

**Harrop Procter**

Entrepreneurial Capacity Test for Communities  
(ECTC)

Phase I Report

Community Futures of Central Kootenay

January 2002

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## **Part I: Executive Summary**

The Entrepreneurial Capacity Test for Communities (ECTC) 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 a community.

This report summarizes the first phase of the ECTC. Phase I included the assessment of the community's apparent small business resources and potential. This information was gathered through a survey and a focus group session.

The **Harrop Procter Community Cooperative (HPCC)**, the community partner organization, was asked to select and invite the community participants. These participants were business people, local leaders and citizens, and represented a diversity of interests, ages and perspectives in the community. On November 15, 2001, 24 citizens of Harrop and Procter were invited to participate in Phase I of the Entrepreneurial Capacity Test for Communities (ECTC).

### **Overview of Results**

Overwhelmingly, the community perceived itself as **friendly, safe, diverse, active, and peaceful**. Most reported a strong desire to remain in the community under almost any circumstances. A healthy mix of ages, professions and old-timers and newcomers was reported. Other issues like the **common vision, the unique character and the strength and community-mindedness of the people** came up repeatedly throughout the survey. One statement which nicely summarizes many responses was "feeling and pride and contentment in the community instills positive performance." **Community optimism** and a **sense of controlling its own destiny** were strongly stated. **The (Forest) Co-op, HPWPS, and Storytelling Festival** were seen as strong community builders and catalysts. Several noted the **geographical isolation** (also noted as a weakness) as a unifier and catalyst. Many noted they were thankful to be able to live, play and work "in paradise". Community has great **skills in fundraising** (for community projects but not individual businesses), **project management & persistence + persistence and integrity of community leaders** was noted. Despite the community's small size, a **vibrant community core** scored among the highest in terms of strengths.

The community had the highest scores in the areas of **quality of life, opportunities & attitudes, and markets & marketing**. The lowest scores were recorded in **capital & funding education & training, and communications & connectivity**.

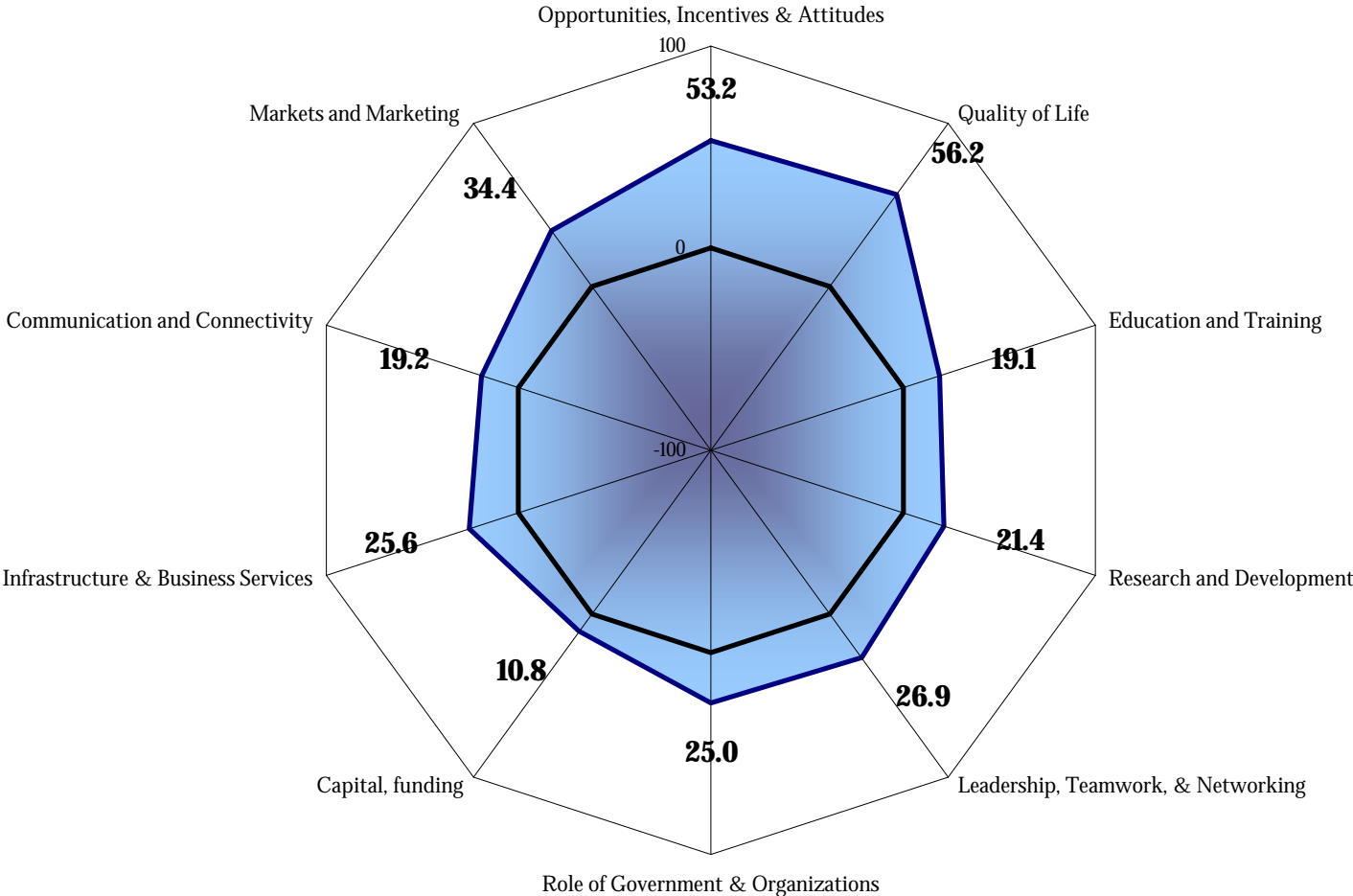
## **Major Themes & Recurring ideas**

- *Co-operation between business, networking opportunities & newsletter; business council*
- *Central location for craftspeople, artists, community to meet, sell & display products*
- *More business training/fairs/ forums in community*
- *Development of community vision or plan*
- *Improved (other side of ferry) signage, business directory &/or community event listing*
- *Better Transportation links between Nelson and from Harrop to Procter*
- *Take advantage of retired and skilled people in the Community for leadership and mentoring (possibly youth)*
- *Using community forest to build partnerships, training, and tourism opportunities*
- *Too much red tape*
- *Need more face-to-face with government or formation of village council*
- *We are Infrastructure have-nots*
- *More loan capital needed*
- *Marijuana industry potential*
- *Internet connection sucks*
- *Conjunctive out-of-area advertising potential, block advertising, and/or marketing coordinator*

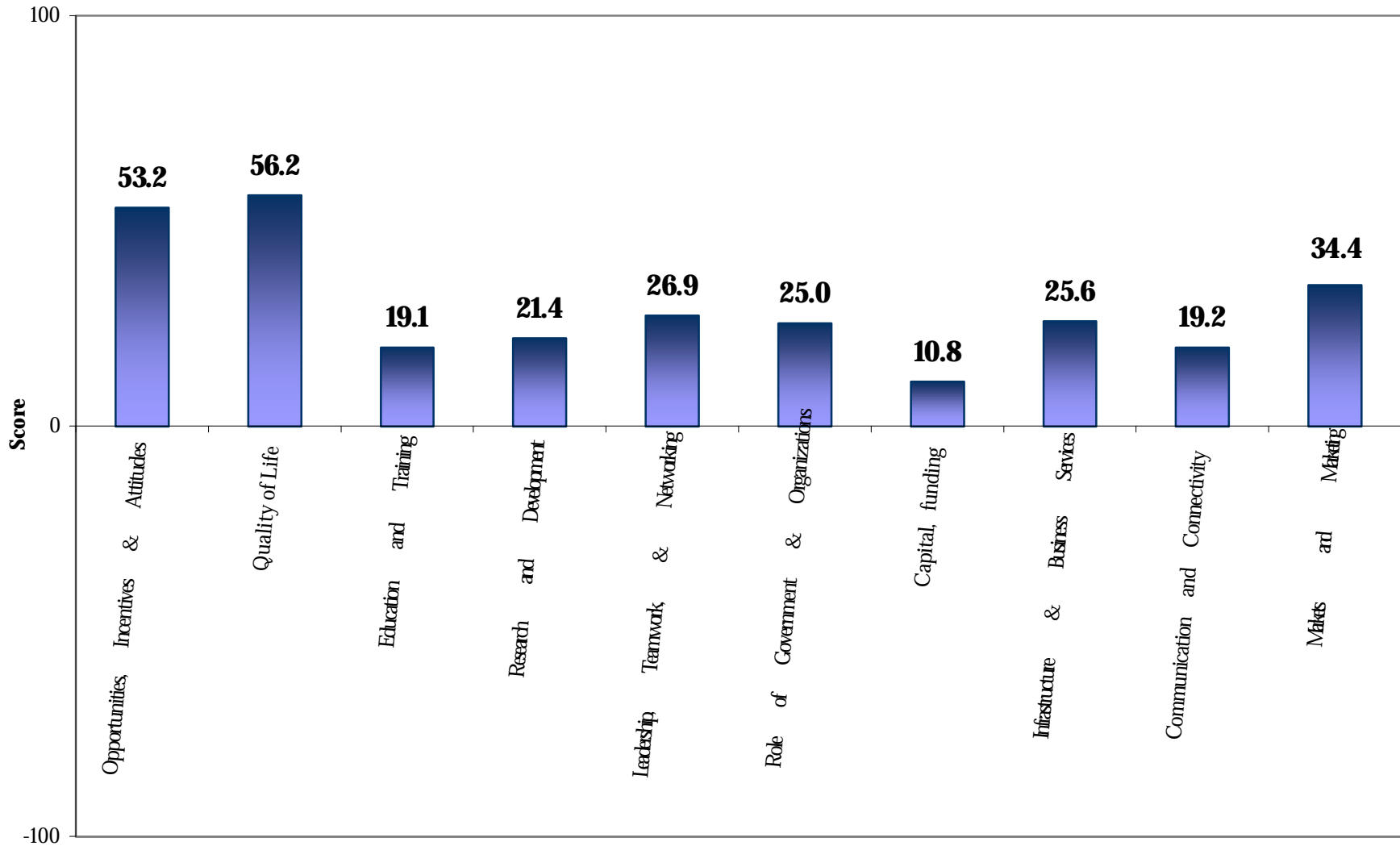
## **Possible Courses of Action**

- *Formation of a community business council*
- *Networking breakfast meeting with guest speakers on a monthly basis at bakery*
- *Community newsletter*
- *Plan around ideal set-up of community artisan's gallery (look to East Shore for ideas)*
- *Business plan training*
- *Business Fair*
- *Other fairs based on strengths in community (community forest, woodlot, eco-forestry forum inviting others in province)*
- *Retired people leading youth in (business) mentoring/leadership program*
- *Business listing on Highway side*
- *Form Village Council to help co-ordinate plan and liaise with regional director*
- *Loan forum from area lenders*
- *Community pick-up point for courier*
- *Organized park & ride to Nelson, between H & P*
- *Marketing co-ordinator*
- *Block advertising*
- *Training other communities to set up community forests*
- *Business opportunity session on a yearly basis to identify forest opportunities to local residents*
- *Internet?? – check out solutions from other communities*

**Distribution of Scores (Total) for Creston (November, 2001)**



## Distribution of Scores (Adjusted Totals) for Harrop Procter (November 2002)



## **Part II.A: Background**

24 citizens of Harrop and Procter were engaged in the Entrepreneurial Capacity Test for Communities (ECTC) – a survey and focus group session - on November 15, 2001 from 7:00-9:45 pm at the Harrop School House. The ECTC helps communities 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 a community.

