Nakusp

Entrepreneurial Capacity Test for Communities (ECTC)

Phase I Report

Community Futures of Central Kootenay

March 2002

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Part I.A: Executive Summary

The *Entrepreneurial Capacity Test for Communities (ECTC)* helps communities to assess their capacity to work with and support entrepreneurs, and to foster small business growth. The test measures the perceptions of community leaders, business people and citizens about the current business environment in a community.

This report summarizes the first phase of the ECTC. Phase I included the assessment of the community's apparent small business resources and potential. This information was gathered through a survey and a focus group session. The *Nakusp Area Development Board (NADB),* the community partner organization, was asked to select and invite the community participants. These participants were to be 50% business people, 25% local leaders and 25% citizens, representing a diversity of interests, ages and perspectives in the community. On *March 6th, 2002,* 27 citizens of Nakusp participated in Phase I of the Entrepreneurial Capacity Test for Communities (ECTC).

Overview of Results

Overall, the community[1] perceived itself as *safe, friendly, beautiful, environmentally clean* and *somewhat remote.* There is a strong *sense of community* and a resolve around *commitment to the community.* The community *scored consistently lower,* however, on average than other communities (made up of the average of four other communities surveyed) *except* in the areas of *quality of life* (Nakusp scored 2nd of 5 in this category). The community has been hard hit recently by downturns in *softwood lumber, cuts* in the provincial government affecting schools, the hospital, ferry service (in essence, highways) and other key programs and services. There is much *uncertainty* and *fear* around the *community's status as a logging/forestry community* in the uncertain economic environment.

The community saw its strengths in the friendliness of its *people,* its *volunteers, natural beauty, clean air and water, ability to work together in crisis, community spirit, safety, peacefulness, small size and remoteness* (it fosters a sense of *self-sufficiency*). Nakusp was frequently cited as a *great place to raise a family.* The *hot springs* and other *recreational opportunities* were also seen as major strengths.

Many recommendations were made for improvements contributing to a better business environment. The major issues cited were *connectivity (cellular and high speed internet), transportation infrastructure* (specifically bridge at Needles instead of ferry), *attitudes around working together with a positive attitude, planning, & teamwork, better marketing of tourism opportunities, the call for more businesses and industries, more stable lake levels, better supply and selection of goods at affordable prices, and more job & community opportunities available for youth.*

Nakusp scored *highest* in the *quality of life, opportunities & attitudes, and community & business infrastructure sections.*

Nakusp scored *lowest* in the *innovation, role of government & organizations, and communications & connectivity sections.*

Compared to other communities, Nakusp scored *favourably or fairly* in *quality of life, opportunities & attitudes, education & training, and community and business infrastructure sections.* Specifically, a *motivated workforce, arts and culture, lifestyle opportunities, attitude towards community cooperation, business core, business services, parking, proximity of businesses to one another* scored well.

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[1] Residents were asked to define what geographical area they considered to be their community prior to the start of the session. It was agreed for the purposes of answering questions on the ECTC that the community would include those people within a *30-minute drive* of the Village of Nakusp (down to the Needles ferry).

Compared to other communities, Nakusp scored *low* in *innovation, communication & connectivity, markets & marketing, role of government & other organizations, & leadership/teamwork & networking sections*. Specifically, *entrepreneurial opportunities, business training, access to business training, attitude towards innovation, innovation in the community, networking, availability and delivery of business development programs, lenders ability to understand and work with entrepreneurs, commercial space and land, inter-community shipping, community reputation and pride, supportive marketing services, and joint marketing* scored low.

Part I.B: Major Themes & Recurring ideas

- ✓ Scenic and beautiful (8)
- ✓ Friendly and neighborly (5)
- ✓ Clean environment (air and water) (11)
- ✓ Safe community (6)
- ✓ Lots of negative feelings towards transformation from logging
- ✓ Relaxed lifestyle
- ✓ Center of Excellence for Fine Arts
- ✓ Lots of potential
- ✓ Minimal communications and connectivity present
- ✓ Communications upgrade needed, especially cell phone
- ✓ Connectivity / transportation upgrade needed, especially ferry/highways
- ✓ Supportive council, yet many are not getting the message
- ✓ Many skilled individuals
- ✓ No knowledge of OCP and process of decision making
- ✓ Need common community goal
- ✓ Hot springs
- ✓ Fairly self contained community with 3 centers with relatively easy access nearby
- ✓ People need to feel excited again (currently perceive few strengths)
- ✓ Volunteer burnout
- ✓ Cooperation between and among organizations could increase
- ✓ Lending based on character not available
- ✓ Good downtown
- ✓ Funding and capital ($) hard to come by

Part I.C: Possible Courses of Action

Short Term Actions
- ✓ CF taking more active role in training and lending
- ✓ Opportunity identification session
- ✓ Employee motivation program
- ✓ Increase education around financing
- ✓ Increase cooperation between business, government, citizens by working together on a project
- ✓ Local calendar of events
- ✓ Motivational seminars, moving from dependency to self-employment
- ✓ Need youth involvement in leadership (NADB, etc)
- ✓ Identify volunteers, champions, leaders

Medium Term Actions
- ✓ Conferences
- ✓ Community foundations
- ✓ Cell phone service
- ✓ High speed Internet
- ✓ Hot spring mecca as brand
- ✓ 5 year plan
- ✓ Easier lending forms
- ✓ Common community goal
- ✓ Business and entrepreneurial development program in schools
- ✓ Scholarships
- ✓ Mentoring
- ✓ Develop skills of workers
- ✓ Reward program
- ✓ Downtown theme to draw visitors
- ✓ Innovation recruitment program
- ✓ Opportunities for managers to develop skills (i.e. job swap)
- ✓ Lake levels regulated for tourist purposes
- ✓ Leadership development programs

Long Term Actions
- ✓ Center for Excellence for Fine Arts
- ✓ Tax incentives
- ✓ Develop airport

PartII.A: Background

Twenty seven (27) citizens representing The Village of Nakusp in the Entrepreneurial Capacity Test for Communities (ECTC). Through a survey and a focus group session, the ECTC helps communities assess their capacity to work with and support entrepreneurs, and to foster small business growth. The test measures the perceptions of community leaders, business people and citizens about the current business environment in a community.

Pemberton is the third community that has taken the ECTC. The second phase of the ECTC, *Analysis & Action*, is to report back on the findings of the assessment to the community and to help the community with setting priorities. In the final stage, *Implementation*, CFDCCK will be able to offer assistance to the community in locating resources (where resources exist) for some community priorities/actions identified.

CFDCCK's role is to assist communities identify ways they can make the entrepreneurial environment in their communities stronger, and to assist them in taking action to achieve this. It is hoped that communities can use the results of the ECTC and the offered support to make a real difference in their business community.

The NADB, through the efforts of Karen Hamling, acted as a co-sponsor of the ECTC. This community sponsor booked and coordinated the venue, selected and invited the participants, and established communication about the ECTC within the community.

PartII.B: Methodology

The *Nakusp Area Development Board (NADB)* was asked to select participants from the community made up of business people (50%), local leaders (25%) and citizens (25%). The rest of the participants were to represent the diversity and range of interests, ages and perspectives in the community.

Following an overview of the ECTC, participant introductions, a review of the agenda, the group was asked to define the geographical boundaries of their "community".

The first section of the two-part test asked the participants to rate their community by agreeing or disagreeing with a series of statements about qualities contributing to entrepreneurial capacity. Each statement was framed in a positive context.

> E.g. "Marketing services in my community are affordable and accessible."

Participants were asked to rate the statement with one of the following: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree, Don't Know

The 114 statements were grouped together into 39 indicator areas such as "Entrepreneurial Education & Training". These indicator areas were then further grouped into 10 overall sections such as "Markets & Marketing"

If all respondents strongly *agreed* to a statement, the question score would be *100*. If all respondents strongly *disagreed* with a statement, the question score would be *0*. A neutral response (neither agree nor disagree) would be scored as *50*. Refer to Appendix A for detailed data methodology.

The second part of the survey collected qualitative information about the issues, strengths and weaknesses within the community.

> E.g. "What are 3 words or phrases that describe your community?"
> "What is your community's greatest strength in terms of its markets?"

The participants were given as much time as they needed to complete the questionnaire with Mike Stolte, being available to answer any questions. The response time ranged from 25 minutes to approximately 80 minutes, with an average time of 60 minutes. A short snack and networking break followed the questionnaire.

Following the break, participants were broken into 4 groups to further assess the community's entrepreneurial strengths and areas for improvement. Two groups were asked to answer the question; *"What are the things the make it easy to do business in your community?"* while the other group was asked to answer; *"What are the things that can be improved to help businesses in you community?"* In all instances businesses were defined as including existing, start up, expanding and those businesses that could be attracted to the community.

PartII.C: Phase I Attendance

	Name	Affiliation	Email, Phone #
1	Len Heppner	*Council for Nakusp*	lheppner@columbiacable.net 265-4587
2	Pamela Gillnien	*retired*	265-4113
3	Mabel Matischeil	*retired*	265-3567
4	Doreen Desrochers	*retired*	265-4102
5	Rosemary Hughes	*other*	hiddengem@nakusp.net 265-4405
6	Warren Leigh	*NABD*	leighs@nakusp.net 265-3809
7	Ken Miller	*Village of Nakusp*	kenmoira@columbiacable.net 265-4912
8	Carole/John Moroz	*Rotary*	265-3373
9	Karen Hamling	*NABD*	hamlakes@columbia.net 265-3322
10	Irene Beauple-Martin	*Deli*	265-3767
11	Vladimuh Stichlik	*Azco Industries*	Nakusp@azcozon.com 265-9942
12	Dawn Devlon	*Re Awakening health Centre*	dawnadevlin@yahoo.com 265-3188
13	Tammy Dachwitz	*Novus/Cozy Cabin*	nakglass@columbiacable.net 265-3049
14	Christy Helmink	*CIBC*	265-3696
15	Gary White	*KSCU/Secret Workshop*	gary.white@kscu.com 265-3605
16	Randy Thissen	*Development Board*	randy.thiessen@KBCHSS.net.bc.ca 265-3674
17	Tammy O'Brien	*O'Briens on the Lake*	obriens@nakusp.net 265-4575
18	Cyndee Morehouse	*School Board*	cmorehouse@sd10.bc.ca 265-4661
19	Ashley Posnikoff	*Dev Board/Student*	ashleyposnikoff@hotmail.com 265-4882
20	Shirley Kosianac	*Spectrum Painting*	ianton@netidea.com 358-2378
21	Debra Schiavon	*What's Brewing*	265-4701
22	Marilyn Massey	*NADB*	alacnak@columbiacable.net 265-4087
23	Cheryl White	*Kuskanax Lodge*	265-3618
24	Terri McLeod	*Outreach Employment*	outreach@columbiacable.net 265-3318

PartII.D: Participant Profile

The participant population is described below. Of the 27 participants,

- ✓ 52% had started a business within the last 5 years
- ✓ Nearly half (48.1%) consider themselves to be business people, whereas 33.3% only somewhat, and 14.8% not at all
- ✓ Only 3.7% consider themselves to be very influential in the community. 18.5% are usually influential, 63% somewhat, and 11.1% not usually.
- ✓ 85% are committed to the community and would do much to remain there.
- ✓ 78% had at least one community affiliation (i.e. Chamber of Commerce, Arts Council, Village Council)
- ✓ One-quarter was male (26%) and nearly three quarters were female (70%)
- ✓ Most respondents were between the ages of 35-44 (22.2%), 45-54 (29.6%) and 55-64 (25.9%). There were 3.7% under 25, 11.1% between 25-34, and 3.7% over the age of 65.
- ✓ The majority of respondents (58.1%) had an annual income between $20,000 and $40,000 (25.9%) or between $40,000 and $60,000 (22.2%).
- ✓ Most respondents were employed in Logging & Forestry (22.2%), Retail (18.5%), Hospitality (18.5%), or Other occupations (29.6%), which included student, janitor, designer, artist, music teacher, and real estate. (See Part III.A for more "other" occupations)
- ✓ One-third (33.3%) had been residing in the community for over 20 years. Only 3.7% had been residing in the community for less than 2 years, 18.5% for 2-5 years, 14.8% for 6-10 years, and 25.9% for 11-20 years.
- ✓ Most respondents had at least some college or university (22.2%), trades or non-university certification (25.9%) or a University degree (25.9%)

According to information about the Village of Nakusp from BC Stats and Stats Canada,

- ✓ The main industries are Accommodation, Food & Beverage, and Logging & Forestry
- ✓ There has been a 2.2% population decline from 1996 to 2001.
- ✓ Average Household Income is $40,220
- ✓ Average Employment Income is $24,099
- ✓ There are slightly more males (885) than females (855)
- ✓ There were 9 business creations in 1999-2000

The discrepancy in age representation is as follows

- ✓ Ages 0-24: 32.3% (BC Stats 2000) vs 3.7%
- ✓ Ages 25-44: 28.2% (BC Stats 2000) vs 33.3%
- ✓ Ages 45-64: 23.1% (BC Stats 2000) vs 55.5%
- ✓ Ages 65+: 16.7% (BC Stats 2000) vs 3.7%

In comparison to the statistical data, the representative population is older and wealthier than the average. There is a significantly larger proportion of women than in the actual population, and there is a greater proportion of representatives from the retail sector (i.e. businesses) than is found in the average population.

