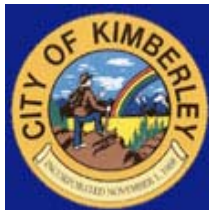


Kimberley Phase 1 Assessment Report

June 2005

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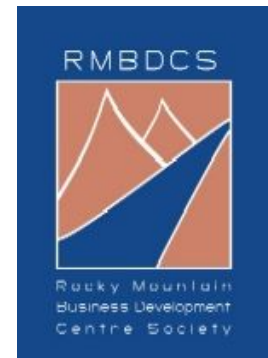
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Table of Contents

Table of Contents	1
Executive Summary	5
The BVI	5
Community Profile.....	5
Kimberley Section Scores.....	6
Kimberley Scores Compared to Other BVI Communities	6
Recurring Themes.....	7
Possible Courses of Action	7
Short Term Actions.....	8
Medium to Long Term Actions	11
Introduction.....	13
Methodology	14
Focus Group Results	16
What are the things that make it easy to do business in your community?	16
What are the things that can be improved to help businesses in your community?	17
Respondent Profile.....	18
Community Profile.....	20
Community Description.....	20
Community Strengths / Assets.....	21
Reasons for Residence	22
Unique Compared to other Communities	22
Directions for Improvement.....	23
Kimberley Section Scores.....	24
Kimberley Scores Compared to Other BVI Communities	24
Section 1: Opportunities & Attitudes.....	27
Subsection and Question Scores	27
Qualitative Comments	30
<i>Strengths</i>	30
<i>Improvements</i>	31



Section 2: Quality of Life	32
Subsection and Question Scores	32
Qualitative Comments	35
<i>Strengths</i>	35
<i>Improvements</i>	35
Section 3: Education & Training	36
Subsection and Question Scores	36
Qualitative Comments	39
<i>Strengths</i>	39
<i>Improvements</i>	39
Section 4: Innovation	40
Subsection and Question Scores	40
Qualitative Comments	43
<i>Strengths</i>	43
<i>Improvements</i>	43
Section 5: Leadership, Teamwork & Networking	44
Subsection and Question Scores	44
Qualitative Comments	47
<i>Strengths</i>	47
<i>Improvements</i>	47
Section 6: Role of Government & Organizations	48
Subsection and Question Scores	48
Qualitative Comments	51
<i>Strengths</i>	51
<i>Improvements</i>	51
Section 7: Money, Capital & Funding	52
Subsection and Question Scores	52
Qualitative Comments	55
<i>Strengths</i>	55
<i>Improvements</i>	55
Section 8: Infrastructure & Business Services.....	56
Subsection and Question Scores	56
Qualitative Comments	59
<i>Strengths</i>	59
<i>Improvements</i>	59



Section 9: Communication & Connectivity	60
Subsection and Question Scores	60
Qualitative Comments	63
<i>Strengths</i>	63
<i>Improvements</i>	63
Section 10: Markets & Marketing.....	64
Subsection and Question Scores	64
Qualitative Comments	67
<i>Strengths</i>	67
<i>Improvements</i>	67
Appendix A. The BVI Story.....	68
Appendix B: Detailed Data Methodology	70
Appendix C: Highest Scoring Questions.....	73
Appendix D: Lowest Scoring Questions	74
Appendix E: Highest Number of Don't Know Responses	75
Appendix F: Highest Positive Deviation from Average.....	76
Appendix G: Highest Negative Deviation from Average.....	77
Appendix H. Phase 1 Session Attendance.....	78
Appendix I. Difference between Kimberley and BVI Community Average.....	79
Appendix J. Gut Check 12.....	81
Appendix K. List of BVI Communities to Date	82

Executive Summary

The BVI

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

The City of Kimberley, Community Futures Development Corporation of the S.E. Region of BC, and the Rocky Mountain Business Development Centre Society were asked to select and invite the community participants. These participants were to be 50% business people, 25% local leaders and 25% citizens, representing a diversity of interests, ages and perspectives in the community. On June 8, 2005, 35 Kimberley residents participated in the BVI Phase 1 Assessment session.

This report summarizes the *Assessment* phase of the BVI. The Phase 1 session included an assessment of the community's apparent small business resources and potential through a survey and a focus group session. The Phase 2 *Focus & Action* session will be open to the entire community with the purpose of setting priorities for improvement, and jump starting the community to action. The Phase 2 session will be held on June 29, 2005 from 6:30 to 9:30pm at the Centennial Centre.

Community Profile

Participants were asked to describe their region. The majority of responses were positive. According to respondents, Kimberley² has *friendly / committed residents, is scenic, transitioning, has a laid back lifestyle, is a close knit community, and has a number of outdoor recreation opportunities*. When participants were asked to identify key strengths, the top responses were *outdoor recreation opportunities, scenic location and sense of community*. In addition, *residents, quality of life, volunteers, safety and low taxes* were mentioned as strengths. When participants were asked why they lived in Kimberley, *quality of life, recreation opportunities and affordability* were the reasons mentioned most. When participants were asked to provide directions for improvement for their community, *small business attraction & support* was most often mentioned. *Improved collaboration, employment opportunities, youth oriented programs / facilities and sustainable growth* were also mentioned by a number of participants.

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

² Residents were asked to define what geographical area constituted their community and the response was the City of Kimberley.



Kimberley Section Scores

From highest to lowest, section scores were as follows: Quality of Life (68), Infrastructure & Business Services (65), Opportunities & Attitudes (55), Communication & Connectivity (53), Leadership, Teamwork & Networking (50), Markets & Marketing (46), Education & Training (42), Government & Organization (41), Innovation (33), and Capital & Funding (29). The total score for all sections was 48.

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

Kimberley Scores Compared to Other BVI Communities

A comparison of Kimberley scores to other BVI communities revealed Kimberley is above average on five of ten BVI sections: Communications & Connectivity (10%), Education & Training (9%), Leadership, Teamwork & Networking (7%), Infrastructure & Business Services (6%), and Quality of Life (2%), indicating areas of potential strength. Remaining sections present potential areas of concern: Opportunities and Attitudes (-5%), Markets & Marketing (-6%), Government & Organization (-13%), Innovation (-15%), and Capital & Funding (-22%). In addition, Kimberley also scored below average on total score in relation to other BVI communities by 2%.

Recurring Themes

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

Strengths

- outdoor recreational opportunities – proximity,
- diversity
- scenic location / natural beauty
- lifestyle – laid back, safe, family friendly
- residents – friendly, committed, “can-do” attitude
- community’s positive attitude toward transitioning
- affordability – commercial & recreation

Improvements

- review, update or develop community brand
- improve communication / collaboration: between businesses & city, downtown & resort, community & City, across businesses
- support from city to businesses (i.e. visits, increase level of interest)
- identify training needs - more responsive to business/community needs
- sustainable development (as opposed to allowing developers to take over)
- employment, recreation & other opportunities for youth & young families
- economic diversification beyond tourism; fostering entrepreneurial/innovative attitude
- joint marketing needed

Possible Courses of Action

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

Short Term Actions

Capacity Building

Host an **opportunity identification session for youth**

Host a **business opportunity identification session**

Develop and implement an **entrepreneurial & / or leadership mentorship program for youth**

Implement a **buy local program**

Facilitate collaboration by pursuing a short-term project between the resort, City, and business community (i.e. joint-marketing, collective re-branding or brand update initiative)

Develop & implement a strategy to use **local money for investing in local opportunities**

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

Networking

Introduce a ‘business beat’ in the local weekly newspaper to keep community informed on business needs, development efforts, including ‘new business’ features & success stories

Develop Kimberley internal communications (i.e. web page or email alert system to feature events, meetings, status of initiatives, success stories, feature new businesses, volunteer opportunities, etc.)

Utilize Chamber of Commerce network and other local associations / groups to **assess required business supports and training needs**

Explore **joint-marketing opportunities** – possibly through Chamber or formation of a Business Association

Host **monthly business forums** / training sessions (to provide networking opportunity and identified training and support, including business financing)

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

Marketing

Develop and implement a **joint-marketing strategy**

Develop & implement a **revitalization** initiative – including businesses outside of Platzl

Refine or revisit **community brand** – develop a branding strategy accordingly

Research, Administration & Planning

Inventory businesses and business resources

Ensure communication of and business inclusion in **community decision-making**

Investigate opportunity in **training locally** – timber framing, tourism, recreation

Medium to Long Term Actions

Capacity Building

Increase **collaboration across learning providers** utilizing College of the Rockies in a catalytic role

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

Establish a **youth entrepreneurship incubator**

Networking

Develop and implement a **leadership attraction & retention strategy** (recruit new leaders, mentorship, cross-group leadership opportunities)

Marketing

Develop **long-term regional marketing strategy** including investment attraction, out of area joint-marketing, and continued international tourist attraction

Determine **joint-marketing alliances** and develop strategy accordingly (i.e. resort, small businesses, city)

Research, Administration & Planning

Encourage self-employment according to community service / amenity needs

Develop and implement a **long-term health care strategy**

Develop and implement a **long-term transportation strategy** (explore feasibility of public transportation, working with resort on shuttle, explore Marysville and Cranbrook routes)

Expand vocational opportunities through the College of the Rockies, based on local assets



Introduction

Thirty-five residents (35) citizens representing the Kimberley community took part in the Business Vitality Index Assessment Session on June 8, 2005. Through a survey and focus group session, Phase 1 of the BVI helps communities assess their capacity to work with and support entrepreneurs.

Kimberley is the eighteenth community / region that has taken part in the BVI. The Phase 2 session of the BVI, *Focus and Action*, involves reporting findings to the community and setting priorities. Following Phase 2, the community sponsors will be available to offer assistance to the community in locating resources according to identified priorities / actions. The Phase 2 Session will be held on Wednesday, June 29, 2005 from 6:30 to 9:30pm at the Centennial Centre.

The role of the Centre for Innovative & Entrepreneurial Leadership (CIEL), as the deliverer of the BVI, is to help communities identify priorities aimed at improving business-friendliness, and to assist communities in taking action. It is hoped that communities can use the results of the BVI, and related supports, to make a real difference in their business climate.

The sponsoring organizations (The City of Kimberley, Kimberley Chamber of Commerce, Community Futures Development Corporation of the S.E. Region of BC, and the Rocky Mountain Business Development Centre Society) booked and coordinated the venue, selected and invited participants, and established communication about the BVI within the community.

Methodology

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

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

The 100 statements, all important factors in building entrepreneurial capacity, were grouped together into 39 sub-sections such (e.g. *Leadership Development Opportunities*) within 10 key sections:

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

⁴ Residents were asked to define what geographical area constituted their community and the response was the City of Kimberley.



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

The qualitative section of the questionnaire collected information about the issues, strengths and weaknesses within the community. (e.g. What are 3 words or phrases that describe your community? What is your community's greatest strength in terms of its markets?), as well additional comments in each of the 10 sections. The participants were given as much time as they needed to complete the questionnaire with the facilitator, 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 small groups to further assess the community's entrepreneurial strengths and areas for improvement. Two groups were asked to answer one of the following questions (or both questions if time allowed):

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

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

⁵ Refer to Appendix B for a detailed data methodology.

Focus Group Results

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

- affordable – rent, real estate, barter, salary ranges (2)
- Platzl – unique pedestrian, ambience, one-stop (2)
- attitude – commitment & dedication to improving, willingness to change, belief in opportunity
- new growth / residents
- old clientele – Cranbrook
- reputation
- community dedication – festivals, BVI, visioning, railway
- tourism influx
- convenient – services easy to find
- quality of life
- city supporting new residents – OCP, NEN business info
- safe
- Heather Hornoi
- residents helpful to newcomers
- natural assets – geography
- available commercial space
- proximity to Alberta & US markets
- new Chamber building
- climate
- year-round recreational pursuits
- access to government – municipal, provincial
- airport expansion
- low crime rate
- more uniformity for developing structures (OCP)
- diversity in population points of view (locals versus tourists)
- growing infrastructure
- turning the corner – resource to more diversity, better balance
- local health centre
- tourist amenities
- outside markets
- more open to collaborative decision making

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

- buy local – education, incentives
- improve Platzl – entertainment, better ice clearing
- joint-marketing (2)
- improve communication between city and businesses (transparency not ‘we’ and ‘them’) (2)
- better communication and transportation between resort and downtown and Marysville
- think outside of tourism box – encourage diversity of businesses (2)
- more designated industrial areas
- more support for new businesses – check ups, guest speakers, entrepreneur incubator
- databases – connecting users, producers, suppliers to materials and services
- marketing and branding – attract / market green, other ‘niche’ industry
- sustainable training programs
- non-timber forest products
- reduce dependence on Cranbrook, including brain drain
- inventory of business resources
- more facilitated sharing of ideas / best practices
- access to targeted professional development for businesses (i.e. e-marketing)
- newsletter
- business directory
- research and info guide for business start-up
- keep information current
- consistent service quality
- business networking / communication
- local familiarization (‘FAM’) trips for prospective businesses
- strengthen Chamber
- stop focusing on what we can’t do
- business support
- business orientation program
- pull down Happy Hans
- change to more positive attitude

Respondent Profile

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

- 46% of respondents had started a business within the last 5 years
- 43% of respondents considered themselves to be business person, with an additional 28% considering themselves ‘somewhat’ of a business person, and 28% ‘not at all’
- 17% of respondents considered themselves to be very influential in the community, 40% reported being usually influential, 20% somewhat, 23% not usually, and 0% not at all
- 63% are committed to the region and would do much to remain
- 74% of respondents had at least one community affiliation
- 54 of respondents were male and 46% of respondents were female
- Financial Services (31%), Retail (17%), and Health (17%) were the occupations most often mentioned by Kimberley respondents

Age

	Under 24	25-34	35-44	45-54	55-64	65 & over
Kimberley	9%	26%	28%	17%	17%	3%

Income⁶

	Under 20k	20-40k	40-60k	60-80k	80-100k	Over 100k
Kimberley	9%	14%	34%	12%	14%	14%

⁶ Note 3% did not respond

Time in Community

	Under 2 years	2-5 years	6-10 years	11-20 years	Over 20 years
Kimberley	12%	17%	23%	14%	34%

Education⁷

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

⁷ Note 3% did not respond

Community Profile

Community Description

As revealed below, when participants were asked to provide 3 words, phrases, or adjectives describing their community, the majority of responses were positive. (Number of responses indicated in brackets behind response) According to respondents, Kimberley has *friendly / committed residents, is scenic, transitioning, has a laid back lifestyle, is a close knit community, and has a number of outdoor recreation opportunities*. A small number of negative words were used to describe Kimberley with a ratio of approximately 9:1 positive to negative in comparison to an average ratio of 10:1 (positive to negative) for other communities.

positives

- residents – friendly, proud, helpful, committed (18)
- pretty / beautiful / scenic (9)
- changing / evolving / transitioning(7)
- lifestyle – high quality, laid back(6)
- small / close knit community (5)
- outdoor recreation opportunities (6)
- quiet / peaceful (3)
- opportunity (2)
- tourism destination (2)
- passionate (2)
- retirement
- affordable
- Bavarian
- interesting
- developing
- natural
- home
- safe
- cooperative
- Mayberry
- attempting to find an identity
- elongated
- climate
- fun
- promising
- soulful
- demographics – diversity of ages
- alpine
- former mining town
- open minded
- authentic
- conservative
- sheltered
- quaint
- quirky
- local
- historic
- loyal
- striving
- talented / creative
- unique
- simple
- connection to nature

negatives

- frugal
- struggling
- divided on direction
- struggling with buy local
- not connected with ski hill
- aging
- declining
- frustrating
- insular
- tired

Community Strengths / Assets

When participants were asked to identify the strengths of their community, the top responses were *outdoor recreation opportunities, scenic location and sense of community*. In addition, *residents, quality of life, volunteers, safety and low taxes* were mentioned as strengths.

- outdoor recreational opportunities (19)
- scenic location (17)
- small / close-knit / sense of community (14)
- residents - friendly, committed (9)
- lifestyle / quality of life (6)
- volunteer efforts / active citizenry (5)
- safe / feeling of security (4)
- affordable / low taxes (3)
- city staff & council committed to business (2)
- family friendly (2)
- natural resources (2)
- demographics / diversity of ages (2)
- climate (2)
- world wide name recognition and resort status (2)
- ability to focus
- clean
- business opportunities
- specialty shops
- losing fear of growth
- look and feel of community
- attitudes
- existing infrastructure
- independent
- determined
- collaborative
- human resources to generate growth
- population stabilized and growing
- community recognition of business support
- proximity to larger centres
- sense of place
- new residents bringing new ideas
- local culture
- tourist draw
- successful festivals / events

Reasons for Residence

When participants were asked why they lived in Kimberley, *quality of life, recreation opportunities and affordability* were the reasons mentioned most. Other reasons included *sense of community, small size, employment, and family-friendly*.

- lifestyle / quality of life (14)
- recreational opportunities (6)
- affordable (5)
- sense of community (4)
- small size (4)
- employment (4)
- family-friendly (4)
- beautiful (2)
- location (2)
- people – friendly (2)
- safe (2)
- business offerings
- the environment
- climate
- storefront availability
- it's home

Unique Compared to other Communities

When participants were asked what made Kimberley unique compared to other communities, *recreational opportunities, Bavarian theme, volunteers, and close knit community* were most often mentioned.

- recreational opportunities – close proximity, affordable (18)
- Bavarian theme / Platzl (8)
- community spirit / volunteers (5)
- close-knit community (4)
- Accordion Fest and July Fest (3)
- residents (3)
- affordable (3)
- not overdeveloped (3)
- beautiful scenery 4)
- lifestyle (2)
- lack of franchise businesses (2)
- varying topography (2)
- community that persisted after mine closing / 100 years of mining (2)
- amenities
- good morale
- history
- mix of high school aged kids and seniors
- affordable lifestyles for senior and youth
- still have the opportunity to control and design future
- cohesive
- quality library
- values of nature enhancement and protection
- proximity to Cranbrook
- Resort & City existing perceived rivalry
- City active involvement is infrastructure to generate economic development
- safe
- growing active arts venue
- climate
- low population density
- no highway running through
- the environment
- sense of community in resort town (as opposed to Whistler or Canmore)
- access to shopping & transportation
- geographically removed from shipping and trade routes
- predominately aging population
- lack of ethnic population and cultures
- pedestrianized street

Directions for Improvement

When participants were asked to provide directions for improvement for their community, *small business attraction & support* was most often mentioned. *Improved collaboration, employment opportunities, youth oriented programs / facilities and sustainable growth* were also mentioned by a number of participants.

