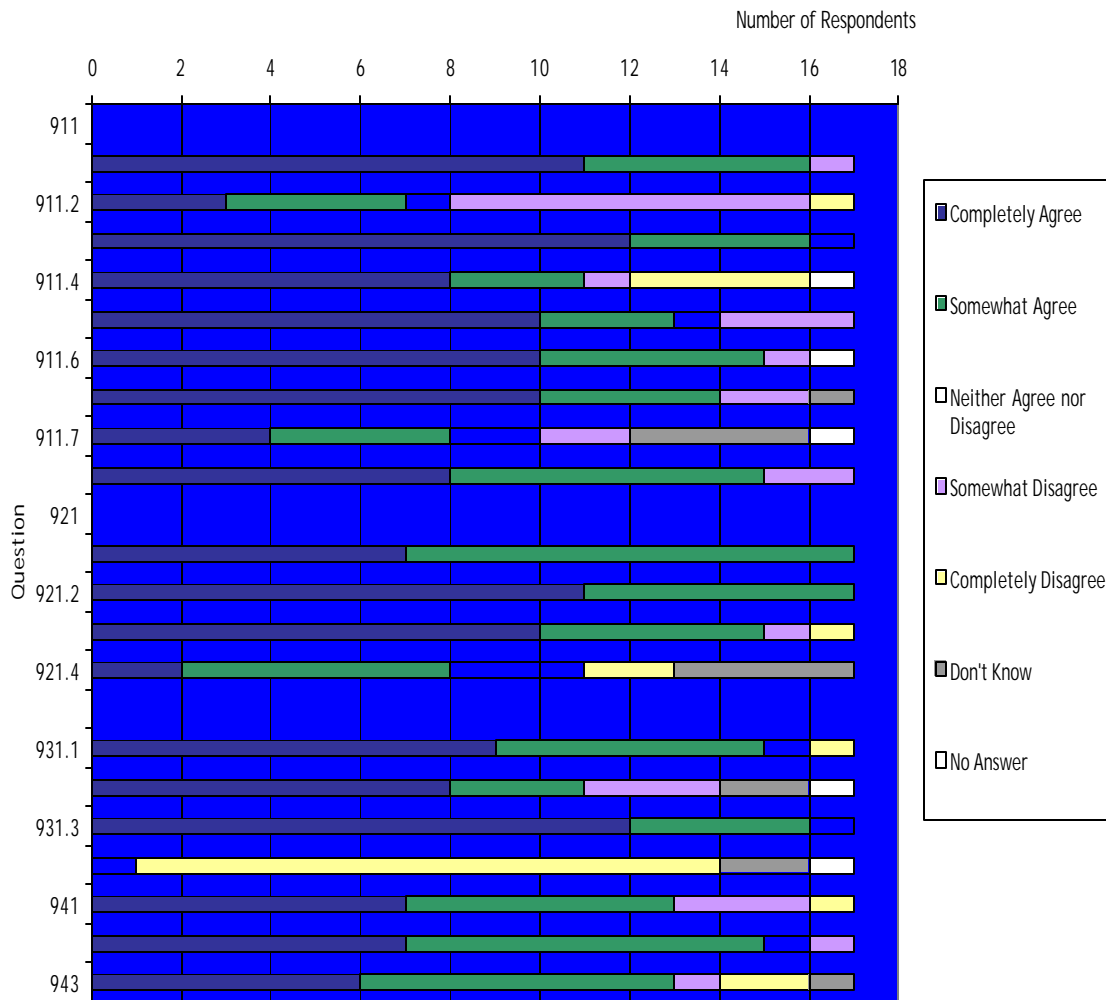
The BVI further breaks down the section entitled, *Communications & Connectivity*, into four indicators including, *Methods of Communication*, *Transportation Services within the Community*, *Inter-Community Transportation*, and *Shipping & Freightling*. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Castlegar scored well *above average* on all of the indicators in this section including, *Methods of Communication* (+ 39%), *Transportation Services within the Community* (+ 78%), *Inter-Community Transportation* (+ 62%), and *Shipping & Freightling* (+ 17%).

Communications & Connectivity:  
Indicator Scores and All-Community Averages



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:	<b>Communications are comparable to other communities. A lack of communications leads to an inability for businesses to compete effectively with outside markets</b>				
		1	Word of mouth		88	97	+25
		2	Local Newspaper		50	97	-18
		3	Local radio		91	14	+120
		4	Overnight express mail service (nationally)		63	28	+22
		5	Mobile phone		79	6	+59
		6	Basic Internet Services		84	70	+8
		7	Fast or High-Speed Internet Services		81	24	+104
		8	Video conferencing capabilities		54	49	+87
			912 Quality communication services (phone, fax, high speed Internet) are affordable to business	<b>Financial barriers to being technologically competent, even if desire is there?</b>	81	47	+15
9.2 Transportation Services within community	<b>Customers and products move throughout the community</b>	921 The following transportation services are available within the community:	<b>Customers and products move throughout the community</b>				
		1	Public transportation		85	42	+103
		2	Taxi service		91	43	+109
		3	Special transportation services (i.e. seniors, people with disabilities)		82	47	+73
		4	Car-pooling system (i.e. park and ride, car co-op)		50	21	+134
9.3 Inter-community Transportation	<b>Customers and products move between markets in different communities</b>	931 The following transportation services are available between communities:	<b>Customers and products move between markets in different communities</b>				
		1	Bus (i.e. Greyhound)		82	21	+293
		2	Air (private)		68	45	+50
		3	Air (commercial)		91	73	+25
		4	Train		3	23	-87
9.4 Shipping & Freightage	<b>Businesses access outside markets, moving goods and services into or out of community, at a reasonable cost</b>	941 Main transportation and shipping routes between communities are safe, well maintained and well serviced.	<b>Reliability of shipping routes in all seasons</b>	72	64	+12	
		942 Regular & frequent shipping to major centres is available.	<b>Frequency of shipping, leading to better competitiveness</b>	81	68	+20	
		943 Shipping and freight services into and out of the community are affordable to businesses.	<b>Affordability of shipping</b>	69	61	+13	

### Communication & Connectivity: Distribution by Question



An examination of questions according to distribution of response reveals that questions 921.1 and 921.2 were the most agreed upon in this section. More specifically, questions stated, *The following transportation services are available within the community: word of mouth* (921.1), and *fast or high speed internet services* (921.2).

Also according to distribution of response, questions in which respondents disagreed most were questions 911.2 and 931.4. More specifically, question 911.2 stated, *The following communications methods are available: local newspaper*. Question 931.4 stated, *The following transportation services are available within the city: train*.

## 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 *high speed internet, word-of-mouth networking, the radio station, and the Chamber of Commerce*. Directions for improvement included *the daily newspaper, improved / affordable telecommunications, increased community participation, improved information flow, grassroots planning initiatives, openness from civic officials, and positive communication / attitudes*.

### **Strengths**

- High speed internet (3)
  - Word of mouth (2)
  - Well listened to radio station (2)
  - Chamber of Commerce (2)
  - Open council meetings
  - Meetings and news releases for important events
  - Central location
- 

### **Improvements**

- Daily newspaper (3)
  - Fiber optics / Affordable access to larger bandwidth (2)
  - Improve community participation / more community events
  - Improve flow of information
  - Planning initiatives from ‘top to bottom’
  - Openness from civic officials
  - Positive communication and attitudes
-

