



## SUB-REGIONAL REPORT ON BUSINESS VITALITY IN THE EAST KOOTENAY

Prepared by the Centre for Innovative and Entrepreneurial Leadership for the Foundations of the Economy Project of the Kootenay Rockies Regional Economic Alliance  
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### Introduction

As part of the Foundations of the Economy project of the Kootenay Rockies Regional Economic Alliance (KRREA), The Centre for Innovative and Entrepreneurial Leadership (CIEL) was asked to conduct a modified Business Vitality Initiative (BVI) for each of five sub-regions of the East Kootenay, and for the East Kootenay as a whole.

The BVI – a process created by CIEL - helps communities to assess their capacity to work with and support entrepreneurs, and to foster small business growth. Typically, the BVI measures the perceptions of community leaders, business people and citizens about the current business environment in their community and compares the results to an average of other communities to determine possible short and long term actions the community can undertake to improve its

business friendliness <sup>1</sup>. For the Foundations of the Economy project, the BVI was modified in the following ways:

- Use of BVI for the purposes of assessment at the:
  - regional (East Kootenay) and
  - area or sub-regional levels (typically, the BVI assesses at a community level only)
- An assessment phase only (typically, the BVI has a community-driven focus and action phase)
- Greater emphasis on businesses, business and economic leaders (less emphasis on political leaders and citizen participation)
- More emphasis on identifying key economic drivers and opportunities
- Consultation with the KRREA Board on modification of questionnaire and process
- Reliance on KRREA and KRREA Board to identify and invite participants
- Online BVI survey to supplement in-person BVI<sup>2</sup>
- BVI focus groups (from each of the 5 area meetings) were incorporated into the process and results from the lead Foundations of the Economy project team

In the BVI project described here, the participants were chosen by KRREA and were asked to indicate the area of the East Kootenay region in which they live and/or work. The five areas are:

- Elk Valley (Fernie, Sparwood, Elkford and RDEK areas A and B)
- Kimberley-Cranbrook (Kimberley, Cranbrook, and RDEK areas C and E)
- Creston Valley (Creston and RDEK areas B, East C, and A)
- Columbia Valley (Radium, Invermere, Canal Flats and RDEK areas F and G)
- Golden (Golden and CSRD area A south)

The analysis of the BVI results contained in this document is somewhat different from that which we would usually offer for reasons explained above, and also because we were provided with very small samples sizes, as follows:

Elk Valley: 10 responses

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<sup>1</sup> The normal BVI process surveys a variety of community members while also maximizing the information from local business people. For this reason, community sponsors, which typically include city councils and economic development offices, are encouraged to sample communities at certain ratios: 50% business people, 25% local leaders, and 25% citizens (representing a wide range of interests, ages, and perspectives in the community). Upon selection, these participants are asked to take part in a BVI focus group session, fill out the BVI questionnaire, read the resulting analysis provided by CIEL, and then attend a further meeting to make plans to improve the business-friendliness of the community. In the KRREA project, the focus was on the initial meeting and on the questionnaire.

<sup>2</sup> On-line availability of survey for more than 2 months with offer of prizes for completion of the survey.

Kimberley-Cranbrook: 12  
Creston: 11  
Columbia Valley: 6  
Golden: 7

The responses reported in this document should be read with those small numbers in mind.

## The BVI Questionnaire

The BVI questionnaire consists of three parts:

### 1. Demographic information

This asks the participants for details about themselves and their role in the community. Normally we graph this information and comment on it, but have not done so in this report because of the small numbers of participants.

### 2. Multiple choice questions

This is the bulk of the survey. It asks participants to rate their perceptions on a wide variety of matters relevant to business vitality. This part of the questionnaire is divided into ten sections:

- A. Opportunities and Attitudes:** The ability of a community to recognize, take action on, and follow through on available opportunities.
- B. Quality of Life:** The ability of the community to attract and retain businesses and residents, especially young, skilled workers.
- C. Education and Training:** The ability to develop entrepreneurship skills & attitudes in the non-business population, and to upgrade skills in the business community to remain competitive in larger markets.
- D. Innovation:** – The ability of a community and its residents to innovate-- to 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.
- E. Leadership, Teamwork, and Networking:** - The capacity of a community to take action on an idea or opportunity as a whole group, with good leadership, effective teamwork, and clear communication.
- F. Role of Government and Organizations:** The 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.
- G. Capital and Funding:** – The ability of the community to financially support entrepreneurs through ensuring access to capital, and educating businesses about financial management and supports.

**H. Infrastructure and Business Services:** – The ability to provide necessary and high quality support services and infrastructure to business at reasonable costs, allowing businesses to be as competitive as possible.

**I. Communication and Connectivity:** - The ability of businesses to connect with each other and with outside markets.

**J. Markets and Marketing:** – The ability of business to capture and expand markets, both locally, regionally, and outside the region, thus keeping and building local wealth.

CIEL asked participants to answer the questions as they pertained to their local area, not the East Kootenay as a whole. For the numerical results from the multiple-choice part of the questionnaire, see the section beginning on page 13.

### 3. Written answers

Respondents were asked to give written answers to four basic questions and to respond to questions pertaining to each of the ten sections of the BVI listed above.

For the four basic questions, the participants were asked to respond twice: once for their area and once for the East Kootenay. Their responses regarding the East Kootenay are contained in the document entitled *Regional Report on Business Vitality*, which is a companion to this report.

## Four Basic Questions about the Region

The four basic questions are as follows:

- What are the two greatest strengths of your area?
- What are the expected top two economic drivers of the economy in your area in the next five years?
- What is an untapped opportunity for collaboration in your area?
- What are the top three things that would improve your area?

The responses are listed below, by community.

### **Question 1: *What are the two greatest strengths of your area?***

#### **Strengths: Columbia valley**

- People (2)
- Proximity to Calgary
- Physical Assets
- Accessibility
- Outdoor recreation
- Strong economic drivers
- Great Outdoors/Environment
- Hot springs
- Location
- Entrepreneurial Opportunities

### **Strengths: Elk Valley**

- Mining (4)
- People (2)
- Lifestyle (2)
- Strong tax base
- Quality of life
- Environment
- Community
- Proximity to Calgary
- Landscape
- Natural surroundings
- The mountain and tourism
- Outdoor recreation
- Community involvement
- Geographic advantages
- Strong pool of talent

### **Strengths: Creston**

- Arts and Culture (4)
- Climate (3)
- Agriculture (2)
- Agricultural beauty
- Friendly
- Volunteerism
- Uniqueness
- Strong community resources (college, library, rec center, radio)
- Willingness to explore creativity/innovation
- Commitment to continue building upon existing successes (physician recruitment, provision of amenities)
- Rural environment
- Natural beauty
- Stable
- Environment
- Sense of Community
- Central

### **Strengths: Golden**

- Trans-Canada Highway (3)
- National Parks (2)
- Tourism (KHMR, backcountry)
- Highway network
- Close to Calgary
- Location and natural amenities
- Community human resources
- Kicking horse mountain resort
- Mountains
- Nice people
- Physical geography

### **Strengths: Kimberley-Cranbrook**

- Quality of life/outdoor recreation (6)
- Natural beauty (4)
- Climate (2)
- Population (2)
- Bill Bennett
- Health care
- Influx of young folks
- Natural resources
- Influx of skilled professionals
- Spirit of the people (entrepreneurs, volunteers)
- People
- Drive to success
- Small town, laid back trustingness

- International airport
- Chamber

**Question 2: *What are the expected top two economic drivers of the economy in your area in the next 5 years?***

**Expected Economic Drivers: Columbia Valley**

- Tourism (7)
- Second home destination (2)
- Construction
- Entrepreneurial opportunity
- Jumbo
- Retail opportunities

**Expected Economic Drivers: Elk Valley**

- Tourism (8)
- Mining (5)
- Resource industries (2)
- Real Estate (2)
- Recreation (2)
- Construction

**Expected Economic Drivers: Creston**

- Tourism (5)
- Agriculture (4)
- Arts and Culture (3)
- Cultural tourism
- Small agribusiness (sustainable)
- Summer residents
- Retirement
- Ecotourism for health/agriculture/recreation
- Transforming from resource base to other knowledge base
- Real Estate
- Existing industries (mills, breweries, etc)
- Land development
- New fringe businesses
- Population growth

**Expected Economic Drivers: Golden**

- Tourism (6)
- Forestry (2)
- Construction - highways
- Resources
- Transportation services
- LP
- KHMR
- Creative minds

**Expected Economic Drivers: Kimberley-Cranbrook**

- Tourism (5)
- Forestry (2)
- Small business (2)
- Conference Centre (2)
- Retirement (2)
- Rockies international airport
- Coal mines
- Growing population

- Mobile businesses
- Mining
- Energy
- Technology
- Real Estate
- Transportation - rail and truck

**Question 3: *What is an untapped opportunity for collaboration in your area?***

**Untapped opportunity for local collaboration: Columbia Valley**

- Partnership with chambers of commerce (Calgary, Edmonton, Regina, Saskatoon, Spokane)
- Regional Marketing
- More regional marketing (skiing/golf)
- Eco Tourism (Music Festival)
- Making partnerships

**Untapped opportunity for local collaboration: Elk Valley**

- Clean industry/manufacturing (green)
- Light industry
- Entrepreneurial and lifestyle migrants
- Industry
- Bringing new innovative businesses (small factories for production of items related to the tourist industry)
- Central volunteering connection
- Tourism

**Untapped opportunity for local collaboration: Creston**

- Tourism Marketing
- Communication
- Arts with business community
- Entrepreneurship
- More connection with town/RDCK and grass roots in real communication.
- Food production
- 100 mile diet concept
- Layering of existing successful events with other events (mtn bike event?)
- New music fest to increase the profile of Creston as a destination)
- Package vacations
- Arts/Culture/Tourism
- Youth

**Untapped opportunity for local collaboration: Golden**

- Government - move to Kicking Horse country (Golden and Area A)

- Rivers - tourism
- Mining
- Social enterprise
- BC national parks connection
- Geothermal power

**Untapped opportunity for local collaboration: Kimberley- Cranbrook**

- Tourism (2)
- Northern access to CRIA airport growth
- Retirement
- Arts and local business
- Destination
- Conference/Exhibition centre
- Joint tourism initiatives (Fernie and Kimberley ski vacations)
- Small manufacturing/light industry
- Business development incubator
- Wellness/social sector education