Part III.A: Respondent Profiles

Community commitment

Very Committed to community ("Yes")
- Lifestyle and beauty of the community & friendliness keep me here;
- I am committed but would move to find work if necessary. I have a painting/janitorial business so am mobile. Want to see this community thrive;
- My priority is raising children, currently pursuing education to secure employment
- I like to know what is going on In this district, attend meetings and if I see or hear anything that doesn't add up I will point out what I might see as a hazard
- I try to put into the community not just take out-to help where I can etc.
- I have chosen a rural lifestyle even though it means knowing how to do many things myself and having to travel far to get to a larger centre for something's
- I love this area and the people here are wonderful. I couldn't imagine being anywhere else.
- I would like to support growth in our community to provide jobs
- I see no future in the large cities with all the problems that come from unnatural density of population. Lived in large cities long enough.
- I grew up in the area. it is so beautiful with very wonderful people. It has such major potential for business opportunities, tourists to visit & enjoy. We are almost there but haven't been able to get over the hump. We need a lot of positive attitude here. Sometimes lack of business due to economy brings business attitudes down and then they are afraid to be innovative and take risks.
- I consider Nakusp my home and intend to retire here
- After spending 3 yrs on the Columbia Kootenay Cultural Alliance Steering Committee who are in partnership with the CBTR I realize that our individual communities need to get on the ball, wake up and plan or have a vision as to where we are going and who we are so that we can move into the 21st century.
- The company I am with is here for the long haul and the commitment we have made to try and help improve this community is genuine
- Lived in Nakusp 5 yrs. Despite poor economy committed to living here (purchased a home)
- Have worked in several different areas since 13 years of age. Consider myself to be adaptable and have demonstrated that by undertaking running 2 small businesses.

Not committed to community ("No")
- I will be going to UBC &take work where it comes

Affiliations

- *Music in the Park program, PEP, United Church, , Nakusp & Area Development Board (8), Columbia Basin Trust Youth, NSS Student Council, Foster Parent Association, Minor Soccer (2)/Basketball/Hockey, Archives, Hospital Foundation, Historical Society, Pastoral Care Anglican Church, CBT Board, Village Committee on Health, Community Services, Health Employee, Village Council (2), Legion member, Arrow & Slocan Community Services, Arrow Lakes Arts Council (3), Arrow Lakes Fine Arts Guild Society, Chamber of Commerce (5), Queen of the Arrow Lakes, Nakusp Downtown Business Association (3), Cultural Community of Nakusp (4), Concert Coordinator, Building Effective Communities Team, School Board District #10 (2), Fine Arts Team, Arrow lakes Community Theatre School, Teach at the local gym, local orchestra, Nakusp Child Care Society*

Words and phrases that describe community

- *Not yet, friendly (8), small (2), beautiful (12), tourism, senior oriented, safe (4), caring, on the verge of greatness, healthy, tight knit (2), clean (3), scenic, apathetic, economically depressed (2), attractive to visitors, remote (3), nice place to raise children, another Eden, small, in the middle of nowhere, outdated, pure, peaceful (5), low education levels of many, varying ages of high substance abuse, recreational & cultural paradise, discouraged, retiring, small town, logging community, potential for Eco-tourism, family oriented, nice place to live, ferry problem, somewhat backwards, hard working, rustic, in trouble, creative, suffering, isolated*

Other Occupations of respondents:

- *Student, Health, Painting/Janitorial, Hospitality, Social Services, Service and Auto Care, Sugar Industry & police (UK), Refrigeration/Air Conditioning/ Heating, Building Designer, Retail (2), Artist, Hospitality (2), Real Estate, Music Teacher*

Education and other qualifications of respondents:

- *UBC Rural Leadership School*

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

Strengths

- ✓ Environment
  - *Beauty (vista is beautiful to look at, mountains and lakes) (12)*
  - *Clean air and water (5)*
  - *Natural resources (close proximity) (3)*
- ✓ People
  - *Volunteers (2)*
  - *Friendliness (7)*
  - *Caring, motivated, dedicated, persevering, hardworking individuals (6) that carry on, even in tough financial times*
  - *Ability to work together (especially in a crisis) (4)*
- ✓ Education (elementary and secondary schools)
- ✓ Community
  - *Community spirit (2), participation, clubs, and organizations allow people to know each other well*
  - *The small size (3) contributes to a peaceful (2) place to live that is safe (4) for all ages and families.*
  - *Though rural and isolated, all main services and a relaxed lifestyle contribute to a resilient and "almost self sufficient" community*
- ✓ Tourism
  - *Hot springs (8) (Developed & undeveloped)*
  - *Healthy environment which urbanites like*
  - *Recreational opportunities and potential (4)*

Improvements

- ✓ Communications & Accessibility
  - *Easier access from outside world (communications & transportation) (3)*
  - *Cellular (2)*
  - *High speed internet (4)*
  - *Better transportation infrastructure (i.e. bridge instead of ferry at Fauquier/Needles crossing to hwy 6, airport) (5)*
  - *Better transportation services (frequency, cost, reliability, for goods and people) (2)*
- ✓ Business
  - *More businesses (6) (clean, sustainable, better diversity)*
  - *More industry (3) (light, industrial park)*
  - *New investment, economic development*
  - *More connection between service and business*
  - *Security services for businesses*
  - *Joint marketing, better advertising (3) for tourism opportunities*
- ✓ Youth
  - *Youth involvement in community issues*
  - *More job opportunities (2)*
  - *Post secondary educational opportunities (scholarship programs, etc)*
- ✓ Local Shopping
  - *Better selection and supply of necessary items (grocery, clothing, domestic supplies) (2)*
  - *Competitive and affordable pricing of items that are available*
  - *More people taking pride in buying locally*
- ✓ Attitudes
  - *Working together (2) for the greater good, being open to new ideas*
  - *Develop a positive outlook and don't be discouraged (tight times, economic situation) (3)*
  - *Develop understanding of the significance of business development*
- ✓ Direction & Vision
  - *To develop more optimistic attitudes, people need to be able to see the vision of a thriving community.*
  - Planning - *Planning for future improvements will prevent some of current "pain", Need to develop a clear community vision of "who we are" and "where are we are going", and specific goals that focus on growth and development for the greatest good (4)*
  - Communication - *Round table discussion from business & village government, cultural, & tourism industries to develop a common vision, groups need to work closer together to help develop the area*
  - Leadership - *There are many factions. Need a strong team to drive community forward. Stronger, more open, and more consistent leadership is needed at the government level (4)*
- ✓ Appearance
  - *Accountability of vandalism (i.e. vandal to fix as it was)*
  - *Clean up unsightly properties (rusted vehicles, sewer runoff)*
- ✓ Be willing to expand and build a larger population
- ✓ Grants. There are lots of things that could be done here but we are always restricted by lack of money
- ✓ Water level to stay the same all year round, more stable lake levels -2
- ✓ Knowledgeable people to help businesses succeed
- ✓ Easier zoning and bylaws
- ✓ Community swimming pool

Reasons why respondents live in the community:

- ✓ Environment
    - ▪ *Clean air and water (3)(or reasonably so).*
    - ▪ *Very healthy environment to live in (2)*
    - ▪ *Wonderful scenery and wildlife*
    - ▪ *Location (2)*
    - ▪ *Beautiful area*
    - ▪ *Quality of life*
    - ▪ *Like the climate, the natural beauty of the area*
    - ▪ *I don't like large city environment and appreciate the nature here*
- ✓ Recreation
    - ▪ *Great if you love the outdoors & recreation*
- ✓ Family & Community
    - ▪ *My family lives here (2)*
    - ▪ *Feeling of home*
    - ▪ *Parents are employed here*
    - ▪ *Born and raised here and I like it*
    - ▪ *Family town and small and safe for kids*
    - ▪ *Comfort, friendly, caring people, nice people good friends*
    - ▪ *Small town (familiarity, safety (2))*
    - ▪ *Choice, schools*
    - ▪ *I enjoy the people I work with and the friends I've made*
    - ▪ *Small town breeds accountability among citizens*
    - ▪ *I love the area, the people and I feel safe to bring up my family here*
    - ▪ *The people who make up the history and the future.*
    - ▪ *I see this place as a safe home and I have invested all my time and cash in Nakusp Rural lifestyle – safe for my children.*
    - ▪ *No cost recreation (swim bike hike etc) ability to be involved in my Community Small friendly, lifestyle (no hustle bustle)*
- ✓ Peaceful
    - ▪ *A small peaceful mountain community that encourages cultural professionals to settle and develop their talents*
    - ▪ *Slow pace, e.g. no cell phone service*
    - ▪ *Peaceful and friendly (2)*
    - ▪ *I like the laid back lifestyle of smaller towns*
- ✓ Work opportunities

Part III.C. Survey Responses by Category
Section 1: Opportunities & Attitudes

As one of the highest scoring categories, *Opportunities & Attitudes* identifies many clear strengths of Naksup. The community is facing an economic crisis, but many realize this could also be an opportunity for the community. There are many skilled individuals in the community, many who are committed to both their business and the community, remaining in the community even during "hard times". There is a lack of knowledge about the existence of any community plan to identify and capture opportunities. Respondents also feel individuals are not capable of identifying new, unconventional or changing business opportunities, and that there is a lack of motivated employees and managerial staff. They also feel small business is not actively supported by the community and local governments

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

- ✓ Sense of a small community
  - *People want to live here so they will "go the extra mile" to stay. There are schools and a hospital. Because of the small size, there is better safety for children, and parents know where kids are. People care for each other, and knowing their neighbors, both business and otherwise. There are businesses that have been here along time.*
- ✓ Beautiful area
  - *Nakusp is a beautiful area and tourists always enjoy coming here*
  - *Eco tourism, outdoor recreation, and hot springs are key attractions*
- ✓ Realization that change must take place
  - *There is a need to get people excited again. Many people feel that there are not many strengths, thus attitudes tend to be poor, limiting incentives or opportunities. There is a realization that change must happen, preferably sooner than later.*

Some specific areas of *improvement* in *Opportunities & Attitudes*, and some specific suggestions as identified in the qualitative answers are as follows:

- ✓ Innovative leadership
  - *New thinkers in the village networks should be encouraged to bring fresh ideas. Develop a strong team with visionary leadership that works for the good of the whole, not just one group.*
  - *Develop a plan (i.e. 5 yrs) that embraces the changes that are occurring. Council should then endorse plan and make community a business destination through actions such as tax incentives.*
- ✓ Cooperation
  - *Economic Development activities to increase business capacity. Encourage light industry, and create unique markets. Develop a community "theme".*
  - *Increase cooperation between government, industry, people, neighbors*
  - *Better communication and cooperation with BC Hydro regarding lake levels*
- ✓ Access
  - *Improve access to funding for business and projects*
  - *Improve access to education & employment, especially for youth*
  - *Maintain & improve access to outside information - High speed internet, Bridge at Needles*
- ✓ Stable forestry industry - Economic outlook needs to be stable

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

Quality of Life is the highest scoring section for Nakusp. According to the respondents, Nakusp is a beautiful, clean, and safe community, with plentiful high quality recreational activities in the area. Presently, there is a health care facility, and reasonable quality elementary and secondary schools. There is also a sense of community identity and opportunities for involvement. However, there are some aspects that need improvement. According to the limited knowledge of the respondents, young adults do not consider the area a desirable place to live, and there is no college or university in the area. There is also a lack of quality and affordable services.

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

- ✓ Environment
  - ▪ *Clean environment (air, water) 11*
  - ▪ *Lakes*
  - ▪ *Beauty and scenery (8)*
  - ▪ *Peaceful and low stress (2)*
- ✓ Community
  - ▪ *Good place to raise a family (2)*
  - ▪ *Sense of small town community (3)*
  - ▪ *Friendliness*
  - ▪ *Safety (low crime) (6)*
  - ▪ *Many things to do and ways to be involved in the community*
- ✓ Excellent quality of life (2)
- ✓ Hot springs
- ✓ For being small and isolated, many diverse needs are met, either in the community, or in one of the 3 reasonably accessible larger centers when required (4)
- ✓ Health care service Is available at the small hospital (2)
- ✓ Recreational opportunities
- ✓ Educational facilities are relatively good

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

- ✓ Income & Industry
  - ▪ *More employment and business opportunities to attract new residents to our area. More opportunities to raise poverty line, self-esteem, and standard of living.*
  - ▪ *Resolve the uncertainty in the work forces, including forestry, health care, and local businesses. Create greater industry diversity, producing stability.*
- ✓ Education
  - ▪ *Improved education for grades 4-12. We seem to have a number of teachers that don't provide the level of education required, so children are not getting the education they need.*
- ✓ Services
  - ▪ *Greater diversity & affordability of services - Public swimming pool, more shops & stores, security services for homes & local businesses, non-chlorinated water, keep hospital*
  - ▪ *Advertising & promotion of the "the slow paced relaxed lifestyle" of Nakusp, with (financial) support from government. Maintain ferries, develop airport, waterways.*
- ✓ Community Involvement
  - ▪ *Have a common community goal. Have more community wide events and inter-organizational gatherings*

Part III.C. Survey Responses by Category
Section 3: Education & Training

Education & Training is Nakusp's lowest scoring section in the survey. This section has a high proportion of "don't know" responses, indicating a lack of awareness of education and training services (or lack of) in the area. Based on the responses, there is reasonable computer training, online and distance education opportunities, and an organization through which training and programs can be offered. However, Nakusp is lacking means to fully develop entrepreneurs. There is a lack of an entrepreneurial development program in the schools, business mentoring/role model facilitation in the business community, advanced education programs, and flexible and affordable skills training. There is a little availability of skilled workers to businesses.

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

- ✓ Selkirk College (6)
  - *Selkirk offers a wide variety of courses, including some basic post secondary distant learning and grade 12 equivalency.*
- ✓ Other educational organizations
  - *Public School System - Good elementary schools, small classes, good teachers, Reasonable secondary school, good school board*
  - *"The local schools score about last in BC no pro-business education"*
  - *Columbia Basin Trust, Community Futures, Outreach Employment Services, some custom training, some basic training being offered in the community*
- ✓ Community resources
  - *Good library*
  - *Many professionally trained people who have come for a quieter lifestyle or are semi-retired*

Some specific areas of *improvement* in *Education & Training*, and some specific suggestions as identified in the qualitative answers are as follows:

- ✓ Attitude shift towards business
  - *Promote business and independence rather than social dependency (welfare), motivational seminars, identify what resources are needed and then look to implement them*
  - *New, enthusiastic teaching staff who care about their work*
- ✓ Youth incentives
  - *Encourage youth through more programs and opportunities for young people, increase scholarships available, start a postsecondary school in Nakusp, offer more courses for young people to learn about self-employment*
  - *Encourage retired professionals to mentor and/or apprentice the young people in the community*
- ✓ Training opportunities
  - *Selkirk to provide more post secondary programs, be open year round to improve access to distance education and local support networks*
  - *More access to technical training, more connection between education and practicum, more partnerships to provide workshops and services, more affordable training and educational business workshops*

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

The section *"Research & Development"* had one of the lower scores in the survey. There was also a general lack of knowledge about research and development in the area. There were few clear strengths in this area. Because of technology advancements, Nakusp has reasonable means to access research and innovation from outside the community. Within the community, there is value placed on innovation, and there is a library present. However, these strengths are not part of a larger R&D community. There is a lack of R&D clustering, skilled researchers, a facility. These weaknesses may simply be due to the lack of a critical mass in other developmental areas. As well, any research that is known about or is being done, such as in forestry or environmental interests, residents don't feel is applicable to business, so there is little interest in it.

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

- ✓ *Businesses use each others' expertise*
- ✓ *Incredible volunteer structure to potentially do research*
- ✓ *The Forestry companies and the environmentalists do research in the area, but the findings often are contradictory*
- ✓ *Some research into wood products and markets*
- ✓ *Development Board*

Some specific areas of *improvement* in *Research & Development*, and some specific suggestions as identified in the qualitative answers are as follows:

- ✓ Awareness of research & development
  - ▪ *In the community – Recognize innovation, make R&D higher profile, increase business owners' awareness of any R&D that may be useful, Business Advocates Program will be helpful.*
  - ▪ *In other places - Look at similar communities to see their successes are and learn from them.*
- ✓ Develop research & development in area
  - ▪ *Attract R&D people - Create friendlier environment for new business, encourage scientists and academics to live here and work through the use of Internet (3) with bases in larger centers (i.e. Calgary).*
  - ▪ *Develop within community – Look towards the future to anticipate needs, set baseline data, work with a development plan to encourage R&D in community, hire someone (with grants) to do R&D projects, developments to benefit whole community, access more resources to facilitate*

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

Leadership Teamwork & Networking is not a high-scoring category. Respondents lack knowledge in this area, especially regarding communication and support between business people. According to the respondents, there is a pool of leaders with diverse skills, and they seem to work together reasonably well with other sectors. There is a lack of managers and supervisors, as well as opportunities for business people to develop management skills. Finally, there is a no clear process for community decision making. These result in a lack of good communication, and a sense of dis-empowerment.

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

- ✓ Clubs and organizations
    - ▪ *Working together (forestry, arts, schools, commerce, heritage, sports, etc) Leadership is poor or non existent except within clubs etc The people who are on the NADB Chamber of Commerce Chamber, NADB willing and ready to work with council Accessibility Multifunction eclectic sector representation on development board Rotary is strong and prevalent*
- ✓ Volunteers and non-organization activities
    - ▪ *Volunteers Use each others expertise Many people involved, many wear multiple hats, most volunteer Is not happening a lot between business owners Small, so everyone knows when events are happening*
- ✓ Drive and initiative
    - ▪ *We have a few dedicated individuals that really seem to care and want the area to grow and prosper seem to be concerned individuals from all walks of life, concerned about the future of this community Many people are committed to exposing this area and making it better for businesses People/groups making efforts to work towards a common goal There are come good leaders in the community but I feel we need more or stronger leaders Dynamic individuals*

Some specific areas of *improvement* in *Leadership Teamwork & Networking*, and some specific suggestions as identified in the qualitative answers are as follows:

- ✓ Council
    - ▪ *Improve communications within council and with community to let all groups know and understand what happens, hold open meetings to gather input from community. Create continuity with community representation*
    - ▪ *More business experience, community vision represented on council.*
- ✓ High speed internet
- ✓ Involvement
    - ▪ *Get more people involved; it's always the same people showing up! There is a core group of people involved in community efforts. Encourage more people to become involved.*
    - ▪ *Hire/bring in person to coordinate and lead development initiatives.*
- ✓ Cooperation
    - ▪ *Increase opportunities to bring different groups together (i.e. inter-organizational meetings, projects) to increase awareness of other groups and businesses, to develop respect for other groups, and to reduce the number of people working in isolation to achieve like goals.*
    - ▪ *Disperse responsibilities to a diversity of groups and individuals.*
- ✓ Achieve goals and create positive feedback – must be able to see the positive results of community efforts in order to generate pride within the community.
- ✓ Encourage new business competition

Part III.C. Survey Responses by Category
Section 6: Role of Government & Organizations

In the *Role of Government &* Organizations sections, there is a high proportion of "don't know" responses in many of the questions, especially those regarding the existence and delivery of business support services and programs. Awareness of the presence (or lack of) of these initiatives is clearly an issue. According to the respondents, the governing body recognizes the valuable role of small business in community development, and is willing to cooperate with existing business and business associations to further attract and retain business. However, there is a lack of clear government incentives, a lack of policy and action, and a perception that officials do not make it easy to help business. There are differences in opinions about the existence of a recognized organization or individual available to assist people and businesses.

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

- ✓ Attitude
  - *The people in government and other organizations are passionate about what they are doing, dedicated, committed, accessible, willing to listen and assist if possible.*
- ✓ Local Government
  - *The predominant perception is that the local government is trying to a good job with limited resources, but sometimes doesn't see "the whole picture" and may not be taking on the full leadership role it is expected to.*
- ✓ Organizations
  - *Chamber of Commerce, NADB, Rotary*
  - *There seems to be a variety of organizations, many of which tend to work well together. There is not much youth involvement in these organizations, with the exception of sports and athletics.*
- ✓ Volunteers
  - *Many people are willing to dedicate a lot of time and energy to run the government and organizations. They do a great job!*
- ✓ Cooperation
  - *Local government & organizations (economic board, Chamber, Rotary, etc) are spending more time working together*

Some specific areas of *improvement* in *Role of Government & Organizations*, and some specific suggestions as identified in the qualitative answers are as follows:

- ✓ Leadership roles
  - *Define the role of government, either as needing more or less government assistance (i.e. from province, re. Interference in local issues, encouraging not discouraging needed business).*
  - *Encourage taking a leadership role in community issues (i.e. regarding groundwater pollution and water recycling), regardless of a perception that Nakusp is "too small to effect change with higher levels of government"*
- ✓ Decision making and vision
  - *Need a common goal for the community to thrive and prosper. Careful planning with locals will avoid negative development. Organizations encourage cooperation and like-minded thinking in the community, and include innovative and visionary thinkers in process and implementation.*
- ✓ Cooperation
  - *Better communication and teamwork with as a whole, where there are no personal agendas interfering, where council fully considers suggestions of locals, and where new people (and more) are willing to get involved.*
- ✓ Education
  - Education in business; Offer more business programs
- ✓ Full time RCMP personnel Need power/clout.
- ✓ A paid coordinator to do the organizing etc. (Reduces workload on volunteers)

Part III.C. Survey Responses by Category
Section 7: Money, Capital & Funding

In the *Money Capital & Funding* section, there is a high proportion of "don't know" responses in all of the questions, with the exception of the presence of traditional lending organizations (i.e. banks, credit unions, development organizations). Over half of the respondents didn't know if loan funds (from $0 to $250,000 or more) were available to business. Awareness of services, skills development, and accessibility to funding is clearly an issue in Nakusp.

According to the respondents, there is lack of skill in raising funds, a lack of understanding of financial management, and loan funds are not easily available to everyone. There is a perception that lenders don't take risks, aren't willing to take chances based on character, and don't understand entrepreneurs needs.

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

- ✓ Kootenay Savings Credit Union (5); CIBC (2); Banks (4)
- ✓ Columbia Basin Trust (6)
- ✓ There are resources within the community to assist you with financing your business
- ✓ Private investment
- ✓ Competition

Some specific areas of *improvement* in *Money, Capital & Funding*, and some specific suggestions as identified in the qualitative answers are as follows:

- ✓ Access to & cost of capital
    - ▪ *Lower small business interest rates. Improve businesses' access to capital by making easier (less complicated) for businesses to get financing, whether through banks or CBT. Prevent discrimination towards businesses in this recessed area, and make sure funding goes to responsible individuals and businesses.*
- ✓ Role of Lenders
    - ▪ *Community Futures needs have a higher local profile, should develop good venture capital, should take higher risks (don't try to act like a bank)*
    - ▪ *More flexibility, risk-taking and innovation by lenders. It would be good to have dedicated people available for business consultations.*
- ✓ Increase awareness of sources of capital and funding, educate people about ways to access capital, increase lender profile in the community.
- ✓ Community wealth
    - ▪ *Encourage business development; Keep more dollars from natural resources in the community; Funding etc should be given to community-interest groups (through which the community will benefit); Build a community foundation (with help from CBT); Find gold; Attract more permanent residents with money to the area; Create tax incentives for business*

Part III.C. Survey Responses by Category
Section 8: Community Infrastructure & Business Services

Community Infrastructure & Business Services are one of the highest scoring sections for Nakusp. There is a good and accessible downtown core in Nakusp, with good parking. For its current size, services (commercial, professional, utilities) are perceived to be adequate for current needs, thought they could be further improved to meet specific entrepreneurial needs. However, there is a lack of space to accommodate business (variety of sizes, quality rental spaces). There is also some discrepancy in perceptions towards infrastructure planning (has a high proportion of "don't know" responses), and availability of quality commercial or industrial land for business development or expansion.

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

✓ Image – there is an attractive, nice, pleasant downtown core and main street
✓ Concentration
  ▪ *Most business is located on one street, so all the key services are close together (walking distance). There is ample free parking, but this may not be the case if more businesses come in.*
✓ Organizations
  ▪ *The Chamber of Commerce, NADB and community are starting to work together. The development board is staring with cross sectoral representation.*
✓ Services
  ▪ *Business people try to please customers; There is a good variety of services for a small town, and most essential services are available; Commercial opportunities exist; in many ways, a fairly self-contained community.*

Some specific areas of *improvement* in *Community Infrastructure & Business Services*, and some specific suggestions as identified in the qualitative answers are as follows:

✓ Downtown Core
  ▪ *A downtown "theme" to attract people from out of town and bring retail dollars into the town; Funding to upgrade our downtown core and transportation to area; Need to fill the vacancies*
✓ Services
  ▪ *The semi-skilled labour force needs more employment opportunities; Provide training to ensure services are being offered by qualified individuals; Increase diversity of businesses and services being offered; make sure services are being provided at reasonable and affordable rates; More police/RCMP services*
✓ Land Use and Planning
  ▪ *Have a community plan that considers history and desired future image of entrepreneurship in Nakusp, using more community involvement in its development.*
  ▪ *Develop industrial areas for current and future use; Develop value added industries; Make it easier to purchase and develop industrial/manufacturing lots and put in infrastructure; address entrepreneurial needs in land use and development.*
  ▪ *Reduce lake level fluctuations for tourism benefits*
  ▪ *Improve tax base*

Part III.C. Survey Responses by Category
Section 9: Communication & Connectivity

Communication & Connectivity in Nakusp does exist, but only minimally at this point. With the exception of basic Internet (phone line, 56k) and local newspapers, the community lacks most communication services (i.e. express mail service, mobile phone, high speed internet, video conferencing) that increase business capacity in rural area. Nakusp has some radio service, good means of local communication (i.e. local newspaper), affordable communications services (when available), special transportation services (i.e. seniors, people with disabilities) within the community, and safe, well-maintained and well-serviced transportation routes to larger centers.

However, there is a lack of regular transportation services within the community (i.e. public transportation, taxi, carpooling), and to outside communities (i.e. air, bus, train). Getting around can be difficult without personal transportation (i.e. car). Note that Nakusp is still a very small community, and the critical mass needed for these transportation services may not yet be present.

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

- ✓ There is a great variety of communication and connectivity tools available:
    - ▪ Telephone (2), fax, internet (4), radio, newspapers (both of different perspectives) (5), word of mouth (8), flyers, cable TV
    - ▪ Roads, airport, ferry service, boats
- ✓ Problem solving with the village is effective when groups are willing to get together to discuss common objectives. The development board is starting to have cross sector representation.

Some specific areas of *improvement* in *Communication & Connectivity*, and some specific suggestions as identified in the qualitative answers are as follows:

- ✓ Internet (high speed, phone line, affordability) (17) to make business with outside/surrounding communities easier, more efficient,
- ✓ Telephone services (satellite, mobile phone (8)) to make business more mobile and competitive
- ✓ Video Conferencing
- ✓ Ferry & bridges
    - ▪ *Ferry should not go to private sector or have tolls; Build the bridge at Needles; build and improve highways on other side of lake towards Revelstoke.*
- ✓ Community communications
    - ▪ *Local calendar of events (cultural and business); Interactive community website; Annual organization meetings to increase awareness; Some form of community forum; Common vision of economic development; Local radio*
- ✓ Local transportation services
    - ▪ *Airport improvement (2); Taxi (2); Public transportation*
- ✓ Facilitation & Education
    - ▪ *A full time capacity builder/development worker*
    - ▪ *Become more computer literate*

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

Markets & Marketing is a section which is not very developed in Nakusp. According to respondents, people from outside the community perceive Nakusp to be a desirable place to live. As well, businesses have a decent understanding of their markets, there are no dominant businesses monopolizing the existing markets, local prices are reasonable, and local products are marketed both locally and outside area.