Harrop Procter is one of two Central Kootenay communities that have been asked to take part in this pilot project. The second phase of the ECTC, *Analysis, Action & Implementation*, is to report back on the findings of the assessment to the community and to facilitate the community in setting priorities. CFDCCK has also offered to assist the community in locating resources (where resources exist) for some community priorities/actions identified. The aim of the ECTC is to assist communities identify ways they can make the entrepreneurial environment in their communities stronger and to assist them in taking action to achieve this.

The HPCC, mainly through the efforts of Rami Rothkop, acted as a co-sponsor of the ECTC booking the facility, selecting a representative sample group & inviting them, coordinating the food, and establishing communication for the entire ECTC process.

## **Part II.B: Methodology**

The Harrop Procter Community Cooperative (HPCC) was asked to select participants from the community made up of business people, local leaders and citizens. CFDCCK asked that at least half the sample size be made up of the leaders and business people. The rest of the participants were to represent a diverse range of interests, ages and perspectives in the community. The group was to be representative of the community.

Following an overview of the ECTC, introduction of everyone participating, and a review of the agenda, participants were asked to individually fill out a questionnaire broken into 2 distinct parts. Part I asked the participants to record qualitative perceptions of the community – its strengths weaknesses, why people live in the community, their commitment to it – and key demographic data (without identifying their names). Part II asked the participants to record their perceptions to questions covering 10 different sections on factors that are seen to be important to gauging a community's entrepreneurial capacity (e.g. markets and marketing). Each statement was framed in a positive context – e.g. *"Marketing services in my community are affordable and accessible."*

Respondents were asked to record their perceptions for each of the 150 or so factors from strongly agreeing to strongly disagreeing. At the bottom of each section respondents were asked to record the community's strength relating to the section, areas where it could improve on, in addition to any comments.

If all respondents strongly **agreed** to a statement, the total community score would be **+100**. If the community strongly **disagreed** with the statement, the total community score would be **-100**. A neutral response (neither agree nor disagree) would be scored as 0. The percentage of people who didn't know (also scored as a 0) is also indicated on the graphs. This helps to identify gaps in knowledge in the community.

The participants were given as much time as they needed to complete the questionnaire with 2 the facilitators, Anne Stacey and Mike Stolte, being available to answer any questions. The response time ranged from 35 minutes to approximately 80 minutes with the average being 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 the question; *"What are the things that make it easy to do business in your community?"* while the other group was asked to answer; *"What are the things that can be improved to help businesses in your community?"* In all instances businesses were defined as including existing, start up, expanding and those businesses that could be attracted to the community.



## **Part II.C: Participant Profile**

The participant population can be described as below:

- 50% had started a business within the last 5 years
- 62% considered themselves business people (25% somewhat business people and 13% not business people)
- 74% considered themselves usually or somewhat influential in the community.
- 79% stated they were committed to the community (and would do almost anything to remain there).
- 62% had community (group) affiliations.
- 62% of respondents were women.
- Age distribution was 8% under 24; 13% 25-34; 50% 35-54; 21% 55-65; 8% over 65.
- 55% reported a household income under \$40,000/annum while 35% reported household income \$40-60,000.
- There was a diversity of occupations identified.
- 21% reported having spent less than 2 years in the community, 21% 2-10 years, 29% 11-20 years and 20% over 20 years.

**PartII.A: Phase I Attendance**

	<b>Name</b>	<b>Address</b>	<b>Email, Phone #</b>
1	Dave Clancy	Box 70 Procter V0G 1V0	229-5692
2	KPHunt	Box 22 Procter V0G 1V0	229-4473
3	Becky Young	Box 85 Procter V0G 1V0	<a href="mailto:bdyoung@netidea.com">bdyoung@netidea.com</a>
4,5	Anne & Jim Ward	Box 79 Procter V0G 1V0	229-5390 <a href="mailto:jward@netidea.com">jward@netidea.com</a>
6	Helen Price	6051 Fairbank Road Nelson BC V1L 5P6	229-4740
7	Janice Elder	Box 10 Procter BC V0G 1V0	229-5796
8	Myo Feagon	Box 107 Procter BC V0G 1V0	229-2173
9	Erin Drinkwater	Box 126 Procter BC V0G 1V0	229-4124
10	Gary C. Eichenauer	Box 85 Procter BC V0G 1V0	229-4448
11	Peter Clement	Box 121 Procter BC V0G 1V0	229-5458
12	Melinda Clement	Box 40 Procter BC V0G 1V0	
13, 14	Terry Kingsland & Alex Kingsland	6212 Mill Cr Rd V1L 5P9	229-5481
15	Amy Nealy	Box 5 Procter BC V0G 1V0	229-5573
16	Joern Wingender	6650 HP Rd Nelson V1L 6S2	229-2281
17	Donna Gamson	752 Lewis Road Nelson BC	229 2162 serenity@tao.ca
18	Rami Rothkop	Box 56 Procter BC V0G 1V0	229-5452
19	Elaine Smith	6129 Pippers Lane Nelson BC	229-4737

20	Cathy Timmons	671 Koot Lagoon	229-4721
21	Eva Etelamaki	7511 Harrop-Procter Road Nelson BC V1L 6R8	229-4428 <a href="mailto:eie@netidea.com">eie@netidea.com</a>
22	Ramona Faust	Box 1 Procter BC V0G 1V0	<a href="mailto:ramond@hpcommunityforest.org">ramond@hpcommunityforest.org</a>
23	Elaine Beaulac	640 Ferguson Road Nelson BC V1L 6R3	229-4702 <a href="mailto:sunbeau@direct.ca">sunbeau@direct.ca</a>

## **Part III.A: Respondent Profiles**

### **COMMUNITY COMMITMENT**

#### Very Committed to community ("Yes")

- *This community is awesome. Diversity among people is a delight*
- *I have lived in Harrop for 14 years and have always wanted to remain in this community, therefore I have gone the extra distance to seek work and create my own business*
- *Currently I am involved with Sunshine Bay Botanicals. I believe in what the Co-op is doing. I like living in this area.*
- *The lifestyle I live in Procter is unique, and it is a way of life I wish to retain*
- *I have washed windows and cleaned chimneys*
- *I have only been in the area since July but already I have grown to appreciate the dedication and passion of the people I have been associated with. I am also in love with the mountains and the ruggedness of the environment.*
- *It is the best place in the world to be. If you don't work here you have a bit of a commute, so better to stay put. Just have to find what's needed/missing.*
- *I'm aware of the limited opportunities for employment. However, we have skills and talents to offer (my husband and I)*
- *This "feels" like a real working community with a core in Procter. Very diversified cross section of people*
- *Exceptional community. Diverse people, safe, beautiful, great climate, space, clean*
- *Live in paradise, play in paradise, work in paradise*
- *I would send my partner away to work so my family could stay*
- *I am an entrepreneur and procter is my home. I still travel to the coast to earn some of my income and am open and looking for another opportunity here*
- *Volunteer only*
- *Having worked outside the community for ten years, it is very valuable to my family and myself to be able to come in the community interacting with community members. Local economies are the economic "rock" of the community.*

#### Not committed to community ("No")

- *I have a management position in Nelson. Will soon retire. Am actively involved with Sunshine Bay Park Society and member of the Rec ID and Rotary in Nelson*
- *I don't plan on living here throughout my entire life, but the portion that is spent here will be (I hope) somewhat dedicated to the community.*
- *I am committed to this community and enjoy living here but disagree with "do anything to make a living". I take pride in what I do and am known for a great heritage place.*
- *Work takes up most part of a day so work has to be enjoyed. Doesn't matter where you live.*
- *I find it easy to work at home, but would go away to do what I want to do, and sometimes that happens*

#### Affiliations

- *Procter Community Society (3), Harrop Community Hall (2), Sunshine Bay Park Society (2), Harrop Procter Watershed Protection Society (5), Harrop Procter Community Cooperative (4), Kootenay Storytelling Festival (2), Redfish Elementary PAC (s), "all other affiliations are in Nelson", Rotary, Procter Gymnastic Club, Social committee, Sunshine Bay Riding Club, Choir, Party committee, Canadian Association of University Women, Unity Center of the Kootenays (Nelson), Church*

#### Words that describe community

- *Friendly (11), Safe (6), Diverse (3), Active (4), Peaceful (3), Family (oriented, extended) (2), Supportive, Beautiful, Caring, Innovative, Intense, Helpful, Communicative, Shared ideals, Fun, Mixed, Healthy, Isolated, Open minded, Scenic, Receptive, Quiet, Resilient, Divided, Bedroom community of Nelson, Caring, Well informed, Involved, Comfortable, Tolerant, Happy, Close, Fun, Easy, People are community minded, Serene, High degree of community networking, Eclectic, Eccentric, Committed, Quiet, Small, Cozy, Somewhat removed, Deceiving (more than meets the eye), Rustic, Rural*

#### Other Occupations of respondents:

- *Hairstylist, Marketing services, machinist/millwright, Administrative, Auto body, Repair service, Hand lettering (calligraphy), Arts, Nursery worker, Auxiliary constable, Information technology, Family raising, Household maintenance, Business and investment consultant, Retired physiotherapist*

#### Education and other qualifications of respondents:

- *Telecommunications installer, Bachelors degree (3), Partial masters degree, Equivalent to masters degree in social work*

## **Part III.B: Community Profile (from preliminary information)**

### **STRENGTHS**

#### The people

- *The people. They're diverse, odd, committed to being and living here, Diversity in people, Lots of people with lots of skills, HUGE diversity of talented community members, Dedicated leaders/teachers/scientists/teams, Diversity of people, Many committed individuals working together on various projects, Dedicated and Diverse skills base, An eclectic group of people with various skills and talents, People retire here from high power places Diverse talents and experiences, Varied knowledge base*

#### The community

- *Participation of large numbers at most community events, Support from other nearby communities (Balfour, etc), Competent citizens, whether at home or involved in the community, Supportive, People share goal for the lifestyle of living here, Community spirit, Community togetherness, Friendliness, Great volunteers, Willing to help, Many people participate of ALL age groups, Small enough that you know everyone, You need help you got it – support, Most people are very proud to live here, which gives really positive energy, The children are great, Community spirit, Developed a lot of pride here over the last few years, We support each others businesses, People in our community know each other (the ferry is a great meeting place), Community events are well attended which gives an opportunity to network, There are many long-term residents to welcome newcomers, The safety aspects allows people to “let their guard down”, Friendliness (3), Open, Community spirit*

#### Visionary and Active

- *Self determination, Independent, The ability to pull together, Tenacity, Visionary, Pro-activity, Goal of protecting our water – community will do anything to see this happens, People who work together to make it a better place to live, We have learned that we can make things happen (powerful), The fact of the watershed society, Community Forest Licence, Community initiative and creativity (e.g Watershed protection society and community forest), Forward thinking*

#### Location

- *Small and rural, People have to WANT to live here because of distance to employment, Unique location (i.e. ferry), Somewhat geographically isolated which keeps expansion slow, Environment, The surrounding beauty – the forest, the water the mountains, Natural Beauty, “Mystique”, Essentially safe, Small, The area's natural environment, Remote, Private, Pristine, Water*

## IMPROVEMENTS

### Signage

- *A large notice sign – let everyone know what is happening, Signage on long beach side of the ferry listing all the businesses in the Community, Signage/billboard at main lake ferry listing all the businesses in Harrop-Procter*

### Transportation

- *Public transportation to Procter, Better public transportation to Nelson (train?), Better transit to procter, Better access to markets*

### Education and support

- *Seed capital, Funding for youth programs locally (skate park, climbing wall, basketball courts, etc), Assistance for local small businesses to ensure their survival and growth (training, financing), Less government red tape, Education regarding operations of the society and coop, Financial support for many skilled people to have their own business, More private sector business promotion and stimulation, Education on sustainably produced goods, A million dollar grant for infrastructure improvements, Support, Less government “red tape” to get things done, More marketing opportunities, More technical training opportunities in Harrop -Procter, Additional support for small businesses, Building more community programs and support programs, Knowledge of government, and vice versa*

### Communication and Networking

- *More focus groups, Better networking resources, More people participating so there is not as much burn out, A location for socializing (pub, café, community 7 day recreation hall), More children activities, Involvement in the Community, High speed internet access, Respect for one another, All are equal (treat everyone this way), Greater involvement in community ventures from a broader cross section of citizens, A better understanding (among citizens of community members and their ideologies, Acknowledgement, if not acceptance, of others ideas*

### Opportunities and Financing

- *More access to jobs for youth – not many youth stay around here, The procession of the community forest working towards a long term tenure, Employment growth, Success of our forestry project, Streamlining our back office re forestry project, Controlling and managing our environment, More small businesses with 5 or more employees, Slow down the pace, Fair return from property taxes, More money, More jobs, Loggers working, Community wave pool*

## REASONS WHY RESPONDENTS LIVE IN THE COMMUNITY

### Physical Beauty:

- *The actual place of incredible beauty where we built our house. And the surprise that the people here are so interesting, Physical surroundings: beauty, peaceful, private, Quality of life, Good water, Lots of trees, no clearcut logging, Living at foothills of mountain away from big cities is healthy, The air and the water is as close to perfect as it comes, This is one of the most beautiful places I have ever encountered – the people, the wildlife, the climate, the geography and the geology. It would be a shame to see this place get into the “wrong hands”*

### Community:

- *The small town feeling, Small population, Near to Nelson, Most of the time it is quiet and safe from outsiders who like to rob and do damage to belongings. The community comes together in crisis and all lend a hand, Welcomed into the community and given work, People are friendly, There is always lots going on entertainment-wise, In general, I chose to live in Procter due to the rural lifestyle, the friendly people and the accessibility to nature, Community is like an extended family, Community supports local businesses, Great atmosphere to raise children in, People who care, My home is here, my family is here, Born and raised, Not urban, Positive safe friendly people, Knowing all my neighbors and Community, Family safety (self, children, grandchildren) (5), Family is here (3), Fun community, Community spirit and events*

### Rural setting

- *Peace (2) in comparison with big city, Can be myself, Quiet (3), The uniqueness of location (ferry access), Lots of unpopulated space, Lots of space and privacy, Peaceful atmosphere, Country-side setting near the water, I wanted to get out of the city and find a simpler, more grounded way of life, Quality of life*

### Lifestyle

- *Lifestyle (2), Outdoor activities, Agriculture and horse friendly, Wilderness in my backyard*

### Business opportunities

- *Jobs available nearby, Positive environment for creative business ideas, Less costly, Income, Lower house prices (10 years ago)*



### **Part III.C: Survey Responses by Category** **Section 1: Opportunities and Incentives**

**Opportunities and Incentives** is one of the strongest areas for Harrop-Procter. The **category score of 49.7** is the second highest of all the sections (see Figure 1 and 2), and the respondents' knowledge of this area (with the exception of business incentives) is very thorough (see Figure 3).

The following strengths for Harrop-Procter's "**Opportunities and Incentives**" were identified:

- *Facing an economic opportunity*
- *Desire to remain in the community*
- *Creativity and proactive problem solving*
- *Unique skills and talents*
- *Desire for independence and risk-taking*

However, the following gaps in the "**Opportunities and Incentives**" in Harrop-Procter were also identified:

- *Community vision or plan*
- *An organization or individual available to help business development*
- *Business incentives*

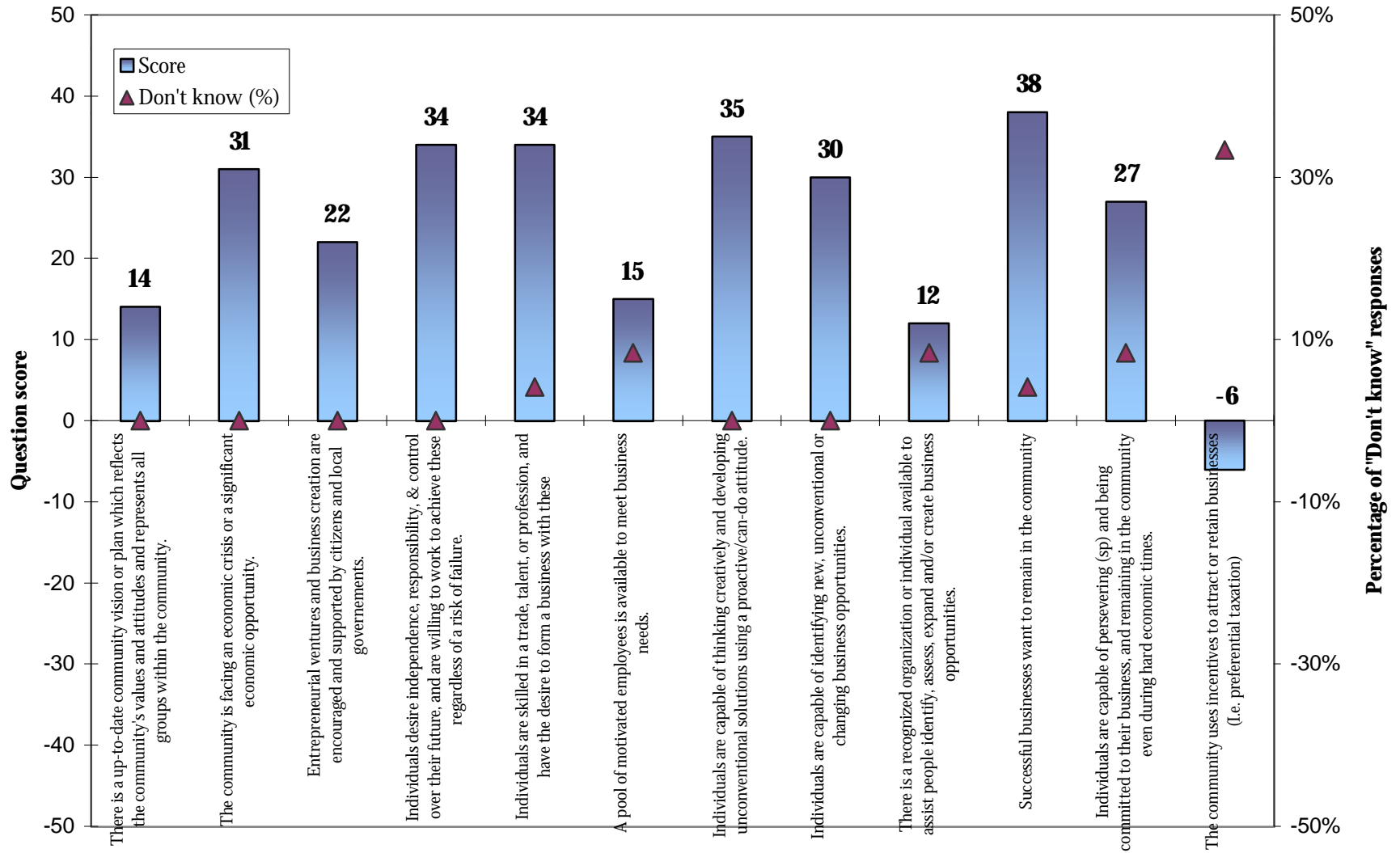
Some specific areas of **strength** as identified in the qualitative answers are as follows:

- The community and its people:
  - *Welcoming to creative individuals, diverse skill base, desire to be "outside the system", strong sense of community with clubs and social events, open minded, volunteering, motivated, respect, positive, supportive, risk-takers, chosen to live in community and "do what it takes to remain here and enjoy a chosen lifestyle".*
- Community support of small business:
  - *"Mutual business support" and word of mouth*
- Opportunity identification and use:
  - *Ability to cooperate to recognize opportunities and form plans, using crises as opportunities, and use innovative ideas & values (creation of value added wood manufacturers, training programs, marijuana)*

Areas identified as needing **improvement**, and some specific suggestions as identified in the qualitative answers are as follows:

- Support:
  - *Government support debatable, - some would like more support, especially financially (tax returns, infrastructure development), but some would like less interference and "red tape", and legalization of marijuana is suggested.*
- Education & Information availability:
  - *Directory of community services, a business fair, business mentoring, and monthly newsletters.*
  - *Increasing the consciousness about full costs and impact of human activity, promoting the value of existing businesses, increasing access to information about opportunities and incentives, improving communication and cooperation, and encouraging and supporting entrepreneurship.*

## Opportunities, Incentives, Attitudes



**Part III.C: Survey Responses by Category**  
**Section 2: Quality of Life**

**Quality of Life** is the strongest section for Harrop-Procter. The **category score of 55.1** is the highest score in the survey (see Figure 1 and 2), and the respondents' knowledge of this area is very high (see Figure 4).

The following strengths for Harrop-Procter's "Quality of Life" were identified:

- *Recreational opportunities*
- *Physical beauty*
- *Safety*
- *Image as a "desirable place to live"*
- *Community identity & involvement*

However, the following gaps in the "Quality of Life" in Harrop-Procter were also identified:

- *Services*
- *Social facilities*
- *Health care services*

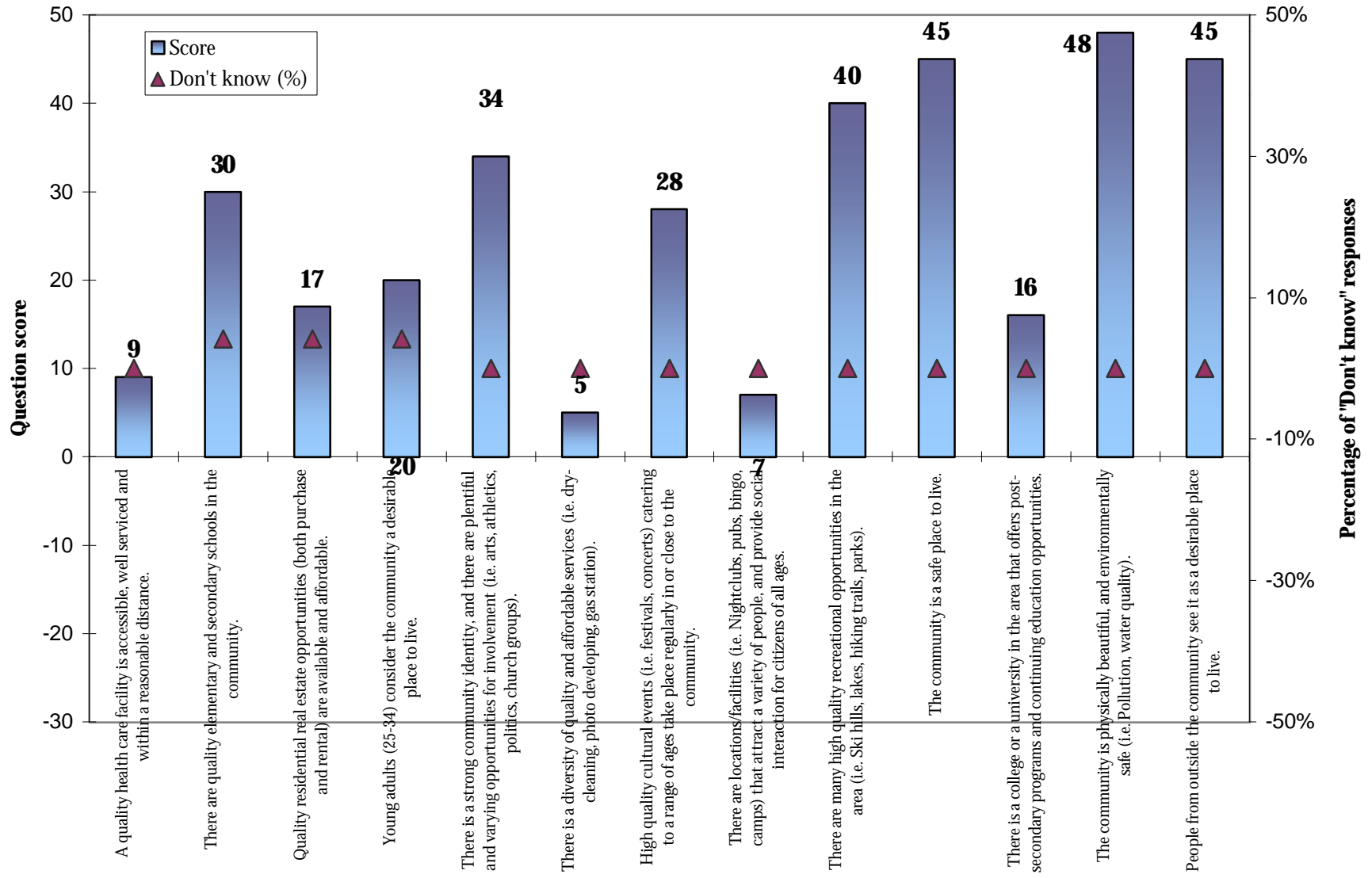
Some specific areas of **strength** as identified in the qualitative answers are as follows:

- **Physical Environment:**
  - *Beautiful, environmentally safe/clean, clean water, peaceful, quiet, clean air, resources, close to nature, natural open living spaces*
- **People & Community:**
  - *Friendly, genuine, committed to quality of life, small population, "alive with opportunities to be involved", motivated citizens*
  - *Close to Nelson with arts, historical preservation interests, facilities for recreation, social opportunities*

Areas identified as needing **improvement**, and some specific suggestions as identified in the qualitative answers are as follows:

- **Infrastructure:**
  - *Better roads, facility for cultural opportunities, lower speed limit, improvement in access to health care, seniors housing, more community activity buildings (i.e. gym, pool)*
- **Marketing opportunities:**
  - *Joint marketing outside of area, tour vessel on lake, working towards [promoting] cleaner environment*
- **Community opportunities:**
  - *Appreciation, unification of citizens, limit population, respect our community*
  - *More opportunities for youth, jobs with adequate income*
  - *Success of forest project, consciousness about littering, regulations slowing expansion*

## Quality of Life



### **Part III.C: Survey Responses by Category** **Section 3 Education and Training**

**Education and Training** is one of the strongest areas for Harrop-Procter. The **category score of 19.1** is the sixth highest (see Figure 1 and 2), and the respondents' knowledge of this area is variable, though generally poor (see Figure 5).

The following strengths for Harrop-Procter's "Education and Training" were identified:

- *Distance learning opportunities*
- *Business plan development training opportunities*
- *Organization through which business training can be offered*
- *Citizens are motivated to learn and develop skills*

However, the following gaps in the "Education and Training" in Harrop-Procter were also identified:

- *No University*
- *Affordability of training*
- *Availability of business mentors*
- *Availability of trained and skilled labour*

In general, advanced business training is low. Most respondents answered questions with Selkirk College, Nelson, and Castlegar in mind.

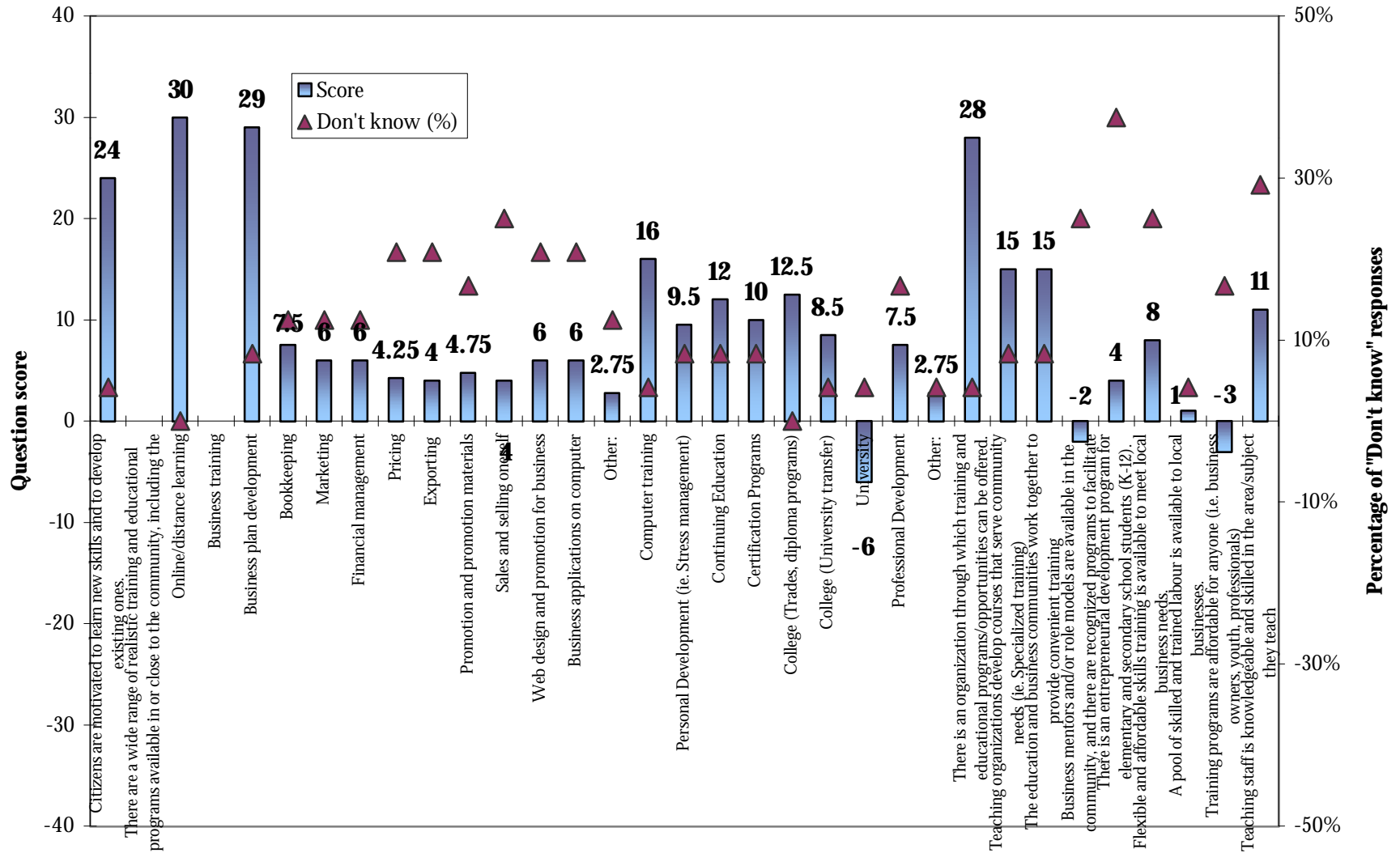
Some specific areas of **strength** as identified in the qualitative answers are as follows:

- **Institutions and Organizations:**
  - *Procter has courses in recreational activities and artistic endeavors, only 20km away from Nelson - Good high schools, Selkirk College, , lots of trades courses, art school, Chinese medicine school, business training programs through CFDC, Selkirk, Regional Recreation Commission, Open Learning*
- **People and Alternative learning opportunities:**
  - *Diverse opportunities in certain fields, variety of training in community, retired people, "alternative" learning opportunities, terrific "gifted" teachers, youth*

Some areas of **improvement** and specific suggestions as identified in the qualitative answers are as follows:

- **Training (location):**
  - *More programs and workshops in the community, closer school for children, open wing of Selkirk College, 2-4 yr apprenticeships, satellite resources, university-class facility, one-on-one hands on training using real-life situations*
- **Affordability and financial assistance (i.e. government)**
- **Support:**
  - *Help to develop direction in finding employment, more highly skilled teachers with open attitudes, more public transportation, workshops to identify where opportunities can be found (in Procter or Nelson) guidance and assistance in ID-ing training needs, skill requirements for further growth.*

## Education and Training



**Part III.C: Survey Responses by Category**  
**Section 4: Research and Development**

**Research and Development** is one of the weakest sections for Harrop-Procter. The **category score of 16.1** is one of the lowest scores in the survey (see Figures 1 and 2).

In general, the respondents' knowledge of this area is good. However, the questions with the lowest scores seem to have a very high lack of knowledge (see Figure 6). In this category, there is an inverse relationship between knowledge and score ( $r^2=0.91$ ), which may indicate a serious gap in knowledge in this category, rather than a lack of resources and opportunities (Figure 6a).

The following strengths for Harrop-Procter's "Research and Development" were identified:

- *Innovation is valued and recognized*
- *Access to research*
- *Relevance of community research*
- *Awareness and interest in R&D*

However, the following gaps in the "Research and Development" in Harrop-Procter were also identified:

- *No clustering of R&D facilities,*
- *Lack of skilled scientists and a R&D Centre*
- *No forums for exchange of ideas and technologies*

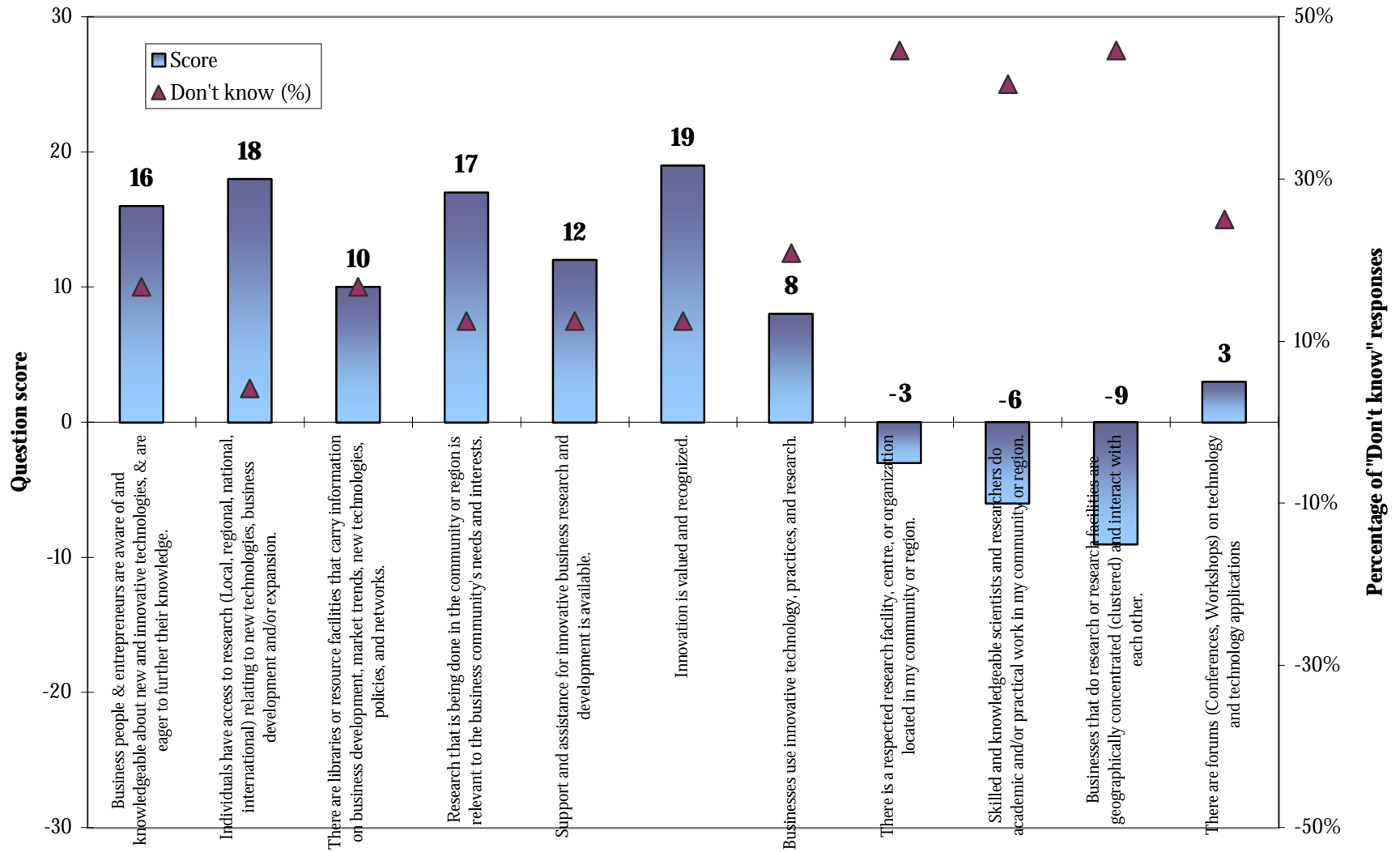
Some specific areas of **strength** as identified in the qualitative answers are as follows:

- **People, Support and Access:**
  - *Internet access (library resources), enthusiastic people investing time and energy, skilled scientists, HRDC (?)*
- **Specific Avenues of Research:**
  - *HPWPS & HPCC, innovative forestry project, forced learning about forestry, completion of many wildlife and business research studies*

Some areas of **improvement** and specific suggestions as identified in the qualitative answers are as follows:

- **Information access:**
  - *More information, research is sector specific (HPWPS involved in R&D for own uses but little for rest of community), more forums and workshops*
- **R&D Training and Sustainability:**
  - *Funding! To enhance watershed usability and to employ more people, for individuals*
  - *Fibre optics, promotion of area and SilvaForest Foundation, use HP Community Forest as training ground in partnership with academic and other institutions*

## Research and Development





**Part III.C: Survey Responses by Category**  
**Section 5: Leadership, Teamwork and Networking**

**Leadership, Teamwork and Networking** is one of the strongest areas for Harrop-Procter. The **category score is 23.1** (see Figure 1 and 2). The respondents' knowledge of this area (with the exception of availability of supervisors and managers) is good (see Figure 7).

The following strengths for Harrop-Procter's "Leadership, Teamwork and Networking" were identified:

- *Pool of dedicated leaders*
- *Community has ability to form alliances to achieve goals*

However, the following gaps in the "Leadership, Teamwork and Networking" in Harrop-Procter were also identified:

- *Availability of qualified supervisors and managers*
- *Business support networks*
- *Opportunities for leadership training and development*
- *Opportunities for networking*

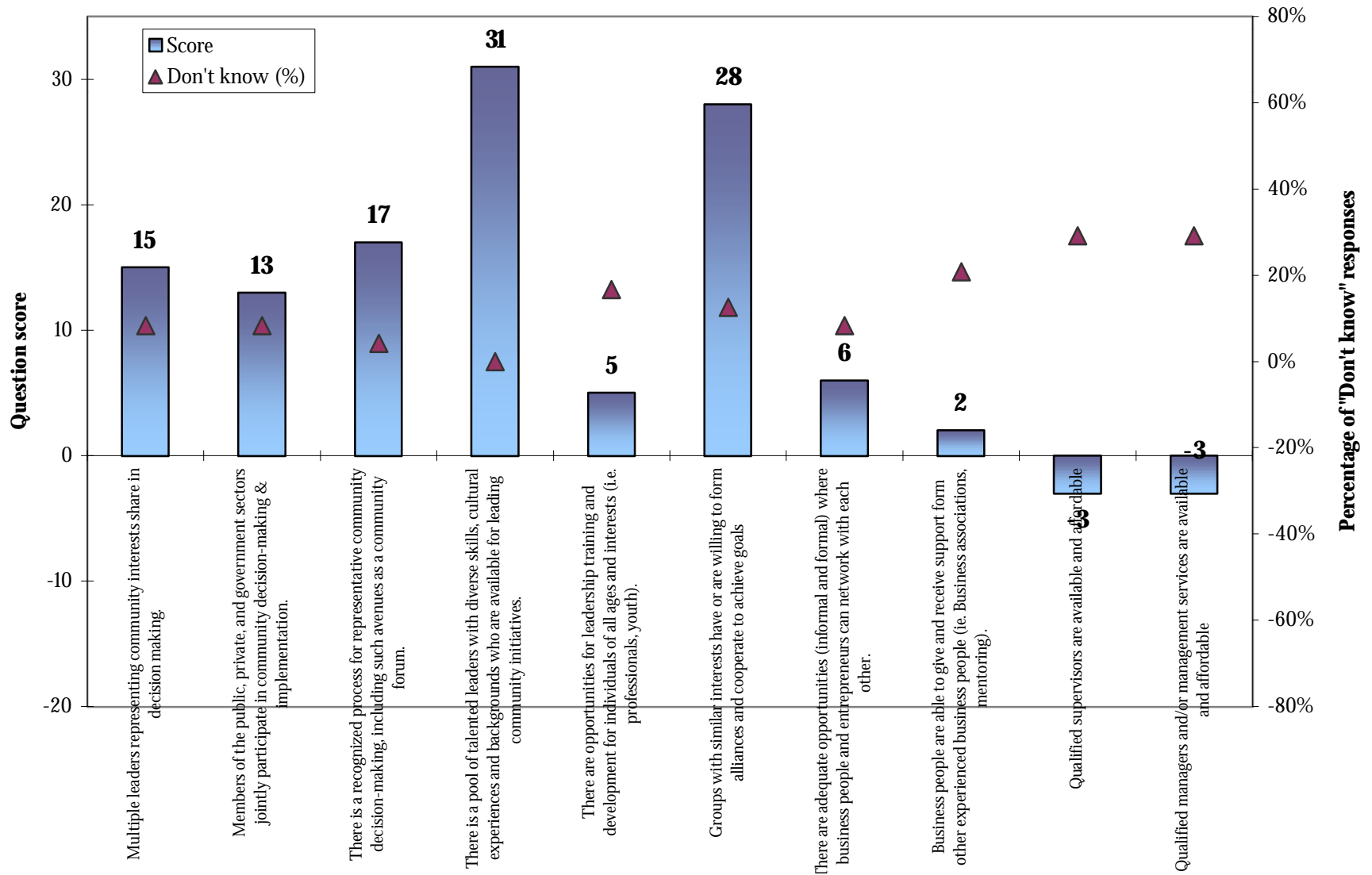
Some specific areas of **strength** as identified in the qualitative answers are as follows:

- **Community involvement and working together:**
  - *Word of mouth/small community communication, variety of leaders and people interested in community, cooperative attitudes, communication, willing volunteers for community events, social interactions catalyst for new businesses and strengthen existing ones, willingness to learn, committed to fairness, community (group) vision of HPWPS*
  - *Much community leadership is found within Community Society, Storytelling Committee, and HP Watershed Committee.*
- **Skills and Talents:**
  - *Diversity, eclectic individuals, senior citizens, attraction of lifestyle causes many talented and accomplished people to settle here, good mix of people, qualified volunteers*

Some areas of **improvement** and specific suggestions as identified in the qualitative answers are as follows:

- **Networking and Communication:**
  - *Monthly business newsletter highlighting all local businesses, broader networking base, more organized workshops, more forums to share ideas, word "team" to include everyone, even those who may not appear interested, better communication, more availability of information, more volunteers and community participation, coordinate volunteers, work as a team*
- **Training and Support:**
  - *More funding, facilitator to coordinate volunteers, leadership training, group dynamics training, management training, training for the business community*

## Leadership Teamwork and Networking



**Part III.C: Survey Responses by Category**  
**Section 6: Governments and Governing Bodies**

**Governments and Governing Bodies** is one of the lowest scoring sections for Harrop-Procter. The **category score of 16.5** is one of the lowest scores in the survey (see Figures 1 and 2).

There is no relationship between the respondents' knowledge of this area and the scores ( $r^2=0.0003$ ). However, the average percentage of "Don't Know" responses for the category is **25.0%**, the highest of any section. This may indicate that respondents did not have enough knowledge to accurately score this category.

The following strengths for Harrop-Procter's "**Governments and Governing Bodies**" were identified (see Figure 8):

- *Governing body recognizes business is important*
- *Willingness to cooperate*
- *Business programs are located in a well known location*

However, the following gaps in the "**Governments and Governing Bodies**" in Harrop-Procter were also identified:

- *Governing body is committed to expanding business*
- *Officials make it easy for businesses to start or expand*
- *Regulations and red tape are easy to understand*

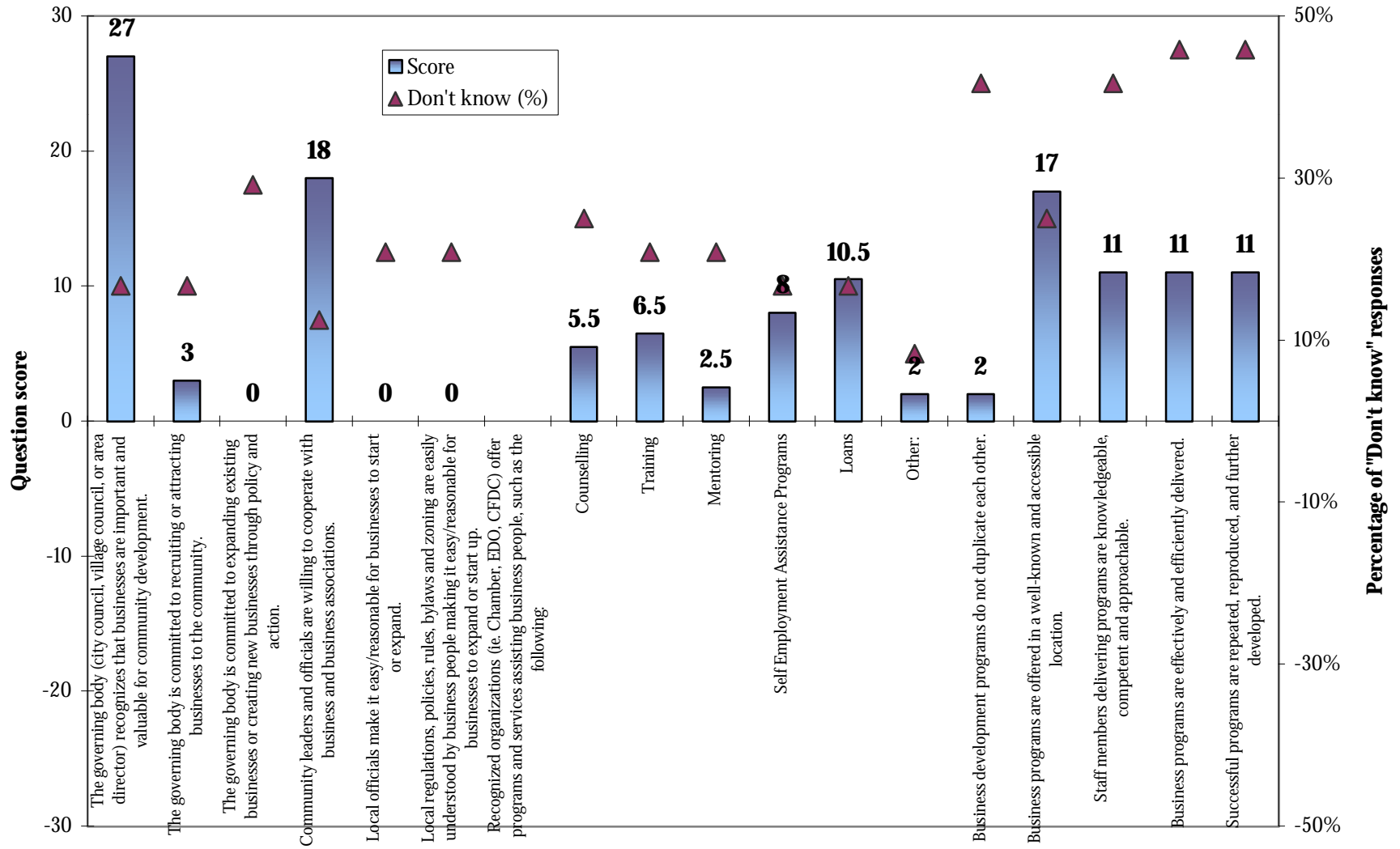
Some specific areas of **strength** as identified in the qualitative answers are as follows:

- People and knowledge:
  - *Commitment, Rami Rothkop!, recognition, approachable, lots of willing volunteers, knowledge of procedures and regulations, great diversity in opinions*
- Institutions:
  - *Regional District Representative, many organizations to help people start a business, little govt. in town, CFDC, EDO, establishment of community coop, Watershed Society, Storytelling Committee*

Some areas of **improvement** and specific suggestions as identified in the qualitative answers are as follows:

- Funding:
  - *More funding for implementation of ideas, more small business loans, mandatory donations*
- Knowledge and support:
  - *More awareness of each org, verification of goals, intentions, and efforts, more frequent workshops in this community, more face-to-face from govt, more communication, more assistance for existing businesses, stay out of entrepreneurs' hair, sometimes too many levels to deal with*
- Institutions:
  - *Education of community organizations and government as to value of business activity, City, provincial govt, Chamber of Commerce could get involved, govt. that supports small business not large corporations, less procedures and regulations, create a village council, all major organizations are in Nelson*

## Governments and Governing Bodies



### **Part III.C: Survey Responses by Category** **Section 7: Capital and Funding**

**Education and Training** is the weakest area for Harrop-Procter with a **category score of 7.7** (see Figure 1 and 2).

There is no relationship between the respondents' knowledge of this area and the scores ( $r^2=0.0231$ ). However, the average percentage of "Don't Know" responses for the category is **24.0%**, one of the highest. This may indicate that respondents did not have enough knowledge to accurately score this category rather than a lack of services and opportunities.

Only one real strength for Harrop-Procter's "Capital and Funding" was identified (see Figure 9):

- *Businesses look for sources of funding and capital*

However, the following gaps in the "Capital and Funding" in Harrop-Procter were also identified:

- *Availability of capital*
- *Skills in fundraising*
- *Manageable costs of capital*
- *Access to loan funds: In general, access decreases with increasing size*

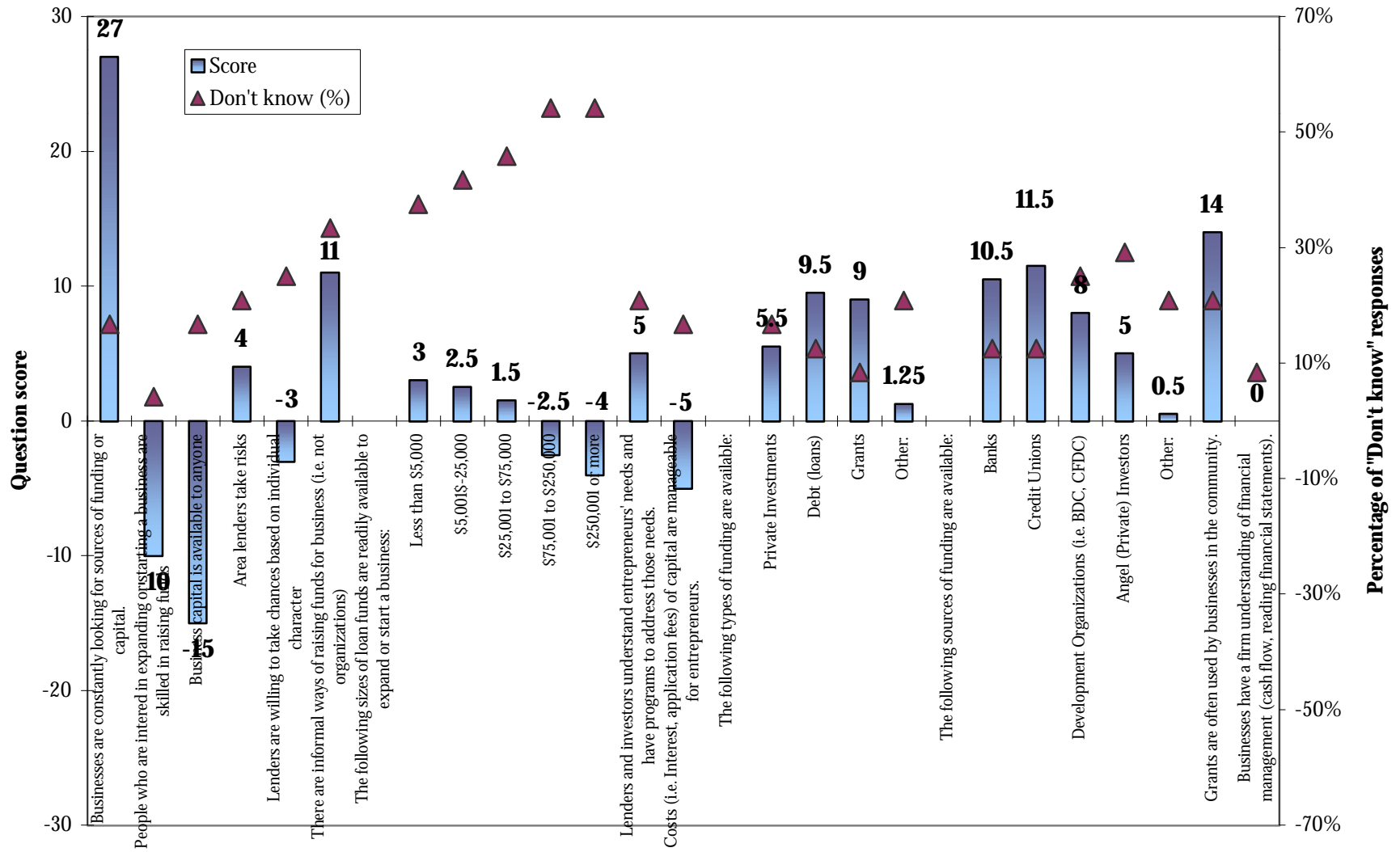
Some specific areas of **strength** as identified in the qualitative answers are as follows:

- Access and assistance:
  - *Access funding for community projects (but not individual businesses), assistance for startup, variety of opportunities, access to grants, CFDC,*
- Risk taking and willingness to try:
  - *Willingness of individuals to take risks, resourcefulness, determination, creativity, marijuana growers, persistence, integrity of enterprise, Rami and Ramona, people willing to take the time to try to find funds*

Some areas of **improvement** and specific suggestions as identified in the qualitative answers are as follows:

- Information and assistance:
  - *Local govt. agencies to deliver more information on business loan opportunities, more availability of information, more awareness and greater publication of opportunities, information about availability of specific education (small bus, retail, startup), assistance with paperwork*
- Delivery and costs:
  - *Nothing organized on community basis, lenders to recognize community strengths, more \$ available to single entrepreneurs, govt. distributing more money, funding facilitator, cheaper loans, extension of repayment, tax breaks, make Coop and Society viable, relax the rules*

## Capital and Funding



**Part III.C: Survey Responses by Category**  
**Section 8: Infrastructure and Business Services**

Harrop-Procter's **Infrastructure and Business Services** category has a **category score of 16.1**, one of the lower scores in the survey (see Figures 1 and 2).

In general, the respondents' knowledge of this area is satisfactory, with the average percentage of "don't know" of 12.1%. Many of the respondents included the resources of Nelson in the responses.

The following strengths for Harrop-Procter's "**Infrastructure and Business Services**" were identified (Figure 10):

- *Available parking*
- *Vibrant community core*
- *Affordable utilities*

However, the following gaps in the "**Infrastructure and Business Services**" in Harrop-Procter were also identified:

- *Availability of commercial rental space*
- *Availability of a variety of property sizes*
- *Availability of quality property sizes*

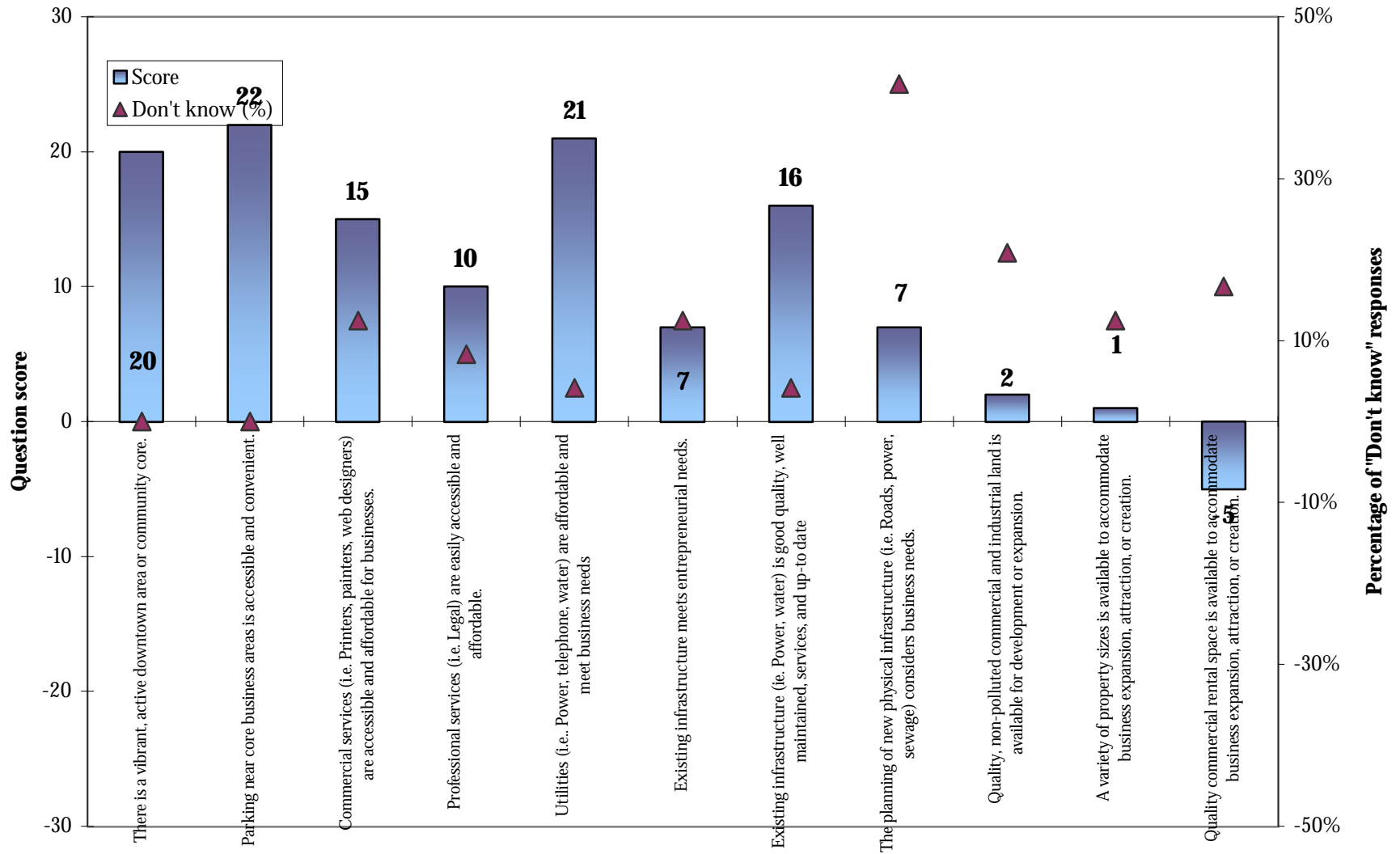
Some specific areas of **strength** as identified in the qualitative answers are as follows:

- **Business types and Location:**
  - *Good for home businesses, not too far from Nelson, no zoning laws, good roads, still small and developing, natural beauty, vibrant, access to other communities, "island" location makes attractive to people looking to be different, willingness to make do with limited resources*
  - *"Being an area of mainly small business infrastructure is not a key to success"*
- **Community core:**
  - *Accessible, diversity, business and citizen input, the old schoolhouse, varied knowledge base, adherence to heritage theme, simplicity*

Some areas of **improvement** and specific suggestions as identified in the qualitative answers are as follows:

- **Facilities and Utilities:**
  - *Improvements of existing buildings, more and cheaper rental space for business, more money, place for artists and craftspeople to sell work, 3 phase power, create a small commercial rental space with \$ from a grant*
- **Communications:**
  - *Internet either slow or unaffordable, signs to let people know what community they are entering (request 9 yrs ago, still nothing), aligned business start-ups*
- **Transportation:**
  - *Keep road in better condition, maintain ability to get to Nelson, public transportation to Procter*

## Infrastructure and Business Services





**Part III.C: Survey Responses by Category**  
**Section 9: Communications and Connectivity**

Communications and Connectivity in Harrop-Procter has a **category score of 15.0** one of the lower scores in the survey (see Figures 1 and 2). There is no relationship between the respondents' knowledge of this area and the scores. However, the percentage of "don't know" response for each question varies from **0%** to **50%**, indicating a wide range of knowledge for this category. Knowledge of Internet services was the most limited.

The following strengths for Harrop-Procter's "Communications and Connectivity" were identified (Figure 11):

- *Affordability of communication services*
- *Availability of cell phones (analog), cable TV*
- *Reliable and up-to-date communication services*
- *Good quality shipping routes*

However, the following gaps in the "Communications and Connectivity" in Harrop-Procter were also identified:

- *Transportation services (Train, commercial air, carpooling, special transportation, taxi, private air, public transportation)*
- *High speed internet*

Some specific areas of **strength** as identified in the qualitative answers are as follows:

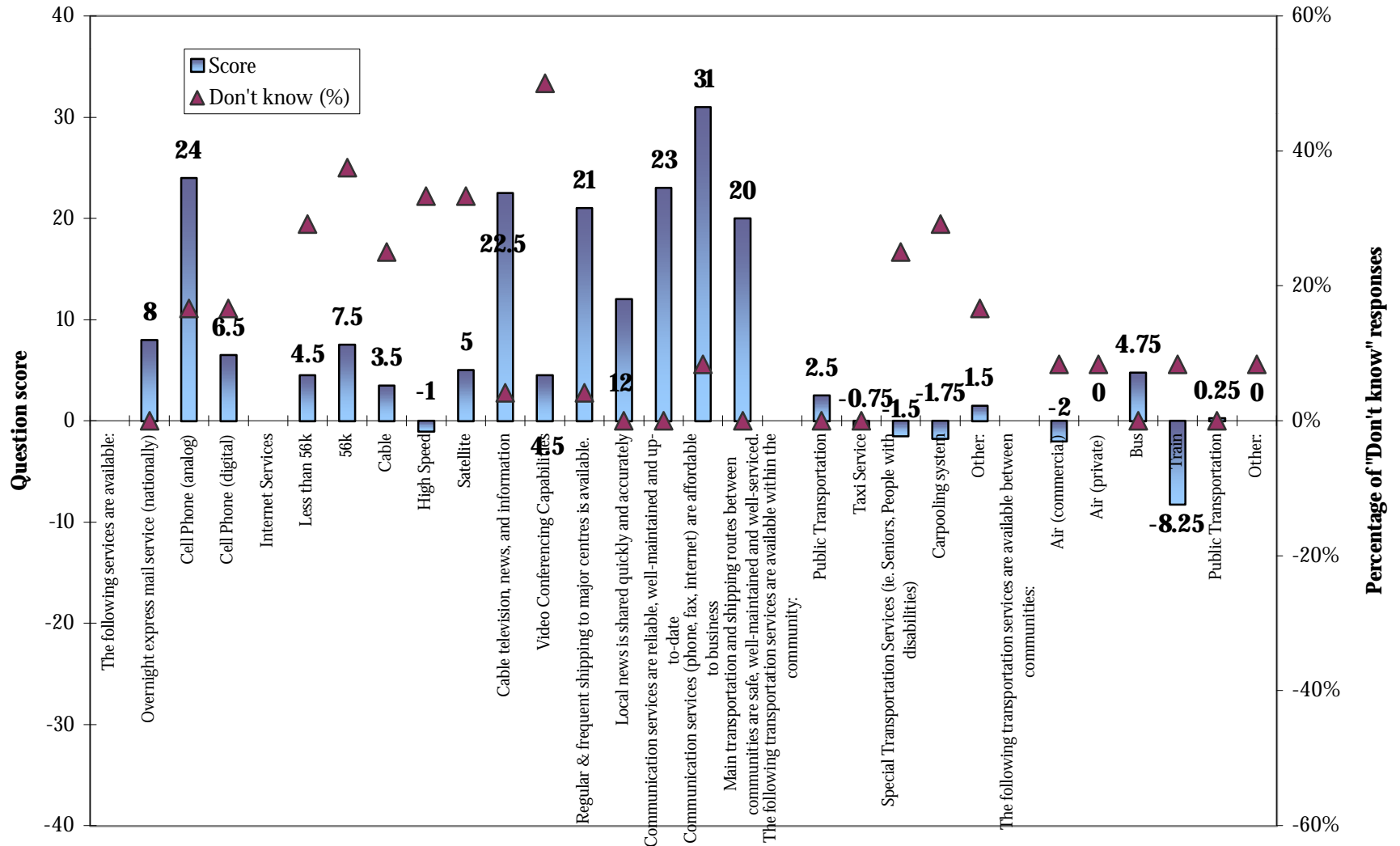
- **Transportation options:**
  - *Willing to share vehicles, easy to get around if healthy and open to hitchhiking or alternative transportation, railway, ferry crossing, friendly neighbors*
- **Services:**
  - *Access to modern equipment, railway, free parking, cable TV, news information, good and reliable electricity, not far from Nelson (lots of services), video conferencing in Nelson*

Some areas of **improvement** and specific suggestions as identified in the qualitative answers are as follows:

- **Transportation:**
  - *In and out of community and region, more frequent public transportation to Procter, use train as public transportation (to Nelson, Calgary, Vancouver), efficiency, 3 phase power, lower speed limits, tour vessel on Kootenay Lake, improved snow removal*
- **Communications:**
  - *Faster internet connection, need to keep updated with outside world (cell phones, internet service)*

- *"I feel the most beneficial first steps for our community businesses would be signage, business directory listings, conjunctive out-of-area advertising and more business/entrepreneur workshops to share local concerns and networking."*
- *"People move here to be off the beaten path. The price is a not-so-great infrastructure, which is a reasonable price to pay for the quality of life experienced in this community."*

## Communication and Connectivity



**Part III.C: Survey Responses by Category**  
**Section 10: Markets and Marketing**

Harrop-Procter's **Markets and Marketing** category has a **category score of 26.8**, one of the highest scores in the survey (see Figures 1 and 2).

With the exception of marketing services, the respondents' knowledge of this area is good, with the average percentage of "don't know" of **9.3%**.

The following strengths for Harrop-Procter's "**Markets and Marketing**" were identified (Figure 12):

- *Local businesses cater to both local and outside markets*
- *Good market reputation*
- *Creative marketing*

However, the following gaps in the "**Markets and Marketing**" in Harrop-Procter were also identified:

- *A lack of marketing services (knowledge of and presence)*
- *Joint marketing strategies*

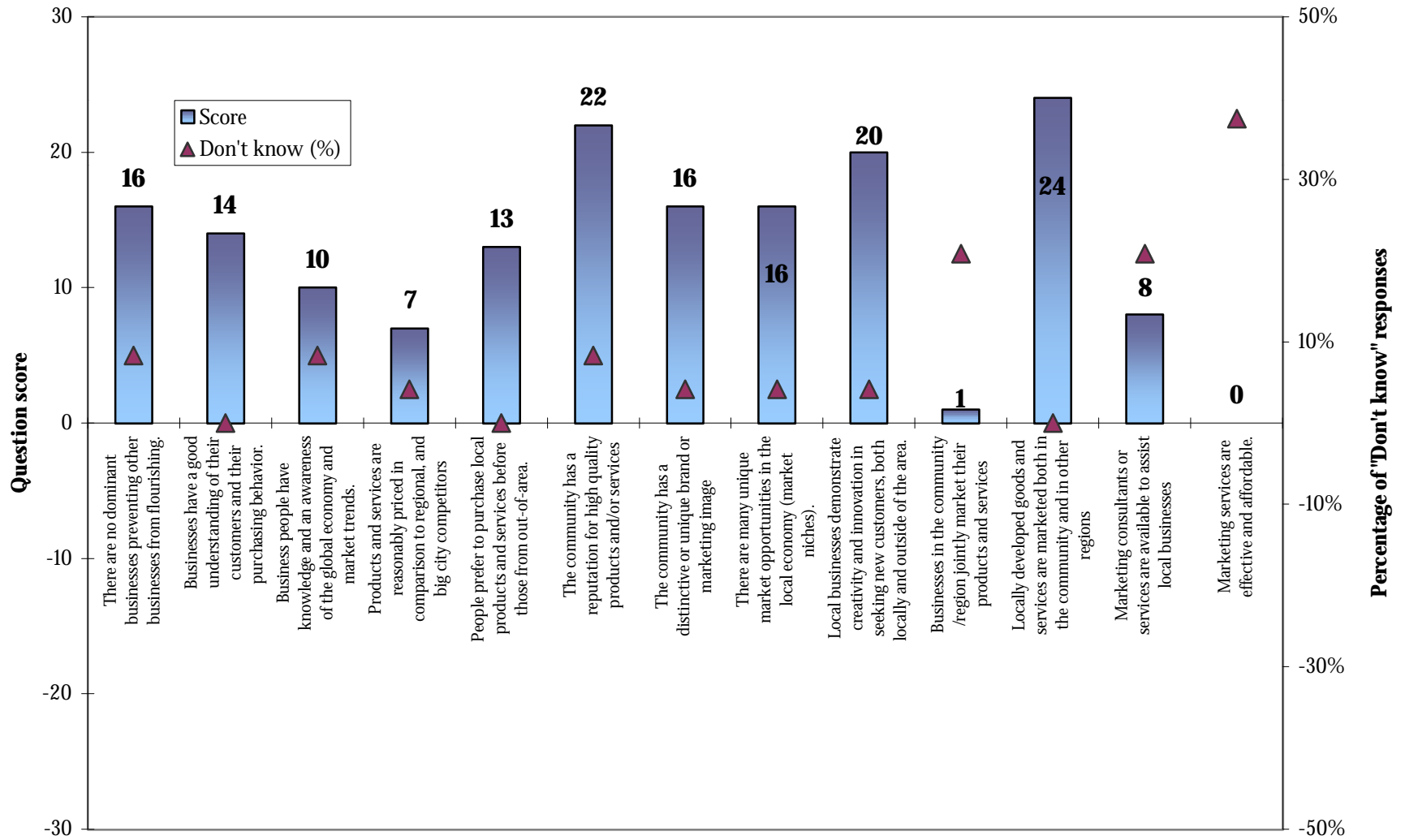
Some specific areas of **strength** as identified in the qualitative answers are as follows:

- **Image:**
  - *Reputation, array of unique and quality products, commitment to quality, innovation, eco-certified wood from area where people dream of living, lifestyle, arts and crafts, outdoor life, eclectic, heritage, people willing to live on smaller incomes to live here*
- **Access to and knowledge of markets:**
  - *Internet access, "People, behind it all know what they are doing, great advertisers, workers, and researchers*

Some areas of **improvement** and specific suggestions as identified in the qualitative answers are as follows:

- **Access to markets:**
  - *Advertising our services, place where locals can sell products, support local economy first, high speed internet access, marketing block*
- **Assistance and Support:**
  - *Cheaper ads, community marketing coordinator, get local youth involved, sector marketers,*
- **Direction and Leadership:**
  - *Forums for people to brainstorm and share, community marketing plan, creating broader markets for local goods, establishment of a business council, committee to push government for signs and services*

## Markets and Marketing



## **Part III.D: Focus Group Responses**

### **Question #1: What are the things that make it easy to do business in your community?**

#### **Character**

- *Fresh, undisturbed business environment, available resources, diversity within the community and within individual businesses (e.g. Some businesses have several products or services), lack of other businesses, lack of government interference,*
- *Common vision within the community*
- *Low crime, trusting, responsible, and safe neighborhood*
- *High incidence of home businesses, with mutual understanding with other businesses*

#### **Location**

- *Aesthetically pleasing environment, environment, location, and climate with recreational opportunities*
- *Low/reasonable rent and real estate prices*
- *Good access to telecommunications networking systems*
- *Some important local amenities available (e.g. Gas, general store, bakery, hair salon, video rentals, liquor)*
- *Lots of community contacts*
- *Ferry adds a unique character (i.e. Like an island)*

#### **People**

- *Acceptance of diversity, support from community members, friendly and social people*
- *Many community attitudes, lots of socially conscious people, creative, innovative and independent residents who are willing to take risks*
- *Local store sells or re-sells local produce and goods, word of mouth is trustworthy marketing, which spreads afar from traveling visitors*
- *Feeling of pride and contentment in the community which instills positive performance*
- *Mixed age groups, good family and retirement population with lots of seniors as customers*
- *Skilled retirees and skilled educated people, high volunteerism, lots of party participators*

**Question #2: What are the things that can be improved to help businesses in your community?**

**Communications and advertising**

- *Better communication and coordination - Community “happenings” billboard, advertising space for businesses, signs on the other side of the ferry informing tourists or people of what is over here, regular community newsletter, advertising, access to larger markets, business fair, communication between members of the community – tying the communities together*
- *Cooperative block marketing, cooperative business infrastructure*
- *There is no village council, no central organization, no community business vision*

**Infrastructure and community activity**

- *More activities - local recreation to support home based business owners, to keep or attract youth, more diversity of scheduled events, use Harrop Hall for events*
- *Upgrading of buildings and infrastructure, make costs of rental space affordable to make accessible, support community businesses, upgrade services (internet, cell phone, etc)*
- *No Accommodation! - Lodging and camping and bed & breakfasts, etc*
- *Central place to sell locally produced items and products*

**Education and training**

- *Educational locations - Selkirk College opening a branch, satellite Community Futures courses held here*
- *Training - Collecting GST and PST, business training, mentoring*

**Transportation and shipping**

- *Services - Train services, courier service, shipping and freight, postal, export, ferry*
- *Transportation – bus doesn't go to Procter*
- *Shipping – lack of services, cost is high, need cooperation between businesses, shipping centre*

**Government Support**

- *Cash/grants from government or anyone reduces independence*
- *Return tax dollars to the community*
- *Lack of funding*
- *Access for questions and specific training (i.e. taxes)*

- *One question was “Do we want to attract more business? Do we have the people to support them? There is a seasonality of numbers, and businesses.”*