***Question 4: What are three things that could improve your area?***

**Improvements: Columbia Valley**

- Communication of business initiatives/collaboration
- Work with First Nations communities
- Increase international exposure
- Jumbo Glacier Resort
- Local acceptance and awareness of economic drivers
- Planning/preparedness for growth
- Smart development
- Communication
- Economic Development
- Diversification
- Lower cost of living
- Focus as a region - eliminate us/them attitude
- Better shopping
- Destination marketing partnerships



## **Improvements: Elk Valley**

- More retail choices
- Alberta introducing a sales tax
- Streamlined regulations
- Housing affordability
- Jobs - good paying
- Better communications infrastructure
- More entertainment and arts
- Conference centre, large venue
- Organized events for people to attend
- 4 season operations
- Lifestyle, walking paths
- Population growth catalysts
- Business friendly city hall
- Improved infrastructure
- Innovative services
- Education/health
- More business
- More services (community centres)
- Building facelift! Lots of old run down buildings
- General cleanup of some key buildings/areas
- More services (YMCA, squash courts)
- Ease of integration for young professionals without kids
- More cooperation between various interest groups

## **Improvements: Creston**

- Working together, communication (4)
- Long term planning (2)
- Infrastructure to improve access to higher education
- Development of health and wellness investment
- Investment in businesses based on agricultural and cultural tourism
- Health care
- Education of what we do with technology
- Getting all on the same page in relation to how to move forward on an arts and culture plan
- Better business climate
- Local support
- Arts and culture infrastructure - paid staff, art centre
- Marketing in concerted way
- Youth resources to value their needs and contribute opportunities
- Revitalization of downtown (completion)
- Regular commercial flight from Creston
- More awareness of the excellent high quality food production in the area
- Value added facilities relating to food production

- Develop winter sports
- Develop soft adventure (birding, hiking, fishing)
- More businesses in our downtown, new hotels
- Cross boundary border collaboration and promotion
- Establish and promote a philosophy of "open for business"
- Establishing clear deliverables and milestones within ED and tourism
- More recreational development
- More accommodations (hotel, rv park)
- Better research into new business starts
- Have seen many businesses fail within the first year due to poor initial planning and research
- Work for 24-34 age group
- 42/7 hospital services
- Increase population
- Regional government and business cooperation

### **Improvements: Golden**

- Access (TCH, larger airport near Donald)
- Regional and town government (county system)
- Increase in housing supply
- Highway improvements
- High speed
- Hydro
- Stable electric power
- Other energy (Natural gas)
- Technology and transportation
- Better baseline understanding of how to apply strategic plan to LED
- Better access to infrastructure grant programs
- Digital media infrastructure and education
- Lifestyle attractiveness network
- Connectivity
- Trails, bridges
- Local food production
- Interconnected trail
- Cheap housing

### **Improvements: Kimberley-Cranbrook**

- Fibre-optics and broadband connectivity (4)
- Highway bypass (2)
- Northern access to CRIA
- Leadership renewal
- Cranbrook regressive vote on eastern expansion is opportunity for Kimberley which voted for their expansion
- More affordable housing

- Commuter transit
- Greater variety of recreational businesses
- Airline connections
- Higher education
- Health services
- Community attitude to growth and change
- Retail independence (not need to shop in Calgary)
- Beautification of the man made mess
- Incentives to new businesses to start up
- Environmental initiatives - make us a green hub
- Destination marketing
- Opportunities for youth
- More accommodating bureaucracy
- More resources
- Cohesive approach to business
- Clarity of vision/balancing of values
- Revitalization of Cranbrook
- Sign bylaws
- Bldg bylaws
- More dining opportunities
- Railway overpass
- More jobs
- Reduce pst ( graduated tax)

## Responses to the Multiple-Choice Questions

There are 57 multiple choice questions in the BVI, as described above. Each question and section receives a score out of 100.

### Highest and Lowest Scoring Questions

The scores shown below are the averages from the five East Kootenay areas. It is worth noting that these are the averages of participants across the region commenting on their own local areas, not on the region as a whole. The scores are out of 100.

Highest Scoring Questions	Score
1. Successful businesses want to remain in the area.	83
2. There are plentiful and varying opportunities for involvement (e.g. arts, athletics, politics, church groups).	80
3. There are quality elementary and secondary schools in the area.	73
4. The governing bodies (town councils, regional district) recognize that businesses are important and valuable for the development of the area.	72
5. The area is facing a significant economic opportunity.	71
6. A quality health care facility is accessible, well serviced and within a reasonable distance.	71

7. Young adults (25-34) consider the area to be a desirable place to live.	69
8. Adequate business services (e.g. printing services, computer help, graphic design, etc.) are available	69
9. Informal business communication (word of mouth) is highly effective).	68
10. There are no significant environmental pollution issues here.	68

<b>Lowest Scoring Questions</b>	<b>Score</b>
1. Public transportation within the area is adequate.	29
2. We collaborate and cooperate with neighbouring communities.	36
3. Local regulations, policies, rules, bylaws and zoning are easily understood by business people, making it easy/reasonable for businesses to expand or start up.	36
4. There are formal and informal forums (conferences, workshops, association breakfast meetings) on technology and technology applications.	37
5. Products and services are reasonably priced in comparison to regional and big city competitors	37
6. Businesses in the area /region jointly market their products and services as a group, locally and in other regions.	38
7. Businesses have a firm understanding of financial management (e.g. cash flow, reading financial statements).	38
8. Research done in the area or region is relevant to the area's business needs and interests.	39
9. Local business can access informal investors.	39
10 Quality rental space is available to accommodate business needs.	39

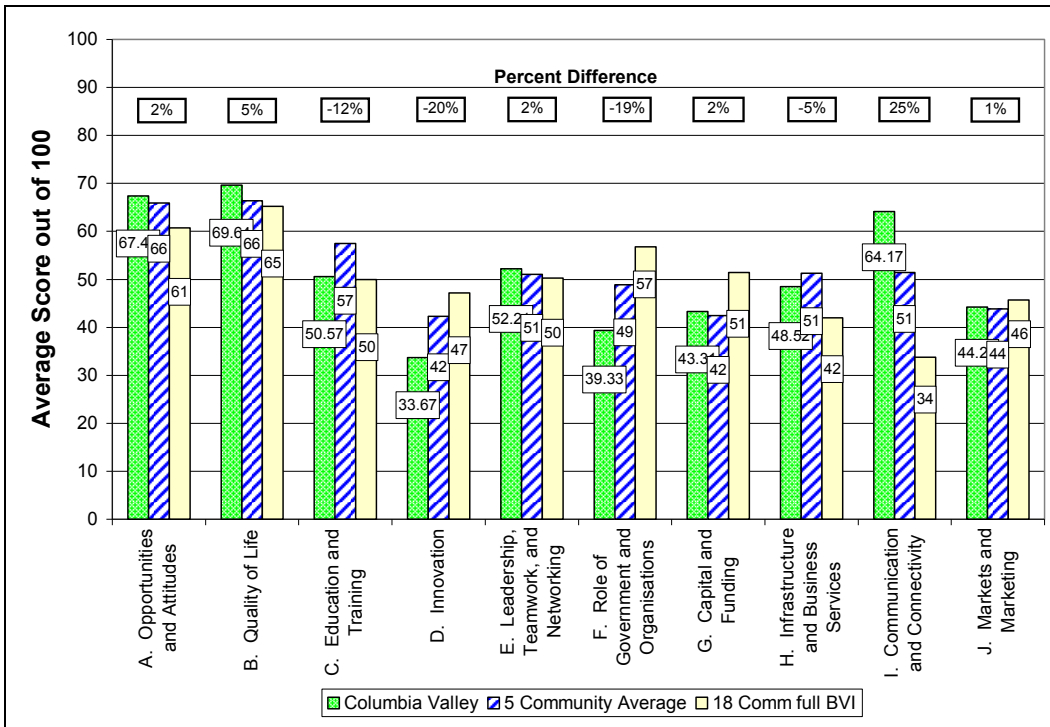
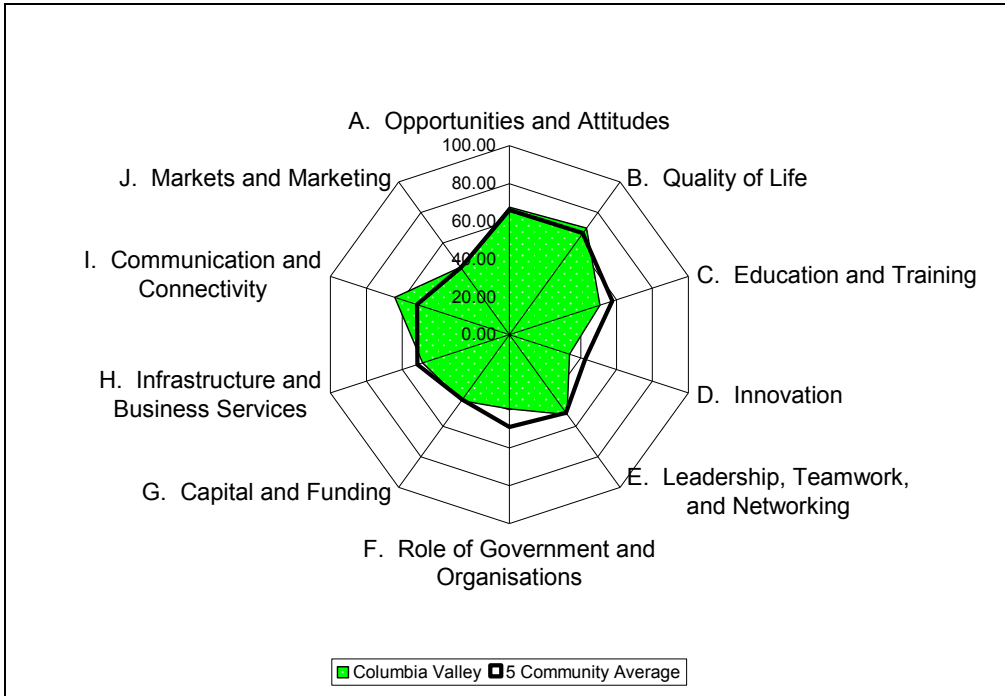
## **Section Scores and Comments for Each Community**

For each of the five communities, this section presents:

- A radial graph showing the scores out of 100 for each of the ten sections of the BVI, compared with the average score for all five East Kootenay communities for that section.
- A bar graph showing the same information as the radial graph plus the average score for the 18 other communities in Canada and Australia that have undertaken the BVI.
- Comments written by the participants in response to that section of the BVI.