- small business attraction & support - from community & government (9)
- improved collaboration (i.e. between resort, accommodation & city / between city and citizens between businesses) (7)
- more employment opportunities (6)
- youth oriented programs / activities / facilities / stores / employment opportunities(6)
- sustainable growth and long-term planning (5)
- city hall – focused / business friendly (5)
- improved shopping / services (4)
- attitudes - citizens / business people (3)
- better health care / re-open hospital (3)
- revitalization / beautification efforts (3)
- transit services - between resort & city (2)
- community-driven decisions (as opposed to local govt. led) / implement projects that have high community support (2)
- increased commerce (2)
- innovation (2)
- improve airport (2)
- run down buildings
- worn out Bavarian theme
- more events & tourist attractions
- better snowfall
- recognition of the missing services & industries
- gentler attitude toward new comers and up-and-comers
- high speed internet in out-lying areas
- better marketing of community & products as an experience
- letting go of the old Cominco dominated mindset
- a good cigar shop
- increase in light industry
- increase in government services
- investment in community as a whole (not just recreational property)
- realistic vision of the future
- healthier downtown core
- taxation relief for small business
- community support for ‘open for business’ message
- conference centre
- environmental controls
- City to promote ‘buy local’
- business attraction efforts
- improved communication
- young entrepreneurs
- build culture (arts & music)
- better educational opportunities (i.e. at high school)
- being more independent of Cranbrook
- parking
- longer business hours during tourist season
- bi-weekly Farmers market / Artisan Fair
- more families moving to area
- get rid of sign bylaw person
- more aware of changes in rest of country
- vision
- get municipality out of competition with private sector
- economic diversification
- have a ‘draw’ year round business in Platzl (i.e. liquor store)
- city supported daycare
- diversification in city council
- alternative industry, energy sources & home building
- targeted marketing strategy
- more family activities



Kimberley Section Scores

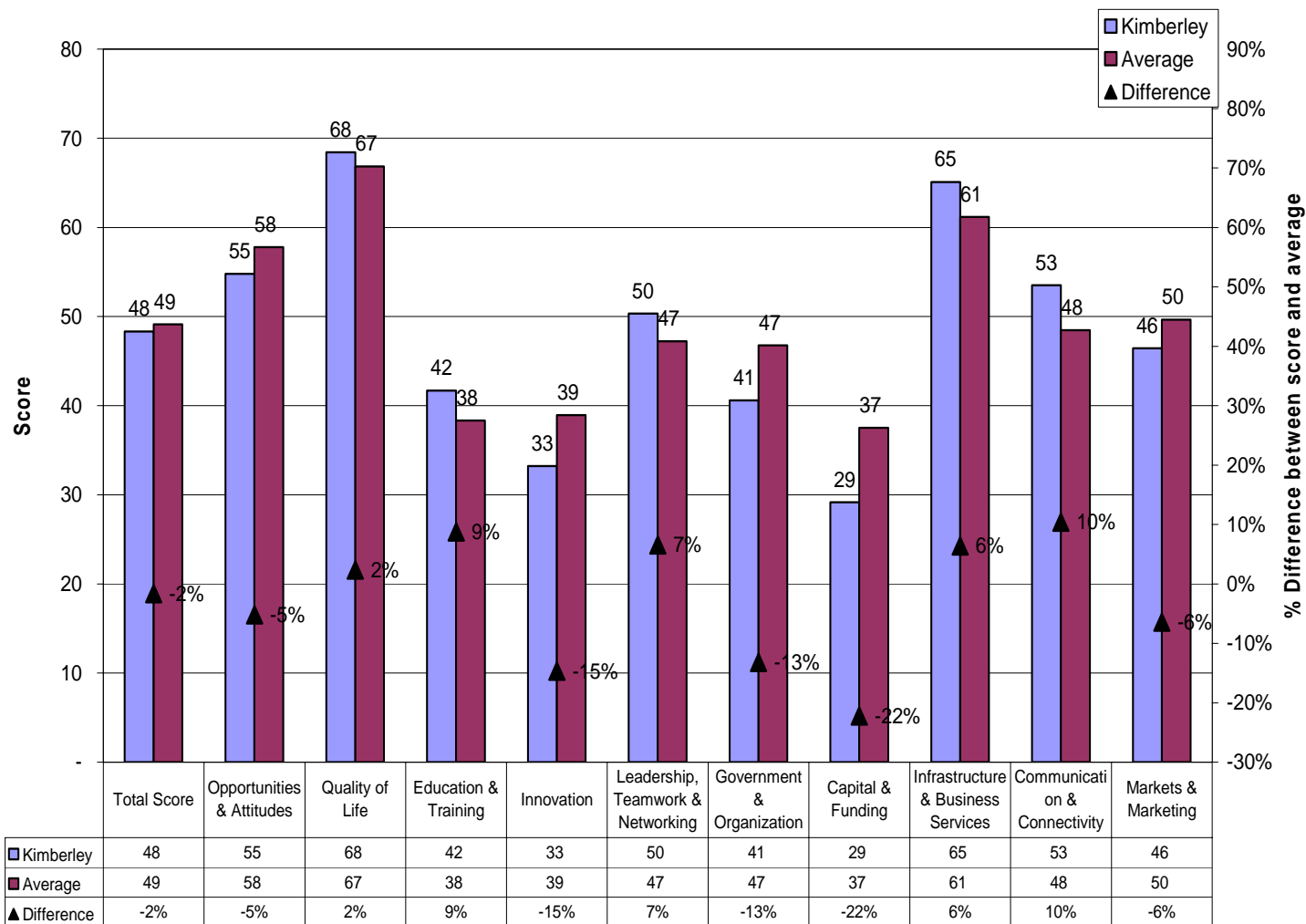
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According to absolute score, Kimberley scored well in a number of sections indicating a number of potential community assets that should be considered when considering directions for community action(s). In addition, a number of lower scoring sections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

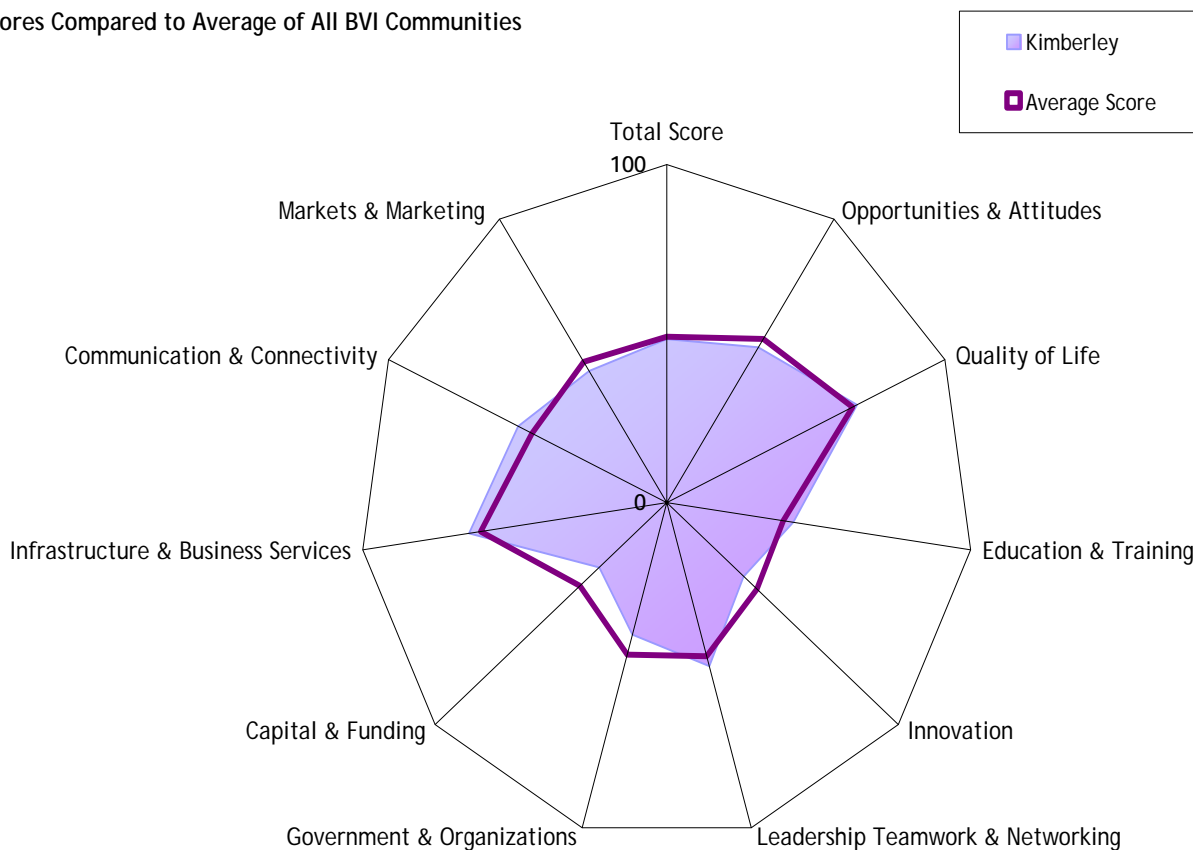
Kimberley Scores Compared to Other BVI Communities

A comparison of Kimberley scores to other BVI communities revealed Kimberley is above average on five of ten BVI sections: Communications & Connectivity (10%), Education & Training (9%), Leadership, Teamwork & Networking (7%), Infrastructure & Business Services (6%), and Quality of Life (2%), indicating areas of potential strength. Remaining sections present potential areas of concern: Opportunities and Attitudes (-5%), Markets & Marketing (-6%), Government & Organization (-13%), Innovation (-15%), and Capital & Funding (-22%). In addition, Kimberley also scored below average on total score in relation to other BVI communities by 2%.

Section Scores Compared to Average of All BVI Communities



Scores Compared to Average of All BVI Communities



This radial graph is another visual tool to contrast Kimberley 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, Infrastructure & Business Services, Communication & Connectivity, and Leadership, Teamwork & Networking are clearly areas of strength in comparison to other communities in the BVI database. Further, Innovation and Capital & Funding are areas where future improvement efforts could be targeted, due to the lower score in comparison to other communities.

Section I: Opportunities & Attitudes

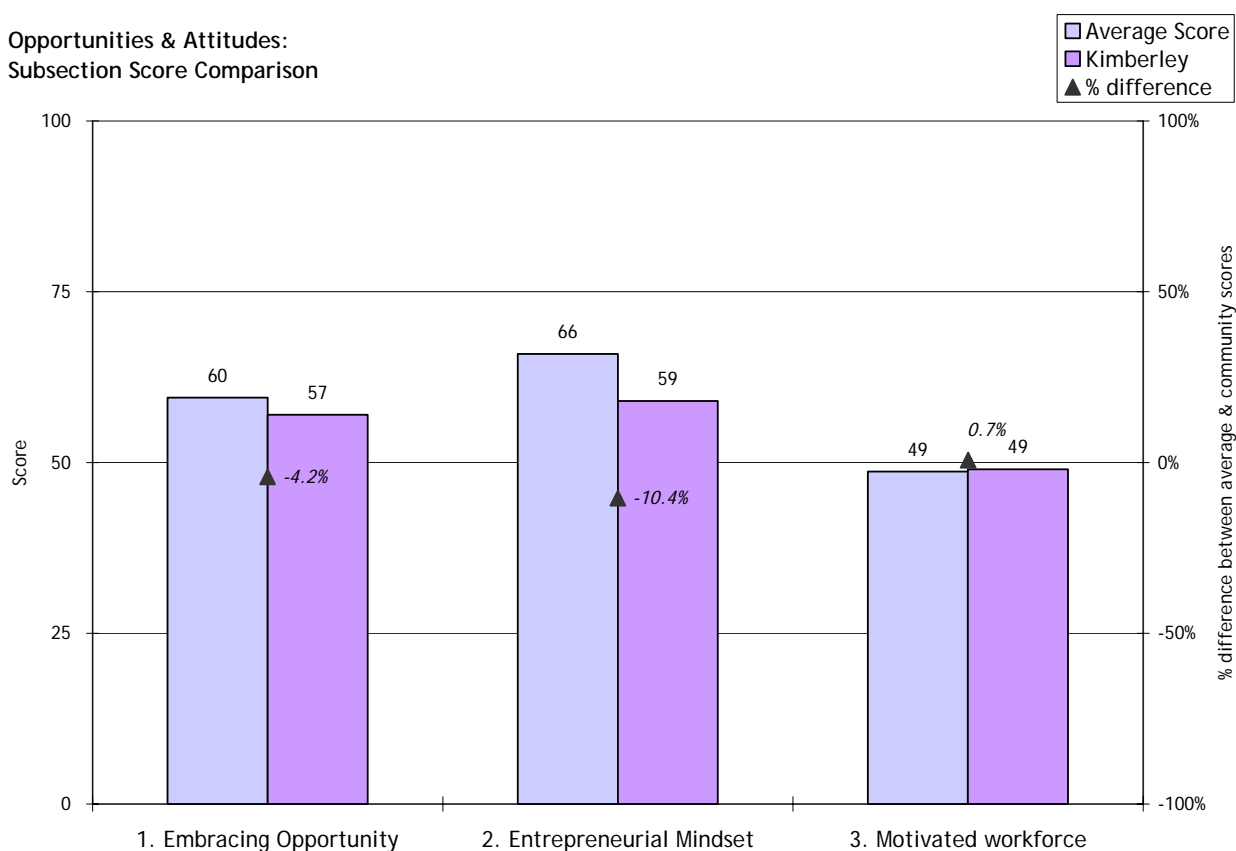
The ability of the community to recognize, take action, and follow through on available opportunities.

Subsection and Question Scores

Opportunities & Attitudes presents an area of potential strength with an absolute score of 55. According to comparative data, Kimberley scored 5% below the average of all BVI communities, indicating a potential area of concern in relation to other communities.

The BVI further breaks down the section entitled, *Opportunities & Attitudes*, into three subsections including, *Enhancing Opportunity*, *Entrepreneurial Mindset*, and *Motivated Workforce*. An examination of indicator scores and all-community averages reveals specific areas of strength and concern. Kimberley scored slightly *above average* in the area of *Motivated Workforce* (+1%) indicating a potential *area of strength*. The areas of, *Entrepreneurial Mindset* (-10%) and *Embracing Opportunity* (-4%), however, scored *below average*, highlighting a potential *areas of concern in relation to other communities*.

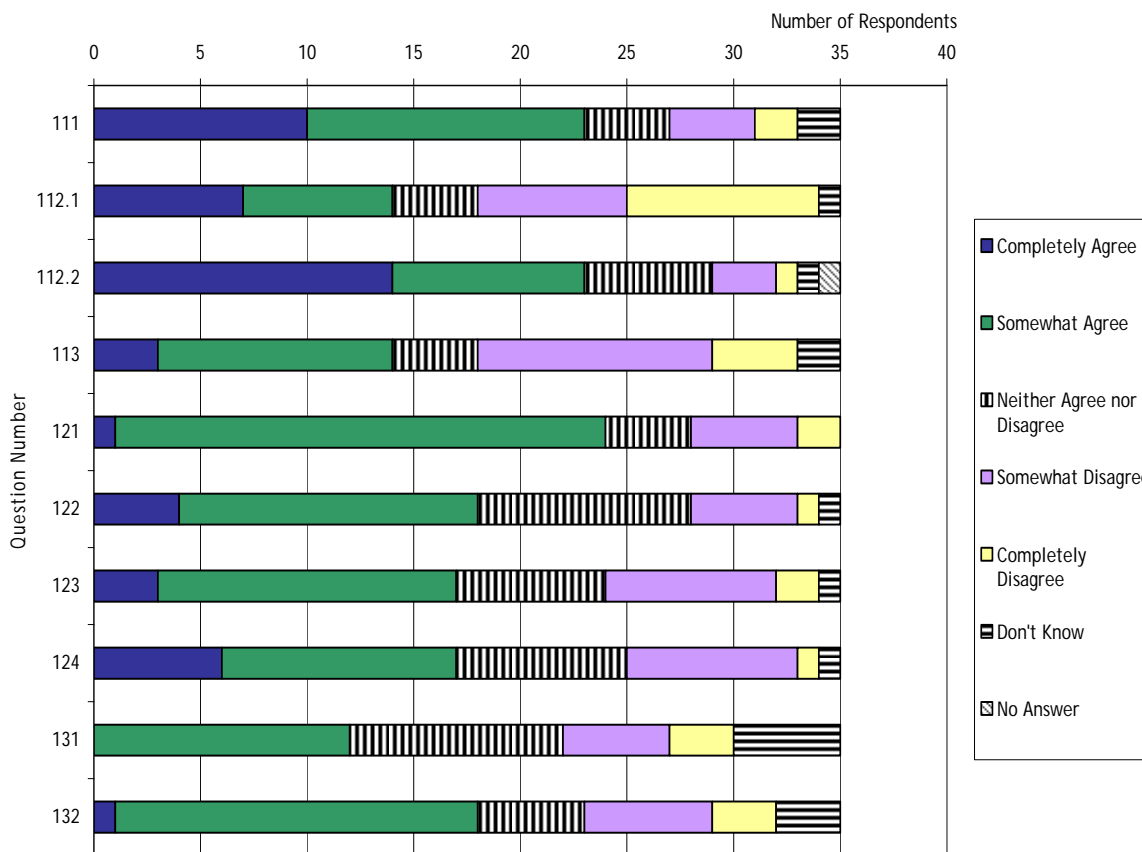
Opportunities & Attitudes:
Subsection Score Comparison



Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
1.1 Embracing Opportunity	<i>The basic capacity of a community to act on opportunities when they arrive, including abilities to recognize common needs and wants.</i>	111 There is an up-to-date community vision or plan which reflects the community's values and attitudes and represents all groups within the community.	<i>Presence of a common vision that includes all members of the community</i>	66	41	59%
		112.1 The community is facing an economic crisis	<i>Awareness of changing markets and emerging opportunities, and presents push/pull factors to entrepreneurship.</i>	46	76	-39%
		112.2 The community is facing a significant economic opportunity	<i>Promotion and general support of entrepreneurial ideals and culture.</i>	71	62	15%
		113 Entrepreneurial ventures and business creation are encouraged and supported by citizens and local governments.	<i>Desire for independence, and willingness to take risks</i>	46	58	-20%
1.2 Entrepreneurial Mindset	<i>The ability and desire of the community to recognize and take action on opportunities when they arrive.</i>	121 Individuals desire independence, responsibility, & control over their future, and are willing to work to achieve these regardless of a risk of failure.	<i>Presence of skilled workers who have an interest in entrepreneurship & self-employment</i>	61	64	-4%
		122 Individuals are skilled in a trade, talent, or profession, and have the desire to form a business with these	<i>Creativity and proactive problem solving</i>	60	66	-9%
		123 Individuals are capable of thinking creatively and developing unconventional solutions using a proactive/can-do attitude.	<i>Creativity & vision, and the ability to identify opportunities</i>	55	68	-19%
		124 Individuals are capable of identifying new, unconventional or changing business opportunities.	<i>Skilled & motivated people are available to work for others</i>	58	64	-9%
1.3 Motivated workforce	<i>Businesses have the human resources to build & expand their operations</i>	131 A pool of motivated employees is available to meet business needs.	<i>Skilled management is crucial to growth and sustainability</i>	45	49	-8%
		132 Managers & supervisors are motivated in their work and about their staff		52	48	7%

Indicating an area of potential strength, question 111 scored 59% above the average of all BVI communities, stating, *there is an up-to-date community vision or plan which reflects the community's values and attitudes and represents all groups within the community.* Question 112.1 - *the community is facing an economic crisis* - scored 39% below the average of all BVI communities. A crisis, while problematic, can also serve as a catalyst for bringing a community together. Communities that score low on this question sometimes find it more difficult to mobilize the community to action.

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 111 reveals that close to 24 individuals either completely or somewhat agreed with that statement. Further, by isolating the length of bars representing somewhat disagree and completely disagree, 6 individuals reported somewhat disagree, and four individuals reported either disagree or agree.