However, the conditions required to take advantage of these market qualities is lacking in Nakusp. There is a lack of joint marketing, a distinct brand or image, marketing assistance that is affordable for local businesses.

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

- ✓ Market strengths - Wide variety of unique and quality products; People visit area and want to come back; Lumber; Recreation and our ecosystem; Hot springs
- ✓ Local marketing/advertising - By word of mouth, window posters, small town events (i.e. Christmas, July 1st)
- ✓ Marketing assistance and development – Business Advocates Program; Partnering between local businesses; Cooperatives

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Some specific areas of *improvement* in *Markets & Marketing*, and some specific suggestions as identified in the qualitative answers are as follows:

- ✓ Awareness & education
    - *There is a need to provide marketing training and information; There are lots of good ideas for products but lack of knowledge about how to access and transport to markets; Every organization (volunteer or non volunteer) should become aware that they are running a business and they need to market themselves.*
- ✓ Collective market access
    - *To provide/ensure reasonable/competitive pricing, wide variety of choices; some goods and services not currently available*
    - *Marketing group to represent all; Cooperatives; Chamber of Commerce*
- ✓ Collective marketing strategies
    - *Sell community and its products at higher levels to develop a higher profile; Market hot springs out of town*
    - *Develop local shopping incentives and local marketing skills*
- ✓ Access to larger markets
    - *Better transportation (a bridge) to markets*
    - *Let it be known community is keen to join with the "Nelson-Castlegar" avenue; Currently between Revelstoke and Nelson in "no mans land"; Resolve the softwood issue*
- ✓ Assistance and marketing leadership
    - *More collective advertising to focus attention on what's available for visitors*
    - *Hire a full time, permanent consultant/EDO 2 (through CBT grants?) to help put this place on the map*

Part III.D. Comments

- ✓ *Nakusp is a delightful, rural village in a scenic environment.*
- ✓ *Updating of network communication I say*
- ✓ *Cell phones! Maintenance of highways, including ferries (preferably toll free). More businesses investments and perhaps catering to the arts, especially music.*
- ✓ *Make and effort to invite firms to have their conferences etc here in auditorium.*
- ✓ *This town has a lot of negative feelings. We are a logging town where wood is no longer the backbone of our town.*
- ✓ *In order for a community to flourish, I think it needs to be willing to make changes, step outside the "comfort zone" and take risks.*
- ✓ *The fine arts team under SD #10 has been tossing the idea of developing a "fine arts" school district. We already have the Valhalla School of Music in the summer which will be expanding and we hope to develop this concept further.*
- ✓ *Nakusp has great potential; there are untapped resources what could really benefit the area as a whole. People need to learn to band together and work towards common goals.*
- ✓ *The previous village council did not appreciate the importance of a local employment base, and saw even a light industry as a sort of invasion. Retirement and welfare income cannot support a viable community. The new council is much more supportive.*
- ✓ *The health department should be in business of protecting public interest by testing (i.e. water, wastewater, air) rather than telling engineers what technology to use to achieve specific goals. There is too much power in the hands of bureaucrats; red tape works against the public interest.*

Part III.E: Focus Group Responses

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

- ✓ TFL
- ✓ Active Lifestyle - Recreation, arena, gymnastics, hockey, hot springs
- ✓ Lifestyle, safety-raise kids -people live here because of lifestyle
- ✓ Knowing your neighbour
- ✓ Great location & natural beauty of the area
- ✓ Tourism (existing and potential)
- ✓ Lots of services available
- ✓ There is a medical & education centre for Nakusp & the surrounding area
- ✓ Nakusp is the only business centre for 30 miles; necessities have to be met, so good for business
- ✓ Community support
- ✓ Businesses are starting to support each other
- ✓ Affordable property is available

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

- ✓ Continued support between businesses, united in a common vision (NADB)
- ✓ Catalog of resources - website, NADB calendar
- ✓ An Economic Development Officer
- ✓ Quality rental space
- ✓ Collective marketing strategy
- ✓ Unified vision-community plan review
- ✓ Bridge at Fauquier/Needles
- ✓ Airport
- ✓ High speed internet
- ✓ Cell phone service
- ✓ Lower taxes
- ✓ Aquatic Centre
- ✓ Better access to post-secondary education
- ✓ Council could offer business incentives
- ✓ Theme for the town-council (around the hot springs-tourism oriented)
- ✓ Endorse tax incentives for businesses that incorporate theme
- ✓ Community meetings to hear concerns, ideas, inform the public of what is happening
- ✓ Stronger leadership
- ✓ Venue for local crafts people
- ✓ Encourage creativity and innovation
- ✓ Keep businesses open during lunch hour
- ✓ Cooperative marketing

Appendix A: Detailed Data Methodology

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

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

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

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

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

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

   RAW SCORE = [(#ofA x 4) +(#ofB x 3) +(#ofC x 2) +(#ofD x1) +(#ofE x 0) +(#ofF x 0) +(#ofH x 0)]

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

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

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

   TOTAL POSSIBLE (adjusted) = (Total Possible $_{(Raw)}$) – (#F,H)

6. "Question score" was automatically calculated for each question using the equation below.

   QUESTION SCORE = [(Raw Score) / (Total Possible $_{(Adjusted)}$)] x 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 $_{(Indicator Area)}$]

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[2] "Don't know" and "No answer" are null responses. Therefore, they are excluded from the total scores for each question and section.

11. The "Indicator Area Score (normalized)" was multiplied by 100 to calculate the "Indicator Area Score" with a value between 0 and 100.

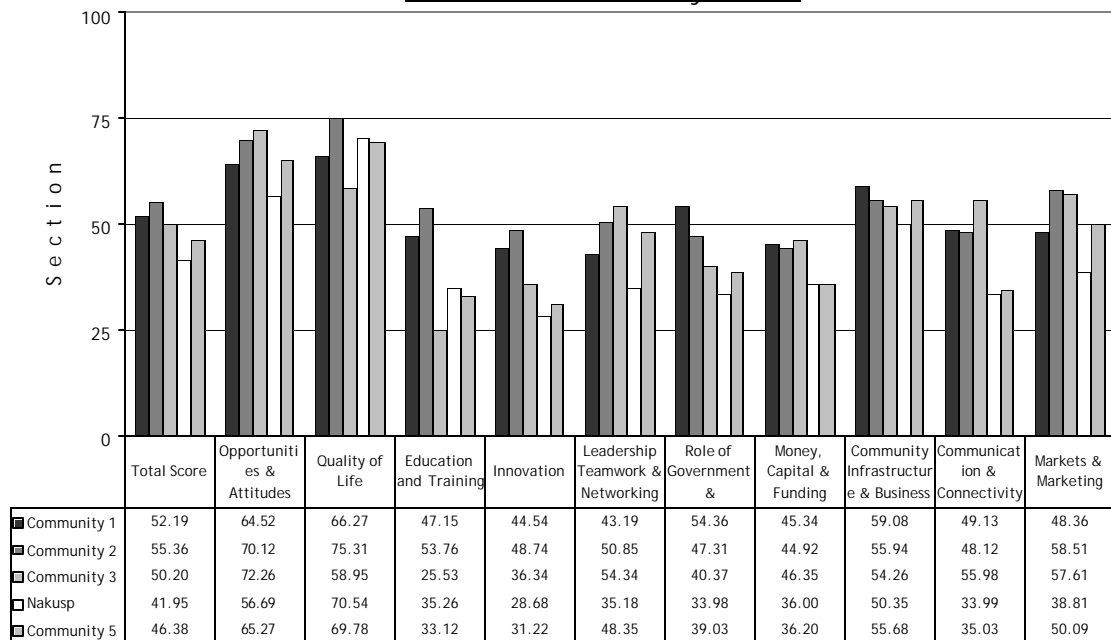12. "Section score" was automatically calculated for each question using the equation below.

> SECTION SCORE = [Sum of Raw Scores for Section # X] / [Sum of Total Possible (Adjusted)) for Section # X] x 100

13. Total Graphs (radial & bar) were automatically generated in the excel program. The radial graph indicates the fullness (or lack of) of the capacity of the community to support business startup and expansion in comparison to the average score amongst the communities. The bar graph indicates the relative strength and weakness of each section. (See Appendix B)

14. Section bar graphs portraying "Indicator Area Scores" were automatically generated (See Appendix C). These were displayed as community score in comparison to the all-community average score.

15. Stacked bar graphs portraying the number of respondents for each statement in each question were automatically generated for each section (See Appendix C). The "Don't Know" responses may be attributed to one of three hypotheses.
    H1 = Question is not valid
    H2 = Question is not understood/not clearly written
    H3 = Lack of knowledge on part of respondent

16. Section, Indicator Area, and Question scores were imported into another excel file to compare community results with results of other communities. Total graphs (bar and radial), Section graphs (Indicator Areas) were generated for comparison (See Appendices B and C).

17. The profile of respondents was summarized automatically.   The number of respondents in each category was totaled, and then converted into a percentage. This information was compared with statistical information from BC Statistics and Stats Canada to determine whether the participants were a representative sample of the community (See Section II.C).

18. The preliminary information data about the respondents and the community was grouped into appropriate themes (See Sections III.A and III.B)

19. Qualitative data (Preliminary information, Section comments and responses, and Focus Group notes) was entered manually into a customized MSWord Document. Using the graphs for each section, the greatest strengths and weaknesses were highlighted and described for each section (See Section III.C)

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 (See Section III.C).

21. The data from the focus groups was grouped into appropriate themes (See Section III.E)

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) (See Section I.B)

23. "Possible Courses of Action" were derived from the specific comments in the qualitative information, and possible "next steps" following the major themes (See Section I.C).

Appendix B: Summary Graphs

## Section scores for Nakusp in comparison with the average of all community scores

Section scores for Nakusp in comparison with other community scores

|	Total Score	Opportunities & Attitudes	Quality of Life	Education and Training	Innovation	Leadership Teamwork & Networking	Role of Government &	Money, Capital & Funding	Community Infrastructure & Business	Communication & Connectivity	Markets & Marketing
Community 1	52.19	64.52	66.27	47.15	44.54	43.19	54.36	45.34	59.08	49.13	48.36
Community 2	55.36	70.12	75.31	53.76	48.74	50.85	47.31	44.92	55.94	48.12	58.51
Community 3	50.20	72.26	58.95	25.53	36.34	54.34	40.37	46.35	54.26	55.98	57.61
Nakusp	41.95	56.69	70.54	35.26	28.68	35.18	33.98	36.00	50.35	33.99	38.81
Community 5	46.38	65.27	69.78	33.12	31.22	48.35	39.03	36.20	55.68	35.03	50.09

Appendix C: Section Graphs

The section graphs are the comparative indicator area graphs and the stacked bar graphs portraying the number of respondents for each statement in each question. For the exact wording of each statement, please refer to Appendix D.
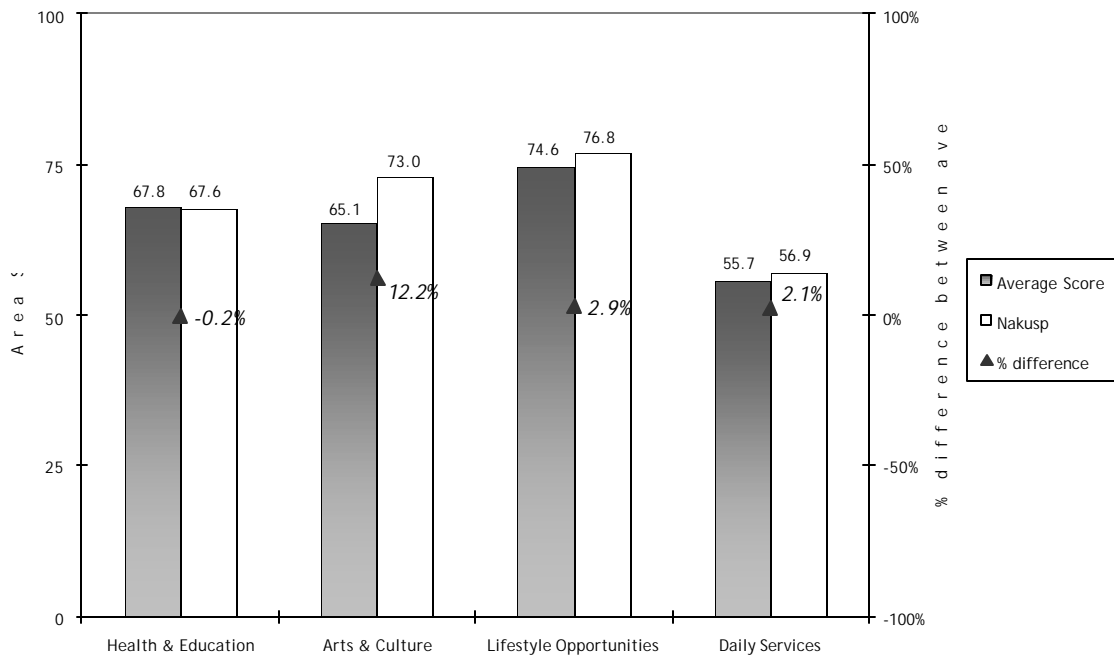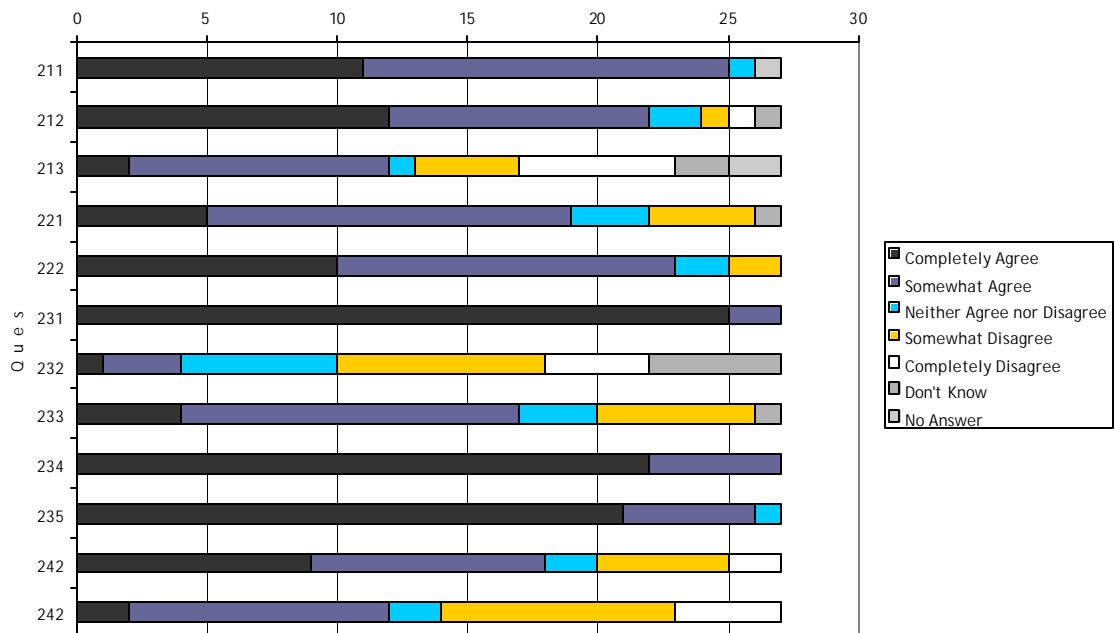
1. Opportunities & Attitudes
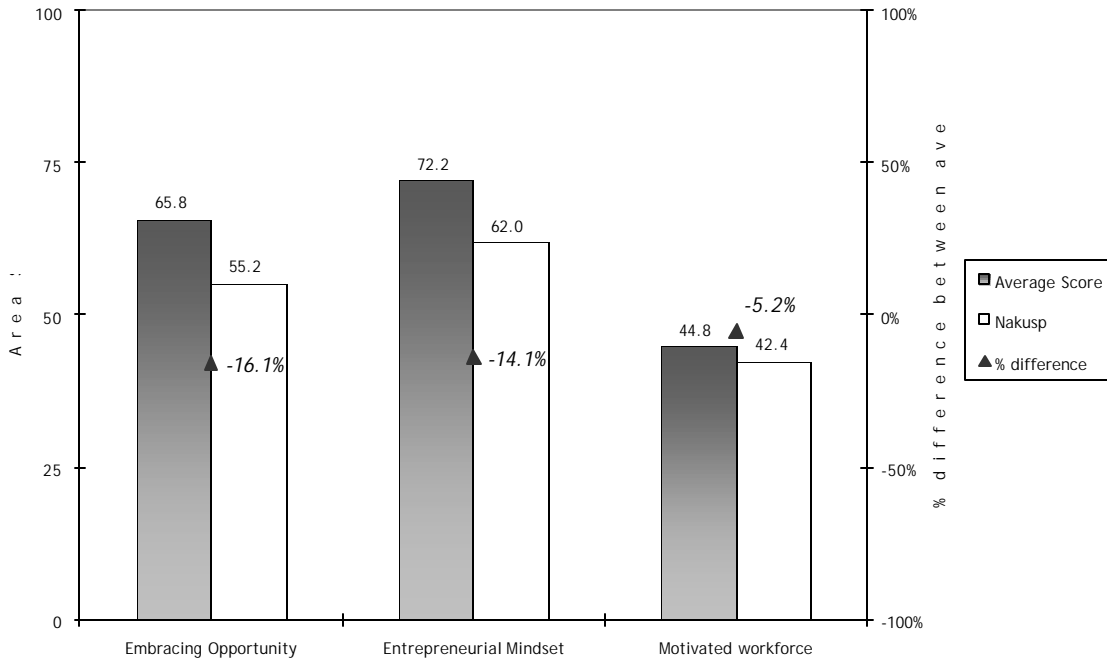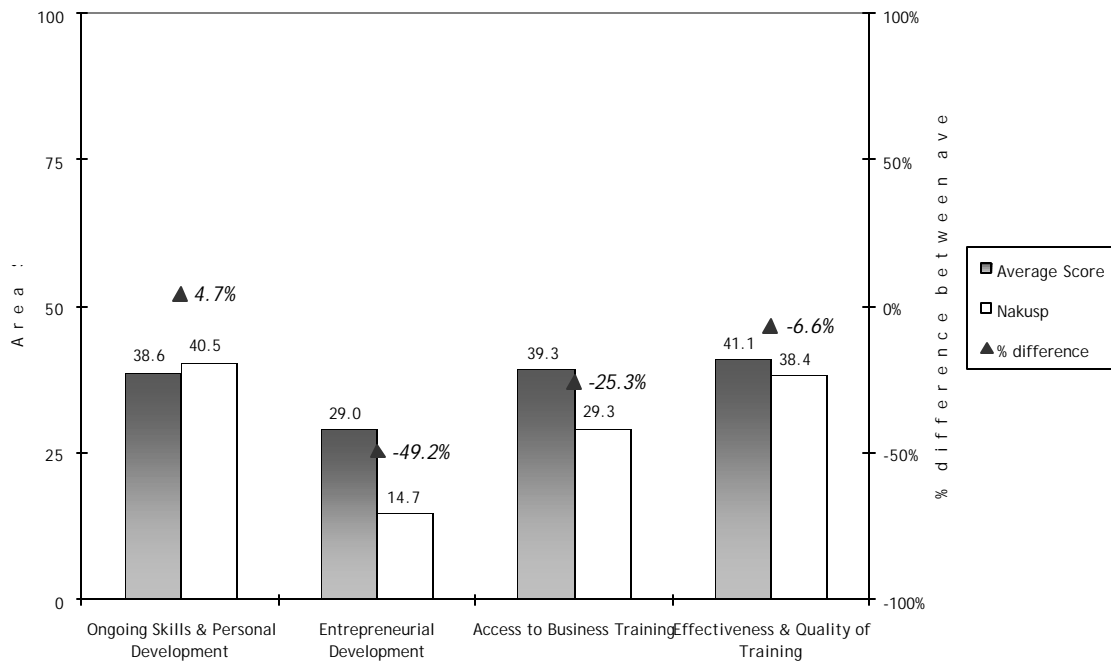

1. Opportunities & Attitudes
(Number of Respondents)
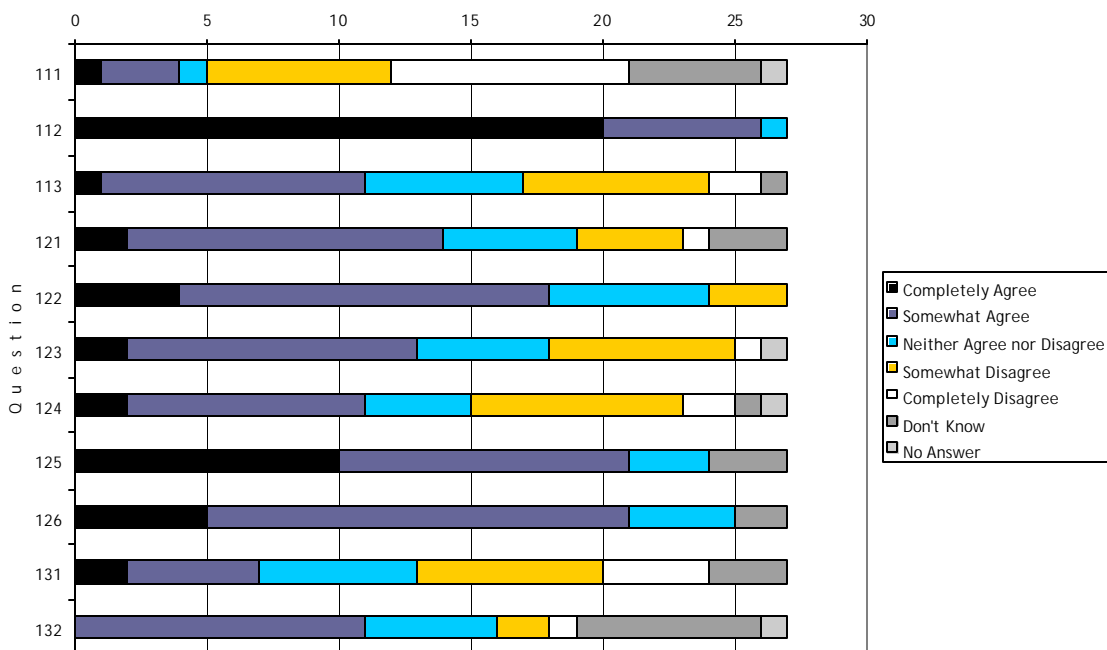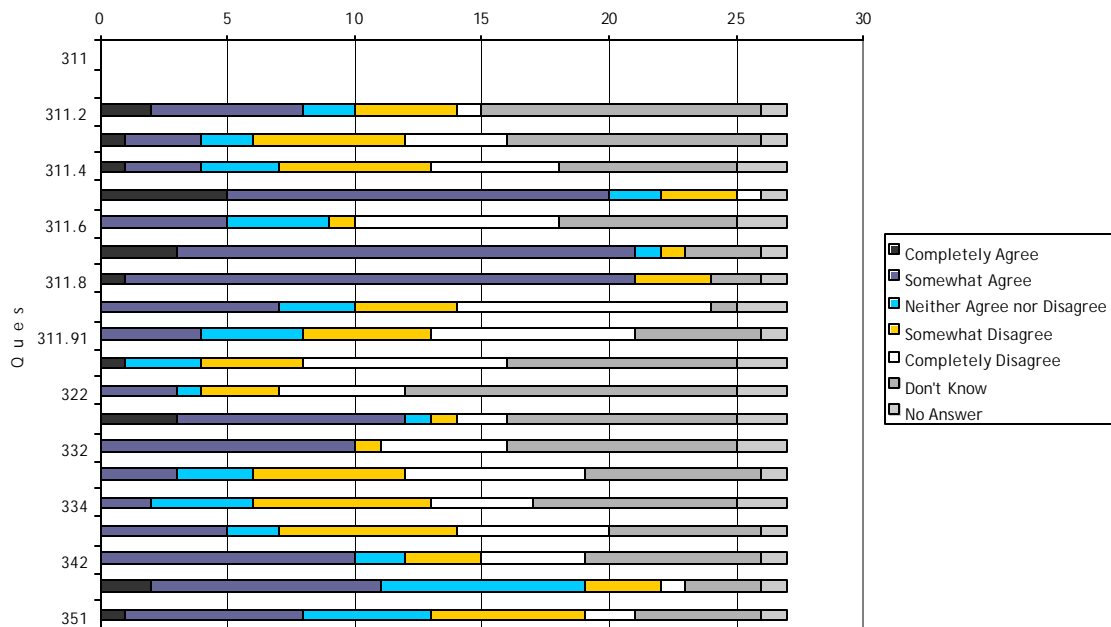
2. Quality of Life

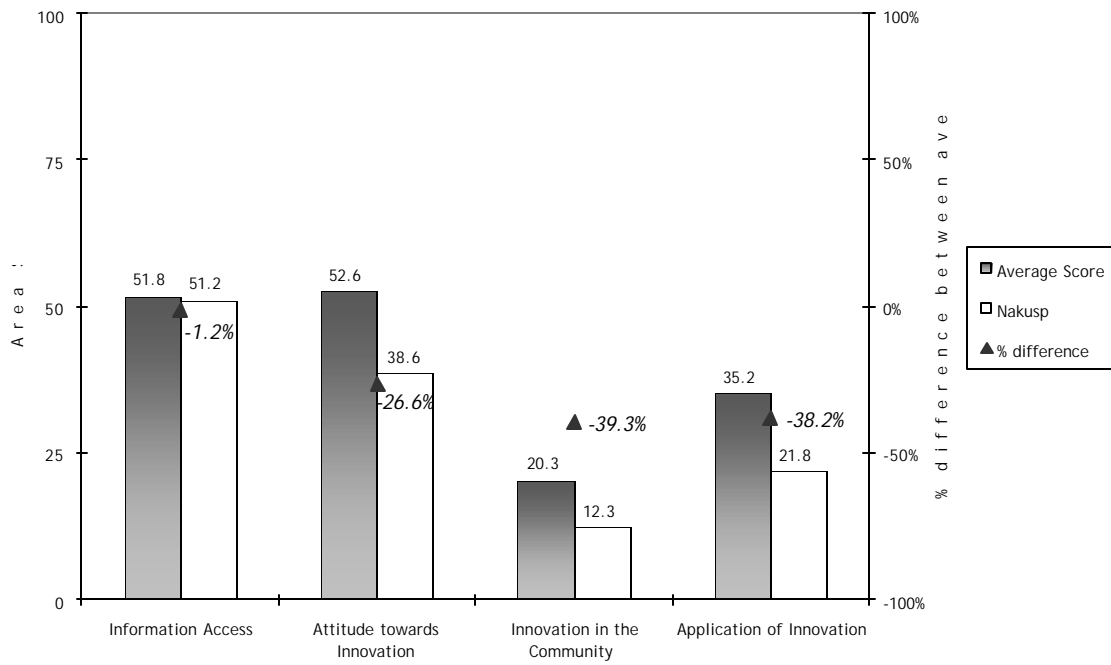## 2. Quality of Life
(Number of Respondents)
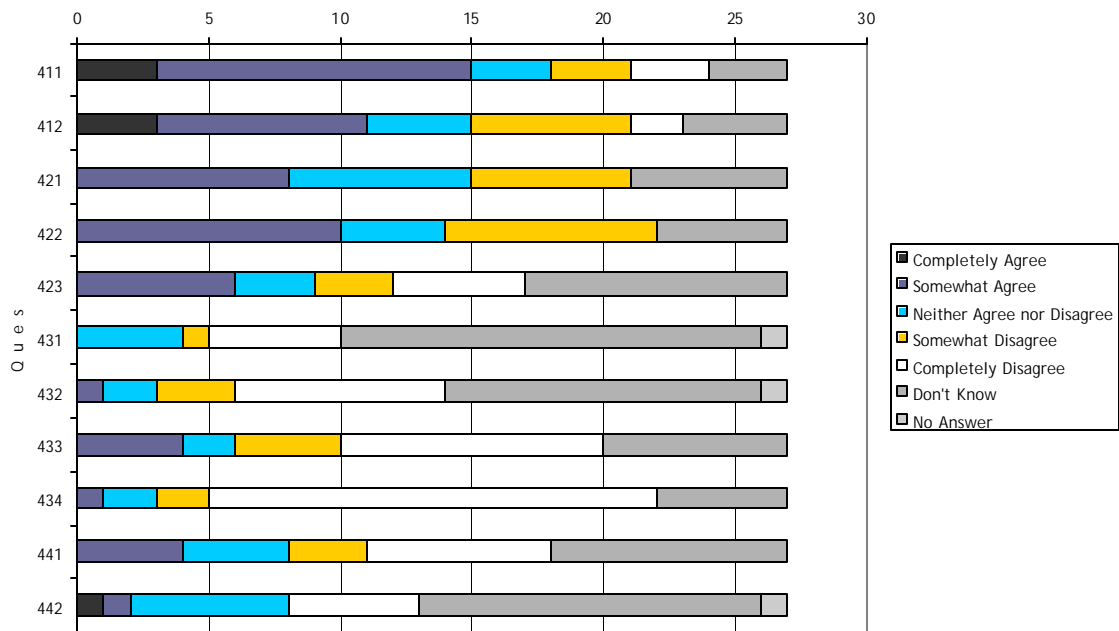
3. Education & Training

3. Education & Training
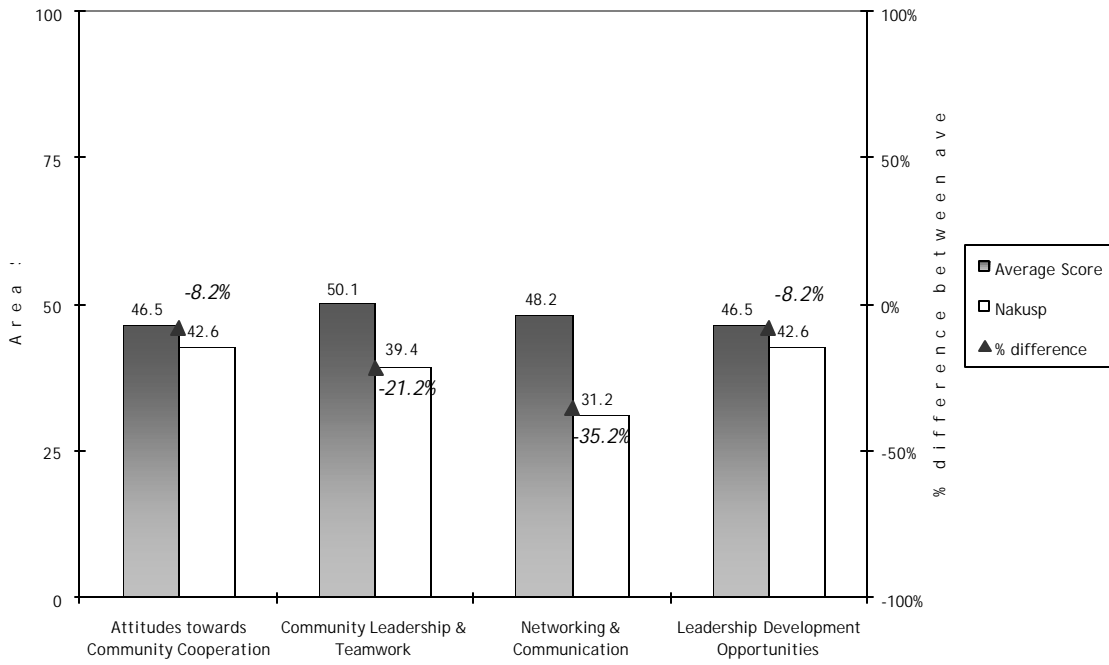## (Number of Respondents)

4. Innovation

4. Research & Development
(Number of Respondents)

5. Leadership Teamwork & Networking

5. Leadership Teamwork & Networking
(Number of Respondents)
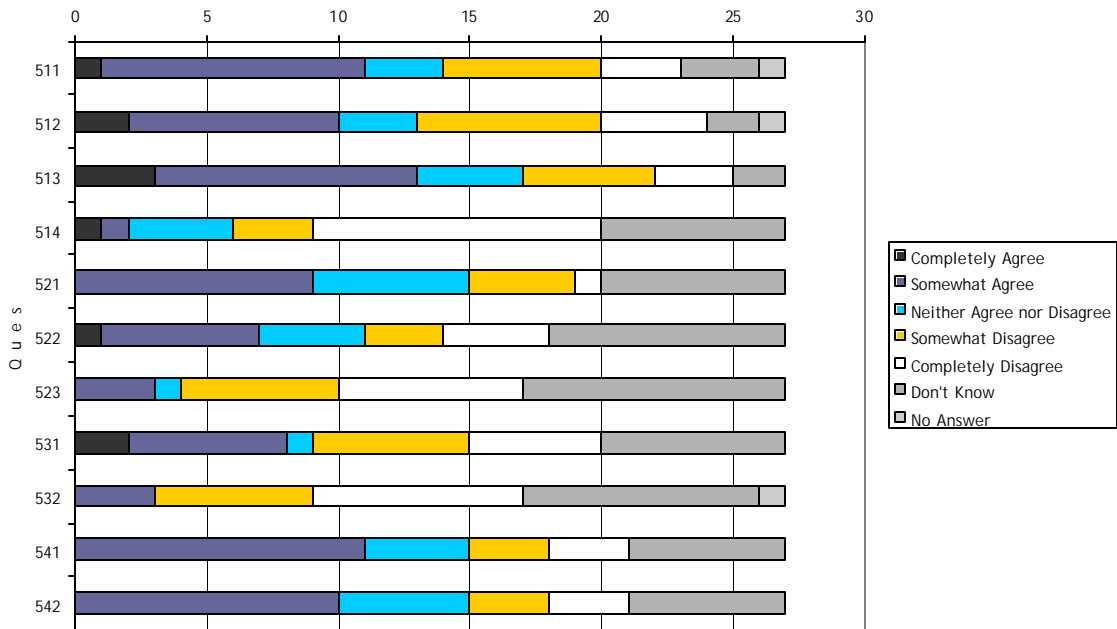
6. Role of Governments & Organizations
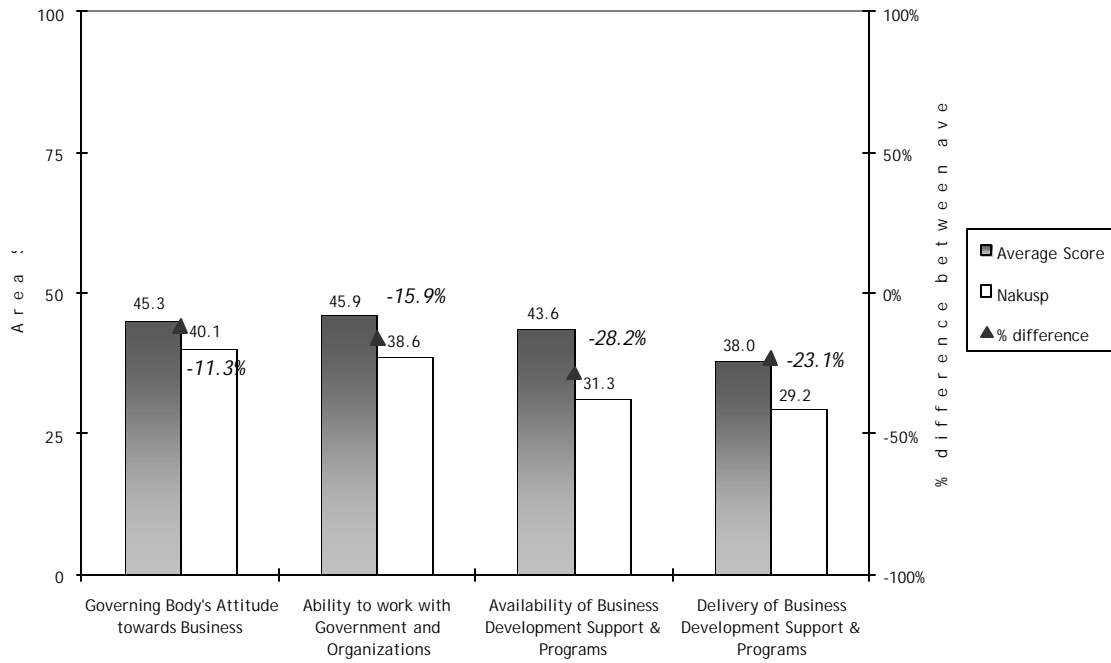
6. Government & Organizations
(Number of Respondents)
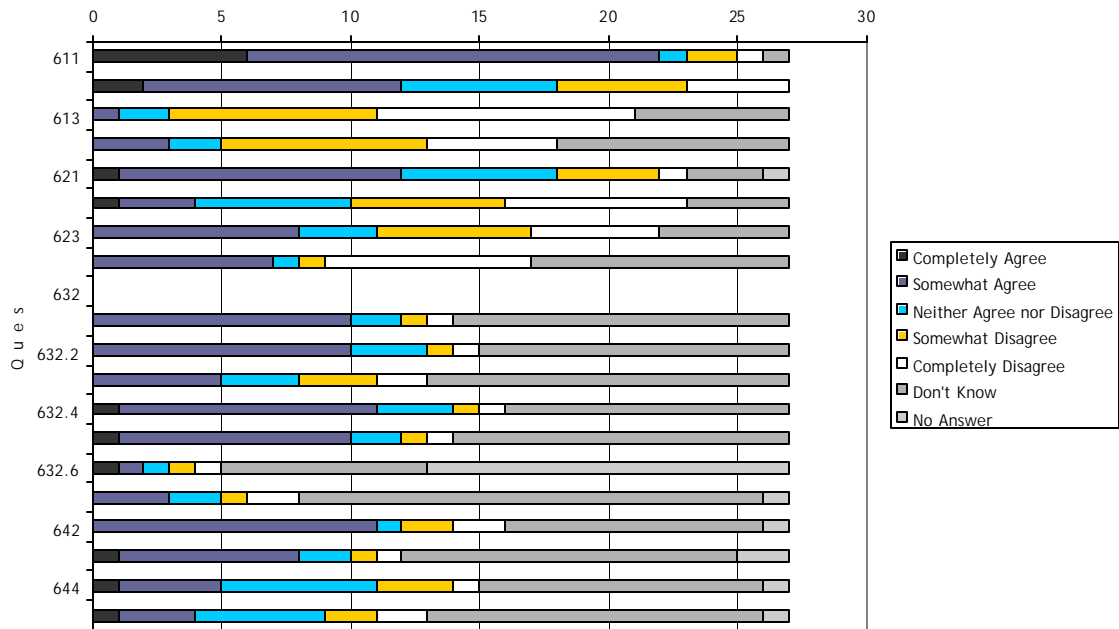
7. Money Capital & Funding
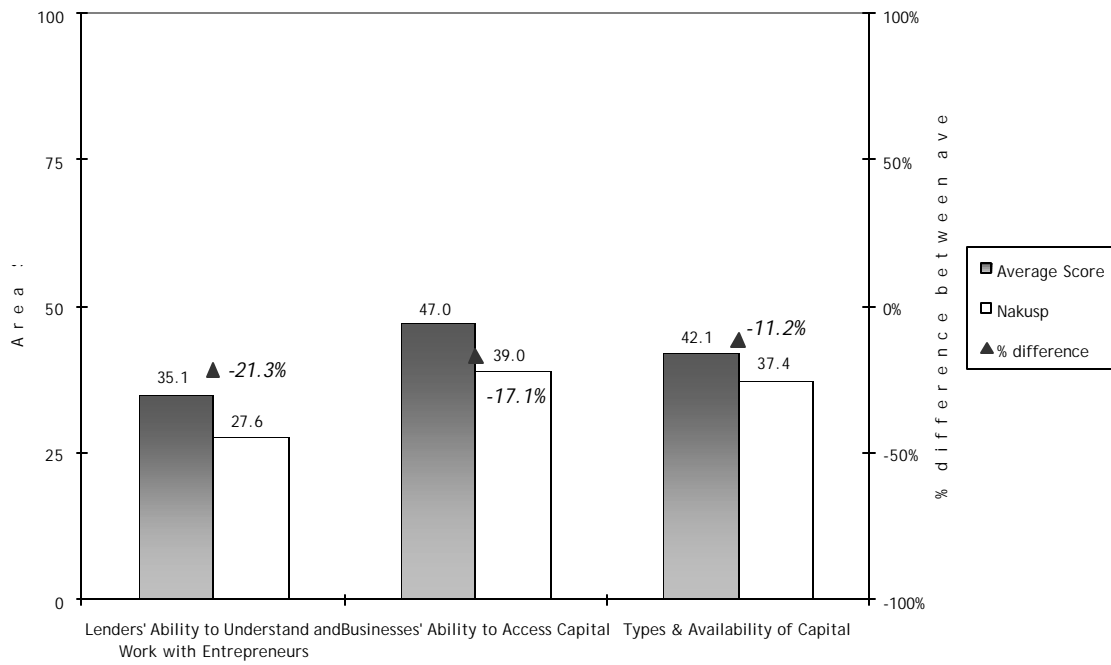
7. Money Capital & Funding
(Number of Respondents)
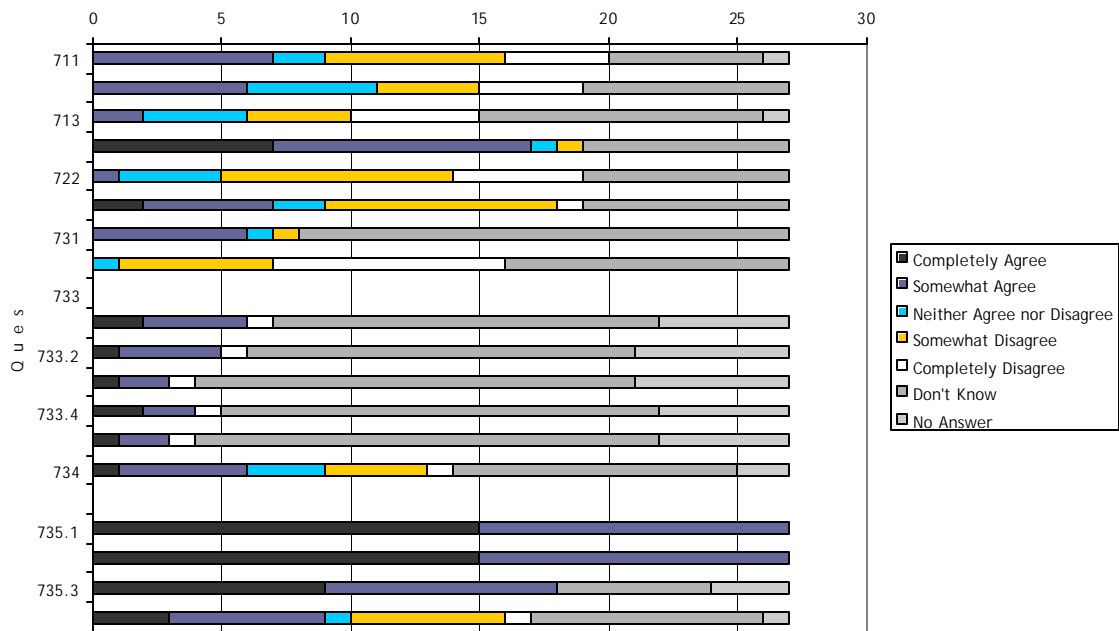
8. Business Infrastructure & Services
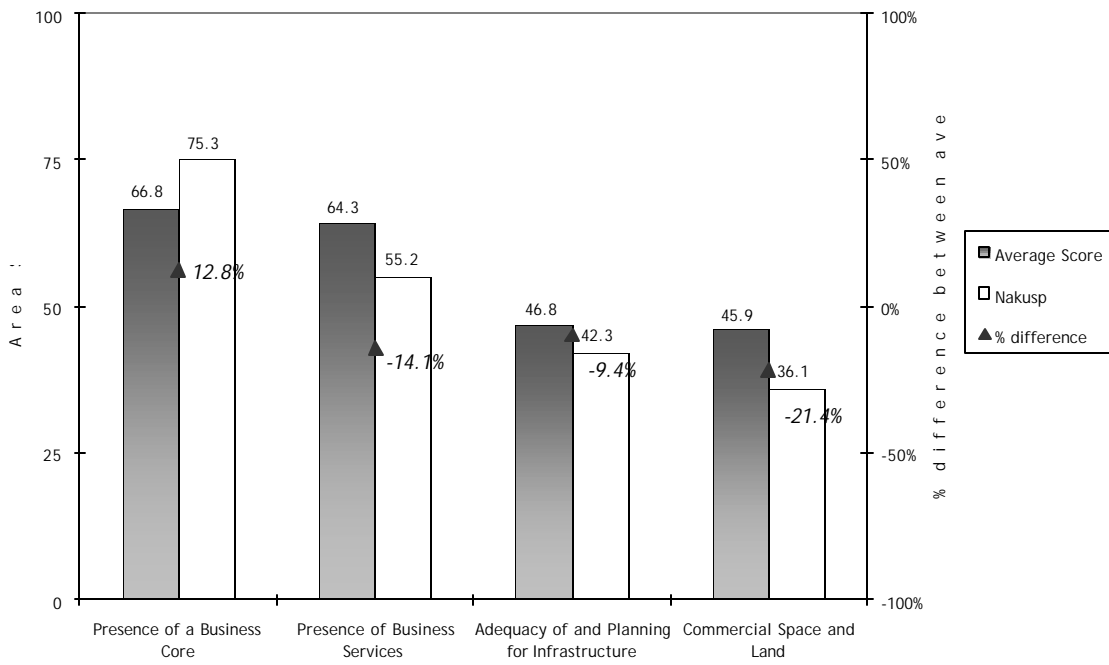
8. Infrastructure & Business Services
(Number of Respondents)
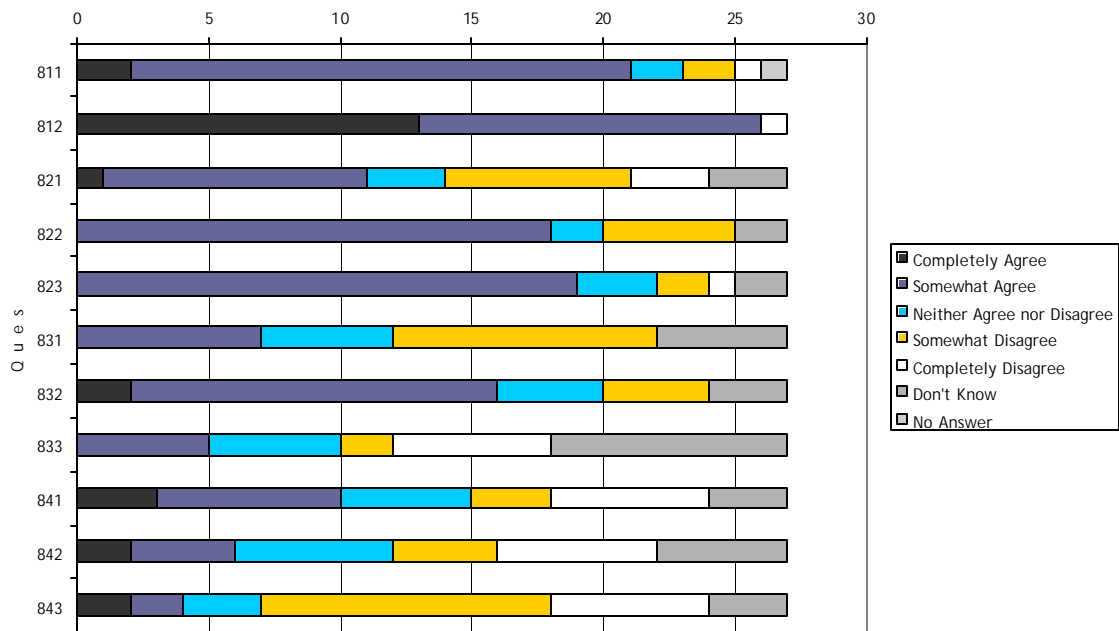
9. Communications & Connectivity
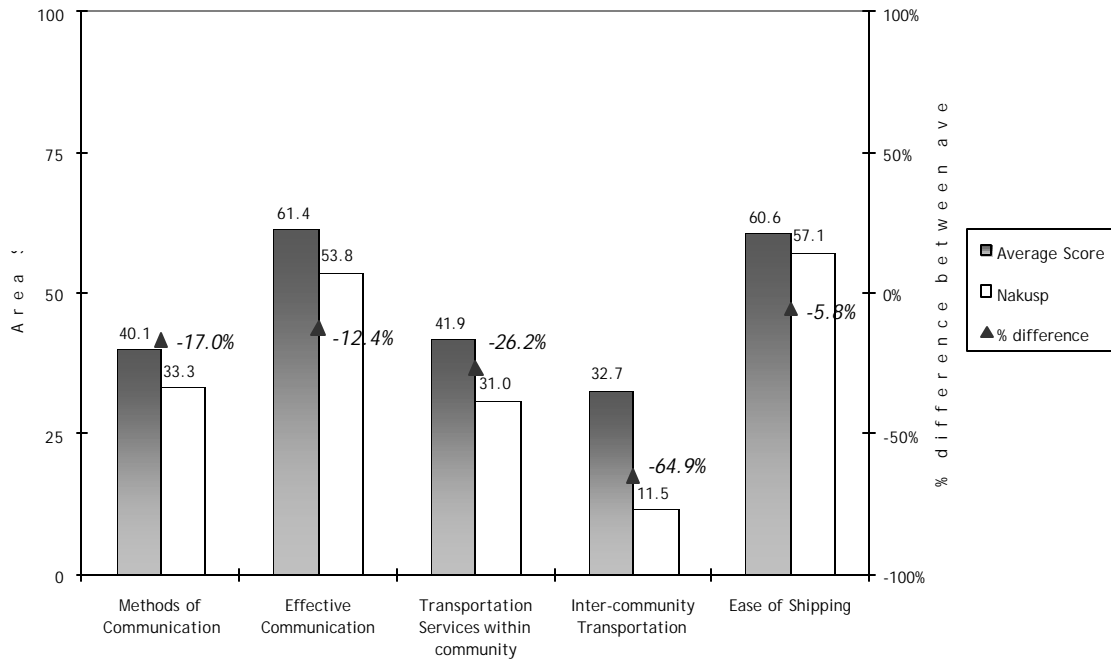
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(Number of Respondents)
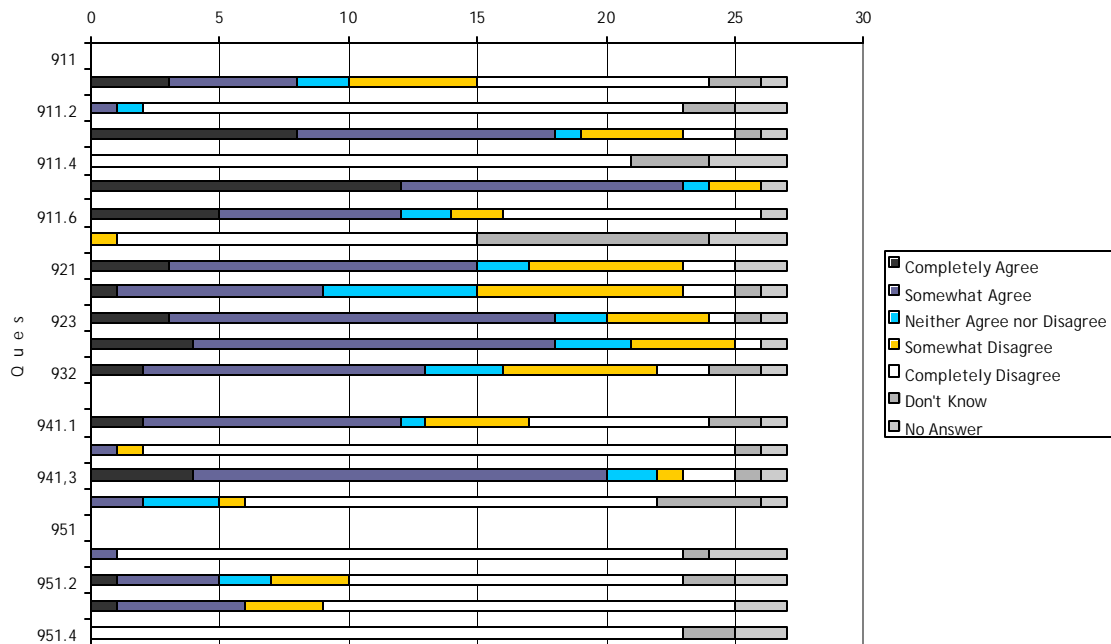
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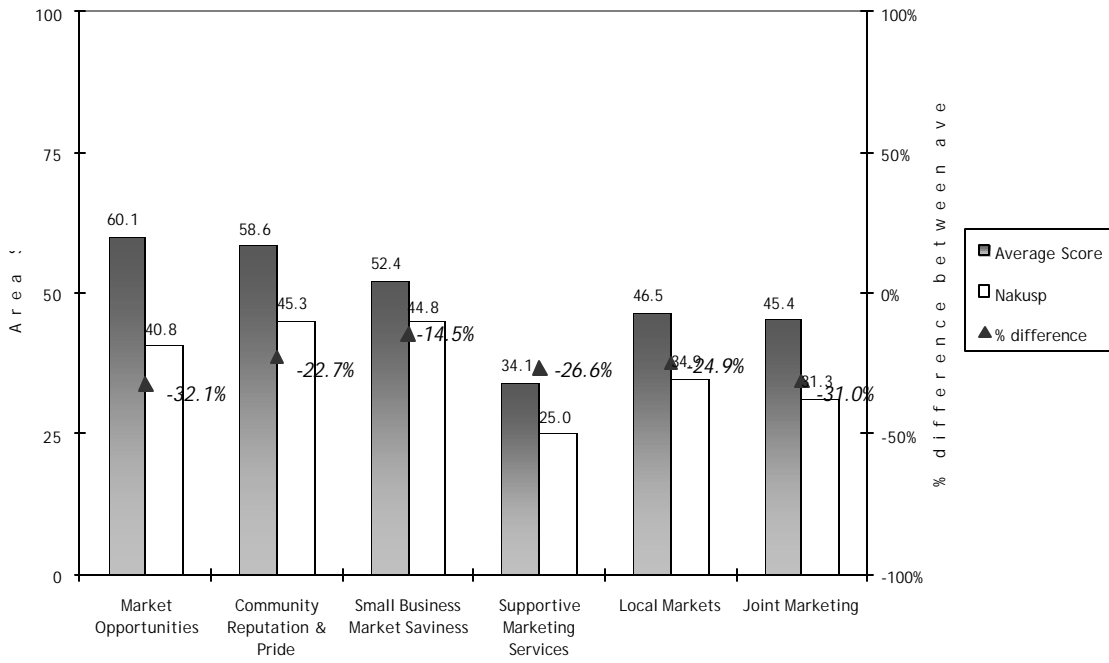
10. Markets & Marketing
(Number of Respondents)
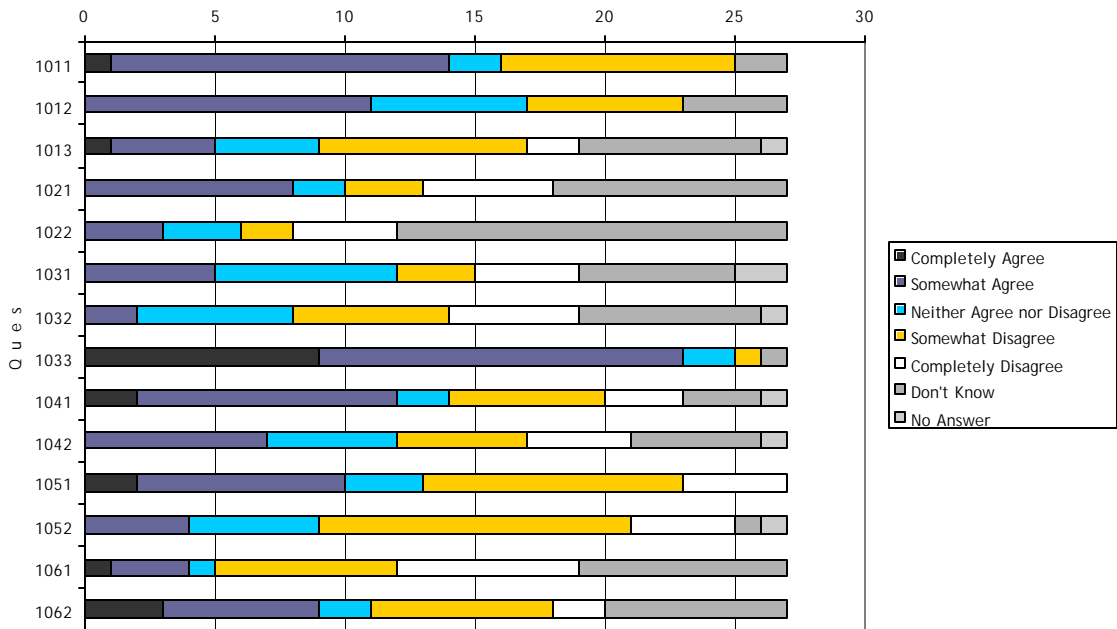
Appendix D: List of Questions & Scores

The following is a list of the quantitative questions and the adjusted scores for Pemberton. The first digit of the question number corresponds to the section number (i.e. Opportunities & Attitudes = 1). The second digit groups questions into indicator areas. The third digit counts the questions within an area. If present, a decimal corresponds to sub-questions, or the tenth or greater question in an area.

|		
100	Opportunities & Attitudes	0.00
111	There is a up-to-date community vision or plan which reflects the community's values and attitudes and represents all groups within the community.	0.22
112	The community is facing an economic crisis or a significant economic opportunity.	0.93
113	Entrepreneurial ventures and business creation are encouraged and supported by citizens and local governments.	0.50
121	Individuals desire independence, responsibility, & control over their future, and are willing to work to achieve these regardless of a risk of failure.	0.55
122	Individuals are skilled in a trade, talent, or profession, and have the desire to form a business with these	0.68
123	Individuals are capable of thinking creatively and developing unconventional solutions using a proactive/can-do attitude.	0.54
124	Individuals are capable of identifying new, unconventional or changing business opportunities.	0.48
125	Successful businesses want to remain in the community	0.75
126	Individuals are capable of persevering (sp) and being committed to their business, and remaining in the community even during hard economic times.	0.72
131	A pool of motivated employees is available to meet business needs.	0.40
132	Managers & supervisors are motivated in their work and about their staff	0.45
200	Quality of Life	0.00
211	A quality health care facility is accessible, well serviced and within a reasonable distance.	0.82
212	There are quality elementary and secondary schools in the community.	0.78
213	There is a college or a university in the area that offers post-secondary programs and continuing education opportunities.	0.42
221	High quality cultural events (i.e. festivals, concerts) catering to a range of ages take place regularly in or close to the community.	0.67
222	There is a strong community identity, and there are plentiful and varying opportunities for involvement (i.e. arts, athletics, politics, church groups).	0.79
231	The community is physically beautiful, and environmentally safe (i.e. Pollution, water quality).	0.98
232	Young adults (25-34) consider the community a desirable place to live.	0.32
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.	0.63
234	There are many high quality recreational opportunities in the area (i.e. Ski hills, lakes, hiking trails, parks).	0.95
235	The community is a safe place to live.	0.94
242	Quality residential real estate opportunities (both purchase and rental) are available and affordable.	0.67
242	There is a diversity of quality and affordable services (i.e. dry-cleaning, photo developing, gas station).	0.47
300	Education and Training	0.00
311	There are a wide range of realistic training and educational programs available in or close to the community, including the following:	0.00
311.1	Business training	0.00
311.2	Business plan development	0.35
311.3	basic skills	0.24
311.4	advanced skills	0.25

311.5	Computer training	0.67
311.6	Personal Development (ie. Stress management)	0.24
311.7	online distance	0.66
311.8	continuing education	0.64
311.9	college or university	0.30
311.91	Professional Development	0.25
321	Business mentors and/or role models are available in the community, and there are recognized programs to facilitate mentorship learning	0.14
322	There is an entrepreneurial development program for elementary and secondary school students (K-12).	0.15
331	There is an organization through which training and educational programs/opportunities can be offered.	0.43
332	Training programs are affordable for anyone (i.e. business owners, youth, professionals)	0.32
333	Flexible and affordable skills training is available to meet local business needs.	0.21
334	The education and business communities work together to provide convenient training	0.21
341	A pool of skilled and trained labour is available to local businesses.	0.26
342	Teaching organizations develop courses that serve community needs (ie. Specialized training)	0.37
343	Teaching staff is knowledgeable and skilled in the area/subject they teach	0.52
351	Citizens are motivated to learn new skills and to develop existing ones.	0.40
400	Innovation	0.00
411	Individuals have access to research (Local, regional, national, international) relating to new technologies, business development and/or expansion.	0.54
412	There are libraries or resource facilities that carry information on business development, market trends, new technologies, policies, and networks.	0.48
421	Business people & entrepreneurs are aware of and knowledgeable about new and innovative technologies, & are eager to further their knowledge.	0.43
422	Innovation is valued and recognized.	0.45
423	Support and assistance for innovative business research and development is available.	0.28
431	Businesses that do research or research facilities are geographically concentrated (clustered) and interact with each other.	0.10
432	Skilled and knowledgeable scientists and researchers do academic and/or practical work in my community or region.	0.11
433	There are forums (Conferences, Workshops) on technology and technology applications	0.20
434	There is a respected research facility, centre, or organization located in my community or region.	0.09
441	Businesses use innovative technology, practices, and research.	0.23
442	Research that is being done in the community or region is relevant to the business community's needs and interests.	0.20
500	Leadership Teamwork & Networking	0.00
511	Multiple leaders representing community interests share in decision making.	0.44
512	Members of the public, private, and government sectors jointly participate in community decision-making & implementation.	0.43
513	There is a pool of talented leaders with diverse skills, cultural experiences and backgrounds who are available for leading community initiatives.	0.52
514	Qualified and affordable supervisors and managers/ management services are available to small business	0.18
521	There are adequate opportunities (informal and formal) where business people and entrepreneurs can network with each other.	0.43
522	Business people are able to give and receive support form other experienced business people (ie. Business associations, mentoring).	0.33
523	There is a recognized process for representative community decision-making,	0.17

	including such avenues as a community forum.	
531	There are opportunities for leadership training and development for individuals of all ages and interests (i.e. professionals, youth).	0.34
532	There are opportunties for small business to learn and develop management skills	0.15
541	Groups with similar interests have or are willing to form alliances and cooperate to achieve goals	0.43
542	Cooperative and joint community initiatives are encouraged and respected	0.42
600	Role of Government & Organizations	0.00
611	The governing body (city council, village council, or area director) recognizes that businesses are important and valuable for community development.	0.71
612	The governing body is committed to recruiting or attracting businesses to the community.	0.51
613	The community uses incentives to attract or retain businesses (I.e. preferential taxation)	0.15
614	The governing body is committed to expanding existing businesses or creating new businesses through policy and action.	0.21
621	Community leaders and officials are willing to cooperate with business and business associations.	0.51
622	Local officials make it easy/reasonable for businesses to start or expand.	0.30
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.	0.35
631	There is a recognized organization or individual available to assist people identify, assess, expand and/or create business opportunities.	0.24
632	Recognized organizations (ie. Chamber, EDO, CFDC) offer programs and services assisting business people, such as the following:	0.00
632.1	Counselling	0.37
632.2	Training	0.39
632.3	Mentoring	0.26
632.4	Self Employment Assistance Programs	0.42
632.5	Loans	0.38
632.6	Other:	0.12
641	Business development programs do not duplicate each other.	0.16
642	Business programs are offered in a well-known and accessible location.	0.38
643	Staff members delivering programs are knowledgeable, competent and approachable.	0.32
644	Business programs are effectively and efficiently delivered.	0.32
645	Successful programs are repeated, reproduced, and further developed.	0.27
700	Money, Capital & Funding	0.00
711	Area lenders take risks	0.32
712	Lenders are willing to take chances based on individual character	0.32
713	Lenders and investors understand entrepreneurs' needs and have programs to address those needs.	0.19
721	Businesses are constantly looking for sources of funding or capital.	0.61
722	People who are intered in expanding or starting a business are skilled in raising funds	0.20
723	Businesses have a firm understanding of financial management (cash flow, reading financial statements).	0.36
731	Businesses use informal ways of raising funds for expansion or start-up (I.e. not through organizations, but through private "angel" investments)	0.24
732	Business capital is available to anyone	0.08
733	The following sizes of loan funds are readily available to expand or start a business:	0.00
733.1	Less than $5,000	0.23
733.2	$5,001$-25,000	0.18
733.3	$25,001 to $75,000	0.12

733.4	$75,001 to $250,000	0.16
733.5	$250,001 or more	0.12
734	Costs (i.e. Interest, application fees) of capital are manageable for entrepreneurs.	0.31
735	The following types of lending organizations are available:	0.00
735.1	Banks	0.89
735.2	Credit Unions	0.89
735.3	Development Organizations (i.e. BDC, CFDC)	0.64
736	Grants are a funding source often used by businesses in the community.	0.39
800	Community Infrastructure & Business Services	0.00
811	There is a vibrant, active downtown area or community core.	0.66
812	Parking near core business areas is accessible and convenient.	0.84
821	Commercial services (i.e. Printers, painters, web designers) are accessible and affordable for businesses.	0.45
822	Professional services (i.e. Legal) are easily accessible and affordable.	0.59
823	Utilities (i.e.. Power, telephone, water) are affordable and meet business needs	0.61
831	Existing infrastructure meets entrepreneurial needs.	0.40
832	Existing infrastructure (ie. Power, water) is good quality, well maintained, services, and up-to date	0.59
833	The planning of new physical infrastructure (i.e. Roads, power, sewage) considers business needs.	0.27
841	Quality, non-polluted commercial and industrial land is available for development or expansion.	0.44
842	A variety of property sizes is available to accommodate business expansion, attraction, or creation.	0.35
843	Quality commercial rental space is available to accommodate business expansion, attraction, or creation.	0.30
900	Communication & Connectivity	0.00
911	The following communications services are available:	0.00
911.1	Overnight express mail service (nationally)	0.34
911.2	Mobile phone	0.05
911.3	Basic Internet Services	0.64
911.4	Fast or High speed Internet services	0.00
911.5	Local Newspaper	0.79
911.6	Local Radio	0.44
911.7	Video Conferencing Capabilities	0.01
921	Local news is shared quickly and accurately through a recognized mechanism (I.e. newspaper)	0.55
922	Communication services are reliable, well-maintained and up-to-date	0.45
923	Communication services (phone, fax, internet) are affordable to business	0.61
931	Main transportation and shipping routes between communities are safe, well-maintained and well-serviced.	0.64
932	Regular & frequent shipping to major centres is available.	0.50
941	The following transportation services are available within the community:	0.00
941.1	Public Transportation	0.42
941.2	Taxi Service	0.04
941,3	Special Transportation Services (ie. Seniors, People with disabilities)	0.65
941,4	Carpooling system	0.13
951	The following transportation services are available between communities:	0.00
951.1	Air (commercial)	0.03
951.2	Air (private)	0.22
951.3	Bus	0.21
951.4	Train	0.00
1000	Markets & