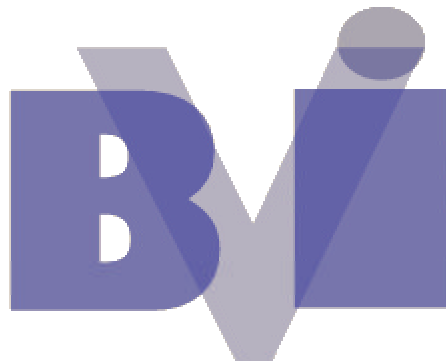


Community Jump Start – Business Vitality Index



Grand Forks Phase 1 Report

Conducted: March 12, 2003

Presented to: Community Futures Development Corporation of Boundary
and the City of Grand Forks

May 15, 2003

"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.

Community Futures Development Corporation of Boundary, 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, 24 citizens of Grand Forks participated in Phase 1 of the BVI.

This report summarizes the first phase of the BVI that 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 15, 2003 at the Community Futures building from 7 to 10pm.

Community Profile

Participants were asked to describe their community. The majority of responses were positive. Participants most often mentioned the beauty of the area as a key descriptor of Grand Forks.¹ Other descriptors focused on the *beauty and cleanliness* of Grand Forks, as well as the *quiet and friendly nature of the residents*. When participants were asked to identify the strengths of their community, the top five responses were *climate, outdoor recreation, central location, sense of cooperation / partnership and the beautiful environment*. *Business opportunity* was the reason most often mentioned when participants were asked why they lived in Grand Forks. Other reasons included *the potential to contribute to the future of the community, long-term residency, natural beauty, lifestyle, safety and the family-oriented nature of the community*.

¹ 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 Grand Forks + Area C (Christina Lake) + Area D (area surrounding city limits).

Grand Forks Section Scores

The community of Grand Forks highest scoring sections² were *Quality of Life* (70.1), *Entrepreneurial Infrastructure & Business Services* (68.1), and *Opportunities & Attitudes* (61.0), followed by the *Role of Government & Organizations* (59.1), *Leadership, Teamwork and Networking* (54.2), and *Communication & Connectivity* (52.1). The lowest scoring sections for the community of Grand Forks included *Capital & Funding* (39.0), *Innovation* (43.6), *Education and Training* (45.2), and *Markets & Marketing* (48.8). The total score for all sections was 52.6.

Grand Forks Scores Compared to Other BVI Communities

A comparison of Grand Forks scores to other BVI communities revealed the community of Grand Forks is *above average* on total score (+ 7%) and on eight of ten BVI sections (See Appendix L for a list of BVI communities). More specifically, section scores from Grand Forks exceeded the average score in the following areas: *the Role of Government & Organizations* (+ 21%), *Leadership, Teamwork & Networking* (+ 15%), *Education & Training* (+ 13%), *Entrepreneurial Infrastructure & Business Services* (+ 7%), *Opportunities & Attitudes* (+ 7%), *Innovation* (+ 7%), and *Communication & Connectivity* (+ 4%). Grand Forks section scores that fell below the average included: *Capital & Funding* (- 7%) and *Markets & Marketing* (- 2%), indicating potential areas of concern (See Appendix C for more information on specific section scores according to each community).

Recurring Themes and Possible Courses of Action

A number of recurring themes appeared throughout the BVI, highlighting areas for the community to focus action on, including: *marketing of community, cooperation between stakeholders, improved networking opportunities, revitalized downtown core, E.D.O or expanded Chamber of Commerce, utilization of agricultural land, improved opportunities for youth, recreational / cultural tourism, and improved relations between business and government*. Other recurring themes focused on the community's *beauty, cleanliness, friendliness, quietness, climate, outdoor recreational opportunities, location, cooperation, family orientation, and positive / committed nature of its citizens*.

² 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.

Suggestions from participants combined with an analysis of quantitative and qualitative findings revealed a number of possible short-term actions Grand Forks could undertake to improve its business friendliness.³ Key courses of action included: *networking sessions, hire an Economic Development Officer (EDO), meetings between area lenders and businesses, beautify highway corridor, education options reflexive to local needs, exploit business core in marketing, community brand or image, a community pride project, and entrepreneur programs for youth.*

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
- Cooperation / inclusive collaboration of stakeholders
- Improve networking opportunities
- Revitalize downtown core
- Economic Development Officer / Expanded Chamber of Commerce
- Utilize agricultural land
- Improve opportunities for youth (education, employment, recreation)
- Recreational and cultural tourism
- Improved relations between business and government
- Beautiful
- Cleanliness
- Quiet
- Climate
- Outdoor recreation opportunities
- Location
- Cooperation
- Family oriented
- Positive and committed citizens

³ A more extensive list of possible short, medium, and long-term actions are listed in the *Possible Courses of Action* section. For the purposes of the BVI, it is suggested that the community focus on short-term actions.

Possible Courses of Action

The following are some possible courses of action that the community could undertake to improve its business friendliness. They are derived from the responses of the focus groups and questionnaire.⁴

Specific

Short Term Actions	Medium Term Actions	Long Term Actions
<ul style="list-style-type: none"> ✓ Networking sessions more regularly among community groups and businesses ✓ Networking meetings between business and government ✓ Hire an Economic Development Officer (EDO) or expand role of Chamber ✓ Meetings between area lenders and businesses ✓ Beautify highway corridor ✓ Education options reflexive to local needs ✓ Exploit business core in marketing ✓ Community brand or image ✓ Community pride project ✓ Entrepreneur programs in schools for youth 	<ul style="list-style-type: none"> ✓ Increase Selkirk College course offerings ✓ More leadership courses ✓ Extend cell phone service and high speed internet to surrounding areas ✓ Connect fibre optics ✓ Workshops on benefits of high speed/telecommunications ✓ Innovation workshops for business leaders and people ✓ Recreational and cultural tourism 	<ul style="list-style-type: none"> ✓ Develop airport ✓ Establish a local college / university ✓ Service agricultural land within existing infrastructure ✓ Agriculture and new business grants

⁴ 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.

General

Short Term Actions	Medium Term Actions	Long Term Actions
<ul style="list-style-type: none"> ✓ Assist youth with education and employment ✓ Improve cooperation and communication between stakeholders (business, council, residents) ✓ Regional tourism marketing ✓ More equitable lending to young people ✓ Promote tourism and cultural assets ✓ Market community ✓ Buy local program ✓ Access untapped potential 	<ul style="list-style-type: none"> ✓ Improve post-secondary education offerings ✓ Expand Chamber of Commerce ✓ Incentives to attract new business ✓ Increase community events/festivals or advertising ✓ Improve / expand telecommunications ✓ Revitalize downtown core ✓ Build community spirit ✓ Initiate and coordinate R & D efforts ✓ Future efforts to secure commitment and support of business 	<ul style="list-style-type: none"> ✓ Improve transportation within and outside of the community ✓ Improve trades & technical training ✓ More financial institutions ✓ Encourage use of agricultural land ✓ Develop recreational areas

Introduction

Twenty-four (24) citizens representing Grand Forks took part in the Community Jump Start-Business Vitality Index on March 12, 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.

Grand Forks is the sixth 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 (Community Futures of Boundary) 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.

The Grand Forks Chamber of Commerce and Community Futures Development Corporation of Boundary, through the efforts of Renee Bernier, 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

Grand Forks 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’⁵.

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

⁵ 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 Grand Forks + 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.⁶

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.

⁶ Refer to Appendix A for a detailed data methodology.

Focus Group Results

Community Assets / Business-Friendliness

- Close proximity to services
- Safe
- Central location (close to US border, on main highway, airport potential, rail line)
- Friendly Chamber of Commerce and business network
- Potential of downtown core / alley potential
- Good communications services
- Ample and free parking
- Affordable place to do business
- Attractive place to live

Possible Courses of Action

- Increase customer base, market to US
- Increase tourism, including cultural tourism
- Develop recreational spaces (i.e. river walks)
- Continued support from local government and organizations
- Stream-line regulatory processes
- Communicate / build awareness on business concerns and issues
- Better definition of land use
- Cooperation / coordination between local government bodies
- Revitalize downtown core (make it more people-friendly)
- Better promotion of recreational / cultural assets
- Expand activities for young families
- Make community more attractive, highway corridor and downtown core (beautification by-laws)
- Extend service hours, special / seasonal events, welcome new residents
- Increase networking opportunities
- Profile volunteers
- Better awareness of services
- Improved utilization of fibre optics / networks
- Access to broadband outside of core service area
- Fair market value for commercial space (lease rates)

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) Participants most often mentioned the *beauty of the area* as a key descriptor of Grand Forks. *Friendliness, climate, quiet atmosphere, and cleanliness of the community* were also key adjectives. *Family orientation, cultural history, lifestyle, peacefulness, small size, commitment, and potential of community*, were also noted by more than one participant. Negative words / phrases describing the community included *a lack of cooperation, negative attitude, stagnated / dull, bad air quality, and behind the times*. For the most part, descriptors were positive (55 positive versus 6 negative) and focused on the *beauty and cleanliness of Grand Forks*, as well as the *quiet and friendly nature of the residents*.

Positives

- Beautiful valley / area (11)
- Friendly (6)
- Climate (4)
- Quiet / laid back (4)
- Clean (3)
- Family-oriented (2)
- Cultured history (2)
- Lifestyle (2)
- Peaceful (2)
- Small (2)
- Committed (2)
- Waiting to thrive / full of potential (2)
- Green
- Opportunity
- Works collaboratively
- Amazingly capable citizens
- Multi-cultural
- Outdoor recreation
- Safe
- Lifestyle
- Affordable
- Undiscovered
- Distinct
- Character
- Nice Pristine

Negatives

- Lack of cooperation
- Prevalent negative attitude
- Stagnated
- Bad air quality
- Dull
- Behind the times

Community Strengths / Assets

When participants were asked to identify the strengths of their community, the top five responses were *climate, outdoor recreation, central location, cooperation / partnership and the beautiful environment*. In addition, *more than one participant mentioned the commitment and spirit of citizens, the low cost of living, the culture, the potential, and the safety of this peaceful small town as strengths*.

- Climate / weather (8)
- Outdoor recreation (7)
- Central location (6)
- Cooperation / partnerships (5),
- Beautiful environment / attractive (6)
- Commitment of citizens (4)
- Low cost of living / affordable (3)
- Culture / heritage (3)
- Potential (2)
- Small (2)
- Community spirit (2)
- Safety (2)
- Peaceful (2)
- Educational opportunities
- Creativity
- 'Large feeling' small town
- Airport potential
- Summer tourism
- Ecology
- Amenities

Reasons for Residence

When participants were asked why they live in Grand Forks, *business opportunity* was the reason most often mentioned. Other reasons included *the potential to contribute to the future of the community, long-term residency, natural beauty, climate, life-style, safety and the family-oriented nature of the community*.

- Work / business opportunity (8)
- Potential to contribute to future of community (3)
- Safety (2)
- Lifestyle (2)
- Long-time resident / business-person (2)
- Nature / geographical beauty (2)
- Family-oriented (2)
- Climate (2)
- Agricultural opportunities
- Farming
- People
- Recreation
- Proximity to hospital and health care
- Small
- Potential for airport development
- Rural lifestyle
- Cultural opportunities

Directions for Improvement

When participants were asked to provide directions for community improvement, *the enhancement of the downtown core* was most often mentioned. *Marketing the community to new business, improved opportunities for youth, and improved cooperation between business and government*, were also mentioned by a number of participants. *An industrial park / affordable commercial property, an economic development officer, a commercial airport, community spirit and 'buy local' program* were also recommended by more than one participant. Respondents, largely focused on improving existing infrastructure, drawing in new businesses and young people, and improving cooperation between key stakeholders, made a number of recommendations.

- Enhance / revitalize downtown merchant district (7)
- Marketing the community to attract new business (5)
- Opportunities for youth (4)
- Improved cooperation (between local business and government) (4)
- Recreation facilities, festivals, sports tournaments (3)
- Improved relations with youth (2)
- Youth entrepreneurship (2)
- Support locally (2)
- Industrial park (2)
- Build Community Spirit (2)
- Reasonably priced commercial property (2)
- Economic development officer (2)
- Commercial airline / develop airport (2)
- Develop a 'can-do' philosophy
- Some clean industry
- Tourism
- Solidarity
- Themed highway corridor
- Comprehensive and inclusive community vision commitment from city council
- Clear and enforceable bylaws
- More networking opportunities
- Hotel for larger conventions
- More places to shop
- Creative thinking
- Business-minded people on council
- Expand city boundary for larger tax base
- Air quality / river pollution control
- Utilize agricultural opportunities
- Evening entertainment
- New non-wood industry
- Improved family-friendly activities
- Economic opportunities
- Public transportation
- Post-secondary education opportunities
- Development of river's edge
- Create strong Boundary identity

Respondent Profile

The participant population is described below. Of the 24 participants,

- 54% of respondents had started a business within the last 5 years
- Over half (62.5%) of respondents considered themselves to be business person, with one quarter (25%) considering themselves 'somewhat' of a business person, and 8.3% 'not at all'
- Only 12.5% of respondents considered themselves to be very influential in the community. 37.5% are usually influential, 41.7% somewhat, and 8.3% not usually
- 71% are committed to the community and would do much to remain there
- 67% of respondents had at least one community affiliation (i.e. Chamber of Commerce, Arts Council, Village Council)
- 63% of respondents were male and 25% of respondents were female (12% no response)
- Most respondents were between the ages of 45-54 (25.5%), 55-64 (25%), 35-44 (20.8%). There were 8.3% respondents under 25, 12.5% between 25-34, and 8.3% over the age of 65
- 33.3% of respondents had an annual income between \$20,000 and \$40,000, followed by 25% with an income between \$60,000 and \$80,000, and 16.7% with an income over \$100,000. 12.5% of respondents had an income between \$40,000 and \$60,000, 8.3% under \$20,000 and 4.2% between \$80,000 and \$100,000
- Most respondents were employed in Financial Services (33.3%), Health Services (29.9%), and Wholesale Trade (25%)
- The majority of respondents (33.3%) had been residing in the community between 6-10 years, 29.2% for over 20 years, and 25% for under 2 years
- The majority of respondents (41.7%) have a university degree, and 25% had a trades / technical diploma or certificate

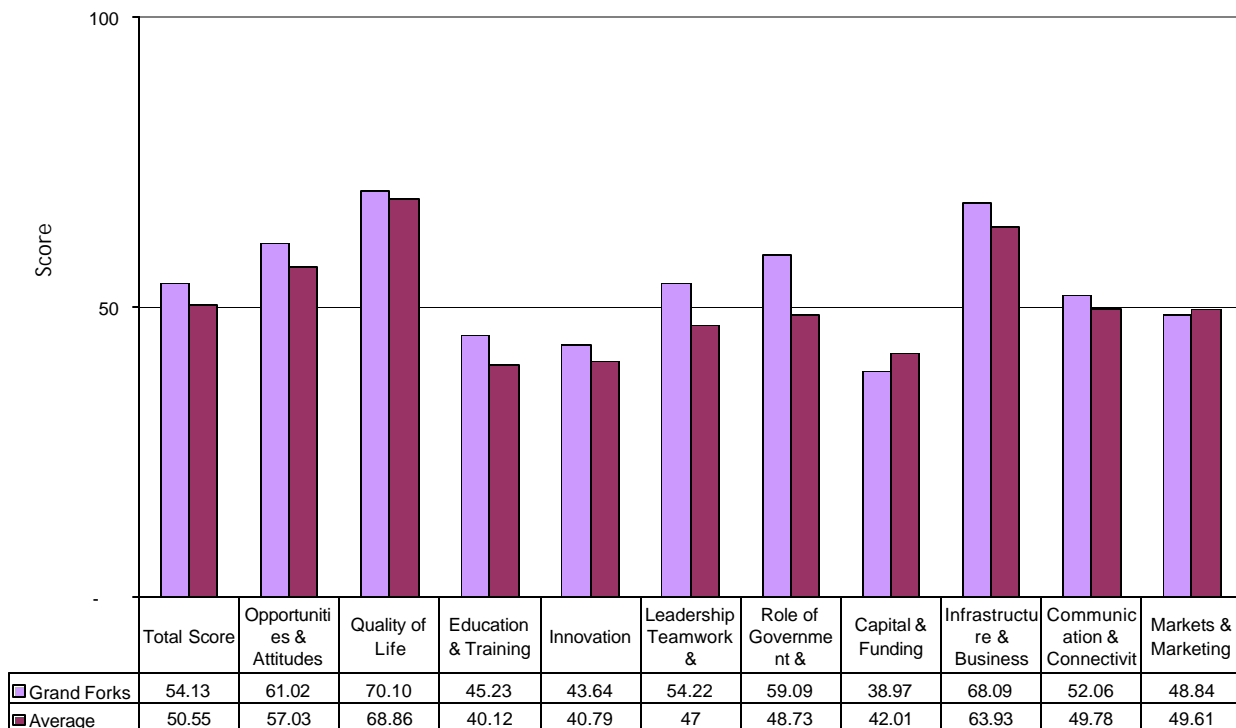
Grand Forks Section Scores

The community of Grand Forks highest scoring sections were *Quality of Life* (70.1), *Entrepreneurial Infrastructure & Business Services* (68.1), and *Opportunities & Attitudes* (61.0), followed by the *Role of Government & Organizations* (59.1), *Leadership, Teamwork and Networking* (54.2), and *Communication & Connectivity* (52.1). The lowest scoring sections for the community of Grand Forks included *Capital & Funding* (39.0), *Innovation* (43.6), *Education and Training* (45.2), and *Markets & Marketing* (48.8). The total score for all sections is 52.6.

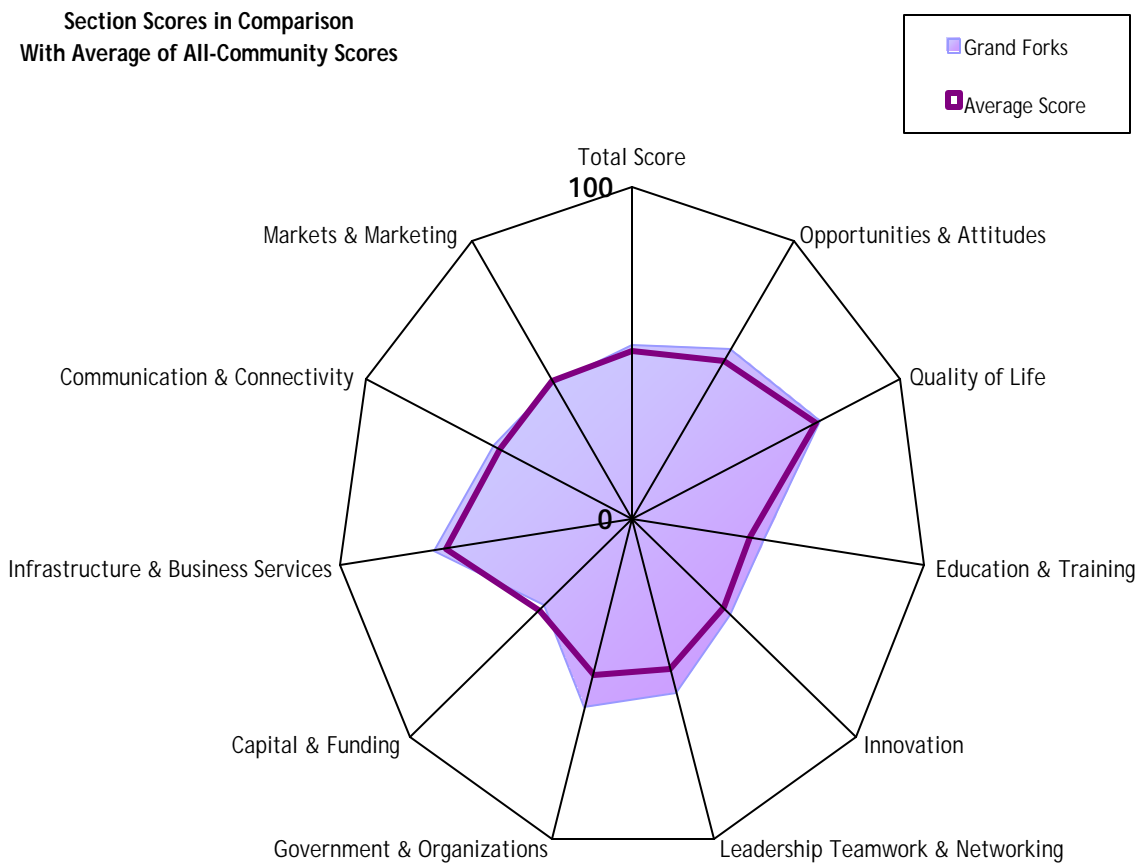
Grand Forks Scores Compared to Other BVI Communities

A comparison of Grand Forks scores to other BVI communities revealed the community of Grand Forks is *above average* on total score (+ 7%) and on eight of ten BVI sections (See Appendix L for a list of BVI communities). More specifically, section scores from Grand Forks exceeded the average score in the following areas: *the Role of Government & Organizations* (+ 21%), *Leadership, Teamwork & Networking* (+ 15%), *Education & Training* (+ 13%), *Entrepreneurial Infrastructure & Business Services* (+ 7%), *Opportunities & Attitudes* (+ 7%), *Innovation* (+ 7%), and *Communication & Connectivity* (+ 4%).

Grand Forks Scores Compared to Average of All BVI Communities

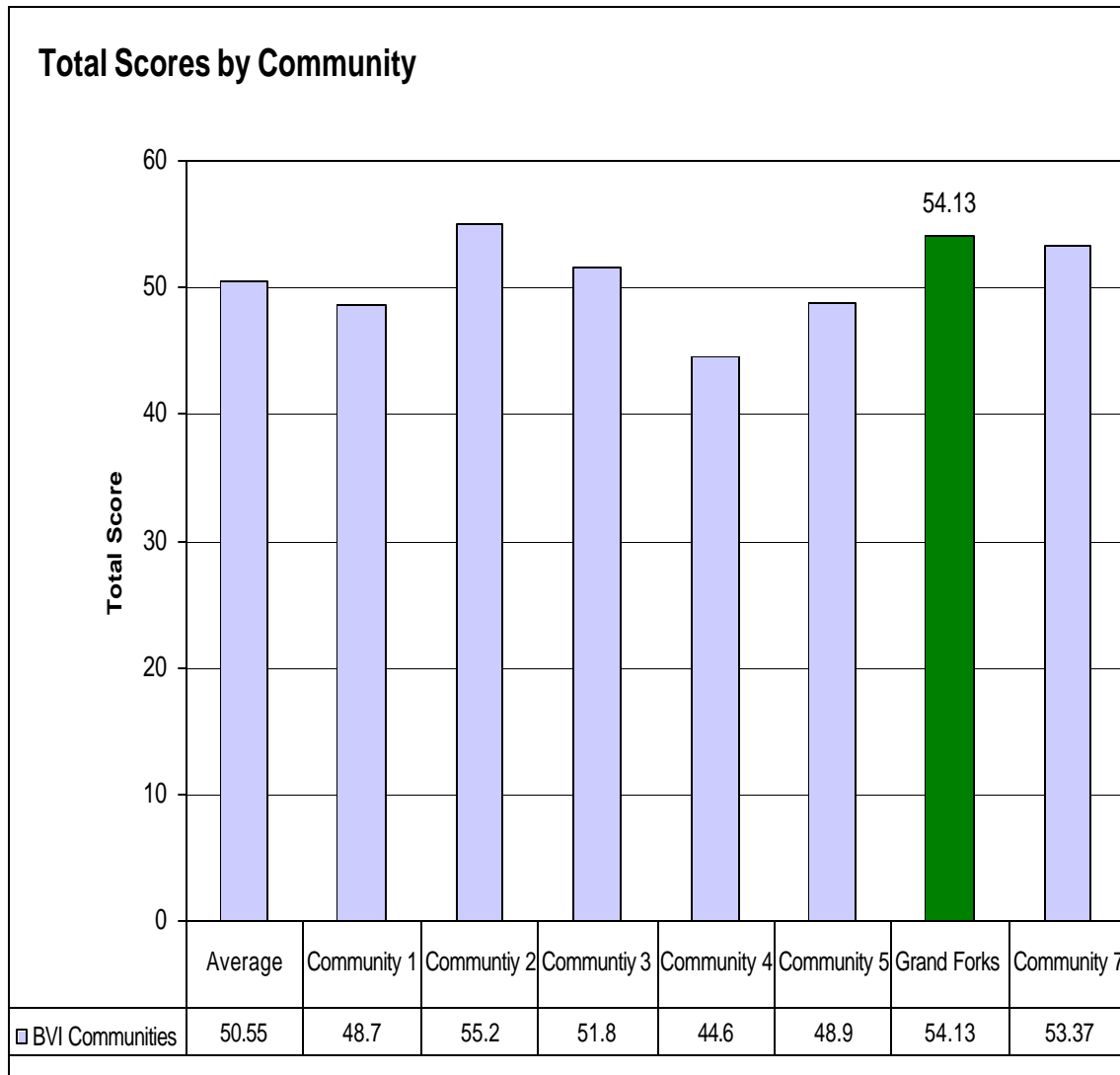


Grand Forks section scores that fell below the average included: *Capital & Funding* (- 7%) and *Markets & Marketing* (- 2%), indicating potential areas of concern (See Appendix C for more information on specific section scores according to each community).



This radial graph is another visual tool to contrast Grand Forks 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, the *Role of Government & Organizations* is clearly an area of strength in Grand Forks, 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 slightly lower score in comparison to other communities.

The chart below indicates the distribution of total quantitative scores according to community. Grand Forks is the second highest scoring community of the all BVI communities.



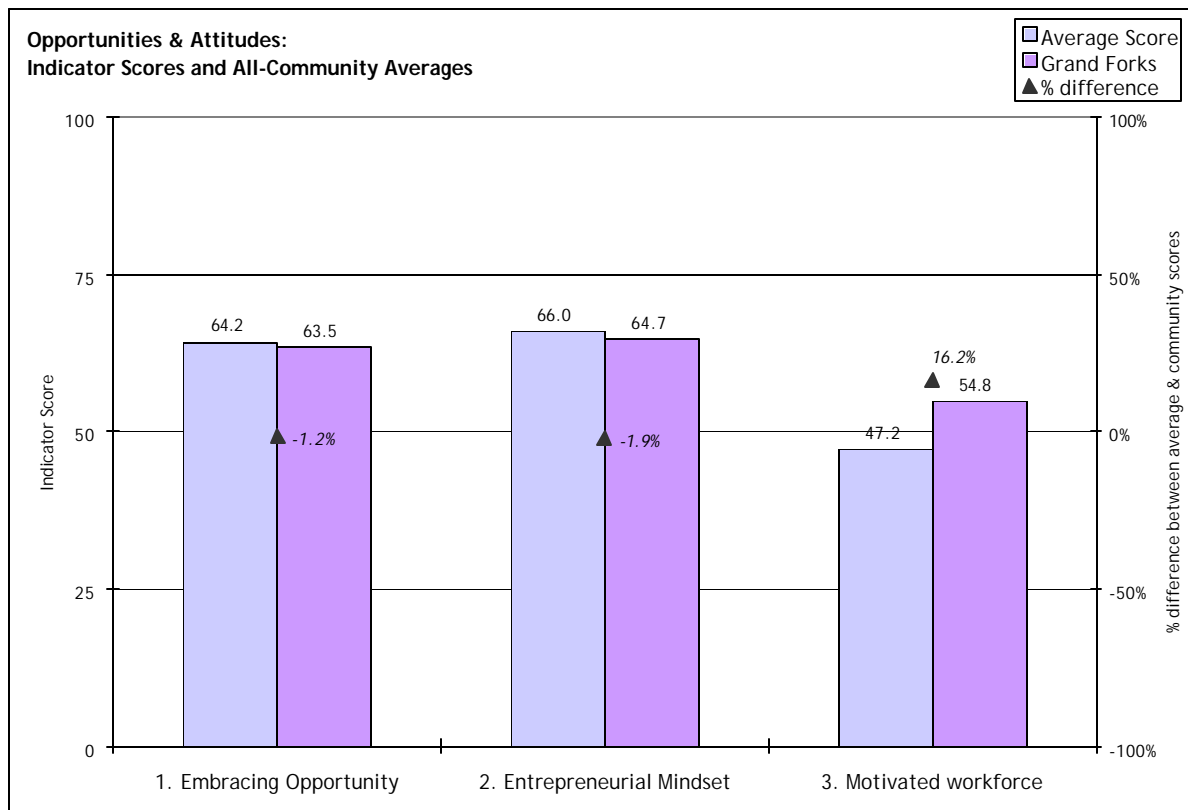
Section 1: Opportunities & Attitudes

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

Community Comparisons, Indicators and Questions

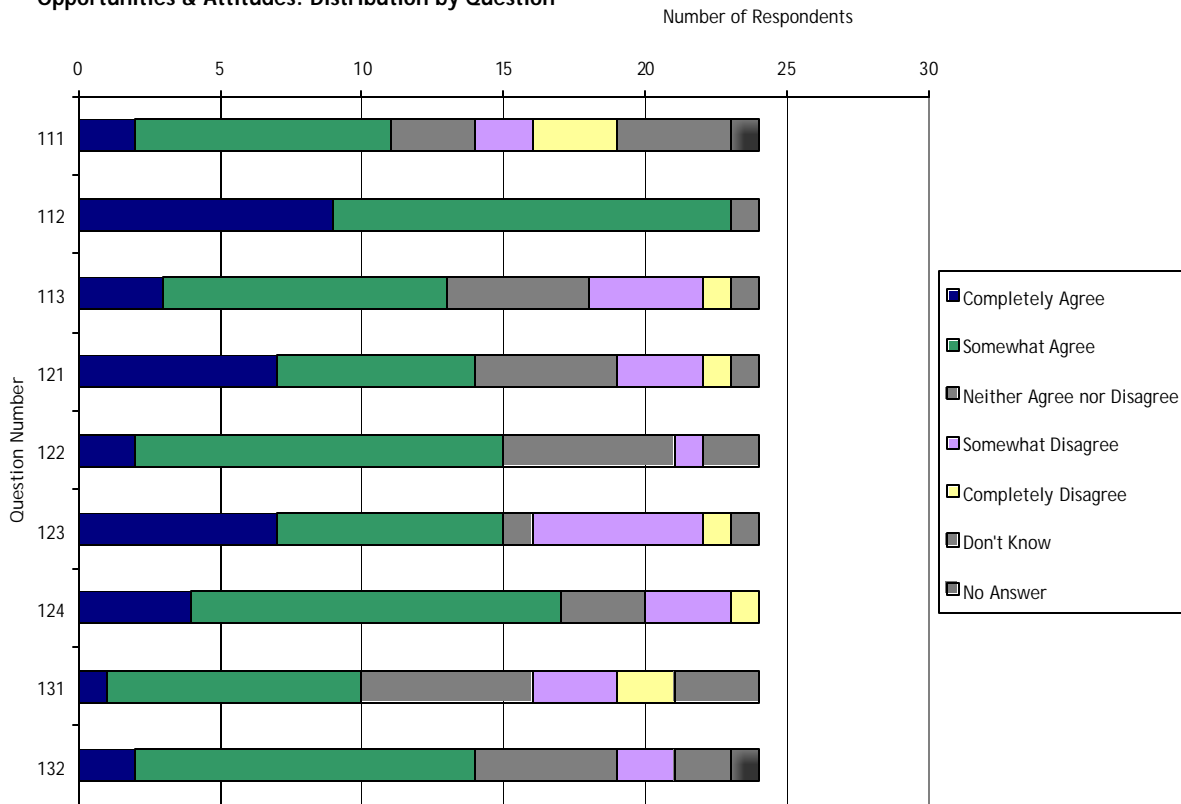
In comparison to the distribution of scores of other BVI communities, Grand Forks scored medium to high on the *Opportunities & Attitudes* section, indicating an area of potential strength. According to quantitative data, Grand Forks scored 7% above the average of all BVI communities (See Appendix C).

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 revealed specific areas of strength and weakness. Grand Forks scored *above average* on the indicator of *Motivated Workforce* (+ 16.2%). The indicators, *Embracing Opportunity* (+1.2%) and *Entrepreneurial Mindset* (+1.9%), however, scored *below average*, highlighting potential areas of concern.



Category	Indicator	Indicator Definition	Question	Question Definition
The ability of the community to recognize, take action, and follow through on available opportunities	1.1 Embracing Opportunity	<i>The basic capacity of a community to act on opportunities when they arrive, including abilities to recognize common needs and wants.</i>	111 There is 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 common vision that includes all members of the community</i>
			112 The community is facing an economic crisis or a significant economic opportunity.	<i>Awareness of changing markets and emerging opportunities, and presents push/pull factors to entrepreneurship.</i>
			113 Entrepreneurial ventures and business creation are encouraged and supported by citizens and local governments.	<i>Promotion and general support of entrepreneurial ideals and culture.</i>
	1.2 Entrepreneurial Mindset	<i>The ability and desire of the community to recognize and take action on opportunities when they arrive.</i>	121 Individuals desire independence, responsibility, & control over their future, and are willing to work to achieve these regardless of a risk of failure.	<i>Desire for independence, and willingness to take risks</i>
			122 Individuals are skilled in a trade, talent, or profession, and have the desire to form a business with these	<i>Presence of skilled workers who have an interest in entrepreneurship & self-employment</i>
			123 Individuals are capable of thinking creatively and developing unconventional solutions using a proactive/can-do attitude.	<i>Creativity and proactive problem solving</i>
			124 Individuals are capable of identifying new, unconventional or changing business opportunities.	<i>Creativity & vision, and the ability to identify opportunities</i>
	1.3 Motivated workforce	<i>Businesses have the human resources to build & expand their operations</i>	131 A pool of motivated employees is available to meet business needs.	<i>Skilled & motivated people are available to work for others</i>
			132 Managers & supervisors are motivated in their work and about their staff	<i>Skilled management is crucial to growth and sustainability</i>

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 revealed 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 124 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 124 stated, *Individuals are capable of identifying new, unconventional or changing business opportunities*.

Questions in which respondents disagree the most were questions 113 and 123. More specifically, question 113 stated, *Entrepreneurial ventures and business creation are encouraged and supported by citizens and local governments*. Question 123 stated, *Individuals are capable of thinking creatively and developing unconventional solutions using a proactive / can-do attitude*.

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 *cooperation and shared values of citizens, as well as affordability, location, tourism, and recreational opportunities*. Directions for improvement included *marketing community and attracting new business, cooperation and creative involvement by leaders and politicians, and the revitalization of the downtown core*.

Strengths

- Commitment to cooperation (3)
 - Outdoor recreation (3)
 - Affordable (2)
 - Location (2)
 - Reasonable real estate costs (2)
 - Tourism (2)
 - Citizens / shared values (2)
 - Nice place to live
 - Growth / economic development
 - Heritage
 - Climate
 - Potential / a lot to offer
 - Development plan
 - Diversity
-

Improvements

- Market the community (3)
 - Creative and open-minded community leaders (2)
 - Cooperation (2)
 - Attracting business (2)
 - Improve incentives for business (2)
 - Re-build / revitalize downtown core (no strip mall) (2)
 - City council involvement (2)
 - Create networking opportunities
 - Positive entrepreneurs
 - Promote economic development
 - Financial support for new business
 - Diversify product base
 - Reduce development cost charges
 - Eliminate GST on new housing
 - Link local and recreational sites
 - Attract / engage young people
 - Inclusive decision-making
-

Section 2: Quality of Life

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

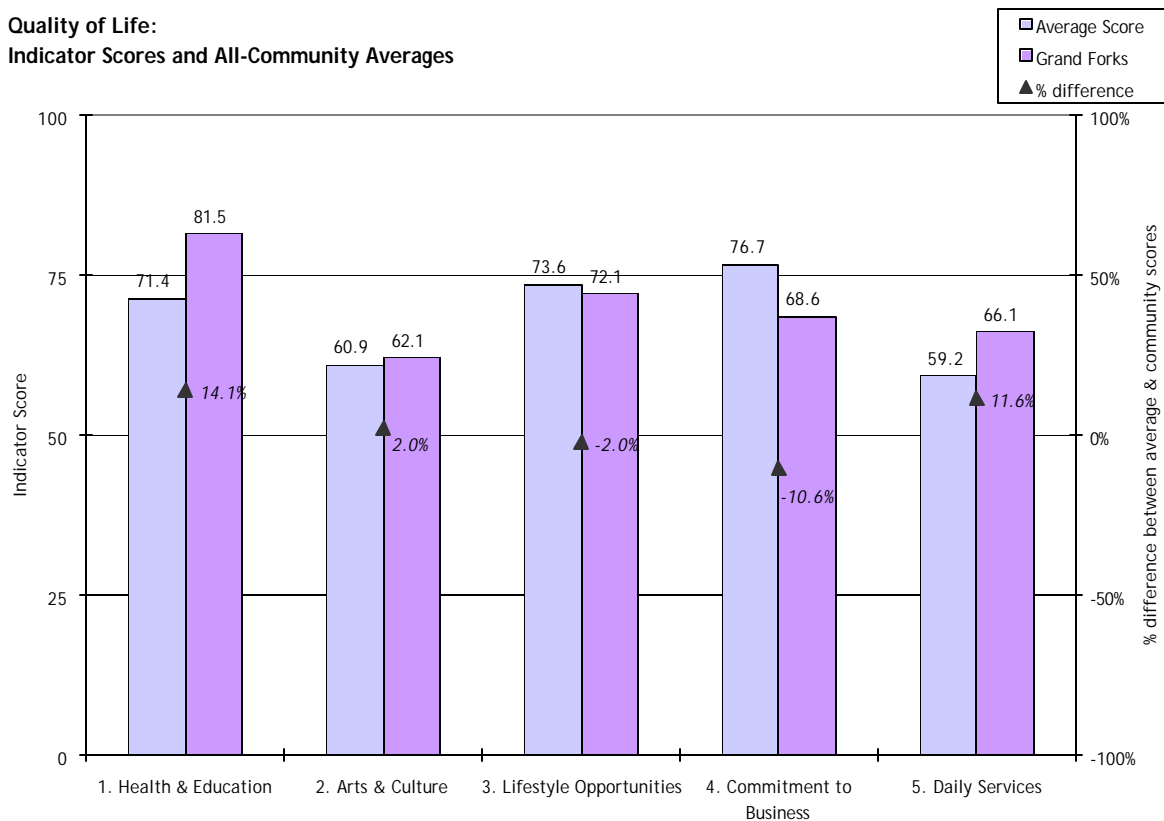
Community Comparisons, Indicators and Questions

In comparison to the distribution of other BVI communities, Grand Forks scored medium to high on the *Quality of Life* section. According to quantitative data, Grand Forks scored 2% above the average score for all BVI communities, indicating a potential area of strength (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. Grand Forks scored above average on the indicators of *Health & Education (+14.1%), Arts & Culture (+2.0%), and Daily Services (+11.6%)*. The indicator *Lifestyle Opportunities (-2.0%)* scored slightly below the average, while *Commitment to Business (-10.6%)* scored well below average, highlighting a specific area of concern.

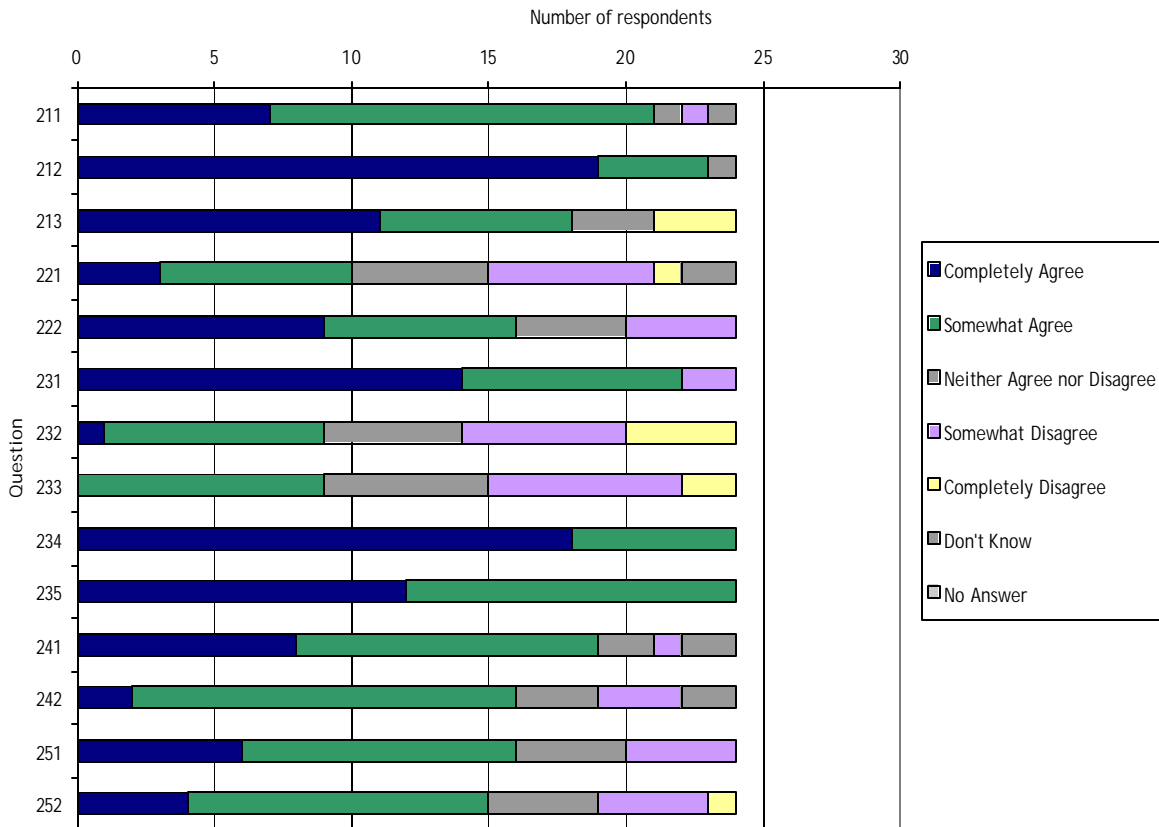
Quality of Life:

Indicator Scores and All-Community Averages



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

Quality of Life: Distribution by Question



An examination of questions according to distribution of response reveals that questions 212, 234, and 235 were the most agreed upon in this section. More specifically, question 212 stated, *There are quality elementary and secondary schools in the community.* Question 234 stated, *There are many high quality recreational opportunities in the area,* and Question 235 stated, *The community is a safe place to live.*

Also according to distribution of response, questions in which respondents disagree most were questions 232 and 233. More specifically, question 232 stated, *Young adults (25-34) consider the community a desirable place to live.* Question 233 stated, *There are locations / facilities that attract a variety of people, and provide social interaction for citizens of all ages..*

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 and climate, as well as affordability, location, safety, lifestyle, family friendliness and a strong community identity*. Directions for improvement included *attracting new business, assisting youth with education and employment, increasing well-paying employment, development of recreational areas / waterfront, staying positive, and commitment and support of business*.

Strengths

- Outdoor recreational opportunities (8)
 - Climate (8)
 - Clean air / Environment (4)
 - Family-friendly / friendly (3)
 - Central location (3)
 - Affordable (3)
 - Strong community identity (2)
 - Peaceful lifestyle (2)
 - Low crime (2)
 - Hospital
 - People / nature balance
 - Quality of life
 - Committed volunteers
 - Reflexive educational institutions
-

Improvements

- Attract more businesses and citizens / job creation (5)
 - Assist youth with education and employment (3)
 - Well-paying full-time employment (2)
 - Stay positive / encouraging success (2)
 - Develop recreation areas (2)
 - Commitment / support of business (2)
 - Burning restrictions
 - Get court services back
 - Strengthen community spirit
 - Improve ability to provide services / support amenities that are currently running on volunteers (burnout factor)
 - Develop airport
 - Strengthen people / nature balance
 - Promote safe / healthy up-bringing for children
-

Section 3: Education & Training

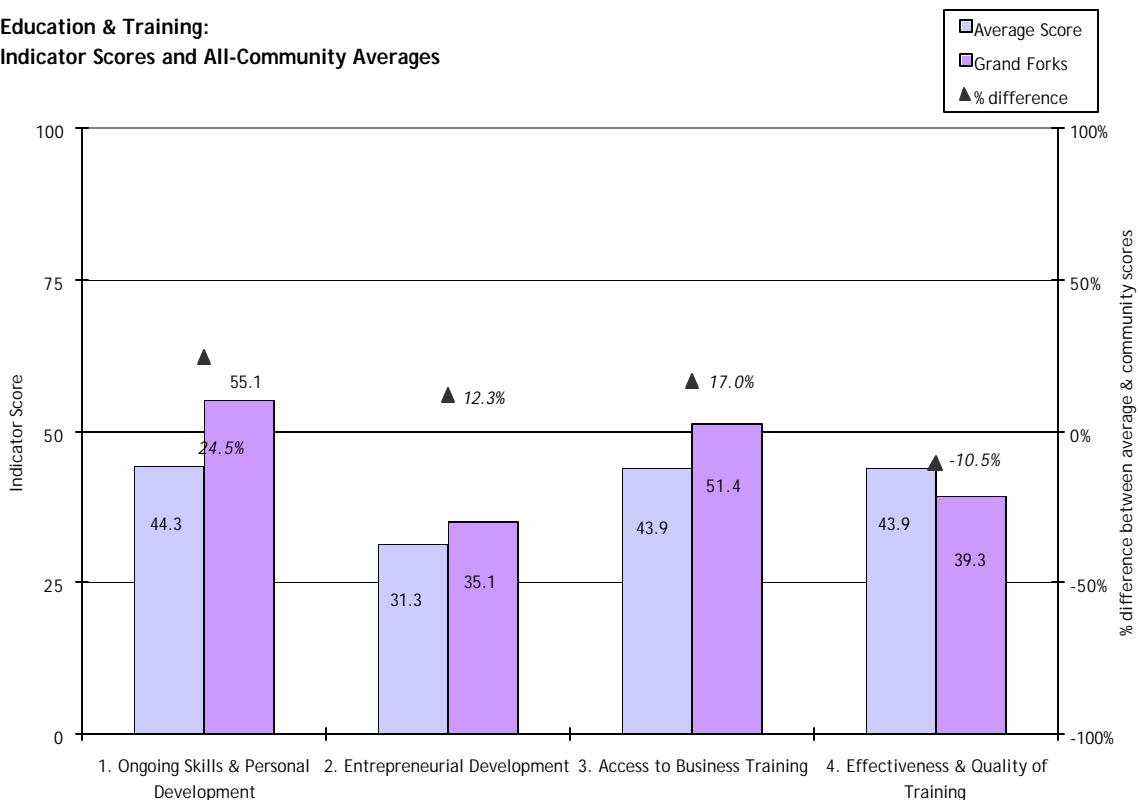
Ability to develop entrepreneurship skills & attitudes in non-business population, and upgrading skills in the business community to remain competitive in larger markets.

Community Comparisons, Indicators and Questions

In comparison to the distribution of scores of other BVI communities, Grand Forks scored medium to high on the *Education & Training* section. According to quantitative data, Grand Forks scored 13% above the all-community average, indicating a potential 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. Grand Forks scored *above average* on the indicators of *Ongoing Skills & Personal Development* (+ 24.5%), *Entrepreneurial Development* (+ 12.3%), and *Access to Business Training* (+ 17.0%). The indicator, *Effectiveness & Quality of Training* (-10.5%), however, scored *below average*, highlighting a potential area of concern.

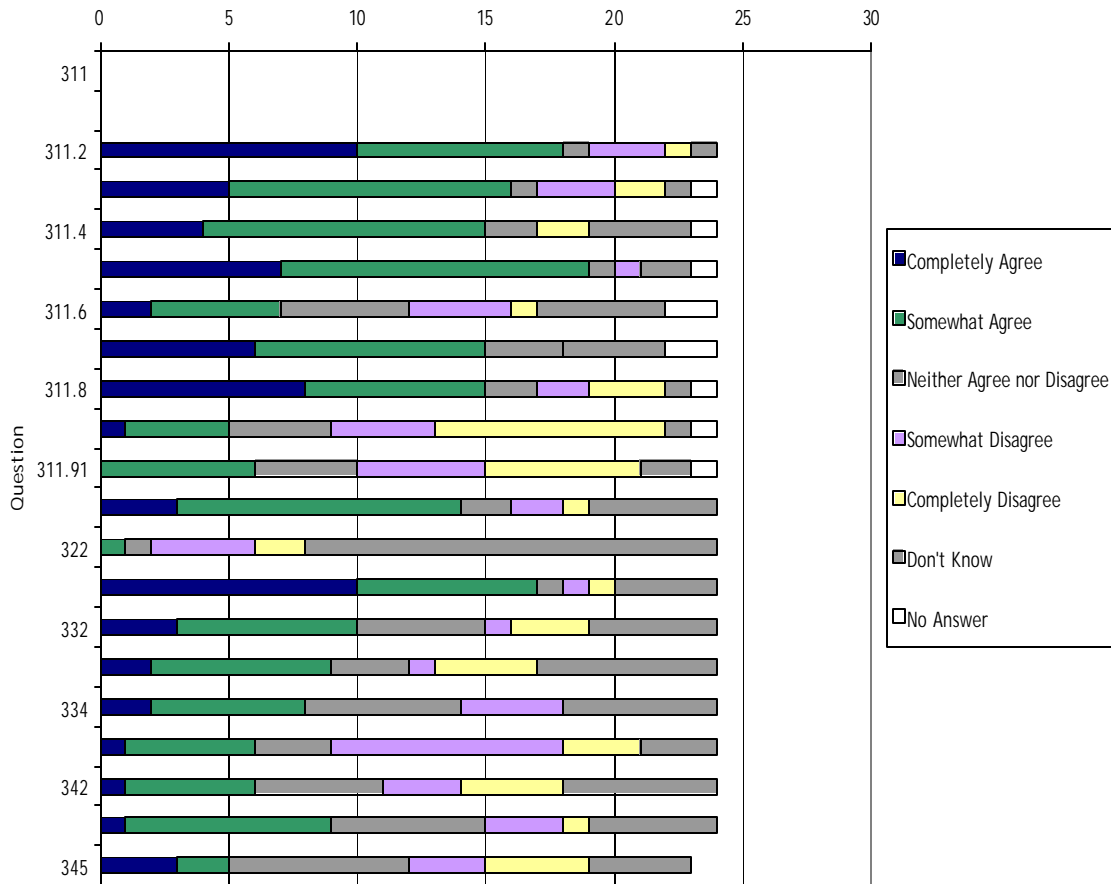
**Education & Training:
Indicator Scores and All-Community Averages**



Category	Indicator	Indicator Definition	Question	Question Definition	
Ability to developing entrepreneurship skills and attitudes in non-business population, and upgrading skills in the business community to remain competitive in larger markets	3.1 Ongoing Skills & Personal Development	<i>Opportunities to learn new skills & to upgrade existing skills, specifically those for business.</i>	311 There are a wide range of realistic training and educational programs available in or close to the community, including the following:	<i>Presence and diversity of opportunities to learn new skills and to upgrade existing skills, specifically those for business.</i>	
			1	Business Training	
			2	Business plan development	
			3	Basic business skills development (i.e. sales, pricing, displays)	
			4	Advanced business skills development (i.e. financial planning, marketing, accounting communications)	
			5	Computer training for business (i.e. excel, web design, graphics, business applications)	
			6	Personal Development	
			7	Online/Distance Training	
			8	Continuing Education	
			9	College or University	
			10	Professional Development	
	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>	
			322 There is an entrepreneurial development program for elementary and secondary school students (K-12).	<i>Formal entrepreneurial development programs & strategies</i>	
	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>	
			332 Training programs are affordable for anyone (i.e. business owners, youth, professionals)	<i>Affordable programs to help all types of business people</i>	
			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>	
			334 The education and business communities work together to provide convenient training	<i>Communication between groups exists, which improves business services</i>	
	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>	
			342 Teaching organizations develop courses that serve community needs (i.e. Specialized training)	<i>Ability of training organizations to adapt and change to needs & demands</i>	
			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>	
			344 Citizens are motivated to learn new skills and to develop existing ones.	<i>Interest in life-long learning</i>	

Education & Training: Distribution by Question

Number of respondents



An examination of questions according to distribution of response reveals that questions 311.2, 311.5, 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 311.5 stated, *There are a wide range of training and educational opportunities including: computer training,* 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 disagree most were questions 311.9, 311.91 and 341. More specifically, question 311.9 stated, *There are a wide range of training and educational opportunities including: college or university.* Question 311.91 stated, *There are a wide range of training and educational opportunities including: professional development,* and Question 341 stated, *A pool of skilled and trained labour is available to local businesses.*

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, and CFDC training programs*. Directions for improvement included *the provision of trades and technical training, flexible educational / training opportunities, and improvement of post-secondary offers*.

Strengths

- College / post-secondary opportunities (11)
 - Great K-12 schools / computer skills development (7)
 - CFDC training programs (7)
 - Assist youth with education and employment
 - Diversity of educational opportunities
 - Bridged educational opportunities / programs
-

Improvements

- Trades / technical training (4)
 - Establish a local college or university / Improve post-secondary offerings (4)
 - Education and training responsive to local needs / trends (3)
 - Online training
 - Support educational facilities / opportunities
 - Needs assessment
 - Better promotion of educational opportunities
 - Affordable education
-

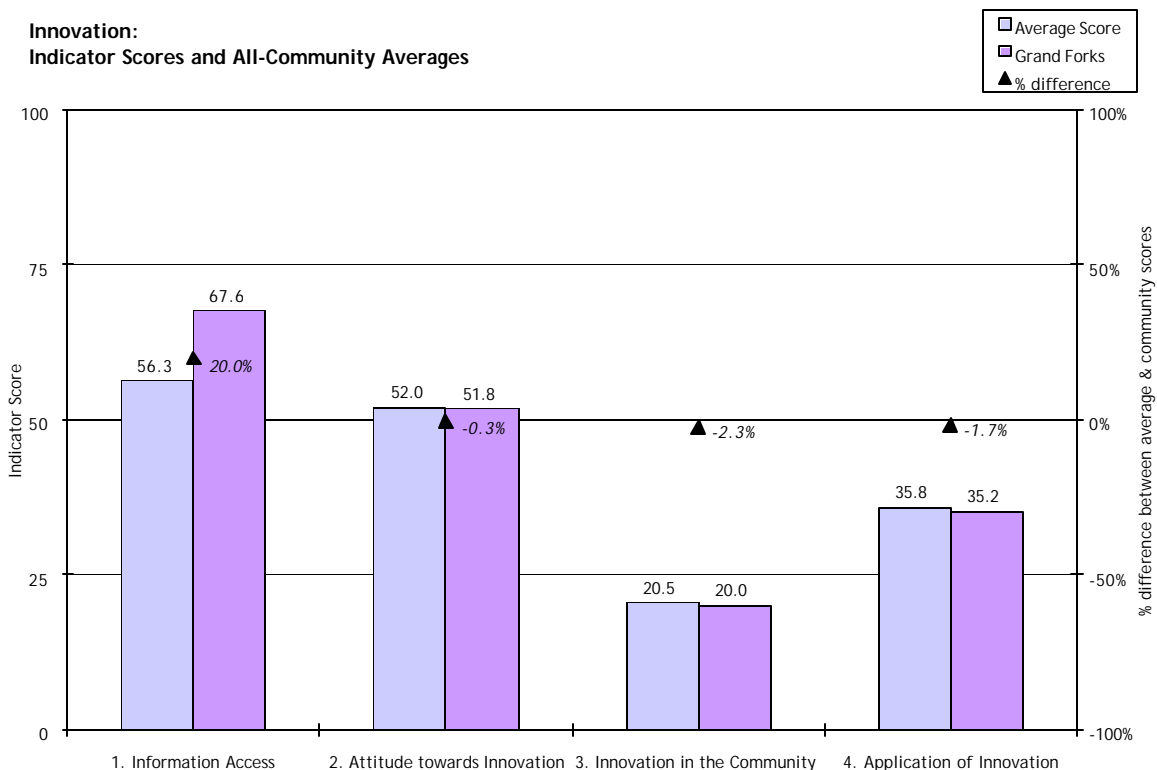
Section 4: Innovation

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

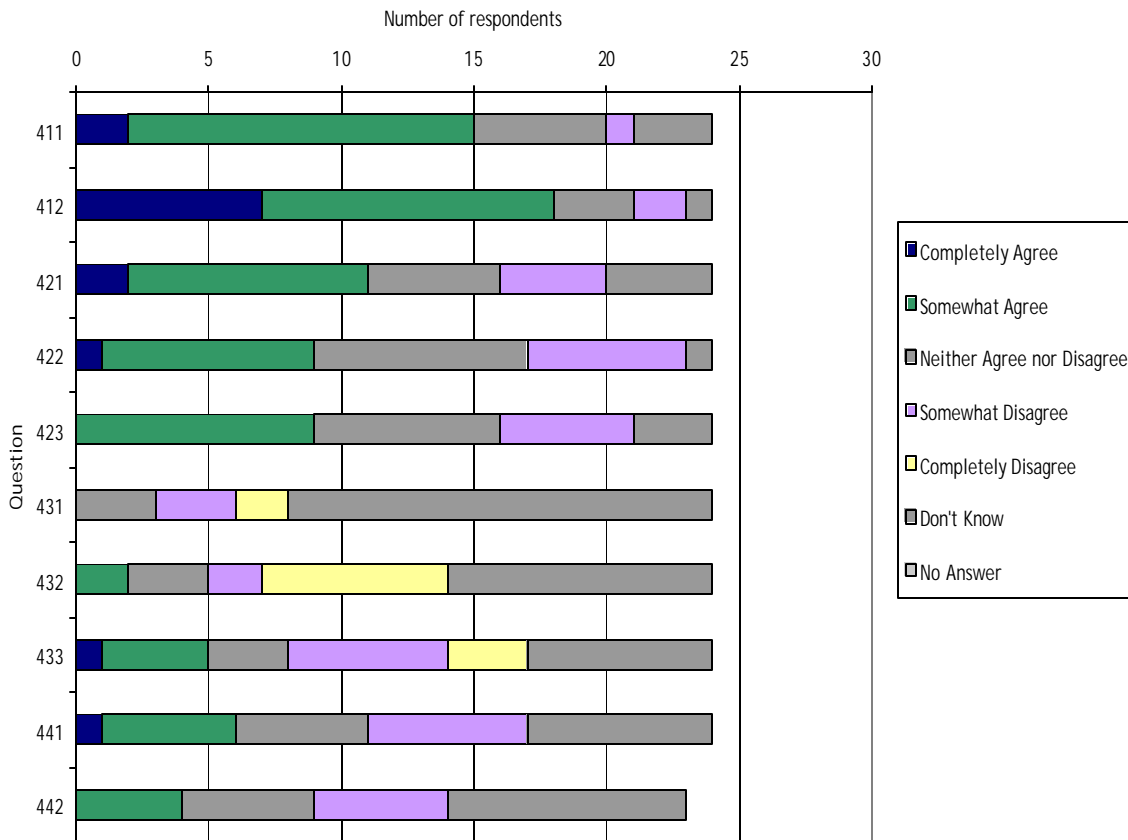
In comparison to the distribution of scores of other BVI communities, Grand Forks scored mid-range on the *Innovation* section. According to quantitative data, Grand Forks scored 7% above the all-community average, indicating a potential area of strength (See Appendix C).

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. Grand Forks scored well above average on the indicator of *Information Access* (+20.0%). The indicators, *Attitude Toward Innovation* (- 0.3%), *Innovation in the Community* (- 2.3%), and *Application of Innovation* (- 0.3%), however, scored slightly below average, highlighting potential areas of concern.



Category	Indicator	Indicator Definition	Question	Question Definition
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	4.1 Information Access	<i>People know how to access information about R&D and know where to go to get information</i>	411 Individuals have access to business research (Local, regional, national, international) relating to new technologies, business development and/or expansion.	<i>Ability of individuals to access information: do they know how? Do they know where?</i>
			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>
	4.2 Attitude towards Innovation	<i>Aware of and supportive of the presence and the relevance of innovative activities in the community</i>	421 Business people & entrepreneurs are aware of and knowledgeable about new and innovative technologies, & are eager to further their knowledge.	<i>Interest in innovative activities great enough for individuals to want to learn more</i>
			422 Innovation is valued and recognized by business people.	<i>Importance of innovation is appreciated and understood</i>
			423 Support and assistance for innovative research and development is available.	<i>Advanced support networks for R&D in business: networking, patents, etc.</i>
	4.3 Innovation in the Community	<i>Presence of and pride in innovation in the community in terms of facilities, individuals, and networks.</i>	431 Businesses that do research or research facilities are geographically concentrated (clustered) and interact with each other.	<i>Concentration of facilities often leads to better interaction and competition</i>
			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>
			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>
	4.4 Application of Innovation	<i>Interaction between innovative people and organizations and the business community</i>	441 Businesses use innovative technology, practices, and research.	<i>Ability of business to apply the results of innovation to better their own business</i>
			442 Research that is being done in the community or region is relevant to the business community's needs and interests.	<i>Local R&D helps local businesses' needs and efforts</i>

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 disagree most were questions 432 and 433. More specifically, question 432 stated, *Skilled and knowledgeable scientists and researchers do academic and / or practical work in my community or region*, and question 433 stated, *There are formal and informal forums on technology and technology applications*.

Qualitative Comments

Qualitative comments further inform areas of strength and areas in need of improvement. Strengths included *Community Futures, location, affordability, current research, commitment and coordination*. Directions for improvement included *accessing untapped potential, improved communication, and coordination of research and development efforts*.

Strengths

- Location
 - Affordable
 - Current research
 - Community Futures (2)
 - Coordination between governments and community groups
 - Commitment to contribute knowledge / skills / time
-

Improvements

- Access untapped potential / revitalize opportunities (2)
 - Improving communication / consultation processes (2)
 - Initiate / coordinate research and development efforts (2)
 - Financial assistance to small business / sharing findings
 - Trades school / extend post-secondary opportunities
 - Increase business partnerships
-

Section 5: Leadership, Teamwork & Networking

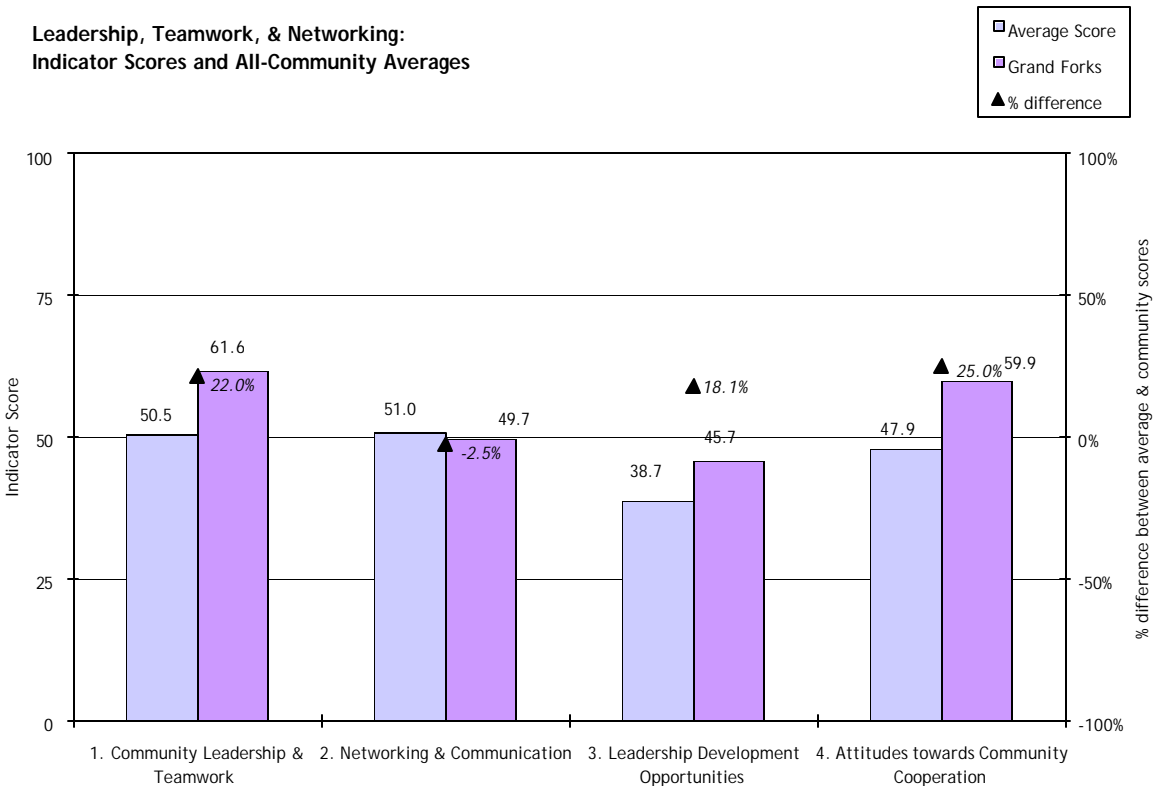
The capacity of a business community to take action on an idea or opportunity as a whole group, with good leadership, effective teamwork, and clear communication.

Community Comparisons, Indicators and Questions

In comparison to the distribution of scores of other BVI communities, Grand Forks scored high on the *Leadership, Teamwork & Networking* section. According to quantitative data, Grand Forks scored 15% *above the all-community average*, indicating a potential area of strength (See Appendix C).

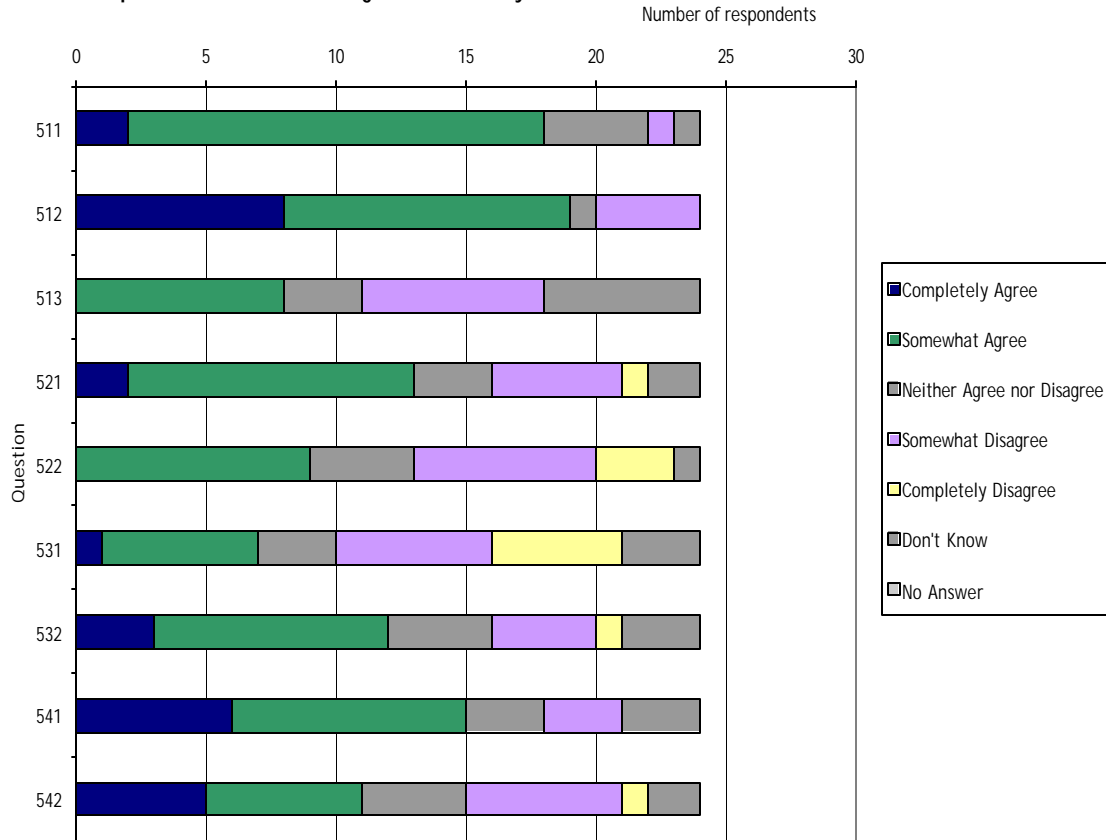
The BVI further breaks down the section entitled, *Leadership, Teamwork, & Networking*, into four indicators including, *Community Leadership & Teamwork, Networking & Communication, Leadership Development Opportunities, and Attitudes Toward Community Cooperation*. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Grand Forks scored well *above average* on the indicators of *Community Leadership & Teamwork (+ 22.0%)*, *Leadership Development Opportunities (+ 18.1%)*, and *Attitude Toward Community Cooperation (+ 25.0%)*. The indicator, *Networking & Communications (- 2.5%)*, however, scored slightly *below average*, highlighting a potential area of concern.

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



Category	Indicator	Indicator Definition	Question	Question Definition
The capacity of a business community to take action on an idea or opportunity as a whole groups, with good leadership, effective teamwork, and clear communication	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>
			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>
			513 Qualified supervisors and managers (and management services) are available to small business	<i>Availability of good leaders in business</i>
	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>
			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>
	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>
			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>
	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>
			542 Cooperative and joint community initiatives are encouraged and respected	<i>Willingness to work together</i>

Leadership Teamwork & Networking: Distribution by Question



An examination of questions according to distribution of response reveals that questions 511 and 512 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*.

Also according to distribution of response, questions in which respondents disagree 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, city council, Chamber of Commerce and committed citizens*. Directions for improvement included *increased cooperation / collaboration, and improved opportunities for team-building and leadership training*.

Strengths

- Collaboration / cooperation (5)
 - New /inclusive council & mayor (3)
 - Chamber of Commerce (3)
 - Committed citizens (2)
 - Partnerships between Chamber of Commerce and Community Futures
 - Well-informed leaders
 - Utilize potential leaders in community
 - Community effort to grow as a whole
 - Word of mouth, networking between business leaders
-

Improvements

- Increased collaboration / coordination (5)
 - Build on strengths, team building / leadership training (3)
 - Inexpensive training opportunities
 - Free training for youth
 - Mentorship programs
 - Establish common goal and vision / brand market community
 - Economic development officer
 - Coordination of government
 - Increased citizen involvement
 - More formalized communication
 - Art gallery ‘openings’
 - Annual community conference sponsored by City
 - Improved networking
-

Section 6: Role of Government & Organizations

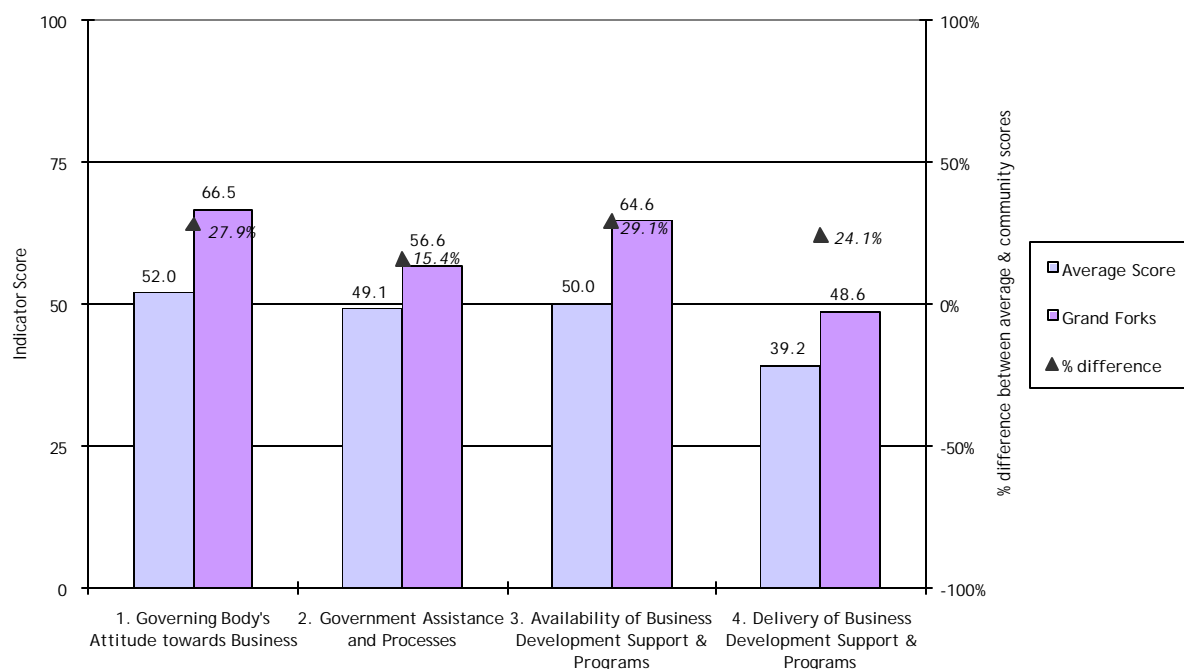
Ability of local governments and other organizations to work with business to design processes and programs that make it as easy as possible to start or expand a business.

Community Comparisons, Indicators and Questions

In comparison to the distribution of scores of other BVI communities, Grand Forks scored extremely high on the *Role of Government & Organizations* section. According to quantitative data, Grand Forks scored 21% above the all-community average, indicating a potential area of strength (See Appendix C).

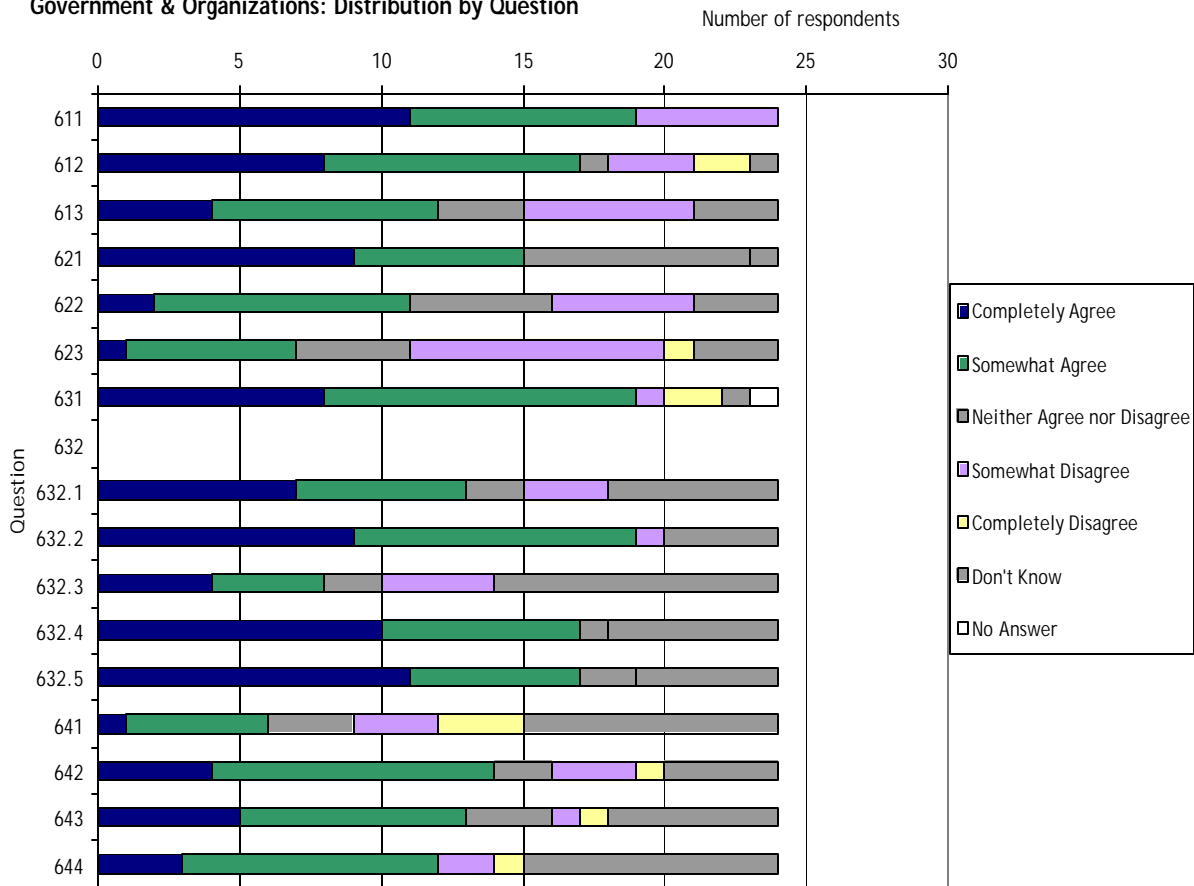
The BVI further breaks down the section entitled, *Role of Government & Organizations*, into four indicators including, *Governing Body's Attitude Towards Business*, *Government Assistance and Processes*, *Availability of Business Development Support and Programs*, and *Delivery of Business Development Support and Programs*. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Grand Forks scored well above average on the indicators of *Governing Body's Attitude Towards Business* (+ 27.9%), *Government Assistance and Processes* (+ 15.4%), *Availability of Business Development Support and Programs* (+ 29.1%), and *Delivery of Business Development Support and Programs* (+ 24.1%).

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



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

Government & Organizations: Distribution by Question



An examination of questions according to distribution of response reveals that questions 611, 631, and 632.2 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 631 stated, *There is a recognized organization or individual available to assist people in identifying, assessing, expanding and / or creating business opportunities,* and question 632.2 stated, *Recognized organizations offer programs and services assisting business people, such as the following: Training.*

Also according to distribution of response, questions in which respondents disagree most were questions 613, 623 and 641. More specifically, question 613 stated, *The governing body is committed to help existing businesses or creating new businesses through policy and action.* Question 623 stated, *Local regulations, policies, rules, bylaws and zoning are easily understood by business people making it easy / reasonable for businesses to expand or start up.*

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 *new and committed city council, and committed citizens*. Directions for improvement included *increased cooperation and communication, prioritize and act on goals, and increased leadership training*.

Strengths

- New council seems committed (5)
 - Dedicated / sincere / common sense citizens (4)
 - Infrastructure
 - Access
 - Cooperation
 - Open for business attitude / economic development
 - Community Futures
 - Open-minded
 - Good provincial government office at court house
-

Improvements

- Cooperation / partnerships (8)
 - Community consultation / communication (6)
 - Prioritize goals and act on goals (3)
 - Leadership development / training (2)
 - Clear delineation of responsibilities
 - Networking
 - Revitalize downtown business district
 - Tap into new citizens (new talent / knowledge)
 - Build on current and past research
 - Follow through on integrity
 - Unpleasant municipal experience
 - Rethink old way of doing business
-

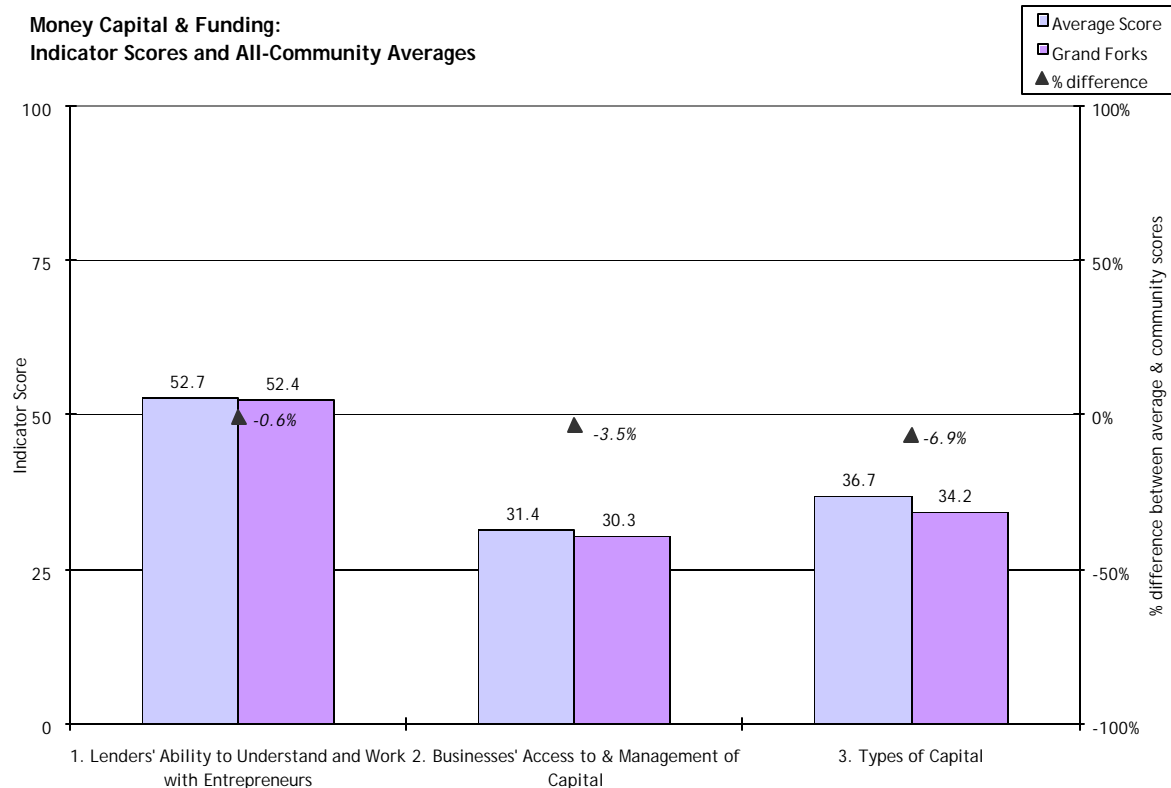
Section 7: Money, Capital & Funding

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

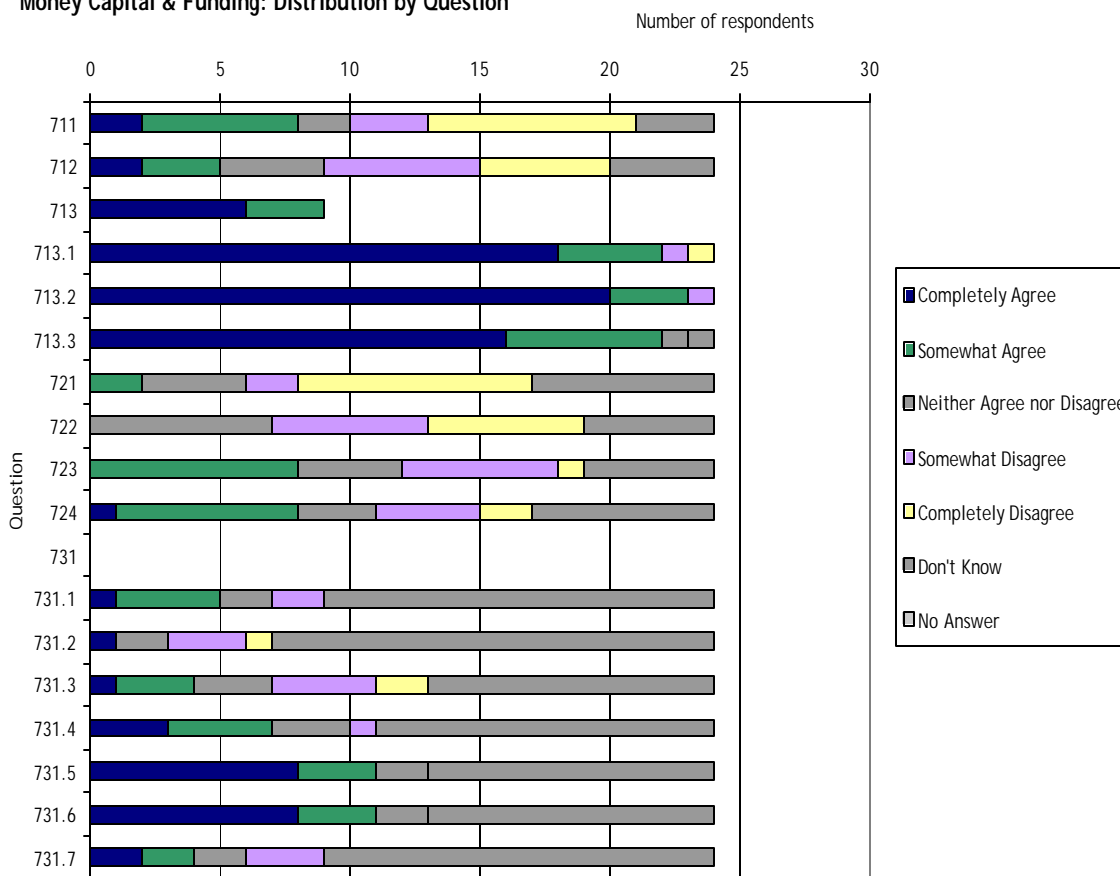
In comparison to the distribution of scores of other BVI communities, Grand Forks scored medium to low on the *Money, Capital & Funding* section. According to quantitative data, Grand Forks scored 7% below the all-community average, indicating a potential area of concern (See Appendix C).

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. Grand Forks scored slightly below average on all of the indicators in this section, including: *Lenders' Ability to Understand and Work with Entrepreneurs* (-0.6%), *Businesses Access to & Management of Capital* (-3.5%), and *Types of Capital* (-6.9%).



Category	Indicator	Indicator Definition	Question	Question Definition
Ability of the community to financially support entrepreneurs through ensuring access to capital, and educating businesses about financial management and supports	7.1 Lenders' Ability to Understand and Work with Entrepreneurs	Ability to support worthy business ideas and provide assistance to improve chances of success	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>
			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>
			713 The following types of lending organizations are available:	Variety of lending organizations with different lending goals
			1 Bank	
			2 Credit Union	
			3 Development Organization	
	7.2 Businesses' Access to & Management of Capital	Ability of a business to acquire and manage funds	721 Business capital is available to anyone committed to a venture, regardless of credit history or any other factors.	Access Equity
			722 People who are interested in expanding or starting a business are skilled in raising funds	Ability to raise funds (getting investors, loans, etc) for a business venture
			723 Businesses have a firm understanding of financial management (cash flow, reading financial statements).	Understanding of financial management, which increases chances of success.
			724 Costs (i.e. Interest, application fees) of accessing capital are manageable for entrepreneurs.	Fair and affordable access to capital
	7.3 Types of Capital	Availability of capital through a variety of programs (formal and informal), ensuring that all potential and existing businesses have access to capital	731 The following types of capital are used by entrepreneurs:	Variety and appropriateness of sources of capital
			1 Equity (investments)	
			2 Angel	
3 Grants				
4 Revolving loan funds				
5 Micro Loans (up to \$5,000)				
6 Loans \$5,000 to \$200,000				
7 Loans \$200,000 and above				

Money Capital & Funding: Distribution by Question



An examination of questions according to distribution of response reveals that questions 713.1, 713.2, and 713.3 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), credit unions (713.2), development organizations (i.e. BDC, CFDC) (713.3).*

Also according to distribution of response, questions in which respondents disagree most were questions 711, 712, 721 and 722. More specifically, question 711 stated, *Lenders are willing to take chances based on individual character and good business ideas*, and question 712 stated, *Lenders and investors understand entrepreneurs' needs and have programs to address those needs*. Question 721 stated, *Business capital is available to anyone committed to a venture, regardless of credit history and other factors*, and question 722 stated, *People who are interested in expanding or starting 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 *financial institutions, slag fund, Phoenix Foundation and Community Futures*. Directions for improvement included *more financial institutions, commitment of large corporations, Economic Development Officer, new business / agricultural grants, and equitable lending to young people*.

Strengths

- Financial institutions / Credit Union (7)
 - Slag fund (3)
 - Phoenix Foundation (2)
 - Community Futures (2)
 - Infrastructure
 - Corporate support
 - Access federal funds for culture / heritage tourism
 - 2 major businesses
 - Diverse funding sources
-

Improvements

- More financial institutions (3)
 - Commitment of corporations (2)
 - Economic Development Officer (2)
 - Agricultural and new business development grants (2)
 - Equitable lending to young people (2)
 - Less bureaucracy
 - Strategic investment plan
 - Diversify
 - Lose reliance on forestry
 - Communicate funds available
 - Should be sole responsibility of business community
 - New investment
 - Revitalized business district
 - Outside funding
 - Lending institutions need to be better informed
-

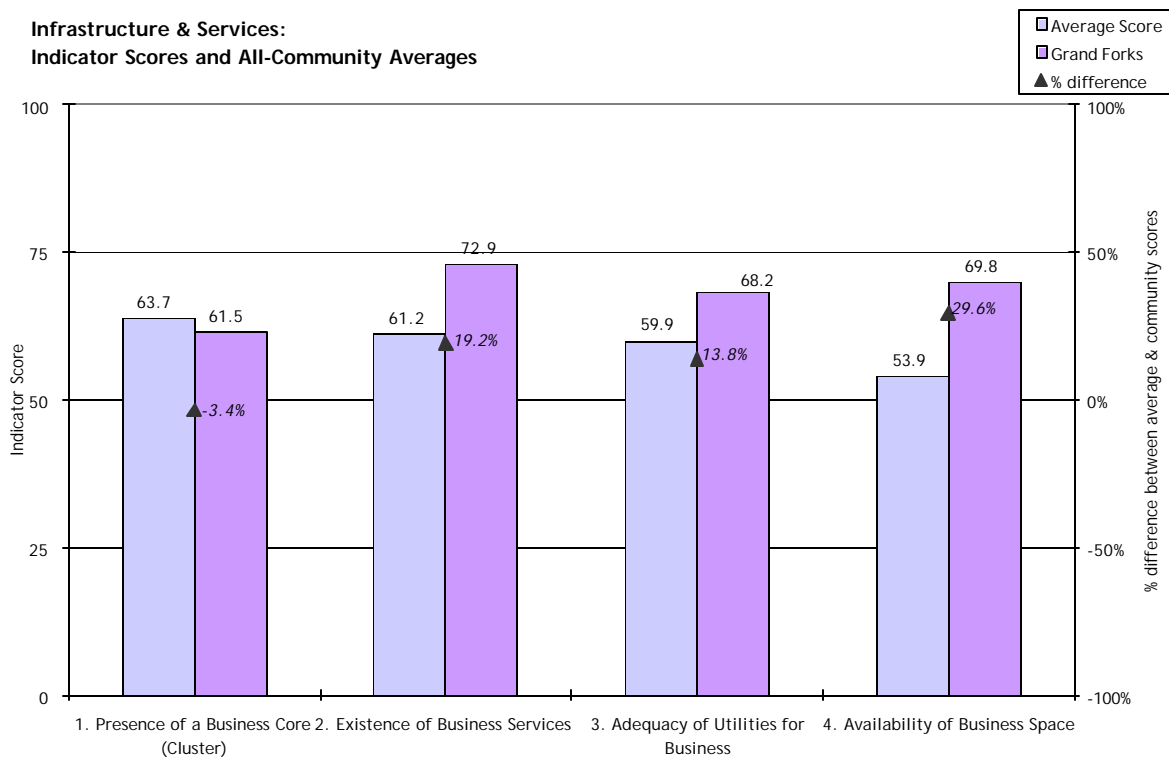
Section 8: Infrastructure & Business Services

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, Grand Forks scored high on the *Infrastructure & Business Services* section. According to quantitative data, Grand Forks scored 7% above the all-community average, indicating a potential area of strength (See Appendix C).

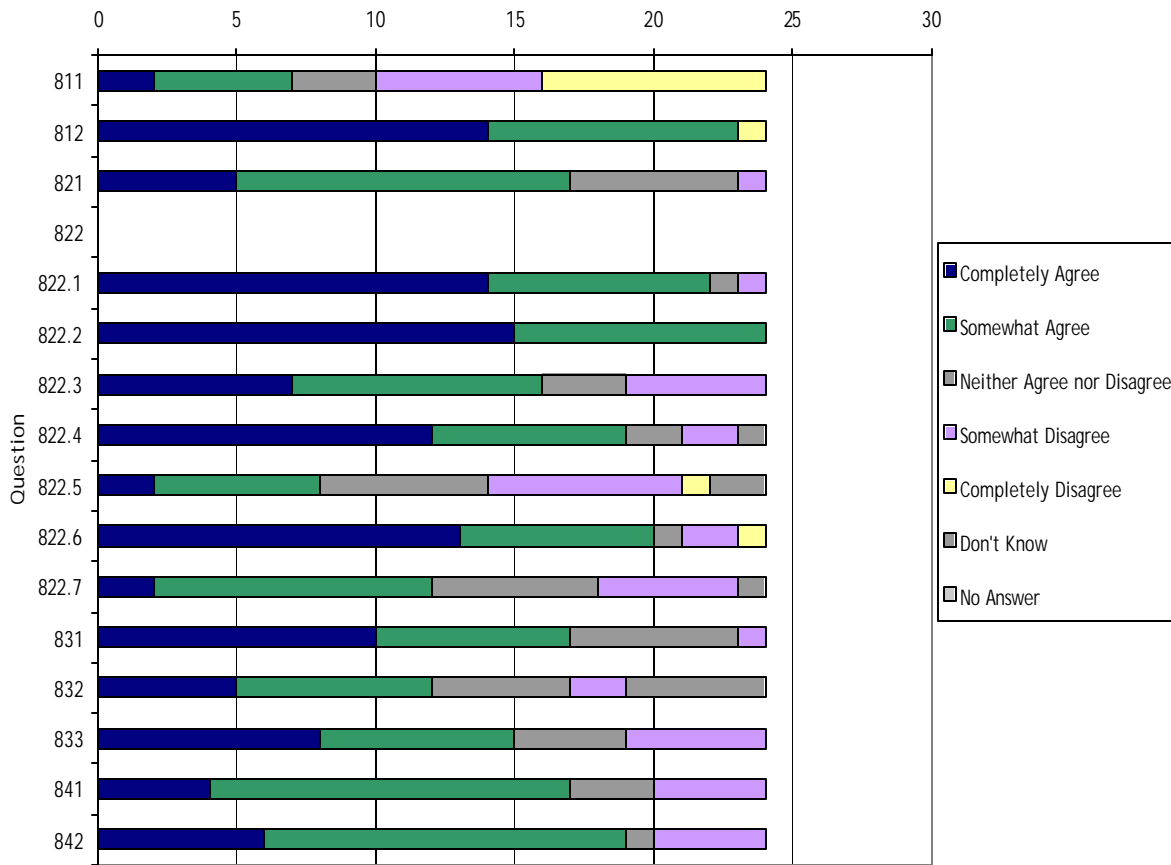
The BVI further breaks down the section entitled, *Infrastructure & Business Services*, into four indicators including, *Presence of a Business Core*, *Existence of Business Services*, *Adequacy of Utilities for Business*, and *Availability of Business Space*. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Grand Forks scored well above average on the indicators, *Existence of Business Services* (+ 19.2%), *Adequacy of Utilities for Business* (+ 13.8%), and *Availability of Business Space* (+ 29.6%). The indicator, *Presence of a Business Core* (- 3.4%), however, scored slightly below average, highlighting a potential area of concern.



Category	Indicator	Indicator Definition	Question	Question Definition
Ability to provide necessary and high quality support services and infrastructure to business at reasonable costs, allowing businesses to be as competitive as possible	8.1 Presence of a Business Core (Cluster)	A central commercial area that increases access to and competition between business	811 There is a vibrant, active downtown area or community core.	Existence of a commercial cluster
			812 Parking near core business areas is accessible and convenient.	Access to the commercial cluster
	8.2 Existence of Business Services	Affordable services available to assist in business development	821 Business services (i.e. Printers, web designers) are affordable and modern.	Entrepreneurs can afford to use available, state-of-the-art business services
			822 The following services are used by businesses:	Variety and usefulness of business services
			1 Banking	
			2 Insurance	
			3 Freighting	
			4 Legal	
			5 Marketing	
	6 Accounting			
	7 Graphic Design			
	8.3 Adequacy of Utilities for Business	Affordability, reliability, and appropriateness of utilities allows for maximum competitiveness in business	831 Existing physical infrastructure (i.e. power, water) is good quality, well maintained, services, and modern	Reliable and modern infrastructure that contributes to better competitiveness of business
			832 The planning of new physical infrastructure (i.e. Roads, power, sewage) considers business needs.	Infrastructure is suitable to business needs
			833 Telecommunication infrastructure is reliable, well-maintained and modern	Presence of communications not enough. Have to be compatible with current technologies (and not be obsolete)
8.4 Availability of Business Space	Appropriate variety of spaces available to accommodate businesses at different stages of development	842 A variety of real estate is available to accommodate business expansion, attraction, or creation (i.e. home-based, downtown core, industrial park)	Space is available for businesses at different stages of development	
		843 Quality rental space is available to accommodate business expansion, attraction, or creation.	Rental space is available for businesses at different stages of development	

Infrastructure & Business Services: Distribution by Question

Number of respondents



An examination of questions according to distribution of response reveals that questions 812, 822.1, and 822.2 were the most agreed upon in this section. More specifically, question 812 stated *Parking near core business areas is accessible and convenient*. Other most agreed upon questions included, *The following services are available to and used by businesses: banking* (822.1), and *insurance* (822.2).

Also according to distribution of response, questions in which respondents disagree 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 *Community Futures Development Corporation, the Chamber of Commerce, good business services, and good infrastructure*. Directions for improvement included *expand Chamber of Commerce, market community, increased networking opportunities, and the revitalization of the downtown core*.

Strengths

- CFDC (4)
 - Chamber of Commerce (3)
 - Good business services (2)
 - Good infrastructure (2)
 - Community revitalization
 - Available professional services
 - Provincial government services
 - Tools exist
 - Cheap power
 - Cooperation between City / Chamber / Community Futures
 - Good basic services
 - Proximity to Kettle River
 - Unique and interesting small businesses
 - Good volunteer base
-

Improvements

- Funding / marketing / support / expansion of Chamber of Commerce (4)
 - Branding / marketing (3)
 - Connect people / networking (2)
 - Revitalize of downtown core (2)
 - Improve local private business services / support (2)
 - Enhance character of heritage buildings
 - Vitality
 - Youth
 - Industry infusion
 - Economic development officer
 - Defined industrial areas
 - Evaluation of existing services
 - Expand business community
 - Improved signage to downtown and river
 - Better recognition of community spirit / development
-

Section 9: Communication & Connectivity

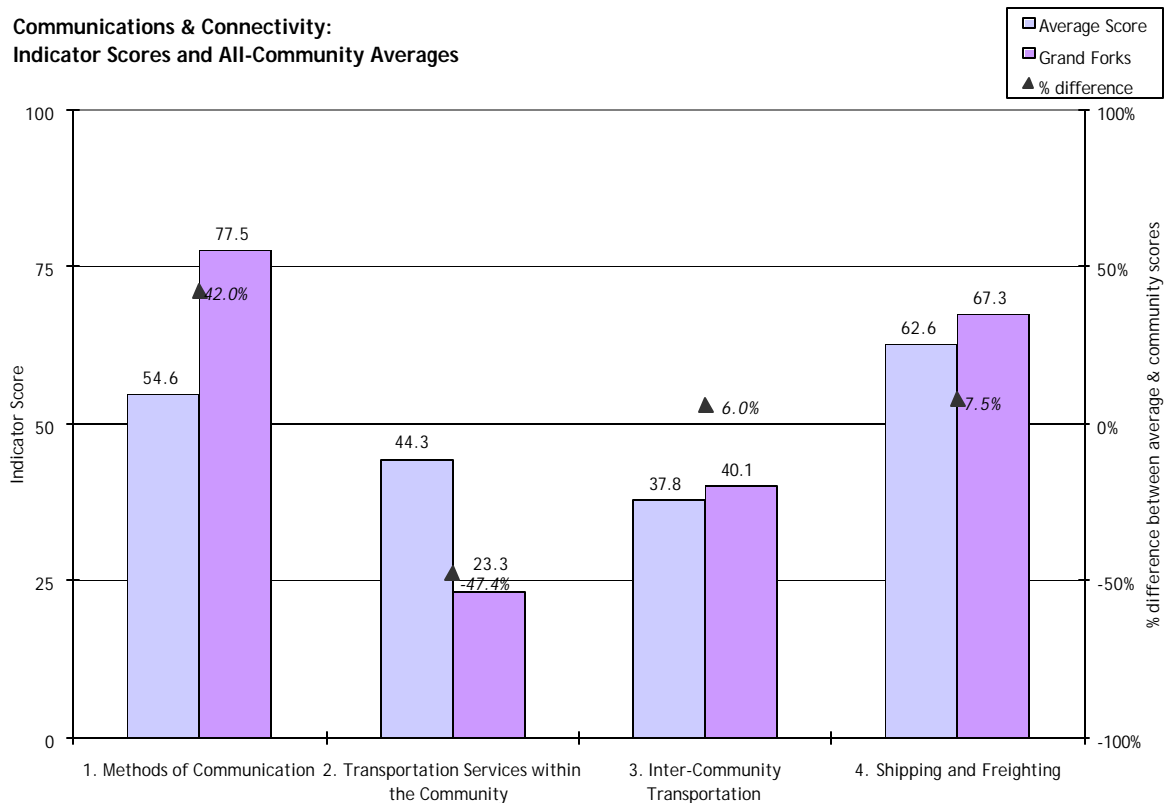
The ability of businesses to connect with each other and with outside markets.

Community Comparisons, Indicators and Questions

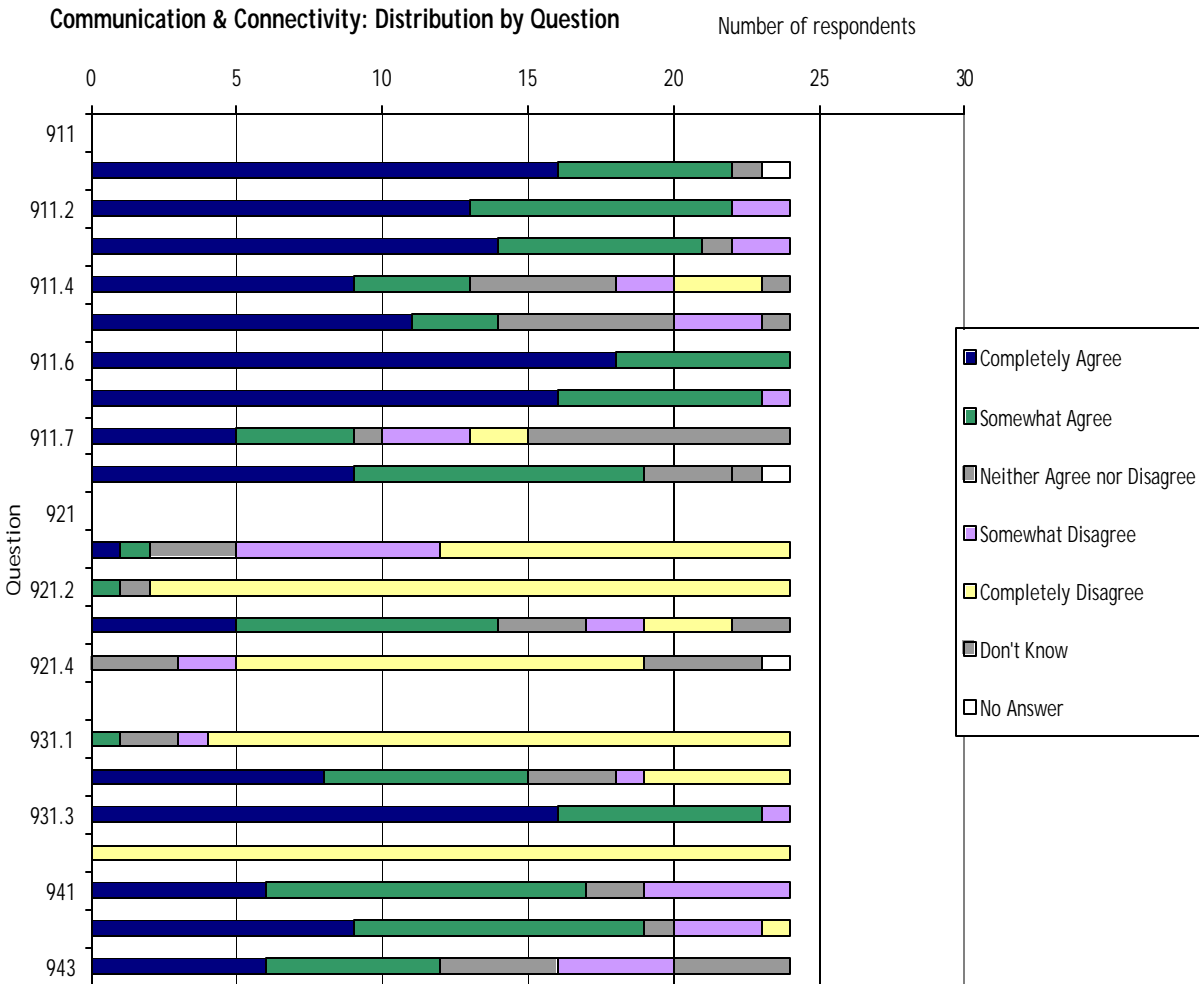
In comparison to the distribution of scores of other BVI communities, Grand Forks scored mid-range on the *Communications & Connectivity* section. According to quantitative data, Grand Forks scored 4% above the all-community average, indicating a potential area of strength (See Appendix C).

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 & Freighting*. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Grand Forks scored well above average on the indicator, *Methods of Communication (+ 42.0%)*. Grand Forks scored above average on the indicators, *Inter-Community Transportation (+ 6.0%)*, and *Shipping & Freighting (+ 7.5%)*. The indicator, *Transportation Services within the Community (- 47.4%)*, however, scored well below average, highlighting a specific area of concern.

Communications & Connectivity:
Indicator Scores and All-Community Averages



Category	Indicator	Indicator Definition	Question	Question Definition	
Ability of businesses to connect with each other and with outside markets	9.1 Methods of Communications	Access to a variety of effective communication methods (from word-of-mouth to state of the art) at a reasonable cost	911 The following communications methods are available:	Communications are comparable to other communities. A lack of communications leads to an inability for businesses to compete effectively with outside markets	
			1	Word of mouth	
			2	Local Newspaper	
			3	Local radio	
			4	Overnight express mail service (nationally)	
			5	Mobile phone	
			6	Basic Internet Services	
			7	Fast or High-Speed Internet Services	
			8	Video conferencing capabilities	
			912 Quality communication services (phone, fax, high speed Internet) are affordable to business	Financial barriers to being technologically competent, even if desire is there?	
	9.2 Transportation Services within community	Customers and products move throughout the community	921 The following transportation services are available within the community:	Customers and products move throughout the community	
			1	Public transportation	
			2	Taxi service	
			3	Special transportation services (i.e. seniors, people with disabilities)	
			4	Car-pooling system (i.e. park and ride, car co-op)	
9.3 Inter-community Transportation	Customers and products move between markets in different communities	931 The following transportation services are available between communities:	Customers and products move between markets in different communities		
		1	Bus (i.e. Greyhound)		
		2	Air (private)		
		3	Air (commercial)		
		4	Train		
9.4 Shipping & Freightage	Businesses access outside markets, moving goods and services into or out of community, at a reasonable cost	941 Main transportation and shipping routes between communities are safe, well maintained and well serviced.	Reliability of shipping routes in all seasons		
		942 Regular & frequent shipping to major centres is available.	Frequency of shipping, leading to better competitiveness		
		943 Shipping and freight services into and out of the community are affordable to businesses.	Affordability of shipping		



An examination of questions according to distribution of response reveals that questions 911.6, 911.7, 931.3 were the most agreed upon in this section. More specifically, questions stated, *The following methods of communication are available: basic internet services (911.6), and fast or high speed internet services (911.7).* Question 931.3 stated, *The following transportation services are available within the community: bus.*

Also according to distribution of response, questions in which respondents disagree most were questions 921.2, 931.1 and 931.4. More specifically, questions stated, *The following transportation services are available within the city: taxi service (921.2), commercial air (931.1), and train (931.4).*

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 *telecommunications and the newspaper*. Directions for improvement included *developing the airport, improving networking opportunities, enhanced telecommunications, and cooperation*.

Strengths

- Communication services / telecommunications / fiber optics (9)
 - Gazette newspaper (4)
 - Central location
 - Word of mouth
 - Small and personal
 - Chamber of Commerce
 - Good communication
 - Good news media (radio, paper, TV)
-

Improvements

- Develop airport (2)
 - Networking (2)
 - Connect fibre optics (2)
 - Extend cell service / internet (2)
 - Cooperation (2)
 - Affordable technology
 - Public transportation
 - Business communication newsletter
 - Common focus
 - Increased community pride
 - Cultural acceptance
 - Improved business climate
 - Community meetings
 - 911, broadband
-

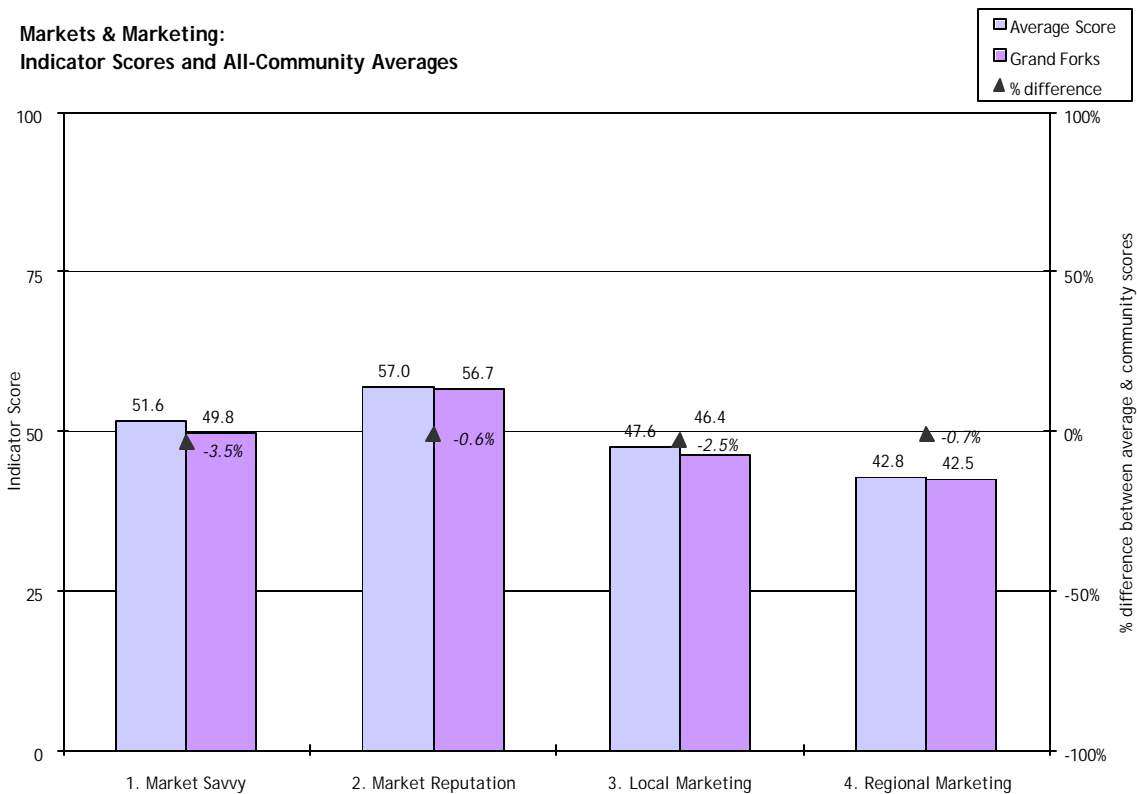
Section 10: Markets & Marketing

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, Grand Forks scored medium to low on the *Markets & Marketing* section. According to quantitative data, Grand Forks scored 2% below the all-community average, indicating a potential area of concern (See Appendix C).

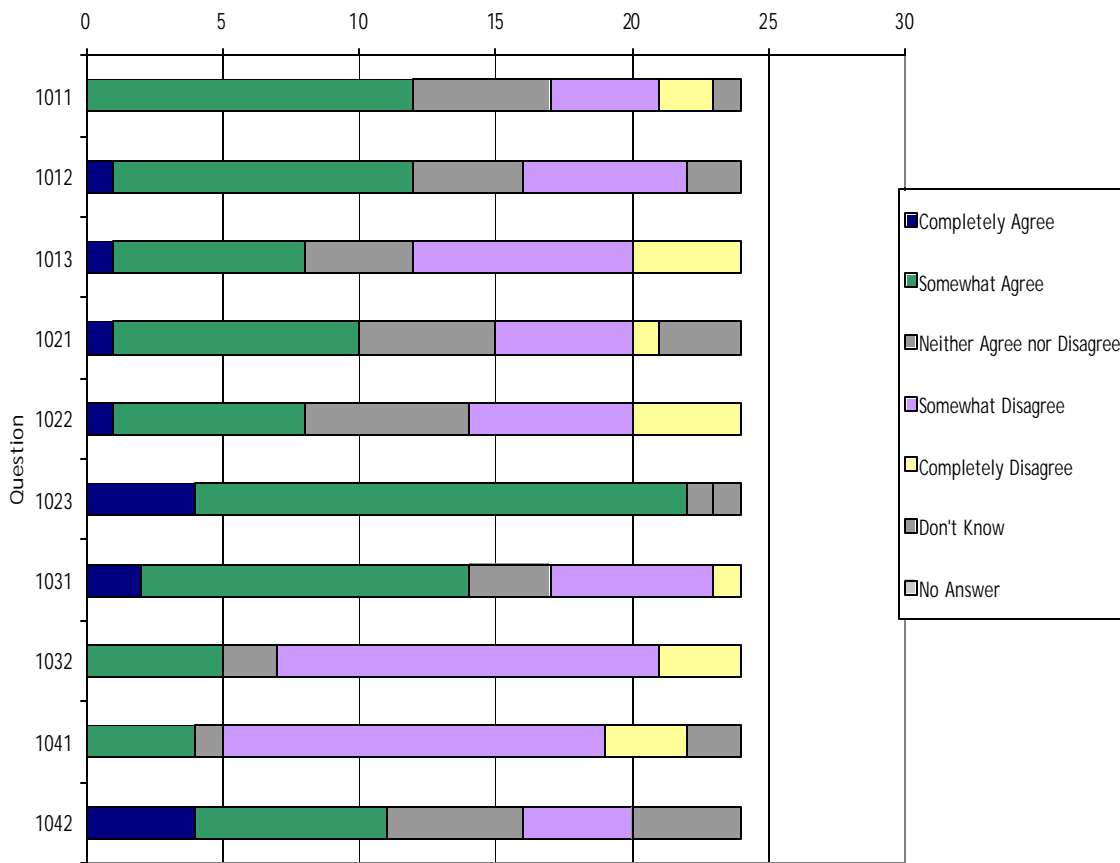
The BVI further breaks down the section entitled, *Markets & Marketing* into four indicators including: *Market Savvy*, *Market Reputation*, *Local Marketing*, and *Regional Marketing*. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Grand Forks scored below average on the indicators, *Market Savvy* (- 3.5%), *Market Reputation* (- 77770.6%), *Local Marketing* (- 2.5%), and *Regional Marketing* (- 0.7%), highlighting potential areas of concern.



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

Markets & Marketing: Distribution by Question

Number of respondents



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 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*.

Qualitative Comments

Qualitative comments further inform areas of strength and areas in need of improvement. In the *Markets & Marketing* section, top strengths identified by participants included *cultural / eco-tourism, central location, and environment*. Directions for improvement included *cohesive marketing and promotion of community, and the servicing of agricultural land*.

Strengths

- Cultural / eco-tourism (3)
 - Location / proximity to outside markets (3)
 - Environment (2)
 - Opportunity for growth
 - Unique products
 - Potential through Virtual Boundary
 - Climate
 - Retirement community
 - Culture
 - Agricultural growth
 - Business services / entrepreneurship
 - Home-based businesses
-

Improvements

- Unified / cohesive marketing and promotion of community (7)
 - Service agricultural land within current infrastructure (2)
 - Improved customer service / marketing for businesses
 - Support Virtual Boundary project
 - Invest more money
 - Minimize impact of personal problems in coordination of business community
 - Action
 - Attract / support youth
 - Elevate cultural profile (museum, library, Doukhobor history)
 - Positive approach
 - Tap into US market
-

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 value⁷*
- *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.

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

⁷ “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 question 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: List of Scores by Question		
#	Opportunities & Attitudes	Score
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.	47
112	The community is facing an economic crisis or a significant economic opportunity.	83
113	Entrepreneurial ventures and business creation are encouraged and supported by citizens and local governments.	59
121	Individuals desire independence, responsibility, & control over their future, and are willing to work to achieve these regardless of a risk of failure.	65
122	Individuals are skilled in a trade, talent, or profession, and have the desire to form a business with these	64
123	Individuals are capable of thinking creatively and developing unconventional solutions using a proactive/can-do attitude.	63
124	Individuals are capable of identifying new, unconventional or changing business opportunities.	67
131	A pool of motivated employees is available to meet business needs.	49
132	Managers & supervisors are motivated in their work and about their staff	60
Quality of Life		
211	A quality health care facility is accessible, well serviced and within a reasonable distance.	77
212	There are quality elementary and secondary schools in the community.	94
213	There is an educational organization in the area that offers post-secondary programs and continuing education opportunities.	74
221	High quality events (i.e. festivals, concerts, movies) catering to a range of ages take place regularly in or close to the community.	52
222	There is a strong community identity, and there are plentiful and varying opportunities for involvement (i.e. arts, athletics, politics, church groups).	72
231	The community is physically beautiful, and environmentally safe (i.e. pollution, water quality).	85
232	Young adults (25-34) consider the community a desirable place to live.	46
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.	48

234	There are many high quality recreational opportunities in the area (i.e. Ski hills, lakes, hiking trails, parks).	94
235	The community is a safe place to live.	88
241	Successful businesses want to remain in the community.	74
242	Individuals are capable of persevering and being committed to their business, remaining in the community even during hard economic times.	63
251	Quality residential real estate opportunities (both purchase and rental) are available and affordable.	69
252	There is a diversity of quality and affordable services (i.e. dry-cleaning, photo developing, gas station).	64
Education & Training		
311	There are a wide range of realistic training and educational programs available in or close to the community, including the following:	
311.1	Business training	
311.2	Business plan development	73
311.3	Basic skills	62
311.4	Advanced skills	58
311.5	Computer training	72
311.6	Personal Development (i.e. Stress management)	42
311.7	online distance	63
311.8	continuing education	63
311.9	college or university	30
311.91	Professional Development	33
321	Business mentors and/or role models are available in the community, and there are recognized programs to facilitate mentorship learning	56
322	There is an entrepreneurial development program for elementary and secondary school students (K-12).	11
331	There is an organization through which training and educational programs/opportunities can be offered.	70
332	Training programs are affordable for anyone (i.e. business owners, youth, professionals)	48
333	Flexible and affordable skills training is available to meet local business needs.	40
334	The education and business communities work together to provide convenient training	47
341	A pool of skilled and trained labour is available to local businesses.	37
342	Teaching organizations develop courses that serve community needs (i.e. Specialized training)	36

343	Teaching staff is knowledgeable and skilled in the area/subject they teach	47
345	Citizens are motivated to learn new skills and to develop existing ones.	38
Innovation		
411	Individuals have access to business research (Local, regional, national, international) relating to new technologies, business development and/or expansion.	62
412	There are libraries or resource facilities that carry information on business development, market trends, new technologies, policies, and networks.	73
421	Business people & entrepreneurs are aware of and knowledgeable about new and innovative technologies, & are eager to further their knowledge.	53
422	Innovation is valued and recognized by business people.	53
423	Support and assistance for innovative business research and development is available.	49
431	Businesses that do research or research facilities are geographically concentrated (clustered) and interact with each other.	11
432	Skilled and knowledgeable scientists and researchers do academic and/or practical work in my community or region (Not necessarily about the region).	16
433	There are formal and informal forums (Conferences, Workshops) on technology and technology applications	31
441	Businesses use innovative technology, practices, and research.	39
442	Research that is being done in the community or region is relevant to the business community's needs and interests.	31
Leadership Teamwork & Networking		
511	Members representing interests of the public, private, and government sectors jointly participate in community decision-making and implementation.	68
512	There is a pool of talented leaders with diverse skills, cultural experiences and backgrounds who are available for leading community initiatives.	74
513	Qualified and affordable supervisors and managers (and management services) are available to small business	41
521	There are adequate opportunities (informal and formal) where business people and entrepreneurs can network with each other.	55
522	Business people are able to give and receive support form other experienced business people (i.e. Business associations, mentoring).	44

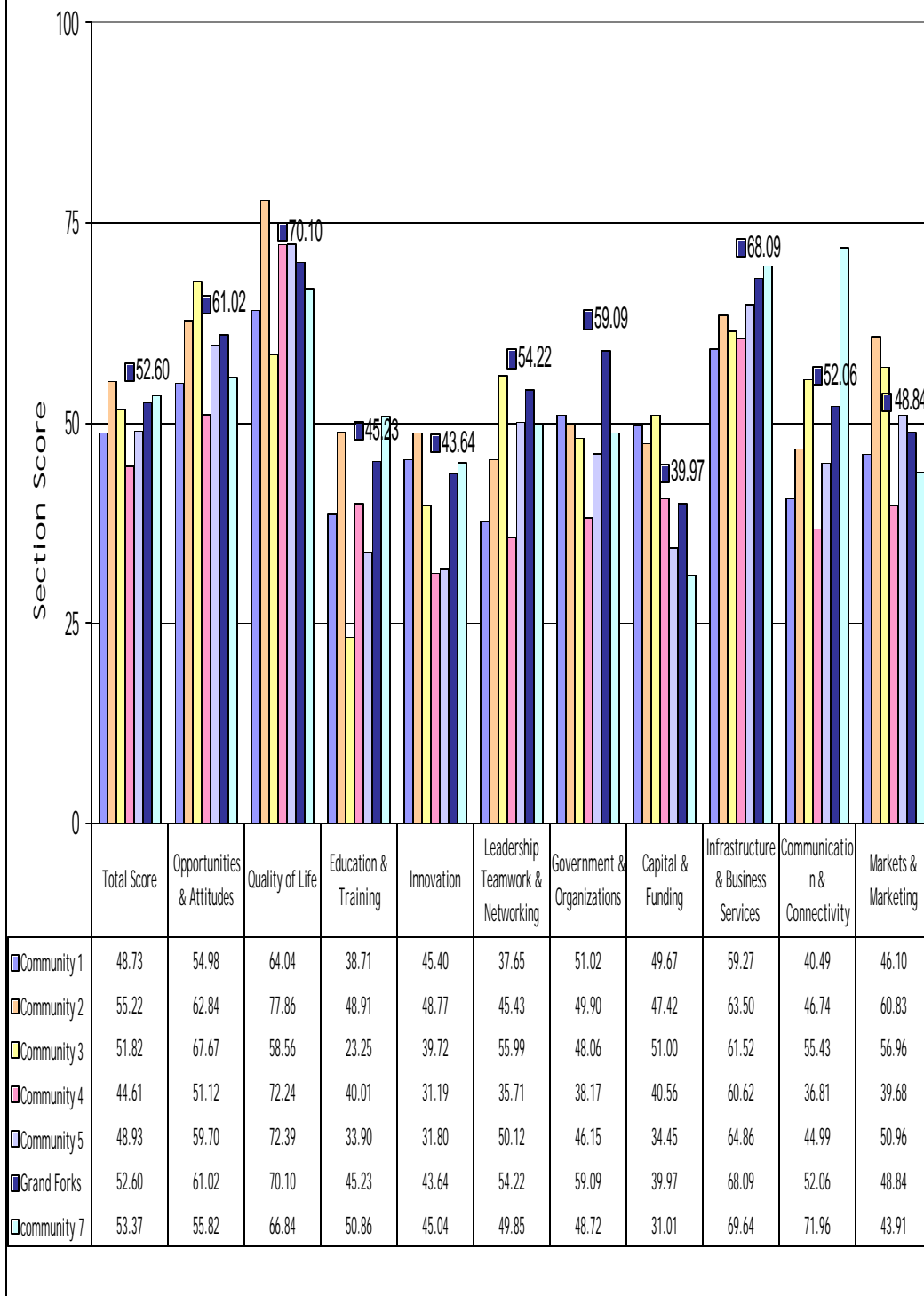
531	There are opportunities for leadership training and development for individuals of all ages and interests (i.e. professionals, youth).	37
532	There are opportunities for small business to learn and develop management skills	55
541	Groups with similar interests have or are willing to form alliances and cooperate to achieve goals	65
542	Cooperative and joint community initiatives are encouraged and respected	55
Role of Government & Organizations		
611	The governing body (city council, village council, or area director) recognizes that businesses are important and valuable for community development.	76
612	The governing body is committed to recruiting or attracting businesses to the community, and may use strategies or incentives to do so.	67
613	The governing body is committed to help existing businesses or creating new businesses through policy and action.	56
621	Community leaders and officials are willing to cooperate with business and business associations.	74
622	Local officials make it easy/reasonable for businesses to start or expand.	54
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
631	There is a recognized organization or individual available to assist people identify, assess, expand and/or create business opportunities.	70
632	Recognized organizations (i.e. Chamber, EDO, CFDC) offer programs and services assisting business people, such as the following:	
632.1	Counseling	59
632.2	Training	73
632.3	Mentoring	42
632.4	Self Employment Assistance Programs	70
632.5	Loans	73
641	Business development programs are effective and efficient, and do not duplicate each other.	32
642	Business programs are offered in a well-known and accessible location.	58
643	Staff members delivering programs are knowledgeable, competent and approachable.	57
644	Successful programs are repeated, reproduced, and further developed.	47

Capital & Funding		
711	Lenders are willing to take chances based on individual character and good business ideas	35
712	Lenders and investors understand entrepreneurs' needs and have programs to address those needs.	34
713	The following types of lending organizations are available:	
713.1	Banks	89
713.2	Credit Unions	94
713.3	Development Organizations (i.e. BDC, CFDC)	88
721	Business capital is available to anyone committed to a venture, regardless of credit history or any other factors	18
722	People who are interested in expanding or starting a business are skilled in raising funds	22
723	Businesses have a firm understanding of financial management (cash flow, reading financial statements).	42
724	Costs (i.e. Interest, application fees) of capital are manageable for entrepreneurs.	39
731	The following types of capital are used by entrepreneurs:	
731.1	Equity (investments)	27
731.2	Angel	14
731.3	Grants	27
731.4	Revolving Loan Funds (i.e. peer or group lending)	37
731.5	Micro Loans (up to \$5,000)	53
731.6	Loans \$5,000 to \$200,000	53
731.7	Loans \$200,000 and above	26
Entrepreneurial Infrastructure & Business Services		
811	There is a vibrant, active downtown area or community core.	36
812	Parking near core business areas is accessible and convenient.	86
821	Business Services (i.e. printers, web designers) are affordable and modern.	72
822	The following services are available to and used by businesses:	
822.1	Banking	86
822.2	Insurance	91
822.3	Freighting	69
822.4	Legal	79
822.5	Marketing	48
822.6	Accounting	80
822.7	Graphic Design	58
831	Existing infrastructure (i.e. Power, water) is good quality, well maintained, serviced, and modern.	77

832	The planning of new physical infrastructure (i.e. Roads, power, sewage) considers business needs.	58
833	Telecommunication infrastructure is reliable, well-maintained, and modern.	69
841	A variety of real estate is available to accommodate business expansion, attraction, or creation.	68
842	Quality commercial rental space is available to accommodate business expansion, attraction, or creation.	72
Communication & Connectivity		
911	The following communication methods are available:	
911.1	Word of Mouth	88
911.2	Local Newspaper	84
911.3	Local Radio	84
911.4	Overnight express mail service (nationally)	63
911.5	Mobile phone	72
911.6	Basic Internet Services	94
911.7	Fast or High speed Internet services	90
911.7	Video Conferencing Capabilities	43
912	Quality communication services (phone, fax, high speed internet) are affordable to business.	77
921	The following transportation services are available within the community:	
921.1	Public Transportation	21
921.2	Taxi Service	05
921.3	Special Transportation Services (i.e. Seniors, People with disabilities)	59
921.4	Carpooling system	09
931	Main transportation and shipping routes between communities are safe, well-maintained and well-serviced.	
931.1	Air (commercial)	8
931.2	Air (private)	63
931.3	Bus	90
931.4	Train	0
941	Main transportation and shipping routes between communities are safe, well-maintained and well-serviced.	69
942	Regular & frequent shipping to major centres is available.	74

943	Shipping and freight services into and out of the community are affordable to business.	59
Markets & Marketing		
1011	Businesses have a good understanding of their customers and their purchasing behavior.	53
1012	Business people have knowledge and an awareness of the global economy and market trends, and its relevance to local markets.	54
1013	Local businesses demonstrate creativity and innovation in seeking new customers, both locally and outside of the area.	43
1021	The community has a reputation for high quality products and/or services	49
1022	The community has a distinctive or unique brand or marketing image	45
1023	People from outside the community see it as a desirable place to live.	76
1031	Products and services are reasonably priced in comparison to regional, and big city competitors	58
1032	People prefer to purchase local products and services before those from out-of-area.	34
1041	Businesses in the community /region jointly market their products and services	30
1042	Locally developed goods and services are marketed both in the community and in other regions	55

Appendix C. Grand Forks Scores Compared to Other BVI Communities



#	Appendix D: Highest Scoring Questions	%
212	There are quality elementary and secondary schools in the community.	94
234	There are many high quality recreational opportunities in the area (i.e. Ski hills, lakes, hiking trails, parks).	94
713.2	Credit Unions	94
911.6	Basic Internet Services	94
822.2	Insurance	91
911.7	Fast or High speed Internet services	90
931.3	Bus	90
713.1	Banks	89
713.3	Development Organizations (i.e. BDC, CFDC)	88
911.1	Word of Mouth	88
235	The community is a safe place to live.	88
812	Parking near core business areas is accessible and convenient.	86
822.1	Banking	86
231	The community is physically beautiful, and environmentally safe (i.e. pollution, water quality).	85
911.2	Local Newspaper	84
911.3	Local Radio	84
112	The community is facing an economic crisis or a significant economic opportunity.	83
822.6	Accounting	80
822.4	Legal	79
831	Existing infrastructure (i.e. Power, water) is good quality, well maintained, serviced, and modern.	77
211	A quality health care facility is accessible, well serviced and within a reasonable distance.	77

912	Quality communication services (phone, fax, high speed internet) are affordable to business.	77
611	The governing body (city council, village council, or area director) recognizes that businesses are important and valuable for community development.	76
1023	People from outside the community see it as a desirable place to live.	76
241	Successful businesses want to remain in the community.	74
213	There is an educational organization in the area that offers post-secondary programs and continuing education opportunities.	74
512	There is a pool of talented leaders with diverse skills, cultural experiences and backgrounds who are available for leading community initiatives.	74
942	Regular & frequent shipping to major centres is available.	74
621	Community leaders and officials are willing to cooperate with business and business associations.	74
632.2	Training	73
311.2	Business plan development	73
412	There are libraries or resource facilities that carry information on business development, market trends, new technologies, policies, and networks.	73
632.5	Loans	73
311.5	Computer training	72
222	There is a strong community identity, and there are plentiful and varying opportunities for involvement (i.e. arts, athletics, politics, church groups).	72
821	Business Services (i.e. printers, web designers) are affordable and modern.	72
842	Quality commercial rental space is available to accommodate business expansion, attraction, or creation.	72
911.5	Mobile phone	72
631	There is a recognized organization or individual available to assist people identify, assess, expand and/or create business opportunities.	70
632.4	Self Employment Assistance Programs	70
331	There is an organization through which training and educational programs/opportunities can be offered.	70

#	Appendix E: Lowest Scoring Questions	Score
931.4	Train	0
921.2	Taxi Service	5
931.1	Air (commercial)	8
921.4	Carpooling system	9
322	There is an entrepreneurial development program for elementary and secondary school students (K-12).	11
431	Businesses that do research or research facilities are geographically concentrated (clustered) and interact with each other.	11
731.2	Angel	14
432	Skilled and knowledgeable scientists and researchers do academic and/or practical work in my community or region (Not necessarily about the region).	16
721	Business capital is available to anyone committed to a venture, regardless of credit history or any other factors	18
921.1	Public Transportation	21
722	People who are interested in expanding or starting a business are skilled in raising funds	22
731.7	Loans \$200,000 and above	26
731.3	Grants	27
731.1	Equity (investments)	27
311.9	college or university	30
1041	Businesses in the community /region jointly market their products and services	30
442	Research that is being done in the community or region is relevant to the business community's needs and interests.	31
433	There are formal and informal forums (Conferences, Workshops) on technology and technology applications	31

641	Business development programs are effective and efficient, and do not duplicate each other.	32
311.91	Professional Development	33
712	Lenders and investors understand entrepreneurs' needs and have programs to address those needs.	34
1032	People prefer to purchase local products and services before those from out-of-area.	34
711	Lenders are willing to take chances based on individual character and good business ideas	35
342	Teaching organizations develop courses that serve community needs (i.e. Specialized training)	36
811	There is a vibrant, active downtown area or community core.	36
341	A pool of skilled and trained labour is available to local businesses.	37
531	There are opportunities for leadership training and development for individuals of all ages and interests (i.e. professionals, youth).	37
731.4	Revolving Loan Funds (i.e. peer or group lending)	37
345	Citizens are motivated to learn new skills and to develop existing ones.	38
441	Businesses use innovative technology, practices, and research.	39
724	Costs (i.e. Interest, application fees) of capital are manageable for entrepreneurs.	39

#	Appendix F: Highest number of don't know responses	Score
731.2	Angel	17
322	There is an entrepreneurial development program for elementary and secondary school students (K-12).	16
431	Businesses that do research or research facilities are geographically concentrated (clustered) and interact with each other.	16
731.1	Equity (investments)	15
731.7	Loans \$200,000 and above	15
731.4	Revolving Loan Funds (i.e. peer or group lending)	13
731.3	Grants	11
731.5	Micro Loans (up to \$5,000)	11
731.6	Loans \$5,000 to \$200,000	11
432	Skilled and knowledgeable scientists and researchers do academic and/or practical work in my community or region (Not necessarily about the region).	10
632.3	Mentoring	10
442	Research that is being done in the community or region is relevant to the business community's needs and interests.	9
641	Business development programs are effective and efficient, and do not duplicate each other.	9
644	Successful programs are repeated, reproduced, and further developed.	9
911.7	Video Conferencing Capabilities	9
333	Flexible and affordable skills training is available to meet local business needs.	7
433	There are formal and informal forums (Conferences, Workshops) on technology and technology applications	7
441	Businesses use innovative technology, practices, and research.	7

721	Business capital is available to anyone committed to a venture, regardless of credit history or any other factors	7
724	Costs (i.e. Interest, application fees) of capital are manageable for entrepreneurs.	7
334	The education and business communities work together to provide convenient training	6
342	Teaching organizations develop courses that serve community needs (i.e. Specialized training)	6
513	Qualified and affordable supervisors and managers (and management services) are available to small business	6
632.1	Counseling	6
632.4	Self Employment Assistance Programs	6
643	Staff members delivering programs are knowledgeable, competent and approachable.	6
311.6	Personal Development (i.e. Stress management)	5
321	Business mentors and/or role models are available in the community, and there are recognized programs to facilitate mentorship learning	5
332	Training programs are affordable for anyone (i.e. business owners, youth, professionals)	5
343	Teaching staff is knowledgeable and skilled in the area/subject they teach	5
632.5	Loans	5
722	People who are interested in expanding or starting a business are skilled in raising funds	5
723	Businesses have a firm understanding of financial management (cash flow, reading financial statements).	5
832	The planning of new physical infrastructure (i.e. Roads, power, sewage) considers business needs.	5

Appendix G. Phase 1 Session Attendance

Name	Affiliation / Business	Phone	Email
Randi Millward	E-Commerce Consult.	442-2830	millward@sunshinecable.com
Jason Coleman	Photographer	442-0902	colemanphoto@telus.net
Susan Harner		442-0500	kocomos@kirect.ca
Garfield Marshall	Businessman	442-5291	Garfield@aoco.ca
Ron Wyers	Businessman	442-8616	ron@westernaviation.bc.ca
Yvonne LaBoucane	Ys' Bear Spirit Arts	442-5527	laboucane@look.ca
Tom Shkrabuik	Megahertz Computers	442-5075	tom@megahertz-online.ca
John Lambie	City Administrator Grand Forks	442-2972	
Jake Raven	Mayor City of Grand Forks	442-8016	J&traven@telus.net
Darryl Little	RCMP	442-8288	
Celia Evanson	Make Children First	443-3120	cevanson@sunshine.cable.com
Jackie Pollsch	Rivers Edge Theatre	447-9583	Agate-inv@telus.net
Wayne Hall	Copper Ridge	442-0559	info@copperridgebc.com
Paul Crawford	Grand Forks Art Gallery	442-2211	gfgachin@direct.com
Tim Dueck	Gazette	442-2191	Tim_dueck@hotmail.com
Leda Leander	BFISS	442-2267	leda@sunshinecable.com
Annie Holtby	Selkirk / Rotary	442-2704	holtby@selkirk.bc.ca
Tony Lodder	Area D Director RDKB	442-8252	tlodder@telus.net
J.J. Verigin	USCC	442-8252	vscgcf@telus.net
Loretta Robinson	Chamber of Commerce	442-2833	gfcambe@sunshinecable.com

Appendix H. Difference between Grand Forks and BVI Community Average

Section	Indicator Area	Average Score	Grand Forks	% difference
Opportunities & Attitudes	1. Embracing Opportunity	63.7	60.0	-6
	2. Entrepreneurial Mindset	66.7	70.0	5
	3. Motivated workforce	46.5	50.0	7
Quality of Life	1. Health & Education	71.2	80.0	12
	2. Arts & Culture	60.6	60.0	-1
	3. Lifestyle Opportunities	73.3	70.0	-4
	4. Commitment to Business	76.9	70.0	-9
	5. Daily Services	59.8	70.0	17
Education & Training	1. Ongoing Skills & Personal Development	45.0	60.0	33
	2. Entrepreneurial Development	32.0	40.0	25
	3. Access to Business Training	43.7	50.0	14
	4. Effectiveness & Quality of Training	44.0	40.0	-9
Innovation	1. Information Access	56.7	70.0	23
	2. Attitude towards Innovation	51.7	50.0	-3
	3. Innovation in the Community	20.5	20.0	-2
	4. Application of Innovation	36.5	40.0	10
Leadership Teamwork & Networking	1. Community Leadership & Teamwork	50.3	60.0	19
	2. Networking & Communication	51.0	50.0	-2
	3. Leadership Development Opportunities	39.3	50.0	27
	4. Attitudes towards Community Cooperation	47.9	60.0	25
Role of Government & Organizations	1. Governing Body's Attitude towards Business	52.5	70.0	33
	2. Government Assistance and Processes	49.5	60.0	21

	3. Availability of Business Development Support & Programs	50.8	70.0	38
	4. Delivery of Business Development Support & Programs	39.4	50.0	27
Capital & Funding	1. Lenders' Ability to Understand and Work with Entrepreneurs	52.4	50.0	-5
	2. Businesses' Access to & Management of Capital	31.4	30.0	-4
	3. Types of Capital	36.1	30.0	-17
Entrepreneurial Infrastructure & Business Services	1. Presence of a Business Core (Cluster)	63.5	60.0	-5
	2. Existence of Business Services	60.7	70.0	15
	3. Adequacy of Utilities for Business	60.2	70.0	16
	4. Availability of Business Space	53.9	70.0	30
Communication & Connectivity	1. Methods of Communication	54.9	80.0	46
	2. Transportation Services within the Community	43.8	20.0	-54
	3. Inter-Community Transportation	37.8	40.0	6
	4. Shipping and Freighting	63.0	70.0	11
Markets & Marketing	1. Market Saviness	51.7	50.0	-3
	2. Market Reputation	57.5	60.0	4
	3. Local Marketing	48.1	50.0	4
	4. Regional Marketing	42.4	40.0	-6

Note: Highlighted indicators represent significant⁸ positive and negative differences.

⁸ Significant defined as at least 20% difference.

Appendix L. List of BVI Communities to Date

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