According to the distribution of response, questions 121 was the most agreed upon in this section, stating *individuals desire independence, responsibility, and control over their future, and are willing to work to achieve these regardless of a risk of failure.* Question

112.1 was most disagreed upon in this section, stating, *the community is facing an economic crisis.*

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 *outdoor recreation opportunities, tourism, improved attitudes around change, quality of life / community spirit, natural beauty and surplus of retail space.* Directions for improvement included *collaboration between city and community, small business support, community consultation, marketing commitment, and youth entrepreneurship / leadership development.*

Strengths

- outdoor recreation opportunities (8)
- tourism(7)
- improved attitudes understanding the need for change (4)
- quality of life / community spirit (3)
- natural beauty (3)
- surplus of retail / commercial space (3)
- real estate opportunities (2)
- opportunities other than resource extraction (2)
- transitioning / economic transformation (2)
- existing entrepreneurs
- surplus of unemployed workforce (2)
- great initiative in finding vision
- utilizing business opportunities to further overall community's success
- local ownership of small business
- affordable investment opportunities
- low start up costs
- high quality of life
- ski hill opportunities
- small light sustainable industry
- in position to chose smart growth versus developer dictated growth
- collaboration
- commitment to maintain and develop outdoor tourist attractions
- volunteer groups (i.e. Nature Park, Accordion Championships, Jazz Festival, Theatre Group)
- good for retirement citizens
- uniqueness of Platzl
- location next to an expanding airport
- support for small business
- new comers willing to preserve the 'old' and move forward with the 'new'
- ability of City & staff to access funding

Improvements

- collaboration between city and business (5)
- community and City to support small business (3)
- local government to consult community (3)
- commit to marketing efforts / expenditures (3)
- young entrepreneurship / leadership development (3)
- develop light industrial park / light industry (2)
- ensure Kimberley doesn't turn into a Whistler or Canmore, Fernie, Invermere or Golden (2)
- strategy to attract entrepreneurs (2)
- inclusive community meetings (2)
- more visitors / tourist attraction (2)
- sustainable development / growth (2)
- employment opportunities for youth and young families (2)
- opportunity identification for youth (2)
- cohesion among businesses
- City of Kimberley is in direct competition with private sector
- define common ground and move forward with community building initiatives
- technological industry base
- focus on small business growth (as opposed to light industry)
- non-minimum wage jobs
- improve entrepreneurial attitude of older businesses (those operating during mining times)
- open access to communication (i.e. dialogue & access to printed information from town councils and other community associations)
- leadership development
- solidify consensus
- foster positive growth
- leadership programs
- Chamber to focus on leadership and teamwork (not just in Platzl)
- specific BIAs for each commercial area
- preserve and enhance quality of life
- utilize local businesses in business attraction efforts
- City to provide tax incentives to help attract and retain business
- focus on regional health assets
- Cominco is gone, move on
- make it easier for new arrivals to integrate
- better infrastructure
- extended business hours
- instill confidence in community of opportunities that will benefit all
- attract new residents
- build self-reliance
- get rid of Bavarian theme (it is tacky and outdated)
- diversification of industry
- sustainable growth
- public support of conservation effects of natural resources
- youth oriented, community driven events
- tourist attraction

Section 2: Quality of Life

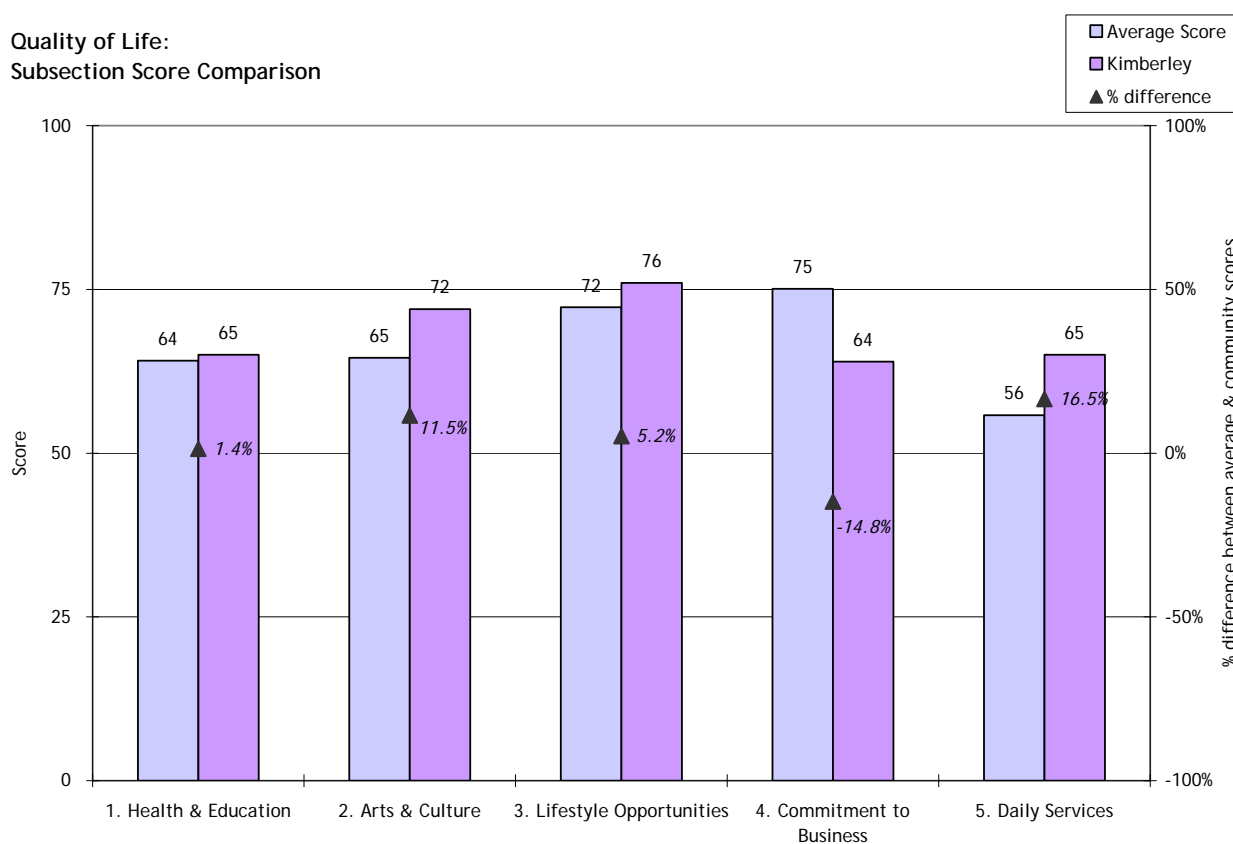
The ability of the community to attract & retain businesses & citizens, especially those who are young, skilled workers.

Subsection and Question Scores

Quality of Life presents an *area of potential strength* with an absolute score of 68. According to comparative data, Kimberley region scored 1% *above the average* score of all BVI communities, indicating a *potential area of concern in relation to other communities*.

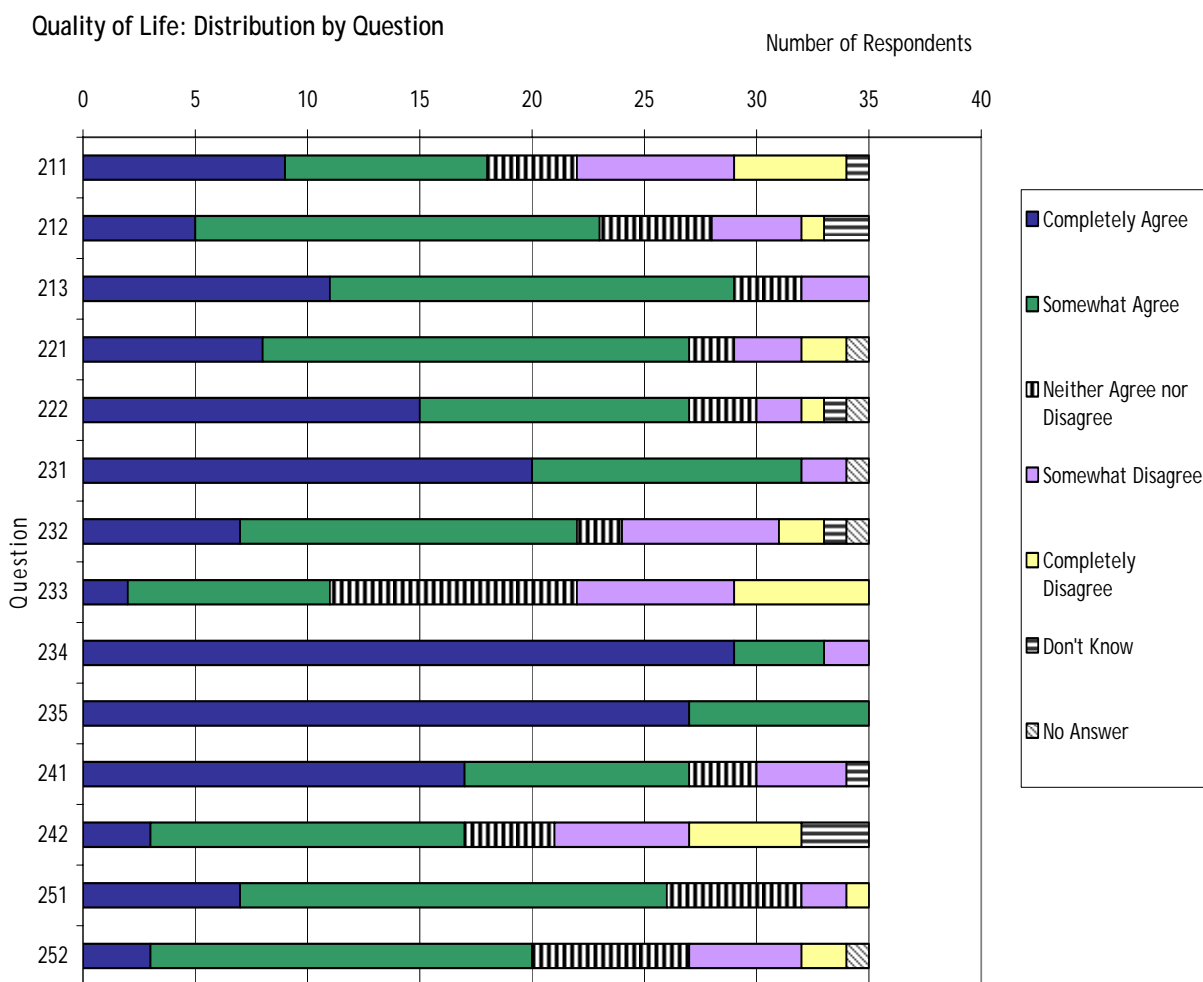
The BVI further breaks down the section entitled, *Quality of Life*, into five subsections including, *Health & Education, Arts & Culture, Lifestyle Opportunities, Commitment to Business, and Daily Services*. An examination of subsection scores and all-community averages reveals specific areas of strength and concern. Kimberley scored *above average* on four of the five subsections: *Daily Services (16%), Arts & Culture (11%), Lifestyle Opportunities (5%), and Health & Education (1%)*, highlighting *potential areas of strength*. *Commitment to Business (-15%)*, scored well below the all community average indicating a *potential area of concern*.

Quality of Life:
Subsection Score Comparison



Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
2.1 Health & Education	<i>The ability to meet basic family needs, needed to attract and retain citizens</i>	211 A quality health care facility is accessible, well serviced and within a reasonable distance.	<i>Available health care is important to attract new residents & build family security in the community</i>	56	61	-8%
		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>	64	75	-15%
		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>	76	57	35%
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>	69	62	12%
		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>	75	69	10%
2.3 Lifestyle Opportunities	<i>Appreciation of community's location & non-business activities</i>	231 The community is physically beautiful, and environmentally safe (i.e. Pollution, water quality).	<i>Quality of living space, and indication of responsible and sustainable practices</i>	85	90	-6%
		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>	61	49	24%
		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>	46	48	-4%
		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>	93	84	10%
		235 The community is a safe place to live.	<i>Family values. A lack of fear within the community, could lead to more risk taking</i>	94	92	3%
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>	78	79	-2%
		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>	50	69	-28%
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>	71	63	12%
		252 There is a diversity of quality and affordable services (i.e. dry-cleaning, photo developing, gas station).	<i>Ability to buy products and services locally, thus supporting local business</i>	59	50	18%

Indicating an area of potential strength, question 213 scored 35% *above the average* of all BVI communities, stating, *availability of life long learning opportunities, and opportunities to develop skills, and increases youth retention*. Question 242 scored -28% *below the average* of all BVI communities, indicating a potential area of concern, stating, *individuals are capable of preserving and being committed to their business, and remaining in the community even during hard economic times*.



An examination of questions according to distribution of response reveals that question 235 was the most agreed upon in this section, stating, *the community is a safe place to live*. Also according to distribution of response, the question in which respondents disagreed most was question 233, stating, *there are locations / facilities that attract a variety of people, and provide social interaction for citizens of all ages*. Question 233 also presented the greatest variance of opinion.

Qualitative Comments

Qualitative comments further inform areas of strength and areas in need of improvement. In the *Quality of Life* section, top strengths identified by participants included *outdoor recreation activities, scenic natural environment, clean air / water, safety, affordable, community spirit, and lifestyle*. Directions for improvement included *gradual sustainable growth, new health care facility, more small business, improved seniors housing / amenities, economic stimulation, environmental considerations and employment*.

Strengths

- outdoor recreational activities (22)
- scenic natural environment (11)
- clean air, water (7)
- safety (6)
- affordable (5)
- small size / sense of community / community spirit (5)
- lifestyle – active, relaxed (4)
- friendly (2)
- hospital re-opened and primary care model seems to be a success (2)
- city services in good repair
- people with integrity
- proximity to larger centre
- low traffic
- holistic practitioners (reiki, massage)
- bike clubs / groups

Improvements

- gradual sustainable growth – ensure affordable housing (5)
- establish 24-7 emergency services / new health care facility (5)
- more small businesses - amenities / retail / cottage industries for tourists (5)
- improve / expand seniors housing amenities (4)
- economic stimulation / vitality (4)
- environmental considerations / slow development on Crown land (4)
- employment – year round, well-paying jobs (4)
- activities / facilities for / participation by young people (3)
- diversity in resident population (not recreational property owners) (2)
- collaboration (2)
- Cominco to listen to residents in terms of selling land to developers, logging, etc. (2)
- positive attitude
- implementing incentive program to maintain properties
- guarantee / improve all forms of recreation
- affordable housing options for first time home owners
- develop recreational programming
- comprehensive recycling program
- incentives for citizens
- encourage community participation by youth
- public transportation
- build more locally created products
- take advantage of real estate opportunities locally

Section 3: Education & Training

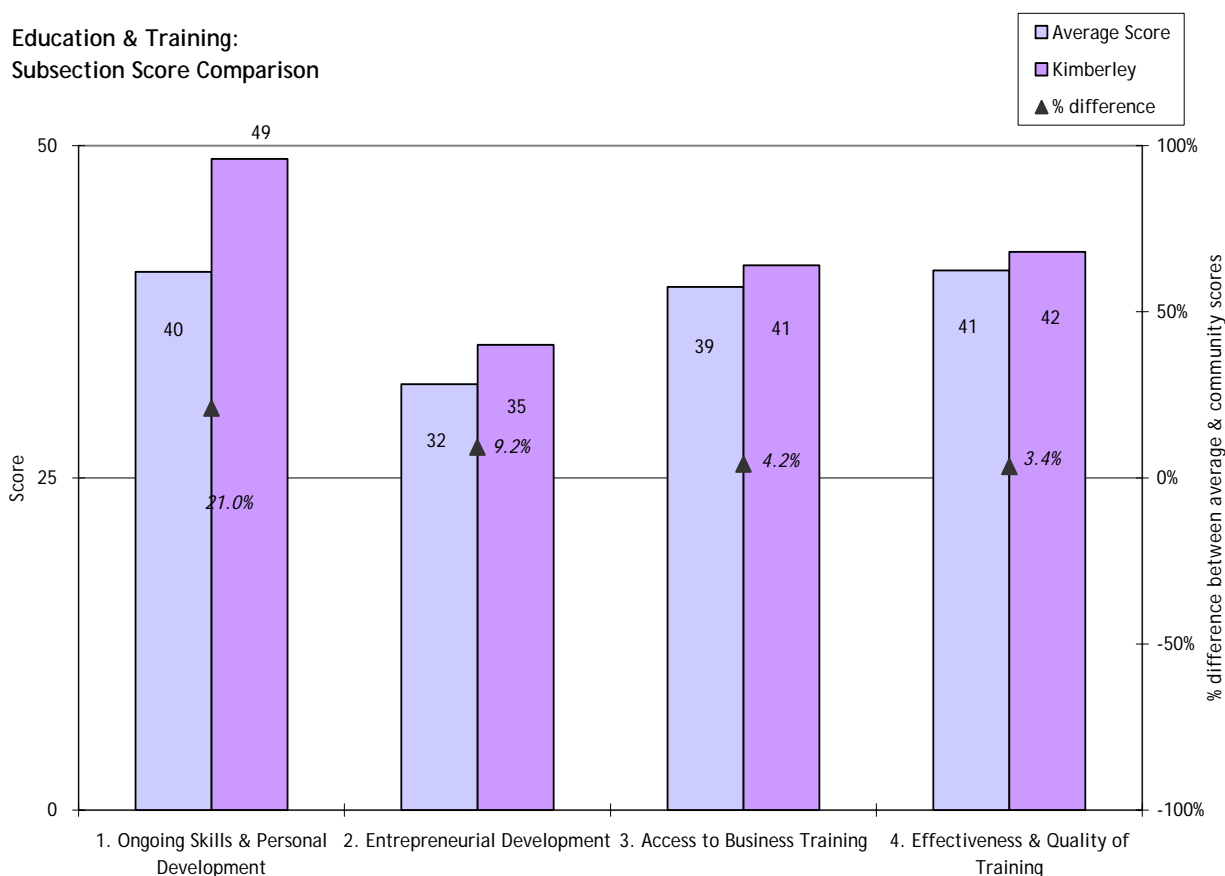
Ability to develop entrepreneurship skills & attitudes in non-business population, and upgrading skills in the business community to remain competitive in larger markets.

Subsection and Question Scores

Education & Training presents an *area of potential concern* with an absolute score of 42. Although according to comparative data, Kimberley scored 9% *above* the all-community average, indicating an *area of strength in relation to other communities*.

The BVI further breaks down the section entitled, *Education & Training*, into four subsections including, *Ongoing Skills & Personal Development*, *Entrepreneurial Development*, *Access to Business Training*, and *Effectiveness & Quality of Training*. An examination of subsection scores and all-community averages reveals specific areas of strength and concern. Kimberley scored *above average* on all subsections, including: *Ongoing Skills & Personal Development* (21%), *Entrepreneurial Development* (9%), *Access to Business Training* (4%) and *Effectiveness & Quality of Training* (3%). *highlighting areas of strength*.

Education & Training:
Subsection Score Comparison

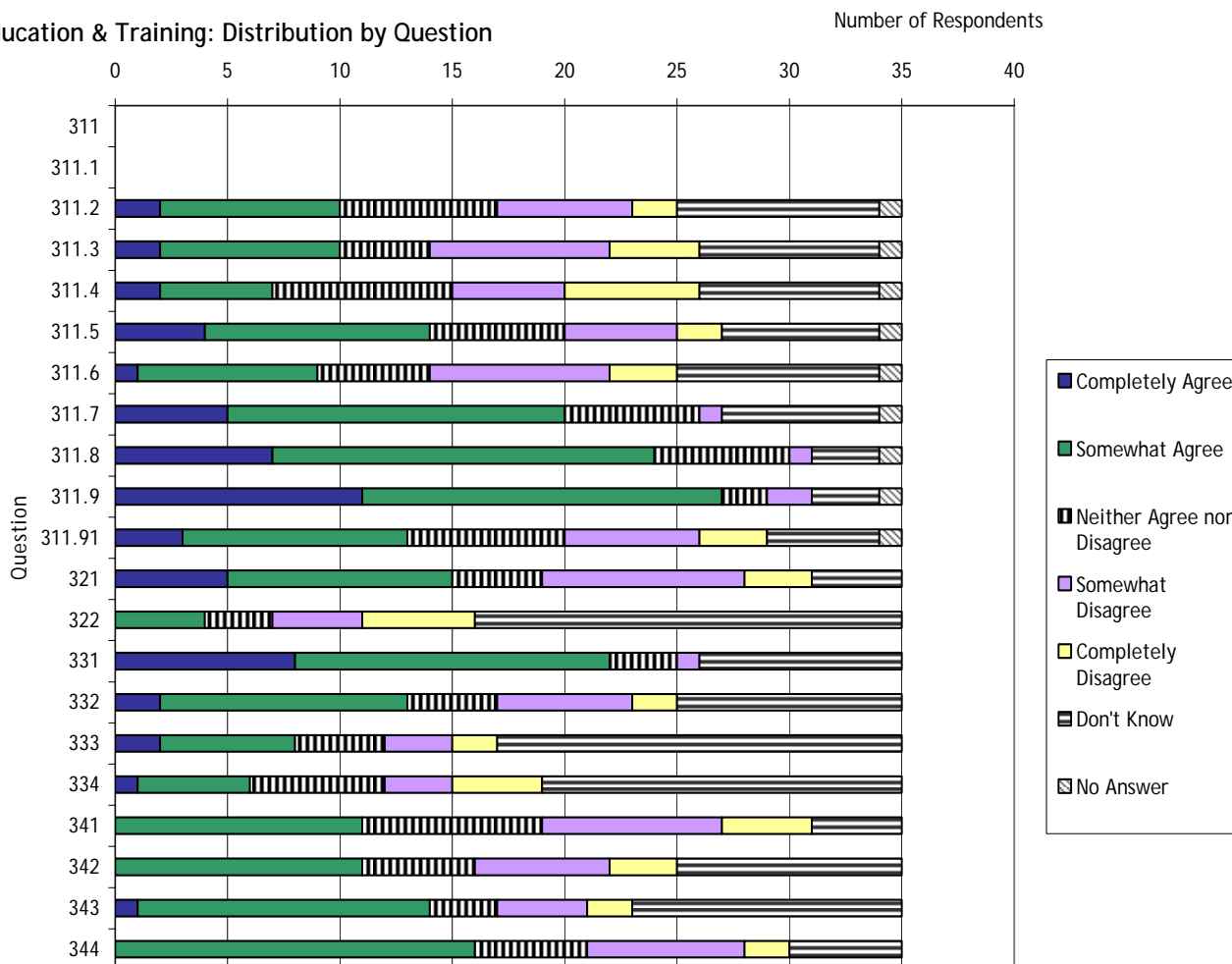


Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
3.1 Ongoing Skills & Personal Development	<i>Opportunities to learn new skills & to upgrade existing skills, specifically those for business.</i>	311 There are a wide range of realistic training and educational programs available in or close to the community, including the following:	<i>Presence and diversity of opportunities to learn new skills and to upgrade existing skills, specifically those for business.</i>			
		Business Training				
		1 Business plan development		40	50	-20%
		2 Basic business skills development (i.e. sales, pricing, displays)		37	32	14%
		3 Advanced business skills development (i.e. financial planning, marketing, accounting communications)		34	31	10%
		4 Computer training for business (i.e. excel, web design, graphics, business applications)		48	53	-11%
		5 Personal Development		35	35	0%
		6 Online/Distance Training		59	56	5%
		7 Continuing Education		68	53	27%
		8 College or University		72	30	137%
		9 Professional Development		46	28	63%
3.2 Entrepreneurial Development	<i>Ability to foster entrepreneurship in non-entrepreneurs</i>	321 Business mentors and/or role models are available in the community.	<i>Informal mechanisms to foster entrepreneurship</i>	49	43	14%
		322 There is an entrepreneurial development program for elementary and secondary school students (K-12).	<i>Formal entrepreneurial development programs & strategies</i>	18	20	-10%
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>	62	55	12%
		332 Training programs are affordable for anyone (i.e. business owners, youth, professionals)	<i>Affordable programs to help all types of business people</i>	42	37	15%
		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>	30	30	0%
		334 The education and business communities work together to provide convenient training	<i>Communication between groups exists, which improves business services</i>	27	35	-22%
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>	42	36	17%
		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>	38	36	5%
		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>	41	44	-6%

	344 Citizens are motivated to learn new skills and to develop existing ones.	Interest in life-long learning	48	47	2%
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Indicating an area of potential strength, question 311.8 scored 137% above the average of all BVI communities, stating, *college or university is available as accessible educational programming*. Question 334 scored -22% below the average of all BVI communities, indicating a potential area of concern, stating, *the education and business communities work together to provide convenient training*.

Education & Training: Distribution by Question



An examination of questions according to distribution of response reveals that question 311.8 was the most agreed upon in this section. More specifically, Question 311.8 stated, *a college or university is available in or close to the community*. Also according to distribution of response, the questions in which respondents disagreed most was question 311.3, 321, and 341. More specifically, 311.3 stated, *advanced business skills development is available in or close to community*; question 321 stated, *business mentors and / or role models are available in the community*; 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 *College of the Rockies, K-12 schools, community education centre, and teachers / instructors*. Directions for improvement included: *expand courses in Kimberley, increase awareness of education opportunities, more buy- in from businesses on training, progressive approach to attracting new students, increase community input in program development and education to reflect market needs*.

Strengths

- College of the Rockies (16)
- K-12 schools in Kimberley / small school system (4)
- community education centre (2)
- teachers / instructors (2)
- continuing education
- great access to facilities and faculty
- local business in-house training
- pool of skilled trades
- motivated learners
- CBT
- Community Futures
- Employment Office
- Youth Centre
- practicum students

Improvements

- more courses offered within community – recreation / tourism / trades / expand Kimberley college campus / keep timber framing (12)
- increase awareness of available educational opportunities (4)
- more buy in from business community that they need training (3)
- use entrepreneurial / progressive approach to attract new students (i.e. French immersion, international programs, coordinated music programs) (3)
- increase community input into program development (2)
- have education reflect market needs (2)
- increase Community Futures programs
- private school
- downsizing number of schools
- urban planning training
- better trained educators
- establish a trades school
- public schools need funds
- affordable training
- improve quality of training (ie. more variety, technological advances, more research)

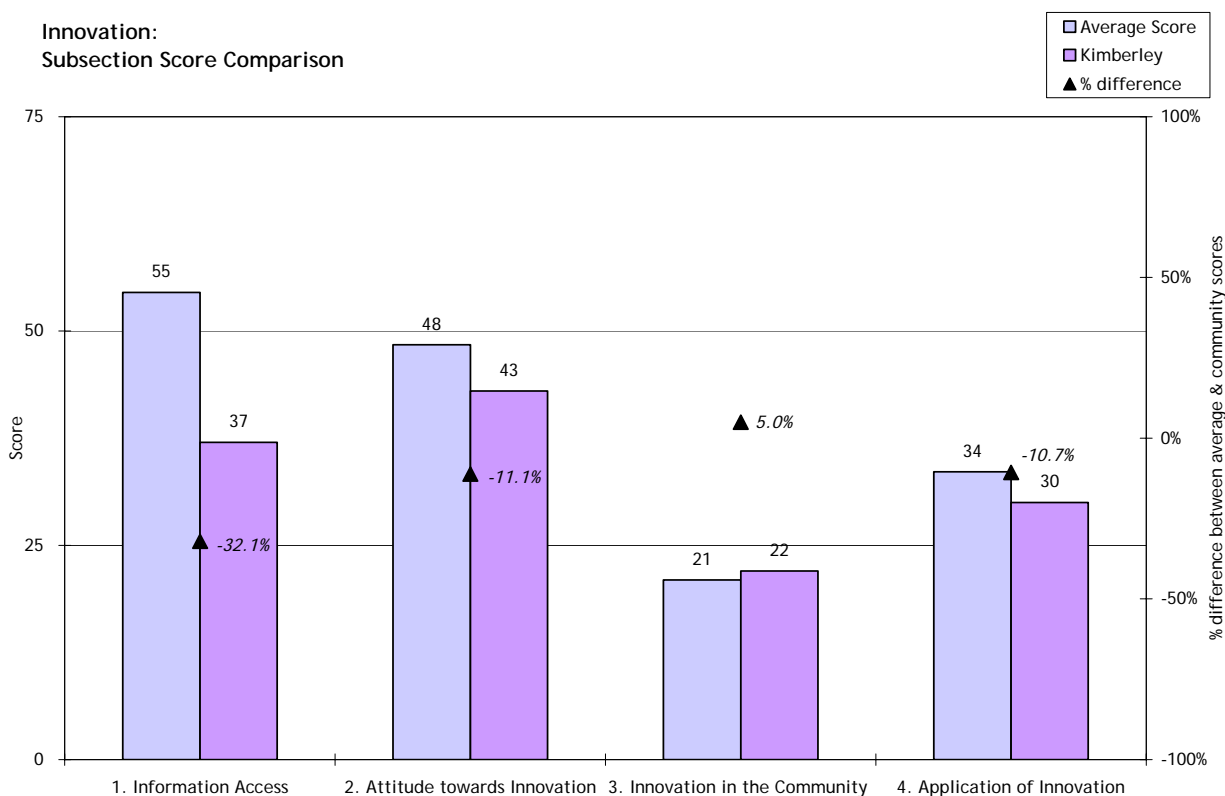
Section 4: Innovation

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

Subsection and Question Scores

Innovation presents an *area of potential concern* with an absolute score of 33. According to comparative data, Kimberley scored 15% *below* the all-community average, indicating a *potential area of concern* in relation to other communities.

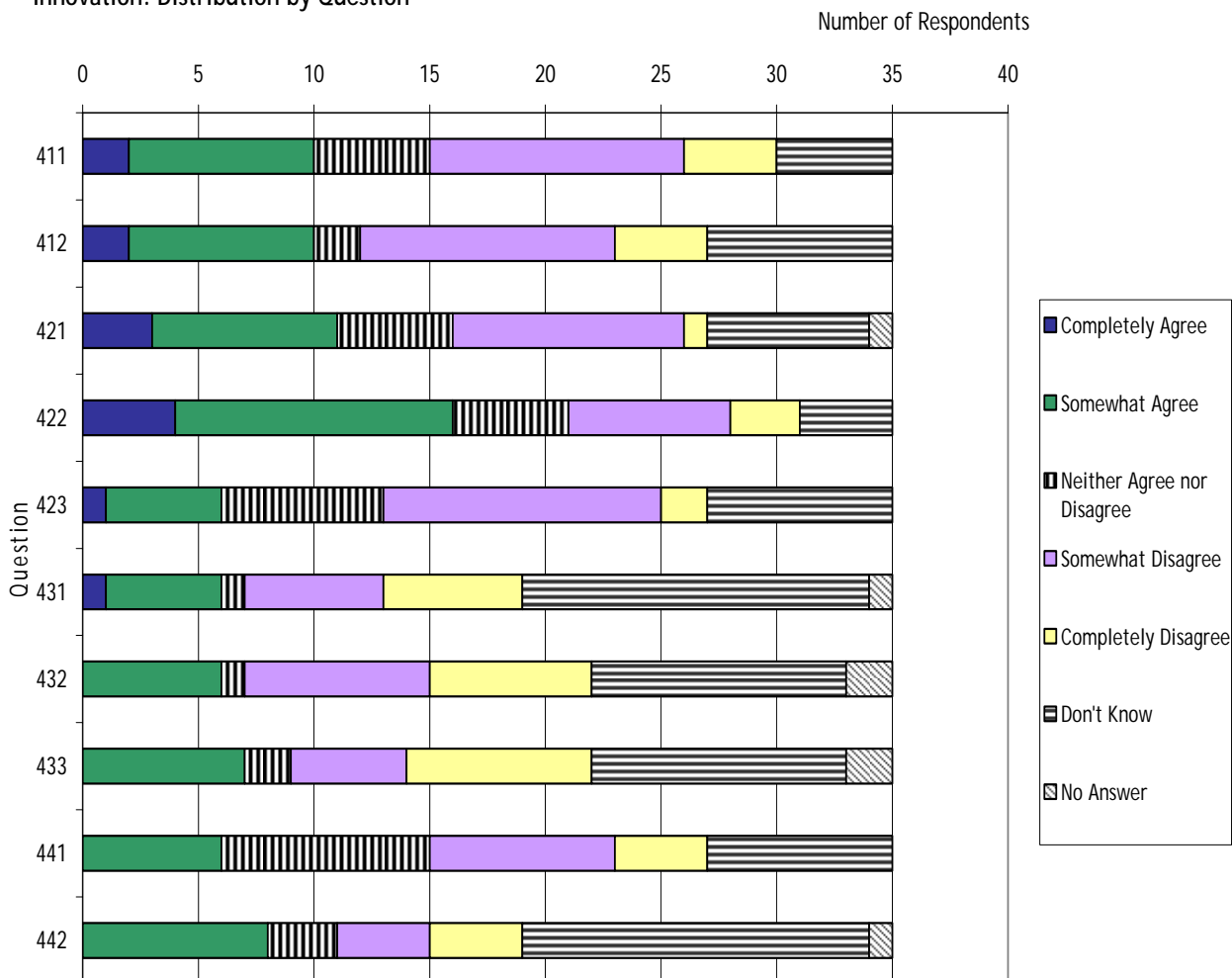
The BVI further breaks down the section entitled, *Innovation*, into four subsections including, *Information Access, Attitude Toward Innovation, Innovation in the Community, and Application of Innovation*. An examination of subsection scores and all-community averages reveals specific areas of strength and concern. Kimberley scored *above average* in the area: *Innovation in the Community* (5%), highlighting a *potential area of strength*. The remaining subsections scored *below average* indicating areas of *potential concern: Information Access* (-32%), *Attitude Toward Innovation* (-11%) and *Application of Innovation* (-11%).



Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
4.1 Information Access	<i>People know how to access information about R&D and know where to go to get information</i>	411 Individuals have access to business research (Local, regional, national, international) relating to new technologies, business development and/or expansion.	<i>Ability of individuals to access information: do they know how? Do they know where?</i>	39	53	-26%
		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>	36	54	-34%
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>	42	48	-12%
		422 Innovation is valued and recognized by business people.	<i>Importance of Innovation is appreciated and understood</i>	51	56	-9%
		423 Support and assistance for innovative research and development are available.	<i>Advanced support networks for R&D in business: networking, patents, etc.</i>	34	40	-14%
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>	22	21	6%
		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>	22	21	3%
		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>	24	21	12%
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>	33	35	-5%
		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>	27	32	-13%

Indicating an area of potential strength, question 433 scored 12% above the average of all BVI communities, stating, *there are formal and informal forums on technology and technological applications*. Question 412 scored -34% below the average of all BVI communities, indicating a potential area of concern, stating, *there are libraries or resource facilities that carry information on business development, market trends, new technologies, policies, and networks*.

Innovation: Distribution by Question



An examination of questions according to distribution of response reveals that question 422 was the most agreed upon, stating, *innovation is valued and recognized by business people*. Also according to distribution of response, questions 411 and 412 were the most disagreed upon in this section. Question 411 stated, *individuals have access to business research relating to new technologies, business development and / or expansion*; and question 412 stated, *there are libraries or resource facilitates that carry information on business development, market trends, new technologies, policies, and networks*.

Qualitative Comments

Qualitative comments further inform areas of strength and areas in need of improvement. Strengths in the area of *Innovation* included *research opportunities, proactive local businesses, and highly educated citizens*. Directions for improvement included R & D attraction, R & D education, local R & D interaction, utilize EDO and create R & D infrastructure.

Strengths

- room to grow / plenty of research opportunities(3)
- good business environment / proactive local businesses (2)
- highly educated / knowledgeable citizens (2)
- current community profiling
- minimal post-Teck Cominco
- willingness to participate
- city utilizing volunteers to reopen hospital
- watershed presents opportunity for collaborative R & D (local stakeholders, industry, universities)
- Wildsight
- exploring new mining possibilities near town
- R & D efforts of the marketing group
- Internet
- Heather Adel
- Paralympic training is a specialty

Improvements

- attract R & D into community (5)
- educate community on benefits of R & D (3)
- develop forums to assist & allow interaction of R & D locally (2)
- utilize EDO (2)
- create R & D infrastructure (2)
- get rid of the ‘this is the way its always been done’ attitude
- recognize R & D gaps
- R & D for tourism and business sectors
- mentorship by a community with respected attributes
- develop a community think tank
- complete the BVI process
- expand community college campus
- pursue R & D watershed opportunities
- more government funding
- opportunity identification session
- local government supports through tax breaks
- encourage use of technologies (i.e. straw bale courses)
- revitalize library
- more research on what residents and visitors like and dislike about Kimberley
- advertise existing opportunities

Section 5: Leadership, Teamwork & Networking

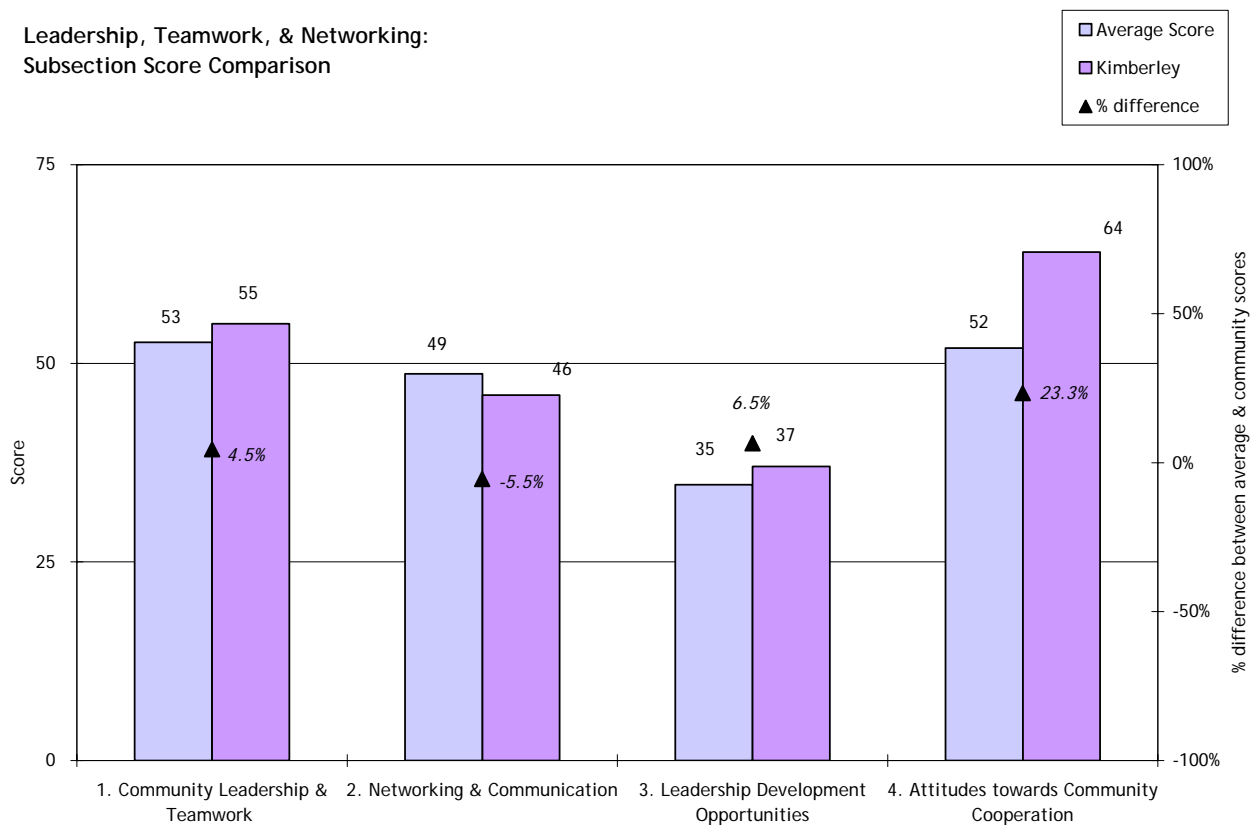
The capacity of a business community to take action on an idea or opportunity as a whole group, with good leadership, effective teamwork, and clear communication.

Subsection and Question Scores

Leadership, Teamwork, & Networking presents an area of potential strength with an absolute score of 50. According to comparative data, Kimberley scored 7% above the all-community average indicating a potential area of strength in relation to other communities.

The BVI further breaks down the section entitled, *Leadership, Teamwork, & Networking*, into four subsections including, *Community Leadership & Teamwork, Networking & Communication, Leadership Development Opportunities, and Attitudes Toward Community Cooperation*. An examination of subsection scores and all-community averages reveals specific areas of strength and concern. Kimberley scored *above average* on three of four subsections: *Attitude Toward Community Cooperation (23%)*, *Leadership Development Opportunities (7%)*, and *Community Leadership & Teamwork (5%)*, highlighting *potential areas of strength*. *Networking & Communications (-6%)*, scored *below* the all community average indicating a *potential area of concern*.

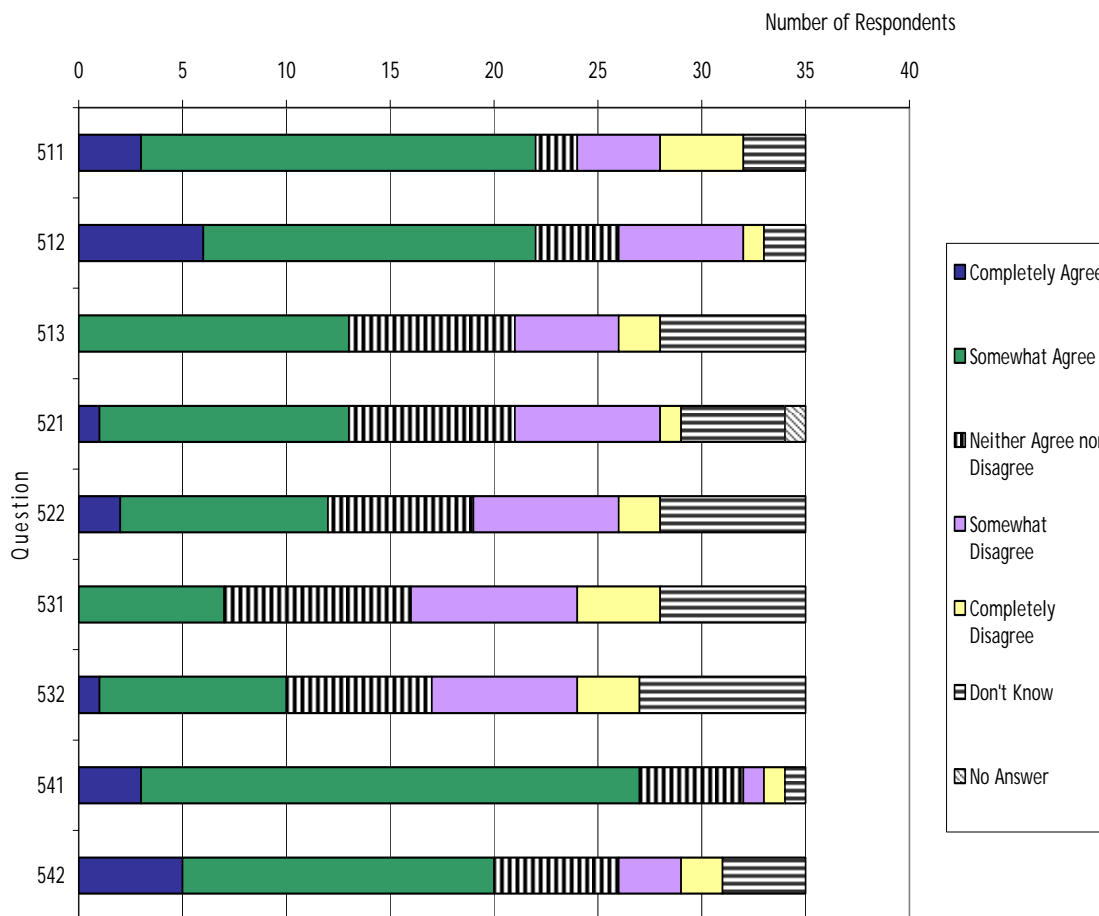
Leadership, Teamwork, & Networking:
Subsection Score Comparison



Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
5.1 Community Leadership & Teamwork	<i>Ability of a community to come together to make effective and appropriate decisions for businesses</i>	511 Members representing interests of the public, private, and government sectors jointly participate in community decision-making & implementation.	<i>Ability to work together to make representative decisions to benefit the whole</i>	56	54	3%
		512 There is a pool of talented leaders with diverse skills, cultural experiences and backgrounds who are available for leading community initiatives.	<i>Availability of good leaders representing diversity of experiences</i>	62	66	-6%
		513 Qualified supervisors and managers (and management services) are available to small business	<i>Availability of good leaders in business</i>	45	37	21%
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>	47	51	-9%
		522 Business people are able to give and receive support from other experienced business people (i.e. Business associations, mentoring).	<i>Ways of sharing business knowledge and build business relationships</i>	44	45	-2%
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>	35	36	-2%
		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>	39	34	17%
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>	68	59	16%
		542 Cooperative and joint community initiatives are encouraged and respected	<i>Willingness to work together</i>	59	47	26%

Indicating an area of potential strength, question 542 scored 26% above the average of all BVI communities, stating, *cooperative and joint community initiatives are encouraged and respected*. Question 521 scored -9% slightly below the average of all BVI communities, indicating a potential area of concern, stating, *there are adequate opportunities where business people and entrepreneurs can network with each other*.

Leadership, Teamwork & Networking: Distribution by Question



An examination of questions according to distribution of response reveals that question 541 was the most agreed upon in this section, stating, *groups with similar interests can form alliances and cooperate to achieve goals*. Also according to distribution of response, the questions in which respondents disagreed most was question 531, stating, *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 *citizen involvement, city council and staff, Chamber of Commerce, strong leadership, and well-educated residents*. Directions for improvement included *cooperation across groups, awareness of existing opportunities, and strengthen Chamber of Commerce*.

Strengths

- citizens' interest and involvement / 'get it done' attitude (6)
- City Council and staff (5)
- Chamber of Commerce (4)
- strong leadership / fresh young business leadership (4)
- well-educated and knowledgeable residents (4)
- strong volunteers/ non-profits (3)
- good / effortless networking (3)
- talented residents (2)
- friendly community
- effortless networking
- joint-marketing efforts
- familiarity with each other
- good youth network
- OCP process
- EDO

Improvements

- communication / cooperation / central networking location or forum / collaboration across sectors – City, resort, Chamber, school, community, etc. (10)
- awareness of existing initiatives / opportunities / resources (5)
- continue to strengthen the Chamber of Commerce (3)
- transparency / cohesion between businesses and community
- community input into decision-making
- open minds
- bring in experienced and enthusiastic people
- bring together talented residents
- youth leadership opportunities
- collaborative business organizations
- leadership and teamwork training
- room for improvement
- co-op
- recycled materials database (turn waste into gold)
- regular / online business networking opportunities (2)
- retain expertise of residents who live in Kimberley but work in Cranbrook
- better awareness of Official Community Plan (OCP) / zoning as it related to quality of life / business mix
- find next generation of leaders
- joint-marketing by small businesses
- unite the core group that is willing to work together
- involve youth in decision-making
- address leadership burnout through recognition
- awareness of networking / volunteer opportunities
- diversity of ages on team initiatives
- recognition of opportunities
- maintaining sense of community while transitioning
- new positive people
- encourage citizen involvement with city council meetings

Section 6: Role of Government & Organizations

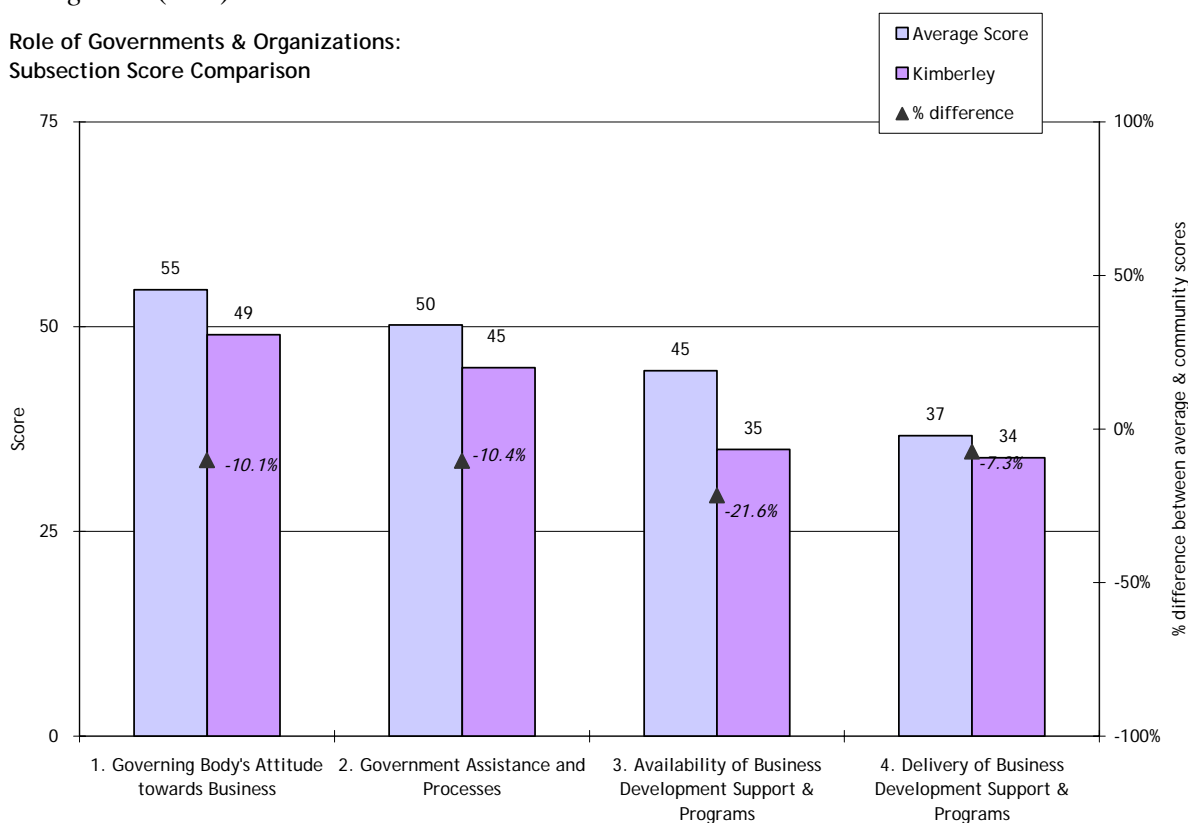
Ability of local governments and other organizations to work with business to design processes and programs that make it as easy as possible to start or expand a business.

Subsection and Question Scores

Role of Government & Organizations presents an area of potential concern with an absolute score of 41. According to comparative data, the Kimberley region scored 13% below the average, indicating a potential area of concern in relation to other communities.

The BVI further breaks down the section entitled, *Role of Government & Organizations*, into four subsections including, *Governing Body's Attitude Towards Business*, *Government Assistance and Processes*, *Availability of Business Development Support and Programs*, and *Delivery of Business Development Support and Programs*. An examination of subsection scores and all-community averages reveals specific areas of strength and concern. Kimberley scored below average on all subsections highlighting specific areas of concern, including: *Availability of Business Development Support and Programs* (-22%), *Government Assistance and Processes* (-10%), *Governing Body's Attitude Toward Business* (-10%), and *Delivery of Business Development Support and Programs* (-7%).

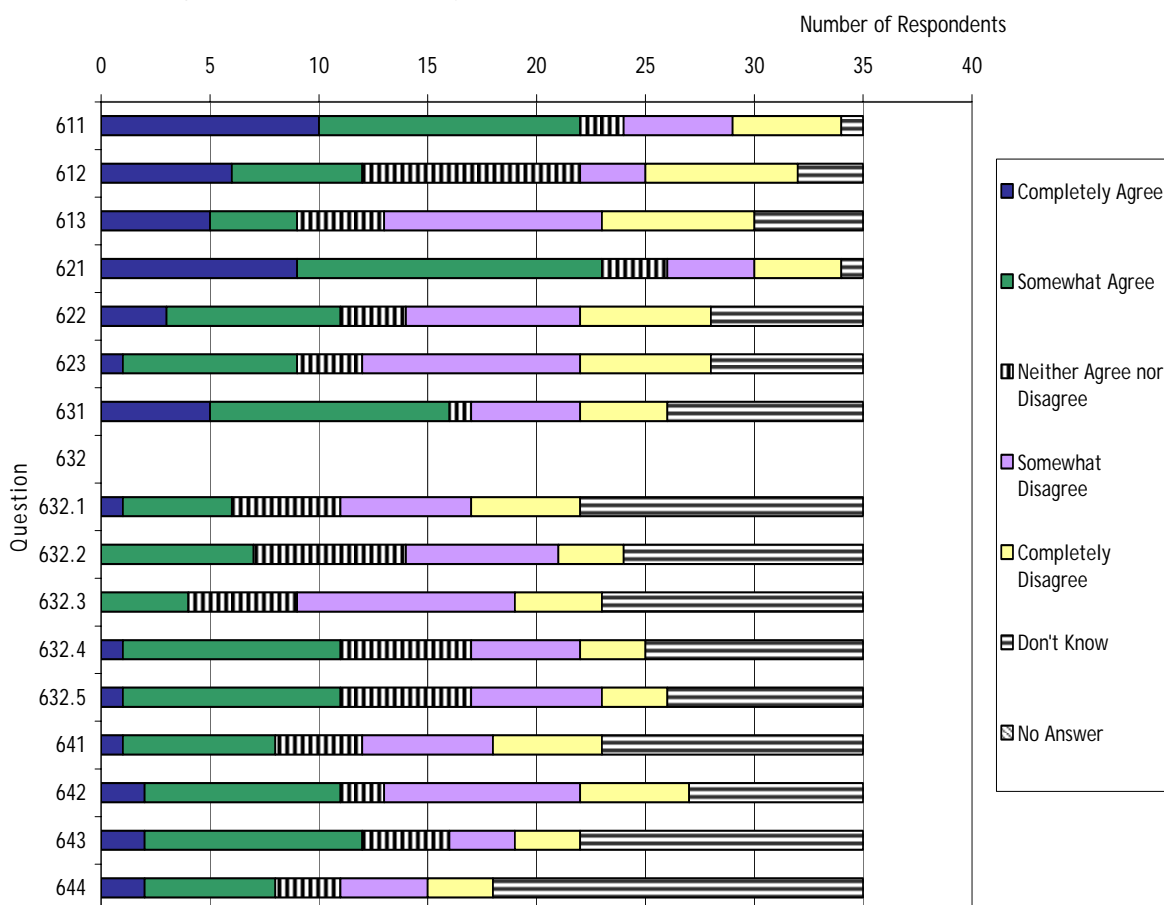
Role of Governments & Organizations:
Subsection Score Comparison



Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
6.1 Governing Body's Attitude towards Business	<i>The local government's efforts and commitment to assisting business development</i>	611 The governing body (city council, village council, or area director) recognizes that businesses are important and valuable for community development.	Attitude of local government <i>towards</i> business, and recognition its of important role in the economy	61	72	-16%
		612 The governing body is committed to recruiting or attracting businesses to the community, and may use strategies or incentives to do so.	<i>Efforts of local governments to expand the business community on behalf of business from outside the region</i>	47	48	0%
		613 The governing body is committed to helping existing businesses or creating new businesses through policy and action.	<i>Actions and decisions of local government helping business development and expansion</i>	37	42	-12%
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.	<i>Ability and willingness for government and businesses to work together</i>	63	64	0%
		622 Local officials make it easy/reasonable for businesses to start or expand.	<i>Human resources needed for assisting business are helpful & effective, rather than a barrier</i>	38	45	-16%
		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.	<i>Written resources and documents needed for assisting business are helpful and effective, rather than a barrier</i>	33	41	-20%
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.	<i>Existence of an organization which facilitates business development</i>	46	44	3%
		632 Recognized organizations (i.e. Chamber, EDO, CFDC) offer programs and services assisting business people, such as the following:	<i>Programs exist that assist in business development</i>			
		1 Counseling		28	42	-35%
		2 Training		33	44	-26%
		3 Mentoring		25	35	-28%
		4 Self-Employment Assistance		39	49	-19%
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.	<i>Efficiency of business development programs</i>	30	29	5%
		642 Business programs are offered in a well-known and accessible location.	<i>Ability to hear about programs, and the attendance potential</i>	36	41	-11%
		643 Staff members delivering programs are knowledgeable, competent and approachable.	<i>Training and development staff is well-trained and knowledgeable</i>	39	43	-9%
		644 Successful programs are repeated, reproduced, and further developed.	<i>Evaluation process only keeps most effective programs</i>	29	33	-12%

There were no significantly high scores in this section. Question 632.1 scored -35% below the average of all BVI communities, indicating a potential area of concern, stating, *recognized organizations offer programs and services assisting business people, such as counseling.*

Government & Organizations: Distribution by Question



An examination of questions according to distribution of response reveals that question 621 was the most agreed upon in this section, stating, *community leaders and officials are willing to cooperate with business and business associations.* Also according to distribution of response, the question in which respondents disagreed most was question 613, stating *the governing body is committed to recruiting or attracting businesses to the community, and may use strategies or incentives to do so.*

Qualitative Comments

Qualitative comments further inform areas of strength and areas in need of improvement. In the *Role of Government & Organizations* section, the top strength identified by participants was *municipal leadership*. Directions for improvement included *improved communication of local government and government support for businesses*.

Strengths

- City council – motivated, supportive of economic growth, approachable, accessible, vision, good financial position (15)
- Chamber (2)
- EDO (2)
- stability (2)
- citizen involvement (2)
- good interaction between council and local businesses
- knowledge of community
- small size
- democratic process
- timely news reporting
- commitment to work with marketing group
- strong small business support
- staff
- maintaining balance (i.e. economic, social)

Improvements

- higher profile of local government's efforts / better communication to public (6)
- encourage & support businesses (City council and staff to visit local businesses) (5)
- build / ensure community buy in (2)
- increase funding for finance, planning, recreation and economic development
- expanded presence and programs offered in Kimberley by CFDC and COTR
- identify future recreation opportunities adjacent to city limits and protect access
- increase revenue to enable more service provision
- aging population - therefore, need to share leadership
- community involvement at beginning, not end of process
- to change perceptions and be up front about agendas
- long term vision
- get health centre completely functional
- open pool
- celebrate successes
- assistance from provincial and federal government
- Chamber to take a greater role
- younger people on council
- retirement of some city staff
- recognition that municipal government is to provide services, not compete with private sector
- more accountability in economic development office
- sustainable eco-tourism
- economic diversification (not only tourism focused)
- staff and volunteers to build on existing structure
- exposure for organizations
- encourage council to embrace change

Section 7: Money, Capital & Funding

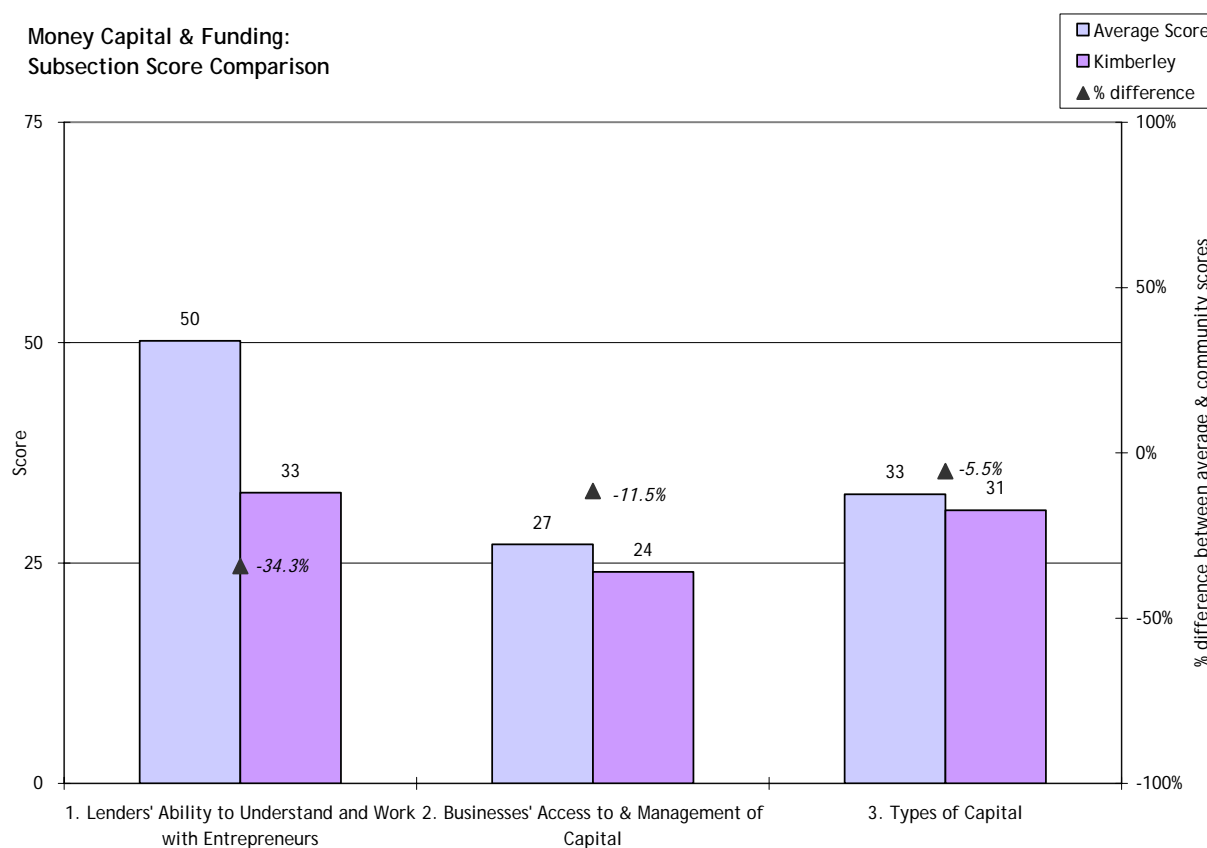
Ability of the community to financially support entrepreneurs through ensuring access to capital, and educating businesses about financial management and supports.

Subsection and Question Scores

Money, Capital & Funding presents an *area of concern* with an absolute score of 29. According to comparative data, the Kimberley region scored 22% below the all-community average indicating an *area of concern* in relation to other communities.

The BVI further breaks down the section entitled, *Money, Capital & Funding*, into three subsections including, *Lenders' Ability to Understand and Work with Entrepreneurs*, *Businesses Access to & Management of Capital*, and *Types of Capital*. An examination of subsection scores and all-community averages reveals specific areas of strength and concern. Kimberley scored *below average* on all subsections highlighting *areas of concern*, including: *Lenders' Ability to Understand and Work with Entrepreneurs* (-34%), *Businesses Access to & Management of Capital* (-12%), and *Types of Capital* (-6%).

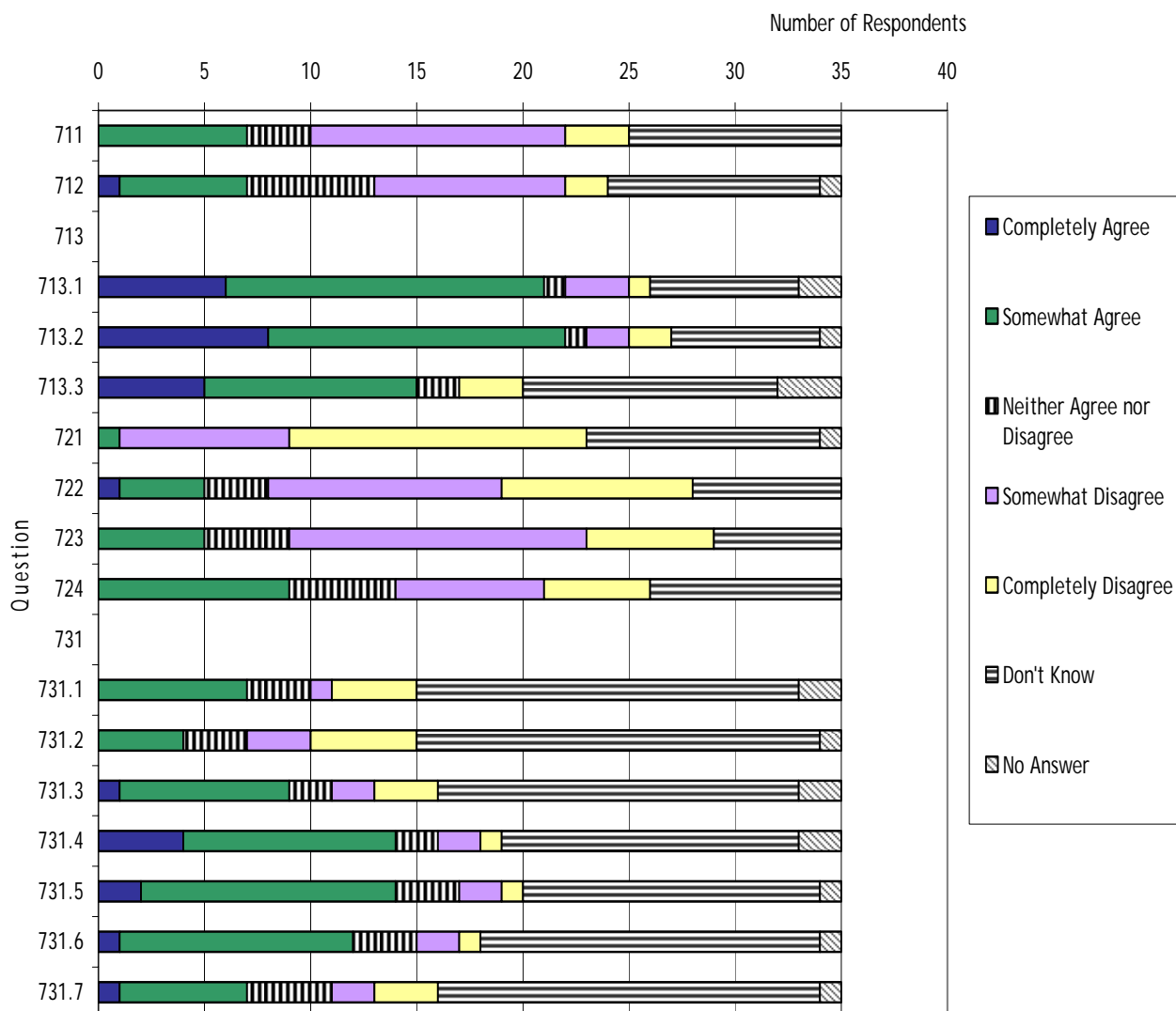
Money Capital & Funding:
Subsection Score Comparison



Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
7.1 Lenders' Ability to Understand and Work with Entrepreneurs	<i>Ability to support worthy business ideas and provide assistance to improve chances of success</i>	711 Lenders are willing to take chances based on individual character and good business ideas	<i>Lenders' ability to recognize and support a good idea</i>	30	36	-18%
		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>	33	37	-9%
		713 The following types of lending organizations are available:	<i>Variety of lending organizations with different lending goals</i>			
		1 Bank		56	73	-23%
		2 Credit Union		59	71	-17%
		3 Development Organization		43	61	-30%
7.2 Businesses' Access to & Management of Capital	<i>Ability of a business to acquire and manage funds</i>	721 Business capital is available to anyone committed to a venture, regardless of credit history or any other factors.	<i>Access Equity</i>	9	14	-39%
		722 People who are interested in expanding or starting a business are skilled in raising funds	<i>Ability to raise funds (getting investors, loans, etc) for a business venture</i>	25	22	11%
		723 Businesses have a firm understanding of financial management (cash flow, reading financial statements).	<i>Understanding of financial management, which increases chances of success.</i>	28	36	-24%
		724 Costs (i.e. Interest, application fees) of accessing capital are manageable for entrepreneurs.	<i>Fair and affordable access to capital</i>	34	35	-3%
7.3 Types of Capital	<i>Availability of capital through a variety of programs (formal and informal), ensuring that all potential and existing businesses have access to capital</i>	731 The following types of capital are used by entrepreneurs:	<i>Variety and appropriateness of sources of capital</i>			
		1 Equity (investments)		23	31	-24%
		2 Angel		18	25	-30%
		3 Grants		28	34	-18%
		4 Revolving loan funds		42	36	17%
		5 Micro Loans (up to \$5,000)		42	42	-2%
		6 Loans \$5,000 to \$200,000		37	36	2%
		7 Loans \$200,000 and above		26	24	12%

Indicating an area of potential strength, question 731.4 scored 17% above the average of all BVI communities, stating, *revolving loan funds are accessible to expand or start a business.* Question 721 scored -39% below the average of all BVI communities, indicating a potential area of concern, stating, *business capital is available to anyone committed to a venture, regardless of credit history or any other factors.*

Money Capital & Funding: Distribution by Question



An examination of questions according to distribution of response reveals that question 713.2 was the most agreed upon in this section, stating, *credit union is available*. Also according to distribution of response, the question in which respondents disagreed most was question 721, stating, *business capital is available to anyone committed to a venture, regardless of credit history or any other factors*. Also of note, a large number of respondents ‘*didn’t know*’ or ‘*didn’t answer*’ questions regarding types of capital.

Qualitative Comments

Qualitative comments further inform areas of strength and areas in need of improvement. In the *Money, Capital & Funding* section, top strengths identified by participants included *Credit Union and local financial institutions*. Directions for improvement included *community based grants / micro-lending, local financial decision, business planning for entrepreneurs, and small business support*.

Strengths

- Credit Union (5)
- local financial / lending institutions (4)
- capital - some available, easy access to (2)
- available through local government
- limited (i.e. must be on EI for Community Futures)
- CBT funding
- we're not in the red
- surviving mine closure
- reasonable and appropriate City budget
- not reliant on government funding
- City's strong financial management
- encouraging business climate
- real estate investment and construction
- grants for community projects
- out of town investment
- Platzl renovations
- water fountain

Improvements

- community-based grants for business start-up / micro-lending (5)
- allowing financial institutions to make lending decisions at the local level (2)
- business planning for entrepreneurs (2)
- small / local business support (2)
- make access easy and definable (2)
- more work in economic development
- support business ideas with information, education and funding
- educate businesses of information to assist in lending process (i.e. business plan with accurate financial data)
- business and entrepreneurial training at the local college
- environmental incentives
- more lending institutions
- CBT funding to extend beyond beautification to include business innovations, attraction, support of existing businesses
- better diversity of businesses
- fully occupied Platzl
- improved local presence of CFDC
- true understanding of tourism economy (volatility to market forces and weather)
- small scale beautification improvements (i.e. sidewalks)
- build community spirit
- increased provincial funding for small business support
- financial support extending beyond start-up
- build active, 'willing to take risks' business community
- don't spend money without talking to community
- control out of town investment
- cooperative initiatives
- monthly local fundraisers
- prioritize spending
- progressive energy efficient modification / solar power in new aqua centre

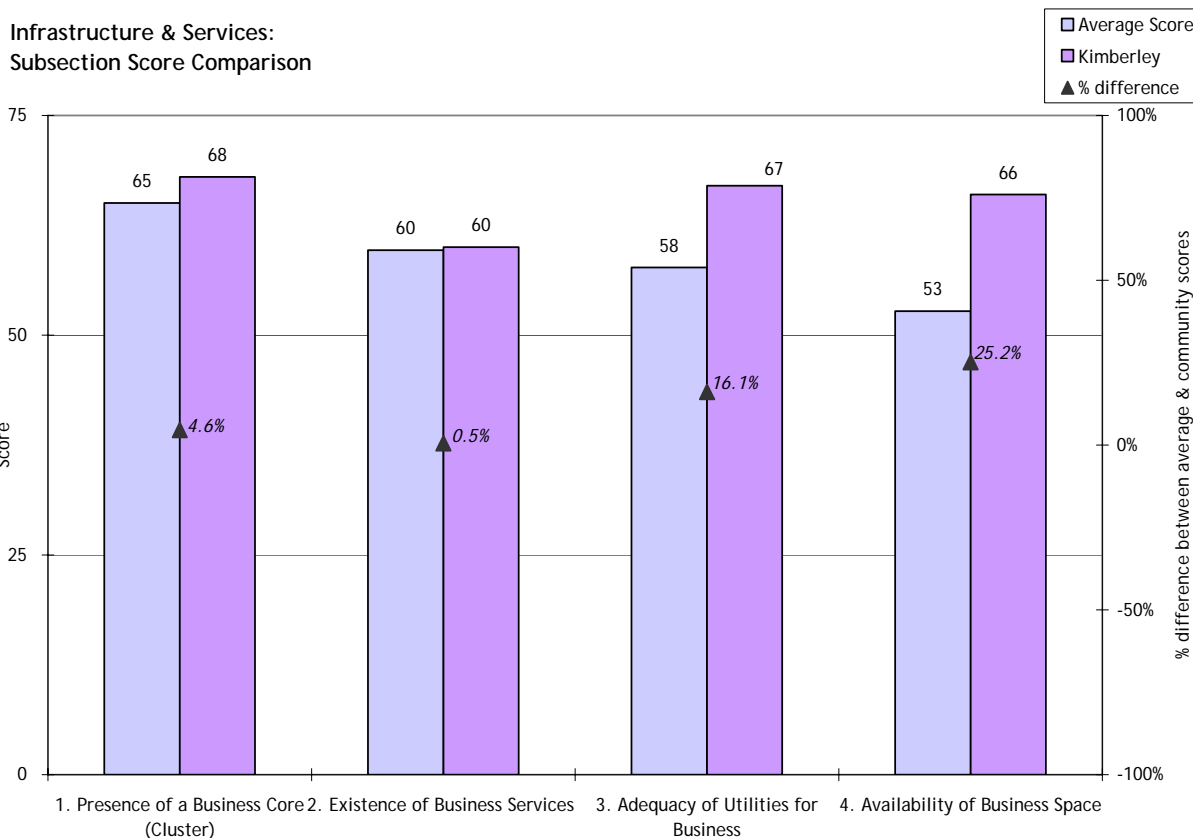
Section 8: Infrastructure & Business Services

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

Subsection and Question Scores

Infrastructure & Business Services presents an *area of strength* with an absolute score of 65. According to comparative data, the Kimberley region scored 6% above the all-community average, indicating a *potential area of strength* in relation to other communities.

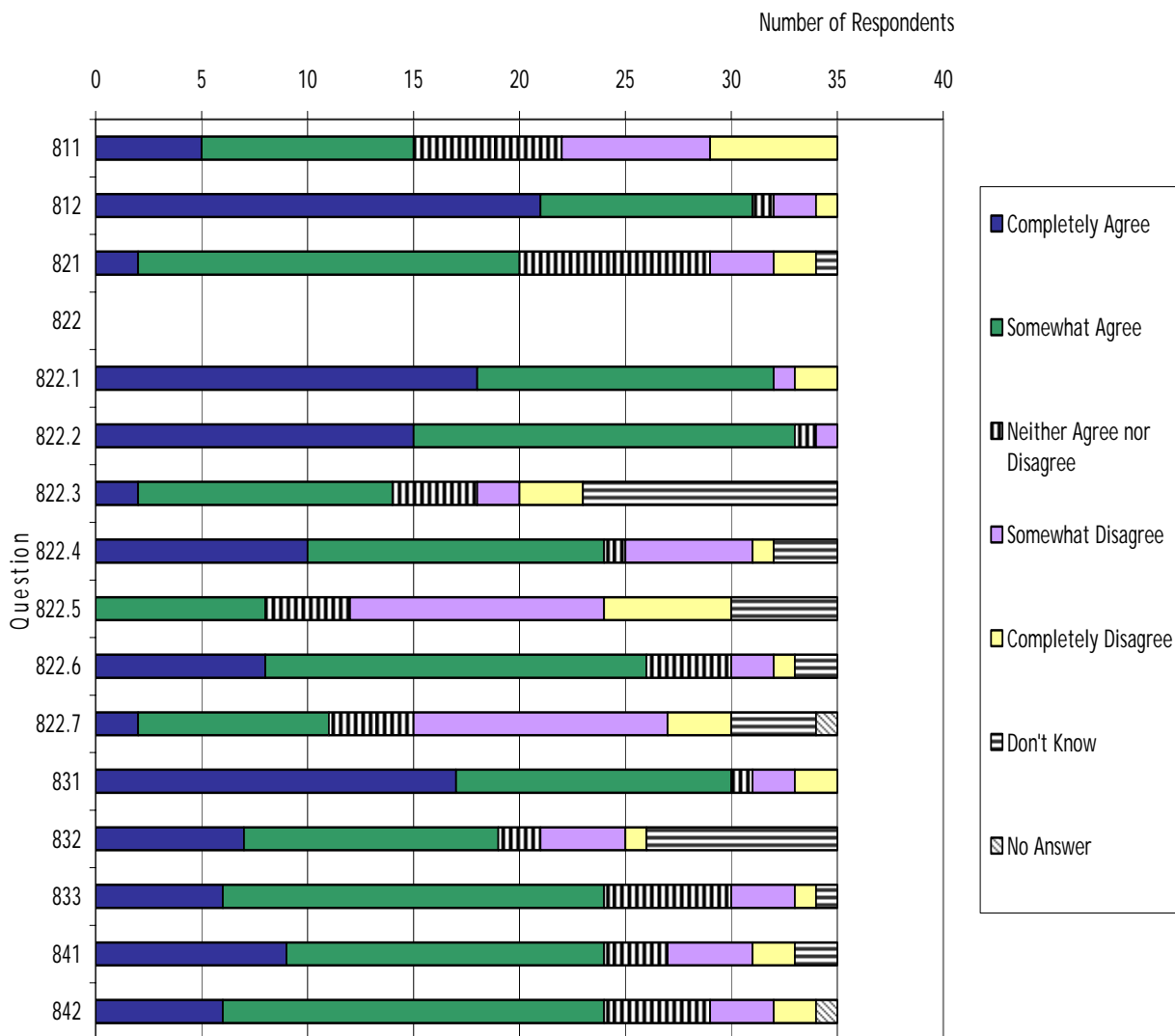
The BVI further breaks down the section entitled, *Infrastructure & Business Services*, into four subsections including, *Presence of a Business Core*, *Existence of Business Services*, *Adequacy of Utilities for Business*, and *Availability of Business Space*. An examination of subsection scores and all-community averages reveals specific areas of strength and concern. Kimberley scored *above average* on all subsections highlighting *areas of strength*: *Availability of Business Space* (25%), *Adequacy of Utilities for Business* (16%), *Presence of a Business Core* (5%), and *Existence of Business Services* (0.5%).



Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
8.1 Presence of a Business Core (Cluster)	<i>A central commercial area that increases access to and competition between business</i>	811 There is a vibrant, active downtown area or community core.	<i>Existence of a commercial cluster</i>	51	51	0%
		812 Parking near core business areas is accessible and convenient.	<i>Access to the commercial cluster</i>	84	79	6%
8.2 Existence of Business Services	<i>Affordable services available to assist in business development</i>	821 Business services (i.e. Printers, web designers) are affordable and modern.	<i>Entrepreneurs can afford to use available, state-of-the-art business services</i>	60	58	2%
		822 The following services are used by businesses:	<i>Variety and usefulness of business services</i>			
		1 Banking		82	72	14%
		2 Insurance		84	71	18%
		3 Freighting		42	59	-29%
		4 Legal		66	60	9%
		5 Marketing		33	35	-7%
		6 Accounting		70	66	6%
7 Graphic Design		41	55	-27%		
8.3 Adequacy of Utilities for Business	<i>Affordability, reliability, and appropriateness of utilities allows for maximum competitiveness in business</i>	831 Existing physical infrastructure (i.e. power, water) is good quality, well maintained, serviced, and modern	<i>Reliable and modern infrastructure that contributes to better competitiveness of business</i>	79	70	13%
		832 The planning of new physical infrastructure (i.e. Roads, power, sewage) considers business needs.	<i>Infrastructure is suitable to business needs</i>	55	51	9%
		833 Telecommunication infrastructure is reliable, well-maintained and modern	<i>Presence of communications not enough. Have to be compatible with current technologies (and not be obsolete)</i>	67	54	23%
8.4 Availability of Business Space	<i>Appropriate variety of spaces available to accommodate businesses at different stages of development</i>	842 A variety of real estate is available to accommodate business expansion, attraction, or creation (i.e. home-based, downtown core, industrial park)	<i>Space is available for businesses at different stages of development</i>	66	57	16%
		843 Quality rental space is available to accommodate business expansion, attraction, or creation.	<i>Rental space is available for businesses at different stages of development</i>	65	49	34%

Indicating an area of potential strength, question 843 scored 34% above the average of all BVI communities, stating, *quality rental space is available to accommodate business expansion, attraction, or creation*. Question 821.3 scored -29% below the average of all BVI communities, indicating a potential area of concern, stating, *the following services are used by businesses: freighting*.

Infrastructure & Business Services: Distribution by Question



An examination of questions according to distribution of response reveals that question 822.2 was the most agreed upon in this section, stating, *insurance services are used by businesses*. Also according to distribution of response, the question in which respondents disagreed most was question 822.5 stating, *marketing services are used by businesses*.

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 *business core and existing infrastructure*. Directions for improvement included *downtown revitalization, extended business hours and a buy local program*.

Strengths

- business core – pedestrian friendly / growing / attractive (8)
- existing infrastructure (3)
- room for growth (2)
- small business – affordable, friendly, diverse (2)
- affordable real estate
- local government planning and management
- good technology available
- new health care venture
- paralympic centre
- conference centre
- pool
- proximity to airport
- proximity to services and amenities
- new blood bringing products / services
- the Platzl (4)
- surviving businesses
- free parking
- insurance
- local business alternative to Wal-Mart / Superstore
- no strip mall
- outdoor recreation facilities

Improvements

- renovate buildings to attract new business / address empty prime business locations (5)
- extend business hours (2)
- buy local program (2)
- improve Platzl – more business, events (2)
- if sticking with Bavarian theme – update
- encourage ideas
- small business grants (beautification, marketing)
- no more Bavarian theme
- more resources
- stronger representation of Chamber
- educate community on infrastructure – business connection
- improve affordability and quality of downtown business locations
- develop according to community needs
- transportation – free shuttle to resort & downtown
- high speed internet in outlying areas
- airport
- better focus / awareness of global market – utilize internet
- fibre-optic network
- identify needs of youth / young families (i.e. housing)
- communication of listings (who does what)
- removal of snow and ice from sidewalks in winter
- educate on tourism and risk capital
- watershed – expand interface management to reduce treats to drinking water
- improve water from spring run off (power bumps with heavy rain)
- more areas for light industry
- subsidized access to energy
- solid business plan from City
- strengthen business core
- traffic flow to downtown
- more outdoor recreation facilities

Section 9: Communication & Connectivity

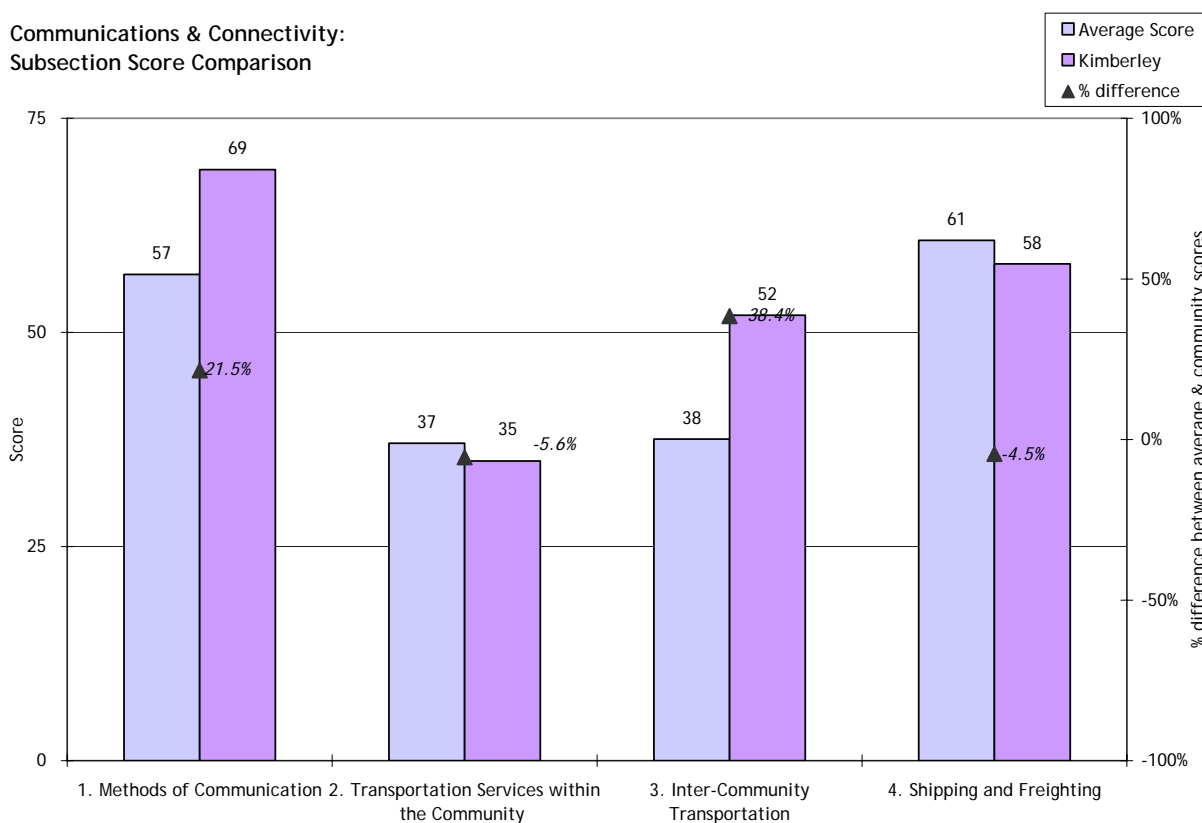
The ability of businesses to connect with each other and with outside markets.

Subsection and Question Scores

Communications & Connectivity presents an *area of strength* with an absolute score 53. According to comparative data, the Kimberley region scored 10% above the all-community average, indicating a specific *area of strength* in relation to other communities.

The BVI further breaks down the section entitled, *Communications & Connectivity*, into four subsections including, *Methods of Communication*, *Transportation Services within the Community*, *Inter-Community Transportation*, and *Shipping & Freightling*. An examination of subsection scores and all-community averages reveals specific areas of strength and concern. Kimberley scored *above average* on two of four subsections in this section highlighting *areas of strength*, including: *Inter-Community Transportation* (38%), and *Methods of Communication* (22%). Remaining sections scored slightly *below average* indicating potential *areas of concern*, including: *Transportation Services within the Community* (-6%), and *Shipping & Freightling* (-5%).

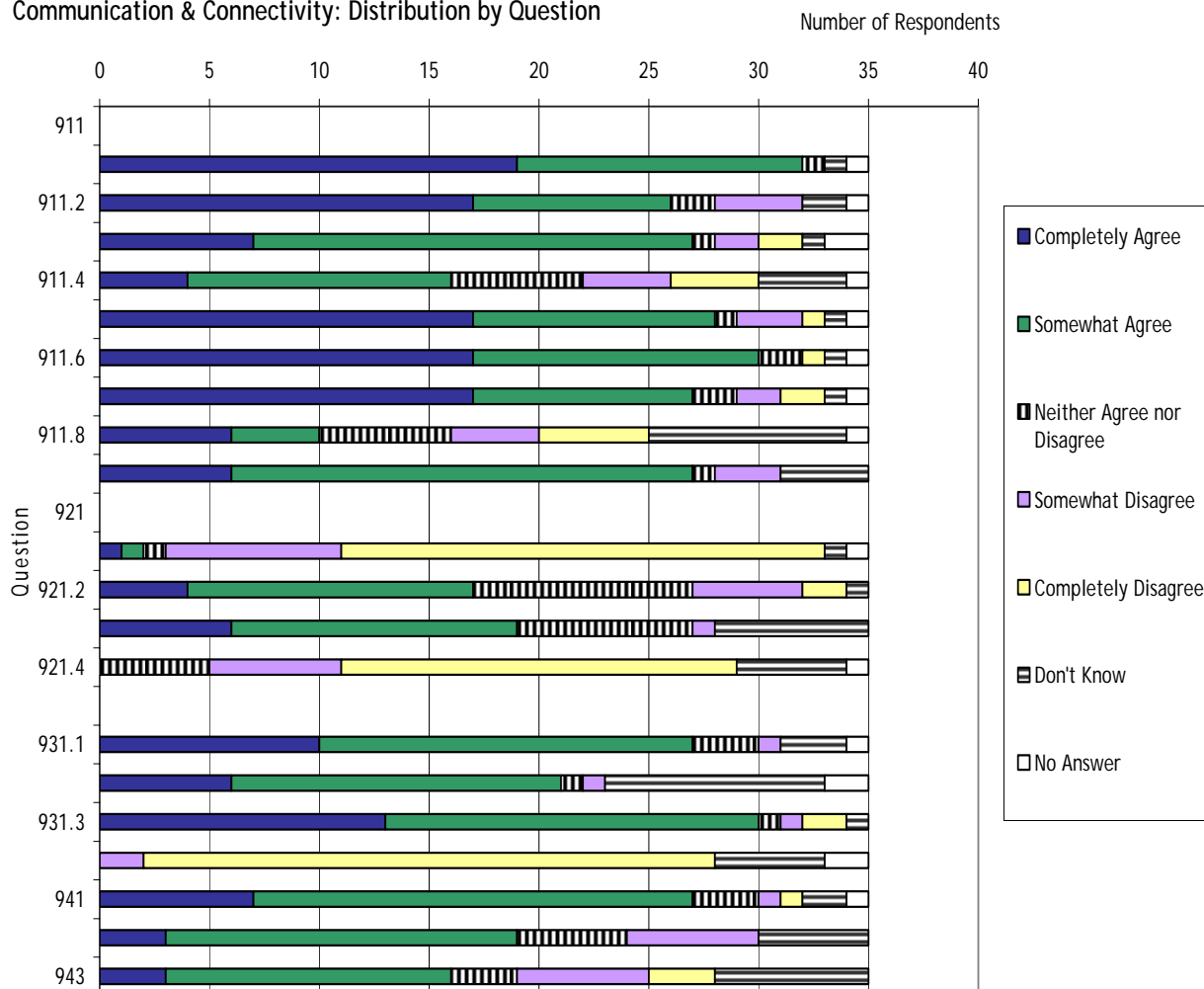
Communications & Connectivity:
Subsection Score Comparison



Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
9.1 Methods of Communications	<i>Access to a variety of effective communication methods (from word-of-mouth to state of the art) at a reasonable cost</i>	911 The following communications methods are available:	<i>Communications are comparable to other communities. A lack of communications leads to an inability for businesses to compete effectively with outside markets</i>			
		1 Word of mouth		85	76	11%
		2 Local Newspaper		75	66	13%
		3 Local radio		67	48	40%
		4 Overnight express mail service (nationally)		50	49	3%
		5 Mobile phone		77	56	38%
		6 Basic Internet Services		80	78	3%
		7 Fast or High-Speed Internet Services		75	48	57%
		8 Video conferencing capabilities		40	29	40%
		912 Quality communication services (phone, fax, high speed Internet) are affordable to business	<i>Financial barriers to being technologically competent, even if desire is there?</i>	68	67	1%
9.2 Transportation Services within community	<i>Customers and products move throughout the community</i>	921 The following transportation services are available within the community:	<i>Customers and products move throughout the community</i>			
		1 Public transportation		12	36	-65%
		2 Taxi service		58	46	26%
		3 Special transportation services (i.e. seniors, people with disabilities)		60	43	40%
		4 Car-pooling system (i.e. park and ride, car co-op)		12	23	-48%
9.3 Inter-community Transportation	<i>Customers and products move between markets in different communities</i>	931 Main transportation and shipping routes between communities are safe, well-maintained and well-serviced.	<i>Customers and products move between markets in different communities</i>			
		1 Air (commercial)		72	29	151%
		2 Air (private)		56	44	28%
		3 Bus		76	66	16%
		4 Train		2	15	-90%
9.4 Shipping & Freight	<i>Businesses access outside markets, moving goods and services into or out of community, at a reasonable cost</i>	941 Main transportation and shipping routes between communities are safe, well-maintained and well-serviced.	<i>Reliability of shipping routes in all seasons</i>	69	63	10%
		942 Regular & frequent shipping to major centres is available.	<i>Frequency of shipping, leading to better competitiveness</i>	56	64	-12%
		943 Shipping and freight services into and out of the community are affordable to businesses.	<i>Affordability of shipping</i>	47	55	-13%

Indicating an area of strength, question 931.1 scored 151% above the average of all BVI communities, stating, *commercial air services are accessible and utilized between communities*. Question 921 - *public transportation is available within the community* - scored 65% below average of all BVI communities, indicating a potential area of concern.

Communication & Connectivity: Distribution by Question



An examination of questions according to distribution of response reveals that question 911.1 was the most agreed upon in this section, stating, *word of mouth communication methods are available*. Also according to distribution of response, the question in which respondents disagreed most was question 921.1, stating, *public transportation services are available within the community*.

Qualitative Comments

Qualitative comments further inform areas of strength and areas in need of improvement. In the *Communications & Connectivity* section, top strengths identified by participants included *word of mouth networking, local media, high speed Internet, and excellent communication systems*. Directions for improvement included *improved transportation, improved airport, and local radio station*.

Strengths

- good word of mouth networking (6)
- airport (4)
- local media / newspaper / The Daily Bulletin (3)
- high speed internet (3)
- communication systems equivalent to larger-city (3)
- proximity to Cranbrook (2)
- growing use of technologies (2)
- accessible transportation for size
- good communication between community & businesses
- inner circle seems to communicate well and support their own effectively
- Chamber of Commerce – great new energy
- striving to keep up with new developments
- good services

Improvements

- transportation – affordable, bus to Cranbrook, freight (6)
- airport / better air transportation / extend airway / attract competing airlines (6)
- local radio station (2)
- revitalize promotional materials / signage / roadways
- improve city newspaper – remove junk mail
- monthly business newsletter
- improve communication of local government
- educate community on communication & networking possibilities
- getting to the ‘outside’ world
- allowing for new concepts / businesses
- collaboration directed at collective success
- cellular infrastructure
- better awareness of technology
- high speed Internet for all of Kimberley
- better local communication network of information
- local repair and maintenance crews
- less rumors / more facts
- more reliable services
- improved highway through town

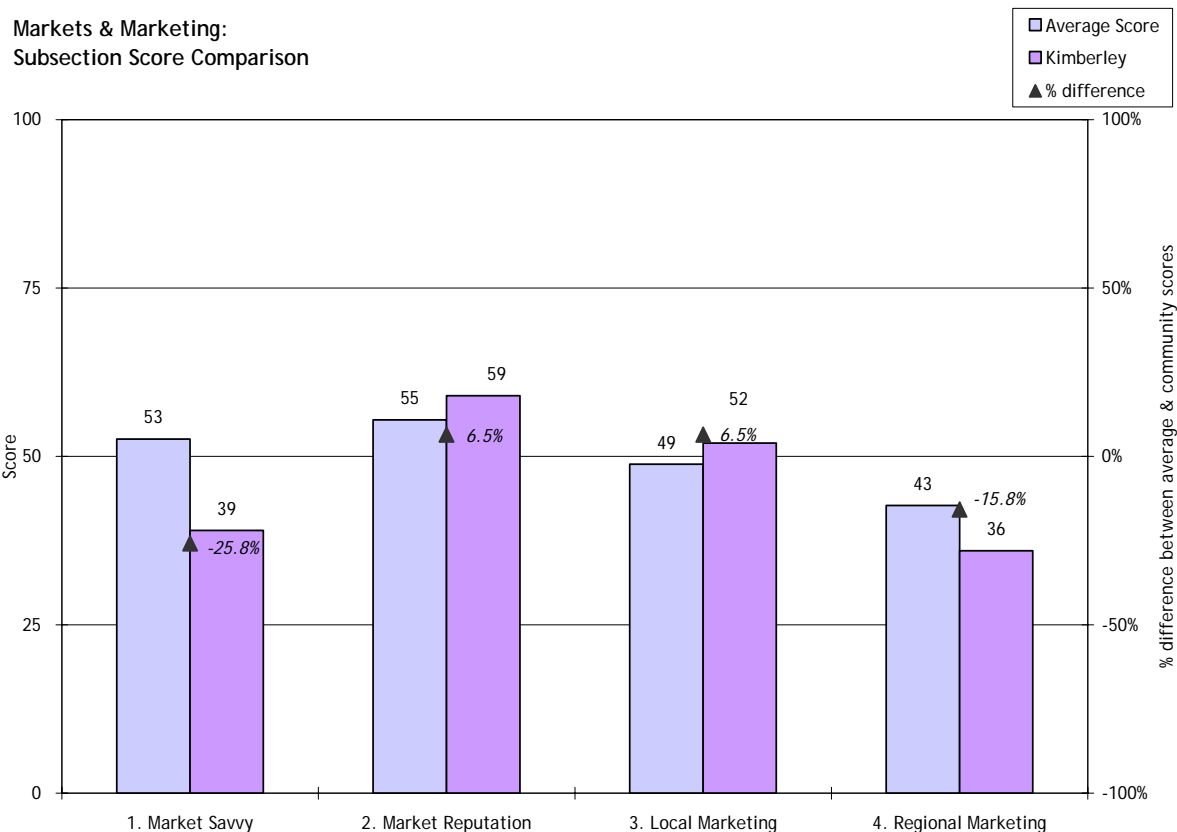
Section 10: Markets & Marketing

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

Subsection and Question Scores

Markets & Marketing presents an *area of concern* with an absolute score of 46. According to comparative data, the Kimberley region scored -6% below the all-community average, indicating an *area of concern* in relation to other communities.

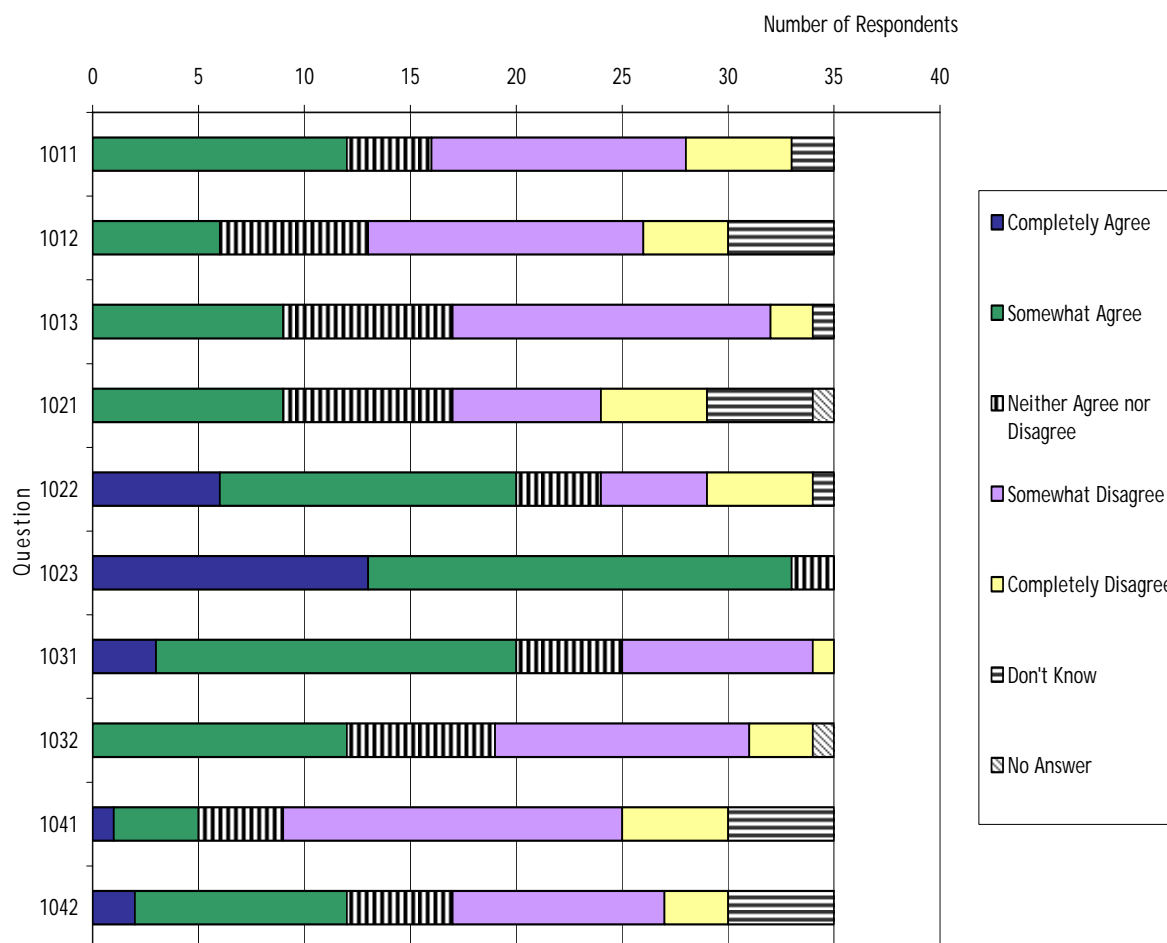
The BVI further breaks down the section entitled, *Markets & Marketing* into four indicators including, *Market Savvy*, *Market Reputation*, *Local Marketing*, and *Regional Marketing*. An examination of subsection scores and all-community averages reveals specific areas of strength and concern. Kimberley scored *above average* on two of four subsections in this section highlighting *areas of strength*, including: *Market Reputation* (7%), and *Local Marketing* (7%). Remaining sections scored *below average* indicating potential *areas of concern*, including: *Market Savvy* (-26%), and *Regional Marketing* (-16%).



Indicator	Indicator Definition	Question	Question Definition	Score	Average	Difference (%)
10.1 Market Savvy	<i>Ability of business to anticipate and adapt to changes in market trends and demands</i>	1011 Businesses have a good understanding of their customers and their purchasing behavior.	<i>Awareness of market demands and trends, enabling business to adapt to demands</i>	41	56	-28%
		1012 Business people have knowledge and an awareness of the global economy and market trends, and its relevance to local markets	<i>Anticipation of trends and changes, & adaptation of local business activities to accommodate them</i>	33	47	-29%
		1013 Local businesses demonstrate creativity and innovation in seeking new customers, both locally and outside of the area.	<i>Ability to adapt marketing strategies to maintain and expand customer/client pool</i>	42	51	-19%
10.3 Market Reputation	<i>The potential to attract business and clients to local area</i>	1021 The community has a reputation for quality products and/or services.	<i>Potential to build on markets, and attract new markets & business relationships</i>	37	52	-29%
		1022 The community has a distinctive or unique brand or marketing image.	<i>A clear image that potential markets can easily recognize</i>	57	44	30%
		1023 People from outside the community see it as a desirable place to live and visit.	<i>Potential for bringing in visitors and new businesses</i>	83	71	17%
10.5 Local Marketing	<i>Ability to capture and keep local customers/ markets, thus keeping local \$ in the community</i>	1031 Products and services are reasonably priced in comparison to regional, and big city competitors.	<i>Competitive pricing which encourages local purchasing behavior</i>	59	56	4%
		1032 People prefer to purchase local products and services before those from out-of-area.	<i>Community support of local businesses</i>	45	41	8%
10.6 Regional Marketing	<i>Ability to access and capture outside markets, bringing wealth into the community</i>	1041 Businesses in the community /region market their products and services as a group.	<i>Competitors recognize value of working together to achieve greater results than what is possible through individual efforts</i>	30	29	2%
		1042 Locally developed goods and services are marketed and sold both in the community and in other regions.	<i>Presence of businesses that are linked to outside markets, thus bringing \$ into the community</i>	43	56	-23%

Indicating an area of strength, question 1022 scored 30% above the average of all BVI communities, stating, *the community has a distinctive or unique brand or marketing image*. Questions 1012 and 1021 scored -29% below the average of all BVI communities, indicating a potential area of concern. Question 1012 states, *business people have knowledge and an awareness of the global economy and market trends, and its relevance to local markets* and question 1021 states, *the community has a reputation for quality products and / or services*.

Markets & Marketing: Distribution by Question



An examination of questions according to distribution of response reveals that question 1023 was the most agreed upon in this section, stating, *businesses in the community / region market their products and services as a group*. Also, according to distribution of response, the question in which respondents disagreed most was question 1041, stating, *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, strengths identified by participants included *Kimberley Vacations, community theme, festivals and unique products*. Directions for improvement included *joint-marketing, get rid of Bavarian theme, buy local, update community brand*.

Strengths

- expand Kimberley Vacations (4)
- Bavarian / alpine theme / Platzl (3)
- well-known festivals (2)
- unique products to market (2)
- external marketing efforts (i.e. RCR, KU) (2)
- Kootenay Rockies Tourism office
- proximity to large market
- the community
- tourists
- new blood coming into town – more entrepreneurial culture
- proximity to airport
- Kimberley Resort has global focus
- growing regional market
- local marketing talent
- no big box stores
- competitive prices
- opportunity to leverage money with Kootenay Rockies
- accessible in central location
- opportunities exist
- outdoors

Improvements

- joint-marketing across business sectors, including resort (5)
- get rid of Bavarian theme / pull down Happy Hans clock (5)
- buy local advertising, education on benefits (4)
- update business / community brand (3)
- define marketing image (i.e. Alpine or Bavarian?) (2)
- market the community of Kimberley (2)
- diversify clientele (i.e. artists)
- improve local business web pages
- more special events / sales to attract buyers
- strong marketing plan initiated by business community
- products & services more equally priced (i.e. implementation of graduated PST rate)
- wider geographic marketing regions
- airport
- collaborating to produce a good business face (i.e. accessible hours, diverse goods, quality / reliable services)
- develop community marketing organization (collaboration of existing agencies)
- focus on sustainability (don't become Fernie or Invermere)
- work on family resort concept
- build on strengths / target market
- work together on brand, position, distribution, sales, delivery
- targeted marketing
- advertising through local media
- standardized hours of operation
- more resource dollars
- nurture and develop downtown core
- utilize emerging technologies
- better customer service
- think regionally
- market research

Appendix A. The BVI Story

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

For the first BVI, businesspersons, community leaders and others representative of the community had to be bribed with savory snacks in order to get them out. Through the findings and the follow-up community 'action session' that community has since innovatively branded itself – and all products and services from the area – with its storytelling and forest-based heritage, formed a business association which helped the community successfully lobby to overturn slated ferry cuts, and is presently enhancing its town core by erecting an artisans' market that will highlight local artisans, serve as a tourist draw and community catalyst and provide valuable 'wired' incubation spaces for fledgling area businesses. Following this, the BVI, formerly 'just another good idea', was born. Because of the success of the BVI, the Centre for Innovative and Entrepreneurial Leadership (CIEL) was formed in 2004. CIEL is a Canadian centre of excellence in community, entrepreneurial and economic leadership (focusing mainly on communities). Its tools, training, and innovative, yet practical, solutions build prosperity and a higher quality of life. CIEL strives to be among the nation's best resources for expert advice on community, entrepreneurial and economic solutions, as well as a leader in training, conceptual design & tool development.

BVI Principles

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

- BVI is not a substitute for community planning

Why is entrepreneurship important?

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

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

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

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

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

Appendix B: Detailed Data Methodology

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

- *Strongly Agree entered as A valued at 4*
- *Agree entered as B valued at 3*
- *Neither agree nor Disagree entered as C valued at 2*
- *Disagree entered as D valued at 1*
- *Strongly Disagree entered as E valued at 0*
- *Don't know entered as F with no value⁸*
- *No answer entered as H with no value*

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

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

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

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

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

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

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

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

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

⁸ “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 by a spreadsheet program. The radial graph indicates the fullness (or lack of) of the capacity of the community to support business startup and expansion in comparison to the average score amongst the communities. The bar graph indicates the relative strength and weakness of each section.
14. Section bar graphs portraying “Indicator Area Scores” were automatically generated. These were displayed as community score in comparison to the all community average score.
15. Stacked bar graphs portraying the number of respondents for each statement in each questions were automatically generated for each section. The “Don’t Know” responses may be attributed to one of three hypotheses.

- *H1 = Question is not valid*
 - *H2 = Question is not understood/not clearly written*
 - *H3 = Lack of knowledge on part of respondent*
16. Section, Indicator Area, and Question scores were imported into another spreadsheet 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 text document. Using the graphs for each section, the greatest strengths and weaknesses were highlighted and described for each section.
 20. Using the qualitative information for each section, the strengths and weaknesses for each section were grouped into appropriate themes. Theme types were dependent on the community's response and perceptions. This was repeated for the weaknesses.
 21. The data from the focus groups was grouped into appropriate themes.
 22. "Major Themes and Recurring Ideas" were derived from qualitative and quantitative information, highlighting points and comments indicated in more than one data set (Questionnaire quantitative data, Questionnaire qualitative data, preliminary information, Focus Group notes).
 23. "Possible Courses of Action" were derived from the specific comments in the qualitative information, and possible "next steps" following the major themes.

Appendix C: Highest Scoring Questions

#	Question	Score	Average	Difference
235	The community is a safe place to live.	94	92	3%
234	There are many high quality recreational opportunities in the area (i.e. Ski hills, lakes, hiking trails, parks).	93	84	10%
231	The community is physically beautiful, and environmentally safe (i.e. pollution, water quality).	85	90	-6%
911.1	Word of Mouth	85	76	11%
812	Parking near core business areas is accessible and affordable.	84	79	6%
822.2	Insurance	84	71	18%
1023	People from outside the community see it as a desirable place to live.	83	71	17%
822.1	Banking	82	72	14%
911.6	Basic Internet Services	80	78	3%
831	Existing infrastructure (ie. Power, water) is good quality, well maintained, serviced, and modern.	79	70	13%
241	Successful businesses want to remain in the community.	78	79	-2%
911.5	Mobile phone	77	56	38%
213	There is an educational organization in the area that offers post-secondary programs and continuing education opportunities.	76	57	35%
931.3	Bus	76	66	16%
222	There is a strong community identity, and there are plentiful and varying opportunities for involvement (i.e. arts, athletics, politics, church groups).	75	69	10%
911.7	Fast or High speed Internet services	75	48	57%
911.2	Local Newspaper	75	66	13%

Appendix D: Lowest Scoring Questions

#	Question	Score	Average	Difference
931.4	Train	2	15	-90%
721	Business capital is available to anyone committed to a venture, regardless of credit history or any other factors	9	14	-39%
921.4	Carpooling system	12	23	-48%
921.1	Public Transportation	12	36	-65%
731.2	Angel (informal local investors)	18	25	-30%
322	There is an entrepreneurial development program in elementary and secondary schools (K-12).	18	20	-10%
431	Businesses that do research or research facilities are geographically concentrated (clustered) and interact with each other.	22	21	6%
432	Skilled and knowledgeable scientists and researchers do academic and/or practical work in my community or region (Not necessarily about the region).	22	21	3%
731.1	Equity (formal investors)	23	31	-24%
433	There are formal and informal forums (Conferences, Workshops) on technology and technology applications	24	21	12%
722	People who are interested in expanding or starting a business are skilled in raising funds	25	22	11%
632.3	Mentoring	25	35	-28%
731.7	Loans \$200,000 and above	26	24	12%
334	The education and business communities work together to provide convenient training	27	35	-22%
442	Research that is being done in the community or region is relevant to the business community's needs and interests.	27	32	-13%

Appendix E: Highest Number of Don't Know Responses

#	Question	Respondents (%)
322	There is an entrepreneurial development program in elementary and secondary schools (K-12).	54%
731.2	Angel (informal local investors)	54%
333	Flexible timing for skills training is available to meet local business needs.	51%
731.1	Equity (formal investors)	51%
731.7	Loans \$200,000 and above	51%
644	Successful programs are repeated, reproduced, and further developed.	49%
731.3	Grants	49%
334	The education and business communities work together to provide convenient training	46%
731.6	Loans \$5,000 to \$200,000	46%
431	Businesses that do research or research facilities are geographically concentrated (clustered) and interact with each other.	43%
442	Research that is being done in the community or region is relevant to the business community's needs and interests.	43%
731.4	Revolving Loan Funds (i.e. lines of credit)	40%
731.5	Micro Loans (up to \$5,000)	40%
632.1	Counseling	37%
643	Staff members delivering programs are knowledgeable, competent and approachable.	37%

Appendix F: Highest Positive Deviation from Average

#	Question	Score	Average	Difference
931.1	Air (commercial)	72	29	151%
311.9	college or university	72	30	137%
311.91	Professional Development	46	28	63%
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.	66	41	59%
911.7	Fast or High speed Internet services	75	48	57%
911.8	Video Conferencing Capabilities	40	29	40%
911.3	Local Radio	67	48	40%
921.3	Special Transportation Services (ie. Seniors, People with disabilities)	60	43	40%
911.5	Mobile phone	77	56	38%
213	There is an educational organization in the area that offers post-secondary programs and continuing education opportunities.	76	57	35%
842	Quality commercial rental space is available to accommodate business expansion, attraction, or creation.	65	49	34%
1022	The community has a distinctive or unique brand or marketing image	57	44	30%
931.2	Air (private)	56	44	28%
311.8	continuing education	68	53	27%
921.2	Taxi Service	58	46	26%

Appendix G: Highest Negative Deviation from Average

#	Question	Score	Average	Difference
931.4	Train	2	15	-90%
921.1	Public Transportation	12	36	-65%
921.4	Carpooling system	12	23	-48%
721	Business capital is available to anyone committed to a venture, regardless of credit history or any other factors	9	14	-39%
112.1	The community is facing a significant economic crisis.	46	76	-39%
632.1	Counseling	28	42	-35%
412	There are libraries or resource facilities that carry information on business development, market trends, new technologies, policies, and networks.	36	54	-34%
731.2	Angel (informal local investors)	18	25	-30%
713.3	Development Organizations (i.e. BDC, CFDC)	43	61	-30%
1012	Business people have knowledge and an awareness of the global economy and market trends, and its relevance to local markets.	33	47	-29%
822.3	Freighting	42	59	-29%
1021	The community has a reputation for high quality products and/or services	37	52	-29%
242	Individuals are capable of persevering and being committed to their business, remaining in the community even during hard economic times.	50	69	-28%
1011	Businesses have a good understanding of their customers and their purchasing behavior.	41	56	-28%
632.3	Mentoring	25	35	-28%
822.7	Graphic Design	41	55	-27%

Appendix H. Phase I Session Attendance

Session One Participants	
Bain, Jill	Hale, Iona
Bellm, David	Hartman, Paul
Bentley, Pat	Hay, Dan
Brady, Tyler	Henderson, Nancy
Brett, Erin	Hickey, Kieran
Campbell, Craig	Hummelle, Arianne
Cave, Mike	Lyle, Phil
Cohen, Andy	Mauffeld, Mona
Comishin, Kelly	McRae, Ron
De Paoli, Brian	Moore, Wendy
Dixon, Robin	Morgan, Doreen
Dodd, Mike	Peterson, Barry
Ferrie, Ian	Ratcliffe, Jack
Flowers, Mike	Readman, Paula
Gibbard, Ryan	Stegeman, Jikke
Godin, Jessica	Terleski, Jean
Hale, Dave	

Appendix I. Difference between Kimberley and BVI Community Average

Note: Highlighted indicators represent significant positive and negative differences from the all-community average according to shading: +20% and -20%

Section	Indicator Area	Kimberley	Average	Difference
Opportunities & Attitudes	1. Embracing Opportunity	57	60	-4%
	2. Entrepreneurial Mindset	59	66	-10%
	3. Motivated workforce	49	49	1%
Quality of Life	1. Health & Education	65	64	1%
	2. Arts & Culture	72	65	12%
	3. Lifestyle Opportunities	76	72	5%
	4. Commitment to Business	64	75	-15%
	5. Daily Services	65	56	17%
Education & Training	1. Ongoing Skills & Personal Development	49	40	21%
	2. Entrepreneurial Development	35	32	9%
	3. Access to Business Training	41	39	4%
	4. Effectiveness & Quality of Training	42	41	3%
Innovation	1. Information Access	37	55	-32%
	2. Attitude towards Innovation	43	48	-11%
	3. Innovation in the Community	22	21	5%
	4. Application of Innovation	30	34	-11%
Leadership Teamwork & Networking	1. Community Leadership & Teamwork	55	53	4%
	2. Networking & Communication	46	49	-5%
	3. Leadership Development Opportunities	37	35	7%
	4. Attitudes towards Community Cooperation	64	52	23%

Role of Government & Organizations	1. Governing Body's Attitude towards Business	49	55	-10%
	2. Government Assistance and Processes	45	50	-10%
	3. Availability of Business Development Support & Programs	35	45	-22%
	4. Delivery of Business Development Support & Programs	34	37	-7%
Capital & Funding	1. Lenders' Ability to Understand and Work with Entrepreneurs	33	50	-34%
	2. Businesses' Access to & Management of Capital	24	27	-12%
	3. Types of Capital	31	33	-6%
Entrepreneurial Infrastructure & Business Services	1. Presence of a Business Core (Cluster)	68	65	5%
	2. Existence of Business Services	60	60	1%
	3. Adequacy of Utilities for Business	67	58	16%
	4. Availability of Business Space	66	53	25%
Communication & Connectivity	1. Methods of Communication	69	57	22%
	2. Transportation Services within the Community	35	37	-6%
	3. Inter-Community Transportation	52	38	38%
	4. Shipping and Freighting	58	61	-5%
Markets & Marketing	1. Market Savvy	39	53	-26%
	2. Market Reputation	59	55	6%
	3. Local Marketing	52	49	6%
	4. Regional Marketing	36	43	-16%

Appendix J. Gut Check 12

The following questions provide a snap shot of a community's business vitality. These key questions can be used to inform future efforts aimed at improving business friendliness.⁹

#	Question	Score	Average	Difference
112	The community is facing a significant economic crisis	46	76	-39%
232	Young adults (25-34) consider the community a desirable place to live.	61	49	24%
241	Successful businesses want to remain in the community.	78	79	-2%
334	The education and business communities work together to provide convenient training	27	35	-22%
344	Citizens are motivated to learn new skills and to develop existing ones.	48	47	2%
612	The governing body is committed to recruiting or attracting businesses to the community, and may use strategies or incentives to do so.	47	48	0%
613	The governing body is committed to help existing businesses or creating new businesses through policy and action.	37	42	-12%
722	People who are interested in expanding or starting a business are skilled in raising funds.	25	22	11%
811	There is a vibrant, active downtown area or community core.	51	51	0%
1022	The community has a distinctive or unique brand or marketing image	57	44	30%
1023	People from outside the community see it as a desirable place to live.	83	71	17%
1032	People prefer to purchase local products and services before those from out-of-area.	45	41	8%

⁹ Note: Highlighted scores represent significant (+/-20%) positive and negative differences.

Appendix K. List of BVI Communities to Date¹⁰

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

¹⁰ Four communities in the Nisga'a Nation also took part in the BVI, but due to revisions to the questionnaire to accommodate the Aboriginal context, Nisga'a scores are not included in the comparative database.