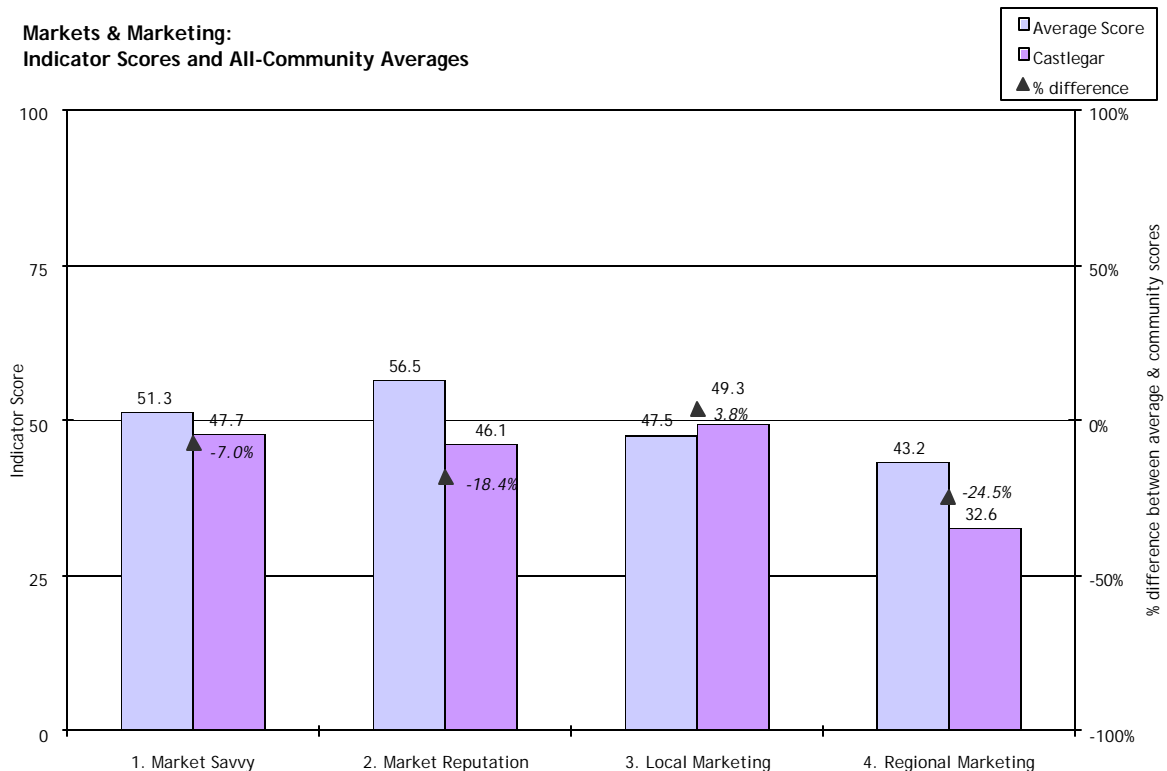
## Section 10: Markets & Marketing

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

### Community Comparisons, Indicators and Questions

In comparison to the distribution of scores of other BVI communities, Castlegar *scored medium to low* on the *Markets & Marketing* section. According to quantitative data, Castlegar *scored 12% below* the all-community average, indicating a potential area of concern (See Appendix C).

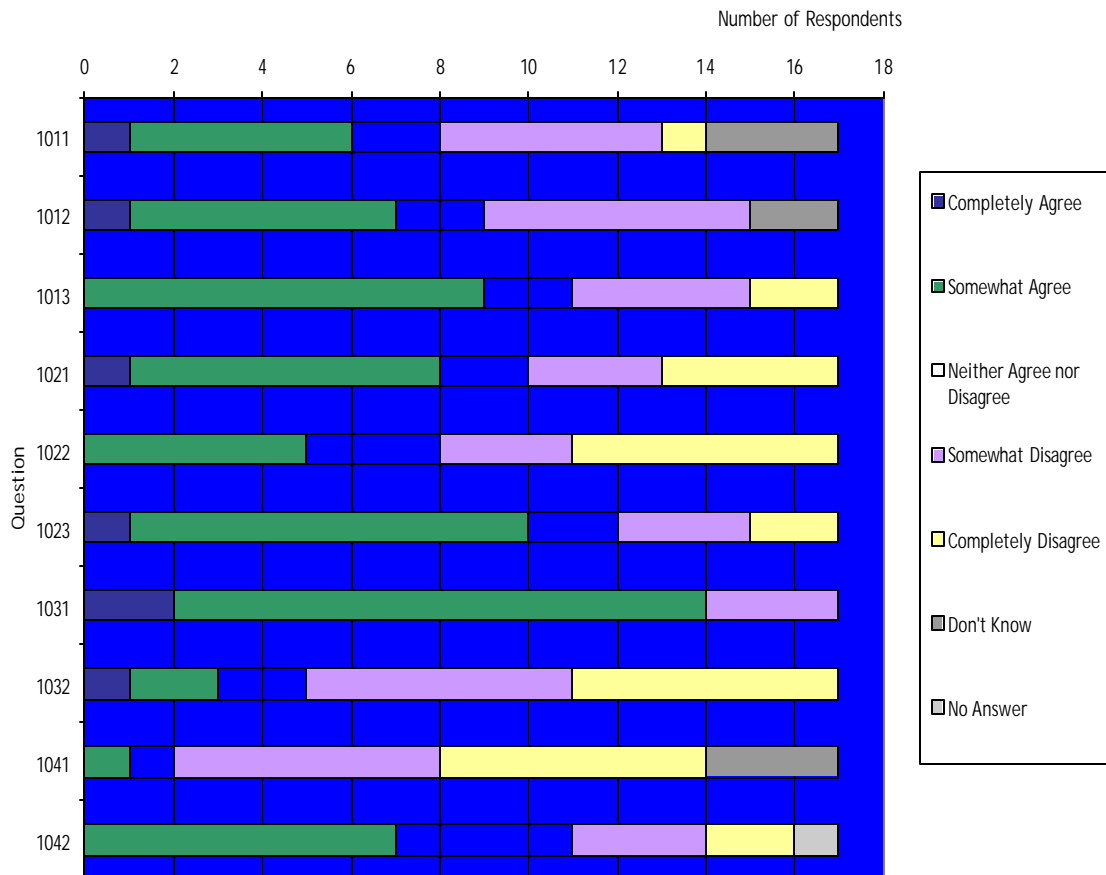
The BVI further breaks down the section entitled, *Markets & Marketing* into four indicators including, *Market Savvy*, *Market Reputation*, *Local Marketing*, and *Regional Marketing*. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Castlegar *scored slightly above average* on the indicator *Local Marketing* (+ 4%). The remaining indicators *scored below average* including *Market Savvy* (- 7%), *Market Reputation* (- 18%), and *Regional Marketing* (- 25%), highlighting potential areas of concern.





Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
10.1 Market Savvy	<b>Ability of business to anticipate and adapt to changes in market trends and demands</b>	1011 Businesses have a good understanding of their customers and their purchasing behavior.	<b>Awareness of market demands and trends, enabling business to adapt to demands</b>	43	57	-24
		1012 Business people have knowledge and an awareness of the global economy and market trends, and its relevance to local markets	<b>Anticipation of trends and changes, &amp; adaptation of local business activities to accommodate them</b>	48	49	-2
		1013 Local businesses demonstrate creativity and innovation in seeking new customers, both locally and outside of the area.	<b>Ability to adapt marketing strategies to maintain and expand customer/client pool</b>	51	51	-1
10.3 Market Reputation	<b>The potential to attract business and clients to local area</b>	1021 The community has a reputation for quality products and/or services.	<b>Potential to build on markets, and attract new markets &amp; business relationships</b>	47	51	-8
		1022 The community has a distinctive or unique brand or marketing image.	<b>A clear image that potential markets can easily recognize</b>	35	39	-11
		1023 People from outside the community see it as a desirable place to live and visit.	<b>Potential for bringing in visitors and new businesses</b>	56	71	-21
10.5 Local Marketing	<b>Ability to capture and keep local customers/markets, thus keeping local \$ in the community</b>	1031 Products and services are reasonably priced in comparison to regional, and big city competitors.	<b>Competitive pricing which encourages local purchasing behavior</b>	69	56	+23
		1032 People prefer to purchase local products and services before those from out-of-area.	<b>Community support of local businesses</b>	29	41	-29
10.6 Regional Marketing	<b>Ability to access and capture outside markets, bringing wealth into the community</b>	1041 Businesses in the community /region market their products and services as a group.	<b>Competitors recognize value of working together to achieve greater results than what is possible through individual efforts</b>	17	29	-42
		1042 Locally developed goods and services are marketed and sold both in the community and in other regions.	<b>Presence of businesses that are linked to outside markets, thus bringing \$ into the community</b>	48	57	-16

### Markets & Marketing: Distribution by Question



An examination of questions according to distribution of response reveals that questions 1023 and 1031 were 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 and visit*, and Question 1031 stated, *Products and services are reasonably priced in comparison to regional, and big city competitors*.

Also, according to distribution of response, questions in which respondents disagree most were questions 1032 and 1041. More specifically, Question 1032 stated, *People prefer to purchase local products and services before those from out-of-area*, and question 1041 stated, *Businesses in the community / region jointly market their products and services as a group*.

## 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 *central location, accessible courses, links to local tourist loop, Chamber of Commerce, and forestry*. Directions for improvement included *the development and marketing of a community identity, an EDO, responsive training opportunities, improved commercial sign by-laws, improved city entrance, increased community involvement, trades education, shop local, attraction of tourists and dependency on local large employers*.

### **Strengths**

- Central location (4)
  - Courses readily available
  - Selkirk loop initiatives (link to other communities on the loop)
  - Chamber of Commerce and other tourist-based organizations
  - Forestry industry
- 

### **Improvements**

- Develop and market community identity (5)
  - Economic Development Officer (2)
  - Connect training opportunities with need
  - Improve commercial sign by-laws
  - Improve entrance to City
  - Get business community more involved
  - Attract tourists based on Olympic strategy of ‘Legacy Now’
  - Trained workers (retraining)
  - Shop local campaign
  - Decrease dependency on Cominco, Pope & Talbot, and Celgar
-

## Appendix A: 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 value<sup>6</sup>*
- *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.

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

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.

$$TOTAL POSSIBLE (raw) = (Total possible score per question (i.e. A=4)) \times (\# of respondents)$$

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

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

---

<sup>6</sup> “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.

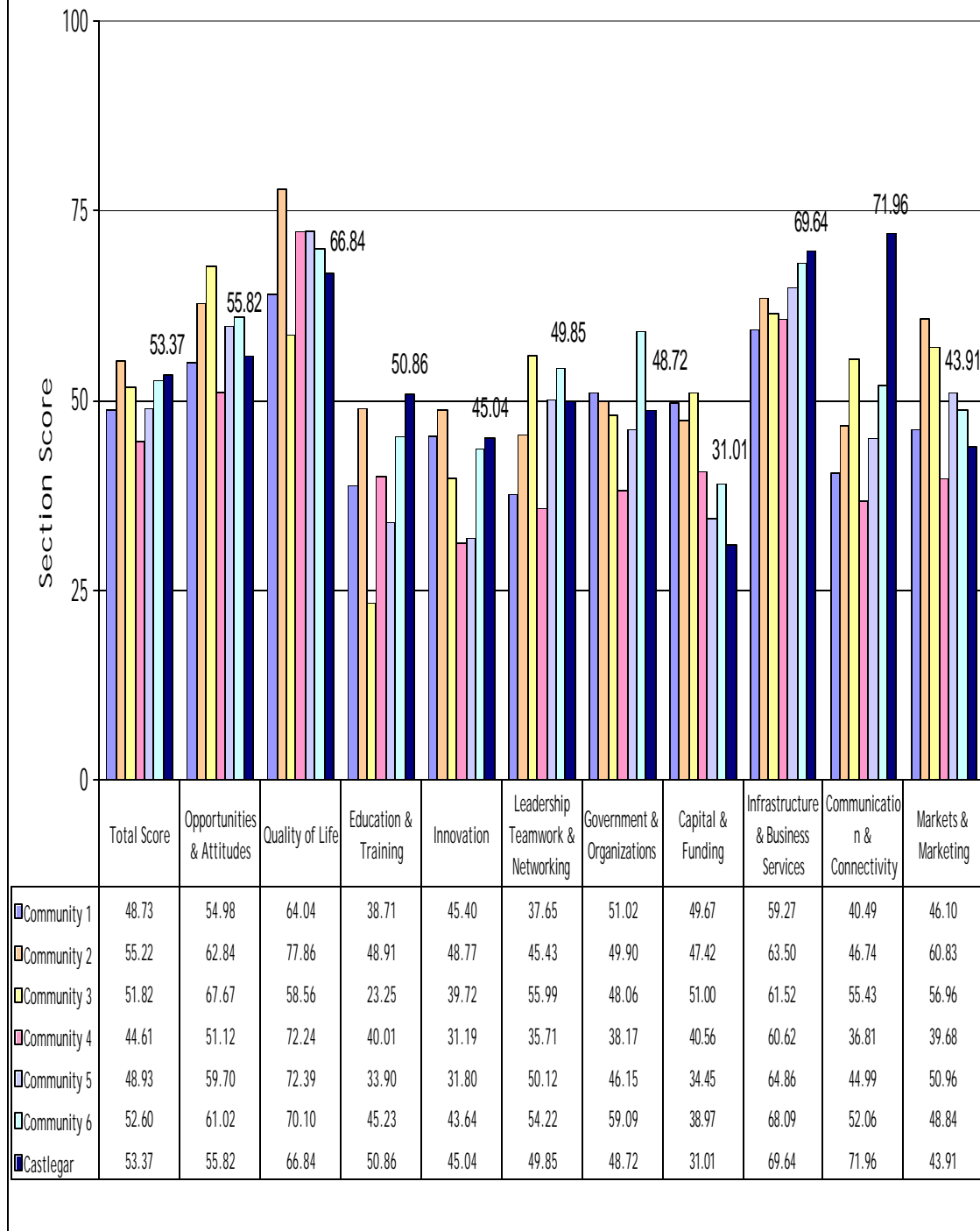
- *H1 = Question is not valid*
  - *H2 = Question is not understood/not clearly written*
  - *H3 = Lack of knowledge on part of respondent*
16. Section, Indicator Area, and Question scores were imported into another excel file to compare community results with results of other communities. Total graphs (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 B. Gut Check 10

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.

#	Question	Score	Average	Difference (%)
112	The community is facing an economic crisis or a significant economic opportunity.	82	84	-2
232	Young adults (25-34) consider the community a desirable place to live.	40	48	-17
241	Successful businesses want to remain in the community	87	80	+9
334	The education and business communities work together to provide convenient training.	46	39	+18
344	Citizens are motivated to learn new skills and to develop existing ones.	35	46	-24
612	The governing body is committed to recruiting or attracting businesses to the community, and may use strategies or incentives to do so.	49	46	+6
613	The governing body is committed to helping existing businesses or creating new businesses through policy and action.	49	42	+16
1022	The community has a distinctive or unique brand or marketing image.	35	39	-11
1023	People from outside the community see it as a desirable place to live and visit.	56	71	-21
1032	People prefer to purchase local products and services before those from out-of-area.	29	41	-29

### Appendix C. Castlegar Scores Compared to Other BVI Communities





#	Appendix D: Highest Scoring Questions	Score
213	There is an educational organization in the area that offers post-secondary programs and continuing education opportunities.	94
713.1	Banks	94
713.2	Credit Unions	94
911.3	Local Radio	91
921.2	Taxi Service	91
931.3	Bus	91
235	The community is a safe place to live.	90
911.1	Word of Mouth	88
234	There are many high quality recreational opportunities in the area (i.e. Ski hills, lakes, hiking trails, parks).	87
812	Parking near core business areas is accessible and convenient.	87
241	Successful businesses want to remain in the community.	87
212	There are quality elementary and secondary schools in the community.	85
822.2	Insurance	85
921.1	Public Transportation	85
822.1	Banking	84
831	Existing infrastructure (i.e. Power, water) is good quality, well maintained, serviced, and modern.	84
911.6	Basic Internet Services	84
112	The community is facing an economic crisis or a significant economic opportunity.	82
822.6	Accounting	82
921.3	Special Transportation Services (i.e. Seniors, People with disabilities)	82
931.1	Air (commercial)	82

832	The planning of new physical infrastructure (i.e. Roads, power, and sewage) considers business needs.	81
841	A variety of real estate is available to accommodate business expansion, attraction, or creation.	81
912	Quality communication services (phone, fax, high speed internet) are affordable to business.	81
942	Regular & frequent shipping to major centres is available.	81
911.7	Fast or High speed Internet services	81
911.5	Mobile phone	79
822.3	Freighting	79
231	The community is physically beautiful, and environmentally safe (i.e. pollution, water quality).	78
311.8	continuing education	78
822.4	Legal	78
311.2	Business plan development	76
331	There is an organization through which training and educational programs/opportunities can be offered.	76
251	Quality residential real estate opportunities (both purchase and rental) are available and affordable.	75
412	There are libraries or resource facilities that carry information on business development, market trends, new technologies, policies, and networks.	75
713.3	Development Organizations (i.e. BDC, CFDC)	74
611	The governing body (city council, village council, or area director) recognizes that businesses are important and valuable for community development.	74
311.9	college or university	73
242	Individuals are capable of persevering and being committed to their business, remaining in the community even during hard economic times.	72
311.5	Computer training	72
941	Main transportation and shipping routes between communities are safe, well-maintained and well-serviced.	72

#	Appendix E: Lowest Scoring Questions	Score
931.4	Train	3
721	Business capital is available to anyone committed to a venture, regardless of credit history or any other factors	3
731.2	Angel	16
731.4	Revolving Loan Funds (i.e. peer or group lending)	16
1041	Businesses in the community /region jointly market their products and services	17
811	There is a vibrant, active downtown area or community core.	19
322	There is an entrepreneurial development program for elementary and secondary school students (K-12).	20
722	People who are interested in expanding or starting a business are skilled in raising funds	21
711	Lenders are willing to take chances based on individual character and good business ideas	23
712	Lenders and investors understand entrepreneurs' needs and have programs to address those needs.	23
431	Businesses that do research or research facilities are geographically concentrated (clustered) and interact with each other.	24
432	Skilled and knowledgeable scientists and researchers do academic and/or practical work in my community or region (Not necessarily about the region).	25
442	Research that is being done in the community or region is relevant to the business community's needs and interests.	27
1032	People prefer to purchase local products and services before those from out-of-area.	29
641	Business development programs are effective and efficient, and do not duplicate each other.	30
644	Successful programs are repeated, reproduced, and further developed.	30

433	There are formal and informal forums (Conferences, Workshops) on technology and technology applications	32
642	Business programs are offered in a well-known and accessible location.	34
344	Citizens are motivated to learn new skills and to develop existing ones.	35
731.1	Equity (investments)	35
1022	The community has a distinctive or unique brand or marketing image	35
723	Businesses have a firm understanding of financial management (cash flow, reading financial statements).	36
643	Staff members delivering programs are knowledgeable, competent and approachable.	37
631	There is a recognized organization or individual available to assist people identify, assess, expand and/or create business opportunities.	37
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.	38
221	High quality events (i.e. festivals, concerts, movies) catering to a range of ages take place regularly in or close to the community.	39
232	Young adults (25-34) consider the community a desirable place to live.	40
421	Business people & entrepreneurs are aware of and knowledgeable about new and innovative technologies, & are eager to further their knowledge.	40
531	There are opportunities for leadership training and development for individuals of all ages and interests (i.e. professionals, youth).	40
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.	42
441	Businesses use innovative technology, practices, and research.	42

#	Appendix F: Highest number of don't know responses	Score
731.2	Angel	12
731.4	Revolving Loan Funds (I.e. peer or group lending)	12
322	There is an entrepreneurial development program for elementary and secondary school students (K-12).	8
731.1	Equity (investments)	8
432	Skilled and knowledgeable scientists and researchers do academic and/or practical work in my community or region (Not necessarily about the region).	7
641	Business development programs are effective and efficient, and do not duplicate each other.	7
431	Businesses that do research or research facilities are geographically concentrated (clustered) and interact with each other.	6
442	Research that is being done in the community or region is relevant to the business community's needs and interests.	6
711	Lenders are willing to take chances based on individual character and good business ideas	6
712	Lenders and investors understand entrepreneurs' needs and have programs to address those needs.	6
721	Business capital is available to anyone committed to a venture, regardless of credit history or any other factors	6
643	Staff members delivering programs are knowledgeable, competent and approachable.	5
644	Successful programs are repeated, reproduced, and further developed.	5
731.3	Grants	5
731.7	Loans \$200,000 and above	5
731.5	Micro Loans (up to \$5,000)	4
731.6	Loans \$5,000 to \$200,000	4
911.7	Video Conferencing Capabilities	4
921.4	Carpooling system	4

## Appendix G. Phase 1 Session Attendance

Name	Affiliation / Business	Phone	Email
Crystal Johnson	Hawk Employment Services	365-0960	<a href="mailto:crystal@hawkemployment.ca">crystal@hawkemployment.ca</a>
Leni Normington	Ashland Training Centre	365-0966	<a href="mailto:atc@ashlandtrn.com">atc@ashlandtrn.com</a>
Deb McIntosh	City of Castlegar	365-6440	<a href="mailto:stationmuseum@shaw.ca">stationmuseum@shaw.ca</a>
Russ Hearne	Adrew Sheret Ltd.	365-2597	<a href="mailto:russ@sheret.com">russ@sheret.com</a>
Ron Armbruster	City of Castlegar / Air Canada Jazz	365-5525 (w)	<a href="mailto:aliron@shaw.ca">aliron@shaw.ca</a>
Mike O'Conner	City of Castlegar	365-7227	<a href="mailto:moc@telus.net">moc@telus.net</a>
Chris Bell	Basin Business Advocates Program	365-9960	<a href="mailto:Cbell.bba@shaw.ca">Cbell.bba@shaw.ca</a>
Bernie Krueckl	Krueckl Financial Services	365-7777	<a href="mailto:Bernie@kruecklfinancial.com">Bernie@kruecklfinancial.com</a>
Marlene Krueckl	Krueckl Financial Services	365-7777	<a href="mailto:Bernie@kruecklfinancial.com">Bernie@kruecklfinancial.com</a>
Dennis Gerein	BKR Radio	365-7600	<a href="mailto:dg@bkradio.com">dg@bkradio.com</a>
Bob Pakula	City Council	365-8197 / 365-7227 (w)	<a href="mailto:rspakula@shaw.ca">rspakula@shaw.ca</a>
Jim Noad	Business	365-7370	
Suzanne Noad	Business	365-7370	
Margeaux Bauman	Business	365-8008 (w)	<a href="mailto:margeaux@telus.net">margeaux@telus.net</a> / <a href="mailto:kv.wc@shawbiz.ca">kv.wc@shawbiz.ca</a>

## Appendix H. Difference between Castlegar and BVI Community Average

Section	Indicator Area	Average Score	Castlegar	% difference
<b>Opportunities &amp; Attitudes</b>	1. Embracing Opportunity	63.7	56.4	-11
	2. Entrepreneurial Mindset	66.5	53.7	-19
	3. Motivated workforce	46.8	57.4	23
<b>Quality of Life</b>	1. Health & Education	70.9	76.5	8
	2. Arts & Culture	61.4	43.7	-29
	3. Lifestyle Opportunities	73.3	67.8	-7
	4. Commitment to Business	76.6	79.3	4
	5. Daily Services	58.8	66.9	14
<b>Education &amp; Training</b>	1. Ongoing Skills & Personal Development	43.5	64.7	49
	2. Entrepreneurial Development	30.8	37.0	20
	3. Access to Business Training	43.3	55.7	29
	4. Effectiveness & Quality of Training	43.3	46.1	6
<b>Innovation</b>	1. Information Access	56.4	70.4	25
	2. Attitude towards Innovation	51.6	47.5	-8
	3. Innovation in the Community	20.1	27.1	35
	4. Application of Innovation	35.1	35.2	0.1
<b>Leadership Teamwork &amp; Networking</b>	1. Community Leadership & Teamwork	50.9	52.7	4
	2. Networking & Communication	51.1	50.7	-1
	3. Leadership Development Opportunities	38.2	46.3	21
	4. Attitudes towards Community Cooperation	47.8	49.6	4

<b>Role of Government &amp; Organizations</b>	1. Governing Body's Attitude towards Business	51.5	56.9	10
	2. Government Assistance and Processes	48.5	56.0	16
	3. Availability of Business Development Support & Programs	50.0	49.5	-1
	4. Delivery of Business Development Support & Programs	39.5	32.5	-18
<b>Capital &amp; Funding</b>	1. Lenders' Ability to Understand and Work with Entrepreneurs	52.1	25.8	-51
	2. Businesses' Access to & Management of Capital	30.8	26.1	-15
	3. Types of Capital	36.9	41.2	12
<b>Entrepreneurial Infrastructure &amp; Business Services</b>	1. Presence of a Business Core (Cluster)	64.1	52.9	-17
	2. Existence of Business Services	61.7	73.8	20
	3. Adequacy of Utilities for Business	59.5	76.8	29
	4. Availability of Business Space	53.2	75.0	41
<b>Communication &amp; Connectivity</b>	1. Methods of Communication	53.8	74.7	39
	2. Transportation Services within the Community	44.0	77.6	77
	3. Inter-Community Transportation	38.1	61.7	62
	4. Shipping and Freightage	63.1	73.9	17
<b>Markets &amp; Marketing</b>	1. Market Savvy	51.3	47.7	-7
	2. Market Reputation	56.5	46.1	-18
	3. Local Marketing	47.5	49.3	4
	4. Regional Marketing	43.2	32.6	-24

Note: Highlighted indicators represent significant<sup>7</sup> positive and negative differences.

<sup>7</sup> Significant defined as at least 20% difference.





## Appendix I. List of BVI Communities to Date

- Pemberton, BC
- Creston, BC
- Harrop Proctor, BC
- Nakusp, BC
- New Denver / Silverton, BC
- Grand Forks, BC
- Castlegar, BC
- Cache Creek, BC
- McBride, BC



## Appendix J. 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.

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### **BVI Principles**

- o Communities know best
- o Communities must harness their untapped human resources & energy
- o Communities must become more self-reliant
- o Small steps/actions to build capacity are recommended
- o Process is better when it’s inclusive
- o 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:

- o Hold an opportunity identification session (primarily for youth)
- o Develop and implement a Buy Local program
- o Create a community foundation
- o 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.