Note that we have produced the graphs below because they are a basic part of a typical BVI report. However, very limited conclusions can be drawn from them in this case because of the low numbers of participant responses provided to us.

## Columbia Valley (6 responses provided)<sup>3</sup> Section Scores and Comments



<sup>3</sup> The small sample size means that these graphs should only be used as a supplement to the written responses to the open-ended questions listed elsewhere in this report.

## **A. Opportunities and Attitudes**

*What steps should be taken to improve opportunities and attitudes in the Columbia Valley?*

- Communication amongst stakeholders
- Breaking territorial attitudes and behaviours
- Move from an anti-business/development mindset as the only means of protecting the environment to a progressive and integrated vision of growth and healthy environment
- We need a shift in the way people view progress to include a balance between environ & social & economic benefit

## **B. Quality of Life**

*What steps should be taken to improve quality of life in the Columbia Valley?*

- Quality and affordable staff housing/residential starter homes
- Marketing to 25-34 age range (business lifestyle opportunities)
- Calgary entrepreneurs operating their business from the valley
- Our area is affected by the flux in oil prices
- The cottage industry is non-sustainable going forward, we must shift to a real tourism industry by creating more tourism infrastructure and tourism beds  
Tourists focused on specific attractors create a low impact industry and protect the environment by bounded uses (golf, skiing)
- We tend to operate our groups as a group of individuals rather than collectively
- More community events that attract a wide variety of people
- Sustainable jobs - not just service jobs
- Recognizing the value our youth are to our community-- create opportunity to mentor and develop our next generation
- Provide more residential accommodation that is both affordable and available

## **C. Education and Training**

*What steps should be taken to improve education and training in the Columbia Valley?*

- Partnerships and collaboration between business and education (2)
- The area and the region is too small to support this function locally
- Courses training and seminars in the region should be publicised and encouraged (e.g. Banff school programs).
- Schools are great but post secondary is not really available
- Youth almost exclusively go away for training - not all return
- Get business and Chamber to work harder to offer quality workshops/networking opportunities
- Make a 28 hour workday
- Listen to the students

- Teachers have closed minds here
- Education and training is available, however, attendance and participation is usually not at the highest level

#### **D. Innovation**

*What steps should be taken to improve innovation in the Columbia Valley?*

- The Chambers of Commerce in all centres need to create more opportunity for business dialogue throughout the regions/areas
- An effective KRREA perhaps
- Most research presented in our area exists to support negative views -- innovative, progressive thinking is usually not a community initiative
- Must get local government and business to buy in
- Capacity is an issue we need help
- Remove the fear factor in regards to forward thinking...grow the big picture thinking

#### **E. Leadership, Teamwork, and Networking**

*What steps should be taken to improve leadership, teamwork, and networking the Columbia Valley?*

- Creation of a formal networking body both area/region-- could be accomplished through Chamber cooperation
- Stop electing single issue government representatives.
- Encourage more open-minded candidates for leadership roles (ie. Dee Conklin)
- Leadership, business collaboration and networking exist in the business communities but does not seem to be a community initiative
- Mentoring

#### **F. Role of Government and Organizations**

*What steps should be taken to improve the role of government and organizations in the Columbia Valley?*

- Each area should have an employed Economic Development officer
- Resolve First Nations issues and remove roadblocks to development initiatives and capital investment
- Abolish regional district government
- Invermere council do not make it easy to flourish as an entrepreneur (ie. vacation rentals viewed as strict negative with no upside)
- Giving local government the staff needed to get the work done
- Rural government is strapped-- need grant writers
- Do not allow anyone to hold an elected role for more than 3 terms-- new blood
- Economic development officer position would alleviate this important facet of encouraging investment in our communities, which is now being performed by fragmented organizations

## **G. Capital and Funding**

*What steps should be taken to improve capital and funding in the Columbia Valley?*

- Government, educational institutions, chambers and business need to spend much more time on financial education and training
- Show evidence all levels of government support business initiative and investment and have a real interest in removing existing roadblocks to start-ups Remove uncertainties caused by aboriginal claims
- Money available from Alberta investors
- Tough sell based on seasonality of business with no real community desire to drive initiatives to bridge shoulder seasons
- Have organizations that are open to forward thinking and risk taking with new opportunities that are being developed

## **H. Infrastructure and Business Services**

*What steps should be taken to improve infrastructure and business services in the Columbia Valley?*

- The development of a business centre with one stop shopping that not only caters to local business but attracts business use from centres like Calgary and Edmonton
- Create a more viable economy through developing long range economic growth plans and encouraging provincial and federal funding partnerships
- There is no collaboration or community driven initiatives (ie BRZ etc)-- no collective vision
- We have no investor attraction package-- we all do our own thing
- Have the decision makers actually walk within the community to see where the needs are
- Affordable rental space is limited and needs to be available at lower costs

## **I. Communication and Connectivity**

*What steps should be taken to improve communications and connectivity in the Columbia Valley?*

- Business communication needs to be more accessible and reader friendly
- Partnership with media providers in larger centers
- Break the Telus monopoly on communications infrastructure and encourage competition in broadband infrastructure (ie nanofibre)
- Small community communication strongly exists (coffee shops)
- Nanofibre has done a god job at connecting the valley (fibre and wireless)  
Business folks are tapped when it comes to time
- Shift the power base to the younger demographic (35-50) as long as the (51-70) are in place things will not change



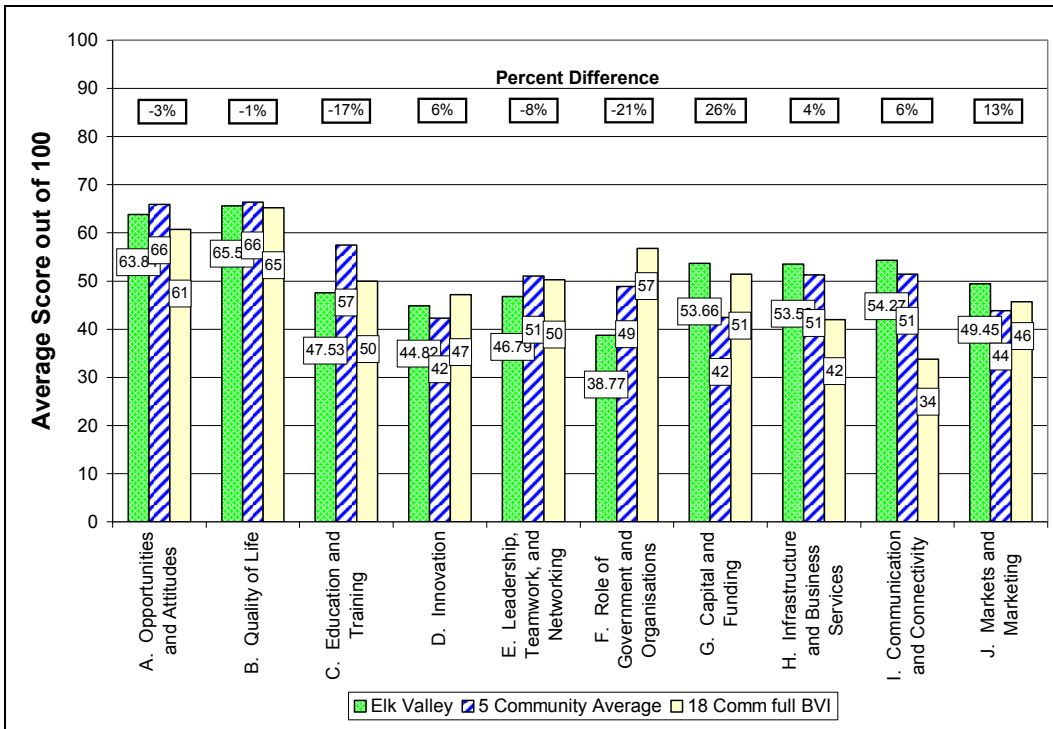
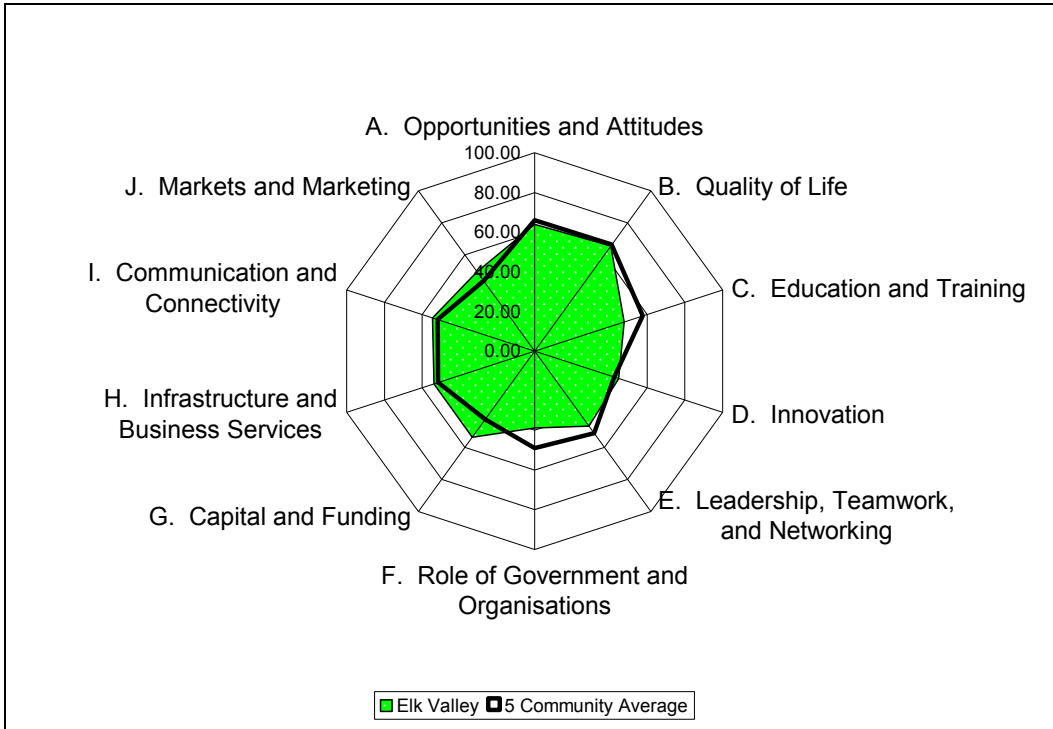
- Invermere/Radium etc...are afraid of change

## **J. Markets and Marketing**

*What steps should be taken to improve markets and marketing in the Columbia Valley?*

- Greater emphasis on joint marketing initiatives
- Marketing the non-obvious (mountains are not the only resource)
- Support Kootenay Rockies marketing efforts of "The Powder Highway" and the region as a summer destination both in Canada and abroad
- Invermere is very popular with knowing people from Alberta - many other have no idea we exist
- No brand
- Attracting business to area = development and is viewed as negative
- We still can't decide on who we are (Columbia Valley, Kootenay Rockies, Windermere valley)
- Come together as one-- we are in the same pot-- we each have our own flavour let's create a delicious soup
- Area's local products and services are not compatible with area's regional services (ie. much higher in cost for comparative value)

## Elk Valley (10 responses provided)<sup>4</sup> Section Scores and Comments



<sup>4</sup> The small sample size means that these graphs should only be used as a supplement to the written responses to the open-ended questions listed elsewhere in this report.

## **A. Opportunities and Attitudes**

*What steps should be taken to improve opportunities and attitudes in the Elk Valley?*

- Foster development of small business ventures through education, tax incentives, etc.
- Community input into what community should look like-- follow through with input to create a liveable community
- Education and access to programs
- Establish prosperity indicators for the communities: school enrolment, E. insurance, population, business license, median family income.
- Improve infrastructure
- Improve business services
- Explore incentives for business
  
- More social networking and programs
- Fernie residency seems to be a prerequisite for community support and perception is of a very insular and non-progressive attitude towards development, to the detriment of growth/diversity and young professionals
- Leadership in economic development Fernie needs a strategy-- clearer rules and regulations concerning development projects - review of the zoning bylaws and occupancy clauses in the OCP

## **B. Quality of Life**

*What steps should be taken to improve quality of life in the Elk Valley?*

- Better transit service for health care visits to Cranbrook
- Continue to listen to needs of residents
- Ability to change plans midstream to accommodate needs
- More entertainment and sports facilities
- More relevant courses, programs, and education
- Larger arts and culture forums
- Establish age in place trails, connectors developments
- Establish highest/fastest internet connectivity
- Need growth to be sustainable
- Business need to be easier to operate here (resources, regulations, incentives)
- Housing needs to be more attainable for those with low incomes
- Because Fernie is a tourist town many residents are only here for 6 months and therefore aren't too interested in joining the community or help bring new things to it
- Improved quality of life would include a more sustainable environment all year round (access to doctors, good restaurants, shopping, community YMCA type facilities with programs for people
- Better access to doctors
- It is tough for non-mining young professionals to establish themselves here
- A good look at the quality and legalizing the rental accommodations available

- Attract more businesses so that young people have opportunities to move up in their trade/profession
- More cooperation between various interest groups in order to get things done

### **C. Education and Training**

*What steps should be taken to improve education and training in the Elk Valley?*

- Secondary schools have been challenged to provide full curriculum for trades and university prep in declining enrolments
- Closer working relationship with college and business community for education opportunities (cross training opportunities)
- Broader range of courses should be offered
- Many courses are too specific to skills and lack foresight or personal development aspects
- Specific community delivered courses at college of Rockies speaker series like the FABDA series
- Economic affects education, people are learning
- We need to have more programs for people to access and use - but in order to have them, we need the people here regularly to access them (College of the Rockies has some good programs for Continuing Ed and learning but many are cancelled because not enough people are signed up). Likewise, the major programs for study and apprenticeship have to be taken in bigger city centres like Cranbrook.
- Knowing where to go for entrepreneurial support in Fernie isn't very clear, opportunities nearby are not advertised (Comm. Futures).
- Online things would be great
- In many cases the educational opportunities are available but not taken advantage of
- There is still a lot of tribalism in Fernie - distrust of new ventures, points of view, organizations-- I wish I knew what steps would solve this

### **D. Innovation**

*What steps should be taken to improve innovation in the Elk Valley?*

- Encourage businesses to work with each other to share ideas and expand offerings.
- Tax free zones in each community
- High speed internet cells in each area
- Tax forgiveness for a period of years if investments built and jobs created
- Review current regulations affecting businesses
- Consider incentives for business and industry
- More community get-togethers and info sessions
- More advertising for these meetings and get-togethers to raise awareness and interest
- Community support

- Many opportunities exist but often are not taken up
- The Chamber offers many training sessions and networking opportunities but it seems that most people in the community are either strongly in support of the chamber or think it is useless and spread this opinion freely-- again the tribalism

### **E. Leadership, Teamwork, and Networking**

*What steps should be taken to improve leadership, teamwork, and networking in the Elk Valley?*

- Larger role for. more initiative by, Chamber of Commerce (4)
- Business after hours (Chamber of Commerce)
- More opportunities for people to work together
- Listings available of possible networking groups
- Coal mining research project-- provide empirical data on the economic impact for tourism, lifestyle, construction and service industries
- Some groups that are growth oriented such as FABDA are sometimes seen as a threat
- Someone needs to take initiative to bring networking within businesses in the community together
- Accessibility/advertising of chamber events to more people (lots of ski-bums with graduate degrees who may stay if they were encouraged to use their skills)
- A more business friendly city council, this is improving
- Clearer rules and regulations, being addressed in the OCP review

### **F. Role of Government and Organizations**

*What steps should be taken to improve the role of government and organizations in the Elk Valley?*

- Regional (Elk Valley) business licensing scheme fast tracked applications, in plain language
- Have good plans that clearly identify the types of business the community wants or needs
- Work with bylaws, policies, etc to help businesses start up
- Objectives and initiatives clearly identified and communicated
- Business and government agree on prosperity indicators (population, schools, etc)-- rank the efficiencies of local government with other local governments in BC
- Improved infrastructure
- Review bylaws
- Addition of incentives
- Outside the box thinking
- Governing bodies should be allowed to recruit new business to the area, develop a way to make it easier for start-ups while still working within the municipal law-- right now hands are tired for most councils

- If you want to do something here, you need to be the one to make it happen-- jump through the hoops and seek out your own help-- the government is just there to take your fees and sign the documents
- Innovation and expansion are hindered a lot by the cities unwillingness to develop, which would result in many money multiplier benefits, as well as a larger client pool to help businesses survive, let alone thrive

### **G. Capital and Funding**

*What steps should be taken to improve capital and funding in the Elk Valley?*

- SIDIT is fully funded for 2010, where do business go with good ideas?
- Have the lending organizations understand needs of small business, adjust rules and regulations to work with them-- needs of small business are much different than large business.
- Access point to identify what is available
- Construction - eliminate or reduce OCC's.
- Industrial - establish tax incentives to build investment and create jobs
- Lifestyle/tourism - education of lenders
- Would need to view specifics
- East Kootenay Credit union makes good efforts overall

### **H. Infrastructure and Business Services**

*What steps should be taken to improve infrastructure and business services in the Elk Valley?*

- Find what services are needed for local business and work to build up services
- Look at land needs - boundary extensions of needed
- Groups created for joint buying power
- Adopt smart growth development principles
- Establish high speed internet hubs
- Establish trails, walking connectivity
- Establish incentives in core areas
- Assess, review current situation
- Complete trails and tourism areas, improve streets
- Make more land available for business-- offer perks (legal of course)
- Improve parking
- Reduce the price of rental space for fledgling businesses
- In order to bring business here (small business) there needs to be better infrastructure for sure-- I've looked at many places in town and its hard to find something that can work (decent shape to start-up, in good location, right size, right price)
- Downtown parking is a bit of an issue.

### **I. Communication and Connectivity**

*What steps should be taken to improve communications and connectivity in the Elk Valley?*

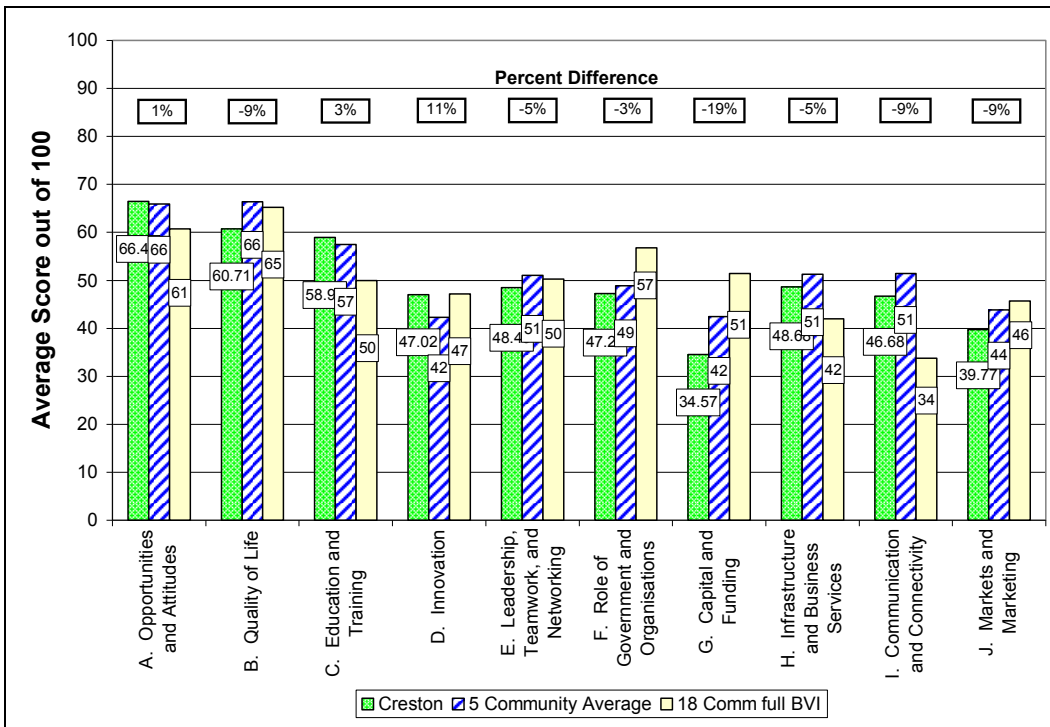
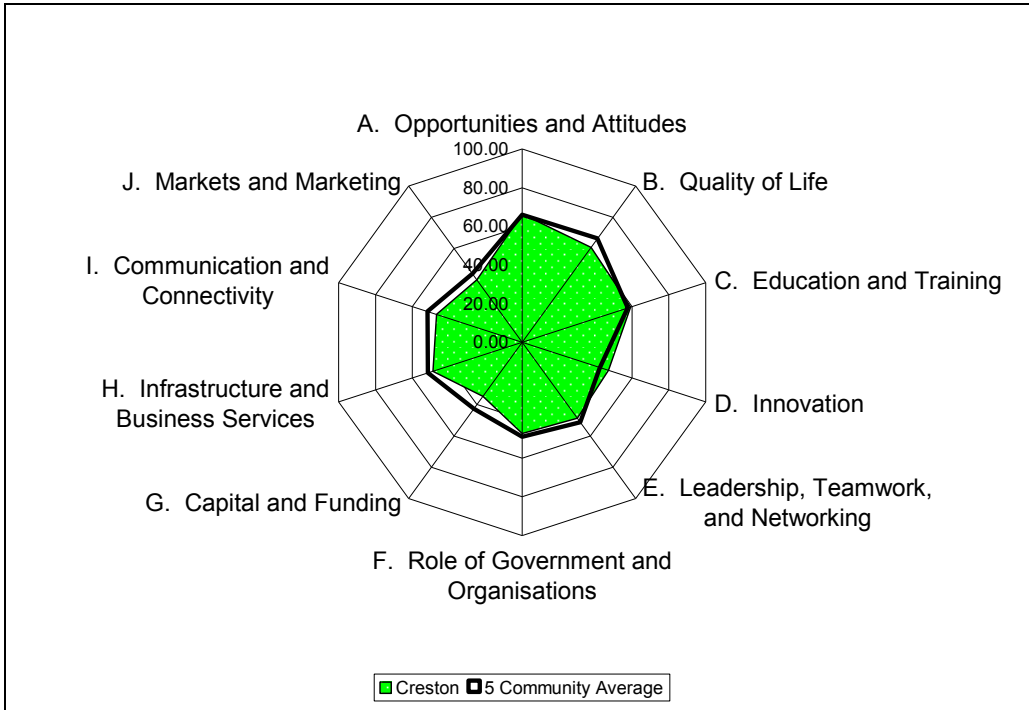
- Broadband connection (4)
- Cost for more services is too expensive-- work with shipping/freight companies to support businesses not discourage with high prices
- Chamber meetings/lunches that actually have a purpose
- Speaker series like FABDA but for all businesses
- Word of mouth is very powerful in small towns
- People like to talk in Fernie, so getting word of mouth out seems to be working a bit
- The Fernie Fix is a great resource for our community
- Access to public transit for people without vehicles is non-existent-- buy a beater!
- Sponsorship of communications training sessions for employees would be fabulous
- Computer and phone technology is frequently way underutilized in town  
Encouragement of website development for business would be very good as well  
The shuttle is expensive so are taxis-- hard for families on the hill to get downtown, especially people without cars.
- Greyhound barely comes here.
- Fernierideboard.com needs more advertising

## **J. Markets and Marketing**

*What steps should be taken to improve markets and marketing in the Elk Valley?*

- Need to balance out seasonality so businesses can stabilize
  - Market driven Chamber not funded by city governments
  - Build on Kootenay Rockies brand
  - We are marketing Fernie which is more effective than regular tourism marketing
  - Develop a plan for the Elk Valley community and market it as a whole
  - Mayors and councils should work together to attract new business and more visitors
  - We need the people to improve the market
  - We are totally dependent on the tourists - international and Calgarians
  - Marketing is expensive but vital in Fernie
  - More regional marketing ideas/identification would go a long way
- Also opportunities to collaborate to provide package trips with cultural events (festivals, cooking lessons, spas, etc)

## Creston (11 responses provided)<sup>5</sup> Section Scores and Comments



<sup>5</sup> The small sample size means that these graphs should only be used as a supplement to the written responses to the open-ended questions listed elsewhere in this report



## **A. Opportunities and Attitudes**

*What steps should be taken to improve opportunities and attitudes in Creston?*

- Work together, break down barriers, teamwork and communication between organizations including local government (7)
- Incentives and mentoring for business start-up and support (6)
- Access to post-secondary education
- Cultural plan to follow up the cultural scan already completed
- Funding and education
- Marketing
- Get groups to have informal think tanks
- Leadership and assessment
- Trust
- Following the plan
- More education regarding the opportunities that have worked in other communities similar in size and demographics throughout Canada and the USA. Increased local seminars regarding business planning, customer service (eg. World host training)
- More government lending available to agriculture related entrepreneurs. Infiltrate "old boys' network in attempt to be more open to thinking outside the box
- Organizations should be more transparent in their initiatives
- Establishment of clear deliverables to maximize funding and energy rather than shotgun approach
- Demonstrate some clear wins
- Support rather than compete
- Look at the bigger picture
- Promote local initiatives
- Partner with successful like minded organizations
- Increase population
- Increase employees

## **B. Quality of Life**

*What steps should be taken to improve quality of life in Creston?*

- Improved hospital/medical service (5)
- Affordable housing including for disabled (4)
- Arts and culture centre (2)
- Improve access to post secondary education
- Bring back agricultural courses at College of Rockies
- Develop hiking/skiing trails
- Active seeking investment in small sustainable businesses based on agriculture and culture and support services
- More support for local business - coordinated development and support services

- Try to get health care more of a focus on education (preventative medicine techniques, workshops, physical activities, arts training[leisure])
- Encourage quality events taking place
- Potential pollution to water with farming practices, clear cutting, address these?
- Marketing and infrastructure support for festival organizers
- Bypass through town
- Better signage for events
- More recreation facilities geared to children to entice young families to the area
- Increased awareness of health benefits of the high quality food produced in the area
- Better communication methods
- Increased sense of place
- Promotion of small town lifestyle (affordable, friendly, close to nature)
- Increasing community amenities
- Ongoing downtown revitalization
- More celebrating of existing assets
- In town walking, cycle paths and more regional and municipal wayside parks and viewpoints
- Provide jobs that pay for young families to stay in the area
- Increase population thru increasing industry light and otherwise

### **C. Education and Training**

*What steps should be taken to improve education and training in Creston?*

- Improve scope of courses offered at College of Rockies with a focus on agriculture, food processing, and arts and culture
- Improve access to business mentoring from outside existing business community-- they are stuck in old ideas
- Focus and priority
- Community college could go out into our community to find out what our needs are-- it may be different than the main college
- CoC could raise its profile
- High speed to rural communities
- Opportunities to use the education locally
- Better promotion of college and KES programs
- Resource fair to promote what is available
- Survey businesses to determine what training they feel would be helpful
- More training sessions for youth and 50+ potential employees
- Bring back courses to the college (a variety of courses were cut and are only held at Cranbrook COTR)
- More online courses
- Increased opportunities for programs that support business (business succession, mentoring)

- Identify what the business community needs to that training can be tailor made-- work with existing high school and college
- Funding
- Flexible hours/days
- Quality instruction
- Use different technology mediums
- Coordination, education and business for training of youth

#### **D. Innovation**

*What steps should be taken to improve innovation in Creston?*

- Education(3)
- Funding for innovative start-ups (2)
- Mentoring
- Involvement of creative thinkers in municipal government
- Involvement of youth
- Newbies come in and have good ideas that want to be listened to, then get shut down, so find commonality and of communicating so it iss not a "imagined or not" threat
- Every 4 months or so have an open forum think tank
- Awards for innovation through celebrations/tours
- Bring more innovation related workshops (KRIC) to Creston
- Increased awareness in community of innovation associations/funding availability
- More workshops and conferences for our local businesses (agritourism, soft-adventure, speakers to bring ideas of services/businesses for the retirement community
- New official community plan with innovative policy based on meaningful public consultation
- Understand why innovation is necessary
- More opportunities to access training
- Knowledgeable instructors
- Balance of ages in area

#### **E. Leadership, Teamwork, and Networking**

*What steps should be taken to improve leadership, teamwork, and networking in Creston?*

- Tolerance for various points of view and respect for contributions of others (4)
- Raise awareness of who and what is the real competition
- Arts council to continue with working with entire community for a cultural plan--this will bring forward leaders-- when change is in the air people generally step up
- Bring in experts-- ask locals for examples of people to bring in.

- Chamber to bring back networking meetings with speakers who could help to increase awareness of the opportunities available and the resources available
- Too many organizations are so involved in what they are doing and do not look at the big picture or want to inform others
- Town needs an ED plan
- Provide support to the leaders do they don't burn out due to overload-- share responsibilities-- create effective teams
- Care in selecting local government

## **F. Role of Government and Organizations**

*What steps should be taken to improve the role of government and organizations in Creston?*

- Better communications development (3)
- Less red tape, loosen restrictions (2)
- Review regulations and policies, bylaws, etc.
- Broader wider thinking outside policy
- Web access to regulations etc.-- have to be dug for or you need to call and try to get answer.
- Direct people to fed and provincial sites and know what they are
- Have directors communicate what they are doing via regular updates—their own newsletters with real issues
- Continue the new show on CIDO 97.7 but have open forum and call ins
- Town/municipal governments role has positively increased over the last year- - continued progress would greatly assist in bringing business to this area
- Town needs to have incentives for start-up and expansion of businesses - too restrictive in zoning, bylaws
- Town needs to develop an ED plan
- Town needs to be more involved in orgs like KRREA and Invest Kootenay
- There is a commitment to develop improved policy and regulations
- Update bylaws, promote business, be user friendly.
- Get on the same page
- Educate local government officials-- electing uninformed and uneducated officials is stagnating

## **G. Capital and Funding**

*What steps should be taken to improve capital and funding in Creston?*

- Education and mentoring (quality)
- Government backed start-up loans
- Education from several levels-- progressive workshop or forum start with basics, then each more encompassing
- Have the managers get out to the communities and find out what the needs really are.
- Have the politicos be advocates for funding projects including private grants which create jobs

- Local banks and credit unions to provide capital from a joint fund for startups with a great business plan and expertise-- keep businesses in the area and promote entrepreneurship-- 100 mile loans, etc.
- More awareness of non-conventional sources (angel funding)
- Workshops, forums on accessibility of funding
- The only org I know of that can help new businesses is community futures and CBT
- Make available lists of friendly financial institutions to business

## **H. Infrastructure and Business Services**

*What steps should be taken to improve infrastructure and business services in Creston?*

- Business rental premises: affordability, services, absentee landlords, repairs and upgrades (6)
- Improve parking access
- Create and support regular community festivals and markets-- create a more inviting and sizeable gathering
- Future planning and development-- think on the larger picture and be prepared
- Bylaws to encourage rental of downtown buildings
- Education on importance of customer service and how it effects the whole community not just your own business
- Conference Centre/Hotel
- Modernize, renovate, loosen restrictions on land use/bylaws.
- Plan desirable business needs, leaving room for unusual and different businesses

## **I. Communication and Connectivity**

*What steps should be taken to improve communications and connectivity in Creston?*

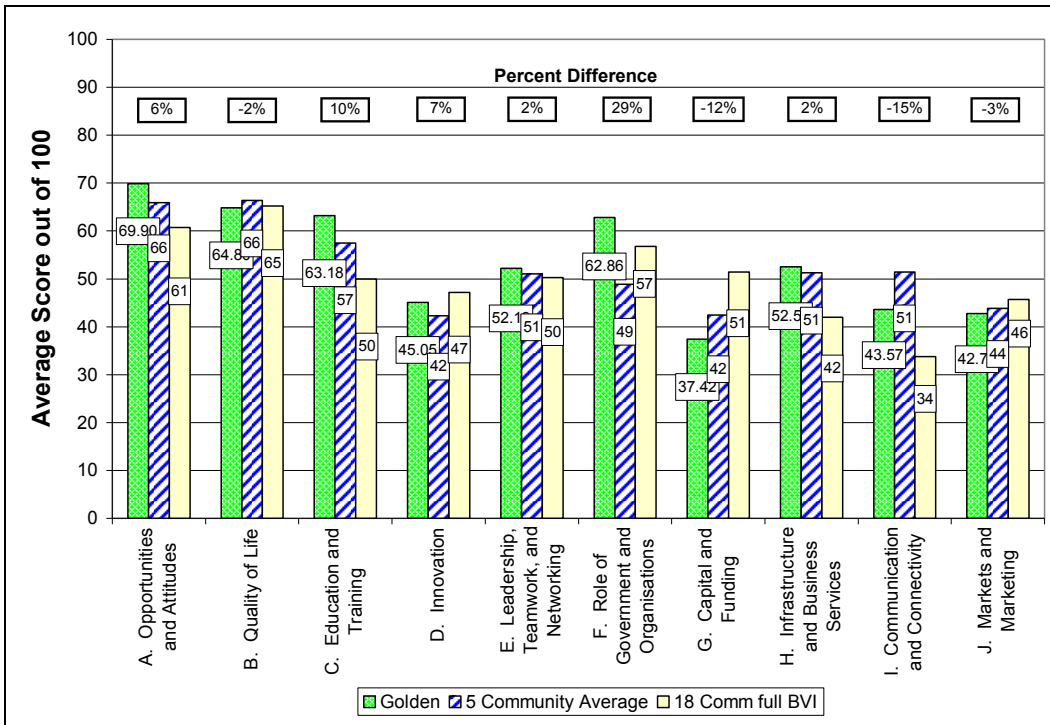
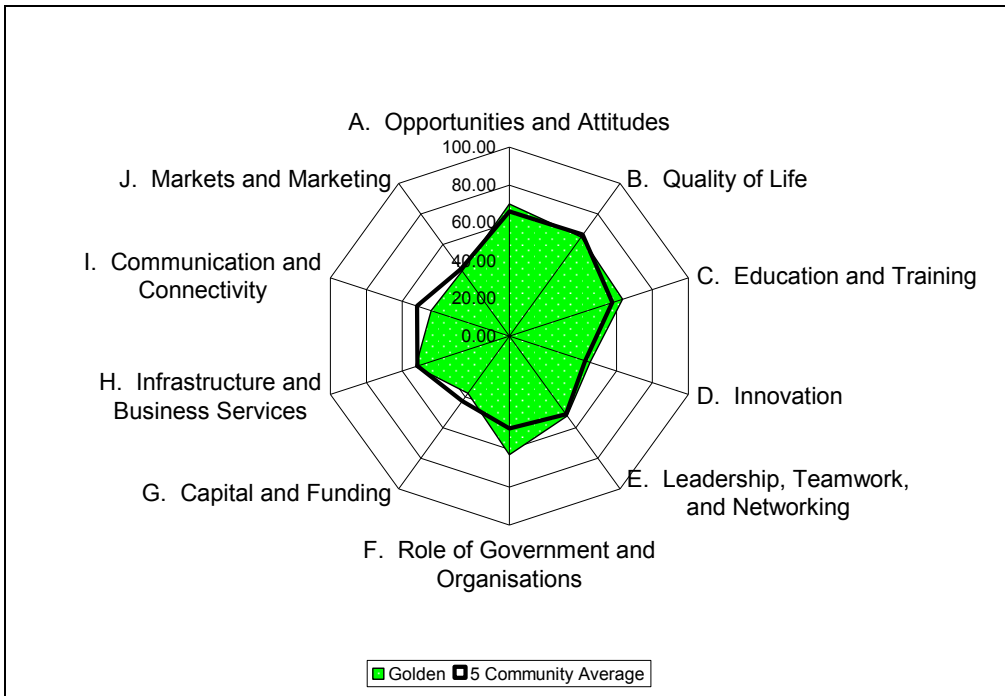
- Broadband (4)
- Cell coverage (2)
- Change bylaws when building
- Put fibre into the trenches-- is this not the future...costs would be prohibitive after the fact
- Education re social media and its importance to the business world
- More business forums.
- The Chamber should concentrate on being a Chamber and supporting and encouraging small business instead of branches out in all directions
- Passenger train service
- Quality business magazines

## **J. Markets and Marketing**

*What steps should be taken to improve markets and marketing in Creston?*

- Joint cooperative marketing, professional with a plan and brand (4)
- Education (2)
- Good web develop
- Quality businesses that have the resources to help
- Customer service is poor, prices are not comparable (difficult to shop locally, no selection, not enough retail outlets)
- Establish clear deliverable and secure some wins to build upon
- Promote shopping in your own backyard
- We are all close to the border
- Increase awareness of all we have to offer
- More competitive advertising costs
- Recognizing local products are of value and recognized as quality in other areas
- Re-education of general public to what is in town and area price compare

## Golden (7 responses provided)<sup>6</sup> Section Scores and Comments



<sup>6</sup> The small sample size means that these graphs should only be used as a supplement to the written responses to the open-ended questions listed elsewhere in this report

## **A. Opportunities and Attitudes**

*What steps could be taken to improve opportunities and attitudes in Golden?*

- Less government, less taxes
- Fewer, stronger NFP orgs
- High speed internet
- Cheaper utilities (hydro, propane)
- Embracing new businesses
- Seminars to make people aware of what is available in our area, especially younger entrepreneurs
- Alignment of CED agencies and those whose involvement includes CED (CBT, KRRE, CEDOs, Chambers)
- Access to capital
- Get seasonal snowboard punks involved in projects for social good before they go drinking for the night.\

## **B. Quality of Life**

*What steps could be taken to improve quality of life in Golden?*

- Increase supply of developable land in Town of Golden
- Air quality
- More trail systems
- Strong business community
- Better public transport
- More healthcare
- Affordable nursing
- Staff housing for seasonal businesses
- Implementation of OCP
- Emphasis on social enterprise (seed funding)
- Residents to fully appreciate where they are and its utility
- More jobs for educated people, move beyond tourism and trades

## **C. Education and Training**

*What steps could be taken to improve education and training in Golden?*

- Expand scope and facilities of COTR
- Develop shared facilities (COTR and SD6)
- People taking responsibility for education opportunities--they are offered but classes are not able to go because of lack of enrolment.
- Use local college
- Digital media fun learning environment reward



- Biology, natural science, local history, local literature, greater resource management

#### **D. Innovation**

*What steps could be taken to improve innovation in Golden?*

- Tell the success stories better (2)
- Show management that it should change, not be feared
- Expertise
- Best practices from elsewhere
- Innovation should be targeted for local growth-- should promote region before province, province before region

#### **E. Leadership, Teamwork, and Networking**

*What steps could be taken to improve leadership, teamwork, and networking in Golden?*

- Form groups facilitated by true leaders and experts
- More funding for Chamber to take lead
- Funding to bring in training and speakers
- Need a benevolent dictator
- Highly educated people should be encouraged to socialize, collaborate and free-think

#### **F. Role of Government and Organizations**

*What steps could be taken to improve the role of government and organizations in Golden?*

- Local government needs to actively recruit business, give start up advantages
- Downtown businesses need help
- Organizations need to know roles and responsibilities of local government.
- Overlap and conflict
- More coordination between municipalities when provincial government imposes stupid policies (Ipps, energy infrastructure, paramedics, counterbalance to Victoria)

#### **G. Capital and Funding**

*What steps could be taken to improve capital and funding in Golden?*

- Many business owners are not ready to start a business-- may have talent but not the background needed to run a business
- Not my area of expertise
- Entrepreneur access to capital
- Not my area

## **H. Infrastructure and Business Services**

*What steps could be taken to improve infrastructure and business services in Golden?*

- Proper 4-lane highway (TCH needs to be finished ASAP)
- Town needs to develop incentives to attract new business, delay tax development fees
- Involve local businesses in planning
- Broadband
- Bylaws-- review/upgrade business license system
- Class A convention centre
- Leave it to municipalities

## **I. Communication and Connectivity**

*What steps could be taken to improve communications and connectivity in Golden?*

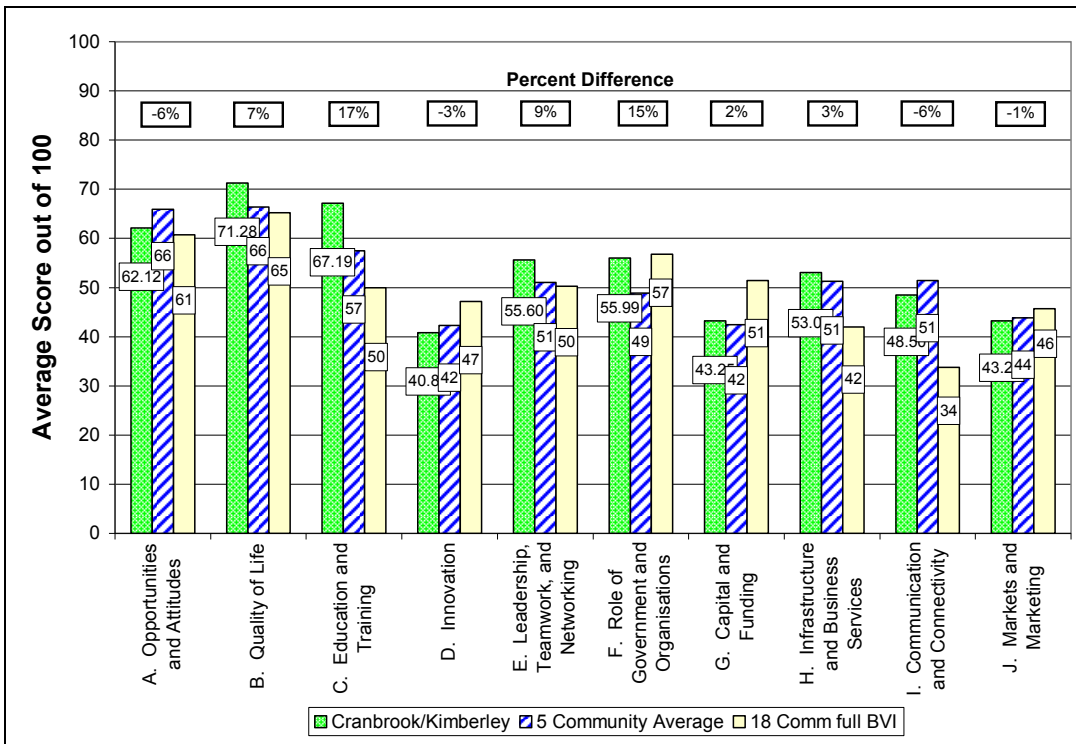
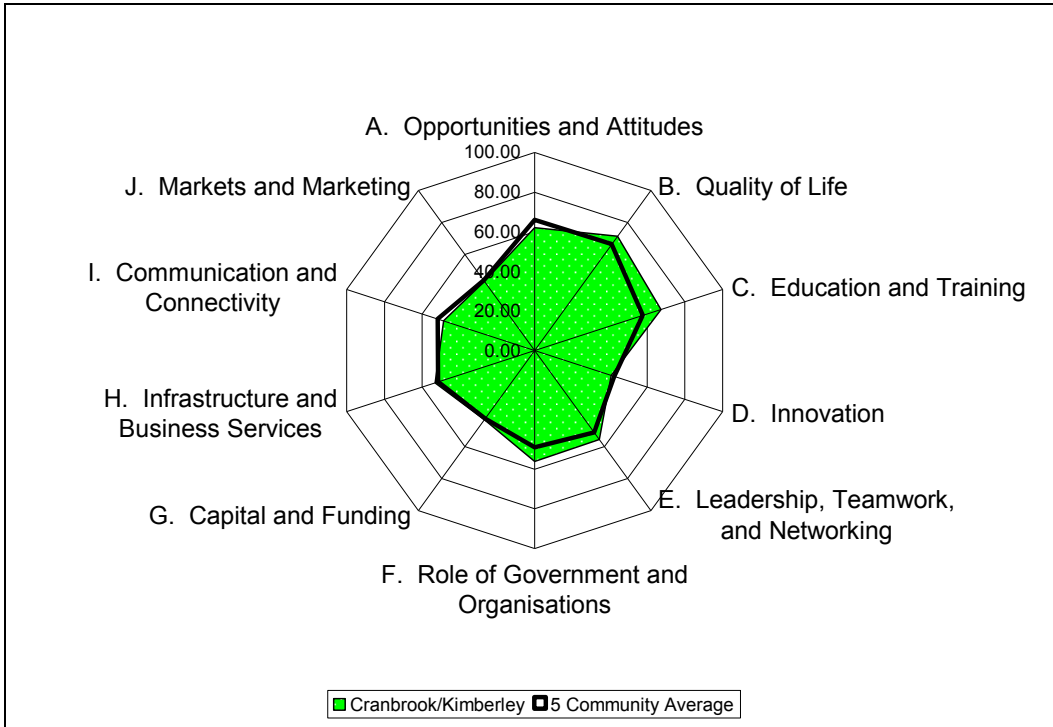
- Need high-speed internet (3)
- Cell service is improving but not everywhere
- Public transportation - need to fund most popular routes (anywhere to KHMR)
- The globalized world is good here too

## **J. Markets and Marketing**

*What steps could be taken to improve markets and marketing in Golden?*

- Invest and market forestry/logging/paddle boat history
- Need more businesses downtown (3)
- Build organizations to market area.
- Funding
- Expertise
- Tourism industry collaboration
- Golden is marketed incorrectly as a high end ski resort town when in fact it is a shining example of genuine Canadian-BC living

## Kimberley-Cranbrook (12 responses provided)<sup>7</sup> Section Scores and Comments



<sup>7</sup> The small sample size means that these graphs should only be used as a supplement to the written responses to the open-ended questions listed elsewhere in this report

## **A. Opportunities and Attitudes**

*What steps could be taken to improve opportunities and attitudes in Kimberley-Cranbrook?*

Minimize red tape for businesses (3)

Business owner/operators elected to council

Look at the age of the population

More exposure to the outside world

More inspiration to come up with creative solutions to our issues

Stop being afraid of diversity and competition

Engage more the youth and potential entrepreneurs

Encourage entrepreneurs

More employer linked training

More collaboration with chambers of ED

There is still a lot of NIMBY mentality

Communications

BR&E initiative

Kimberley needs more entrepreneurial zest

Cranbrook needs more respect for social and environmental needs

Need to be efficient, friendly, and respectful to Albertans

COTR continue on current trades focus and development

## **B. Quality of Life**

*What steps could be taken to improve quality of life in Kimberley-Cranbrook?*

- Affordable housing (5)
- Spending local by consumers vs Alberta/USA
- Very little retail market makes getting established difficult
- Folks figuring out how to apply their skills here
- Better schooling
- Closer working relationship between Cranbrook and Kimberley
- More residential land (single family)
- Provide more job opportunities with better salaries for young people
- Increase minimum wage
- Everyone loves our lifestyle but many cannot afford to live here
- Maybe creating a transient problem like Fernie
- Great volunteer opportunities but we now face a volunteer shortage
- Community facelift
- A greater opportunity for more professional jobs
- More jobs in social, health, and environmental sectors
- A rising of feminine energy (this is a patriarchal redneck neighbourhood)
- Wages in tourism need to be in line with cost of living

## **C. Education and Training**

*What steps could be taken to improve education and training in Kimberley-Cranbrook?*

- More trades training (2)
- Build Kimberley options re COTR and secondary school
- Stop skilled labour leakage to Alberta
- Students need to learn in an environment that prepares them for real work so that good work habits can be formed
- Integrate training more with employers (for business most training is available online)
- More collaboration needed between high schools and businesses to ensure youth are work ready.
- A greater emphasis on IT training is needed at the COTR-- too much emphasis on trades
- People need to want to educate themselves
- More COTR courses in Kimberley
- Employment agency providing more programs
- Educating business owners
- In general, education here needs to be more innovative, creative, cutting edge-- but also attitude toward education need to change-- it seems like education not considered to be important, that we are afraid that young folks who are educated won't stay or won't come back. We need to foster ambition more and make this a great place to live out ambitions.

## **D. Innovation**

*What steps could be taken to improve innovation in Kimberley-Cranbrook?*

- Succession planning
- Training
- Meet with the older population see what their needs are
- Attitude needs to change - right now we're pretty old school and hostile to new and different approaches and solutions
- Higher education opportunities
- Workshop with local businesses-- use examples of success in similar communities elsewhere
- KRIC is going an adequate job but we do not have access to IT and technology education for our youth.
- Many local businesses have not changed product/service mix to meet changing demands are blaming reduced revenues on the business environment
- Greater understanding of the value of innovation
- Support for innovative ideas
- Development of incubator centre
- Broaden people's horizons, worldview

- Thinking outside the box
- College needs R&D section

### **E. Leadership, Teamwork, and Networking**

*What steps could be taken to improve leadership, teamwork, and networking in Kimberley-Cranbrook?*

- Promotion and marketing - like for this event - not representative
- I think we are afraid of competition here so folks insulate themselves from one another instead of getting together to be inspired by one another
- Celebrate best practices in business
- Promote more area as destination to young families
- Local networking is good but area networking could improve in terms of formal networks (more joint chamber events/communication b/w Kimberley Cranbrook)
- Our chambers are strong and moving forward but there are sometimes gaps in the creation of wider alliances-- the start stop of KRREA is one example
- The opportunities are there people have to choose to take advantage (more emphasis on collaboration)
- Networking initiatives need to demonstrate value
- There are people with the skills, but little opportunity
- Strong chamber with focus

### **F. Role of Government and Organizations**

*What steps could be taken to improve the role of government and organizations in Kimberley-Cranbrook?*

- Communication, collaboration (4)
- Renew bylaws, regulations and permits
- Less government
- Find creative ways of getting people here and finding unique things to attract them
- Stop focusing efforts on getting retirees and recreational types to live here and get active folks instead
- Lower property taxes
- Simplify bylaws (sign bylaw in Kimberley)
- Less red tape, faster response
- Better communicate why to start-up here (up to date data on visitors, positive economic story simplify zoning somehow)
- Kimberley has a long way to go to be welcoming to businesses and entrepreneurs
- The chambers are trying to advocate but it is often difficult to work with dinosaurs and bureaucrats
- Businesses and public need to understand that local government doesn't have much ability to offer incentives or tax reductions

- Respecting balance
- Different responsibilities and mandates

### **G. Capital and Funding**

*What steps could be taken to improve capital and funding in Kimberley-Cranbrook?*

- Establish business incubation centre
- Make funding/capital more accessible to start-ups
- Access to business capital has been a major stumbling block for many would be entrepreneurs-- banks have stringent formulas with no area for flexibility.
- We do have great support of CFEK. But many business people do not access the available resources.
- BC Chamber initiated small business training but received little response
- Promote programs such as Community Futures, Basin Business Advocates program

### **H. Infrastructure and Business Services**

*What steps could be taken to improve infrastructure and business services in Kimberley-Cranbrook?*

- Run down commercial buildings and infrastructure (4)
- Absentee ownership of downtown properties (3)
- Shop local
- North access to airport
- Look at the age of the ones you are serving
- Last mile broadband access to remote areas
- Business and local support of new services

### **I. Communication and Connectivity**

*What steps could be taken to improve communications and connectivity in Kimberley-Cranbrook?*

- Fibre optics, high speed internet (2)
- Bus/shuttle service Cranbrook/Kimberley (2)
- Improve public transportation in Kimberley (2)
- N access to airport.
- Upgrade #3
- Figuring out how to reach clients is a ongoing problem-- communications are fragmented maybe we need to find ways to promote communications avenues themselves (get more folks reading the paper, maybe by improving/revamping it and marketing it aggressively)
- Improve time to ship/mail from Kimberley

- We need wifi hot spots in town and broadband in out outlying areas (RDEK)
- Cranbrook's public transit is underutilized
- We need a Kimberley-Cranbrook connector bus service and regular service up the valley
- New media support to keep businesses current
- Airport shuttle to Kimberley
- No one day service as promised.. Canada Post doesn't use airline anymore... two days to get a parcel to Victoria!

## **J. Markets and Marketing**

*What steps could be taken to improve markets and marketing in Kimberley-Cranbrook?*

- Create a culture of self-sufficiency, promote shopping local (2)
- Kimberley businesses with few exceptions are not marketers
- Encourage unique products and services and market these as such
- Brand region
- Kimberley's image is quite unique but Cranbrook's is not
- Nothing in particular from this area has a reputation apart from "Mrs. Palmers Pantry" and Kootenay Knits
- Market products together more
- We have some great Kootenay success stories (Kootenay Knitting, Mrs. Palmers pantry)
- On a more local level many small businesses choose not to be or cannot be price competitive.
- Internet shopping is flowing and too many people from Kimberley work/shop in Cranbrook and people from both go to Lethbridge and Calgary to save money
- Kimberley needs to rebrand, Cranbrook needs to be authentic
- Communities need to collaborate, not compete
- Need to move past small town - 30yr old thinking
- Make us competitive with Calgary .. no pst



## Community Scores Compared by Section

The tables below show:

- The score out of 100 for each question for each community
- The average score for the five East Kootenay communities
- The average score for the other 18 communities in B.C., Alberta, and Australia which have undertaken the BVI

Again, please note that these comparisons suffer from the small samples sizes provided for the East Kootenay project.

<b>A. Opportunities and Attitudes</b> Questions and Scores out of 100	Columbia Valley	Elk Valley	Creston	Golden	Kimberley-Cranbrook	5-community average	18-community average
1. Entrepreneurial ventures and business creation are encouraged and supported by citizens and local governments.	38	48	50	64	50	50	58
2. Individuals are capable of thinking creatively and developing unconventional solutions and innovative business opportunities.	67	68	64	71	63	66	66
3. Citizens are motivated to learn new skills and to develop existing ones.	38	59	52	57	56	52	51
4. Successful businesses want to remain in the area.	96	73	80	90	75	83	83
5. The area is facing a significant economic opportunity.	92	50	82	68	65	71	60
6. There are employees available to meet business needs.	50	77	57	71	54	62	47
Section average	<b>67</b>	64	<b>66</b>	<b>70</b>	<b>62</b>	66	61

<b>B Quality of Life</b> Questions and Scores out of 100	Columbia Valley	Elk Valley	Creston	Golden	Kimberley-Cranbrook	5-community average	18-community average
1. A quality health care facility is accessible, well serviced and within a reasonable distance.	88	73	50	64	81	71	70
2. There are no significant environmental pollution issues here.	88	73	82	36	63	68	86
3. There are frequent high quality cultural events (e.g. festivals, concerts) catering to a range of ages.	38	52	66	75	65	59	61
4. There are plentiful and varying opportunities for involvement (e.g. arts, athletics, politics, church groups).	71	68	80	93	88	80	70
5. Young adults (25-34) consider the area to be a desirable place to live.	71	77	45	79	75	69	49
6. Quality residential accommodation is available and affordable.	54	41	55	36	50	47	61
Section average	<b>70</b>	<b>66</b>	<b>61</b>	<b>65</b>	<b>71</b>	<b>66</b>	

<b>C. Education and Training</b> Questions and Scores out of 100	Columbia Valley	Elk Valley	Creston	Golden	Kimberley-Cranbrook	5-community average	18-community average
1. Business skills training is available (e.g. business plan development, marketing, accounting, etc.).	54	52	73	64	85	66	53
2. Other business education is available in the area (e.g. personal development, professional forums, etc.).	54	43	64	54	68	57	41
3. Business mentors and/or role models are available in the area.	50	35	55	54	68	52	50
4. The education and business communities work together to provide convenient training for businesses.	29	33	53	61	57	47	41
5. A pool of skilled labour is available to local businesses in the area.	33	64	41	64	55	51	34
6. There are quality elementary and secondary schools in the area.	88	53	75	79	73	73	80
Section average	<b>51</b>	<b>48</b>	<b>59</b>	<b>63</b>	<b>67</b>	<b>57</b>	

<b>D. Innovation</b> Questions and Scores out of 100	Columbia Valley	Elk Valley	Creston	Golden	Kimberley-Cranbrook	5-community average	18-community average
1. There are formal and informal forums (conferences, workshops, association breakfast meetings) on technology and technology applications.	29	28	41	50	39	37	28
2. Support and assistance for innovative business research and development is available.	33	38	44	46	50	42	47
3. Local businesses demonstrate creativity and innovation in seeking new customers.	42	57	43	29	40	42	53
4. Research done in the area or region is relevant to the area's business needs and interests.	21	39	50	50	33	39	45
5. Innovation is valued and recognized by business people.	42	59	55	50	44	50	60
Section average	<b>34</b>	<b>45</b>	<b>47</b>	<b>45</b>	<b>41</b>	<b>42</b>	

<b>E. Leadership, Teamwork, and Networking</b> Questions and Scores out of 100	Columbia Valley	Elk Valley	Creston	Golden	Kimberley-Cranbrook	5-community average	18-community average
1. Business and area groups/sectors have a voice in key local government decisions (e.g. infrastructure improvements, transportation).	67	33	53	57	66	55	58
2. There are adequate opportunities (informal and	50	43	48	50	56	49	55

formal) where business people and entrepreneurs can network with each other.							
3. Groups with similar interests can form alliances/networks and cooperate to achieve goals.	75	53	52	61	57	59	61
4. We collaborate and cooperate with neighbouring communities.	42	42	27	25	43	36	n/a
5. Cooperatives and joint community initiatives are encouraged and respected.	42	39	50	57	45	46	57
6. There is a pool of talented leaders with diverse skills, cultural experiences and backgrounds who are available for leading area initiatives.	50	61	68	57	66	60	67
7. Qualified supervisors and managers (and management services) are available to small business	42	55	39	54	56	49	44
Section average	<b>52</b>	<b>47</b>	<b>48</b>	<b>52</b>	<b>56</b>	<b>51</b>	

<b>F. Role of Government and Organizations</b> Questions and Scores out of 100	Columbia Valley	Elk Valley	Creston	Golden	Kimberley-Cranbrook	5-community average	18-community average
1. The governing bodies (town councils, regional district) recognize that businesses are important and valuable for the development of the area.	67	70	66	82	75	72	75
2. The governing body is committed to recruiting or attracting businesses to the area, and uses strategies or incentives to do so.	29	31	36	68	48	42	58
3. There is a recognized organization or individual available to assist people identify, assess, expand and/or create business opportunities.	25	38	59	68	68	52	52
4. Officials make it easy/reasonable for businesses to start or expand.	38	28	36	54	48	41	52
5. Local regulations, policies, rules, bylaws and zoning are easily understood by business people, making it easy/reasonable for businesses to expand or start up.	38	28	34	45	38	36	48
Section average	<b>39</b>	<b>39</b>	<b>47</b>	<b>63</b>	<b>56</b>	<b>49</b>	

<b>G. Capital and Funding</b> Questions and Scores out of 100	Columbia Valley	Elk Valley	Creston	Golden	Kimberley-Cranbrook	5-community	18-community average
1. Lenders are willing to take chances based on individual character and good business ideas	38	60	25	50	44	43	47
2. Local businesses can easily access formal investors (venture capital or equity funding).	46	50	31	46	32	41	78
3. Costs of capital (e.g. Interest, application fees) are manageable for entrepreneurs.	46	53	47	42	56	49	48

4. Local business can access informal investors.	50	56	44	25	21	39	76
5. Businesses have a firm understanding of financial management (e.g. cash flow, reading financial statements).	46	47	34	20	42	38	46
Section average	<b>43</b>	<b>54</b>	<b>35</b>	<b>37</b>	<b>43</b>	<b>43</b>	51

<b>H. Infrastructure and Business Services</b> Questions and Scores out of 100	Columbia Valley	Elk Valley	Creston	Golden	Kimberley-Cranbrook	5- community	18- community average
1. There are vibrant, active downtown areas or community cores.	50	59	39	57	39	49	51
2. Core business areas are easily accessible by all users (e.g. parking, sidewalks, crosswalks, etc.).	63	55	64	68	55	61	n/a
3. Adequate business services (e.g. printing services, computer help, graphic design, etc.) are available.	71	66	82	64	61	69	59
4. Existing infrastructure (e.g. local roads, water, power) is of good quality, well maintained, serviced, and modern.	54	59	59	43	48	53	71
5. A variety of buildings and commercial land is available to accommodate business expansion, attraction, or creation.	29	45	41	54	65	47	56
6. Affordable rental space is available to accommodate business needs.	33	39	32	46	65	43	n/a
7. Quality rental space is available to accommodate business needs.	38	48	27	36	48	39	46
Section average	<b>49</b>	<b>54</b>	<b>49</b>	<b>53</b>	<b>53</b>	<b>51</b>	

<b>I. Communications and Connectivity</b> Questions and Scores out of 100	Columbia Valley	Elk Valley	Creston	Golden	Kimberley-Cranbrook	5- community	18- community average
1. Informal business communication (word of mouth) is highly effective).	71	82	68	57	64	68	90
2. Formal business communication (e.g. newspaper, radio, etc.) is highly effective.	67	66	55	54	43	57	n/a
3. Quality communication services (phone, cell phone, high speed internet, etc.) are adequate for business.	79	66	45	39	68	60	n/a
4. Public transportation within the area is adequate.	46	23	32	25	20	29	33
5. Shipping and freight services into and out of the area are affordable to businesses.	58	35	34	43	48	44	45
Section average	<b>64</b>	<b>54</b>	<b>47</b>	<b>44</b>	<b>49</b>	<b>51</b>	

<b>J. Markets and Marketing</b> Questions and Scores out of 100	Columbia Valley	Elk Valley	Creston	Golden	Kimberley-Cranbrook	community average	18-community average
1. The area has a reputation for high quality products and/or services.	58	59	50	40	43	50	55
2. Products and services are reasonably priced in comparison to regional and big city competitors	38	34	45	25	45	37	57
3. The area has a distinctive or unique brand or marketing image	46	59	39	67	53	53	43
4. Businesses in the area /region jointly market their products and services as a group, locally and in other regions.	50	50	30	31	28	38	31
5. People prefer to purchase local products and services.	29	43	34	46	45	39	43
Section average	<b>44</b>	<b>49</b>	<b>40</b>	43	<b>43</b>	<b>44</b>	

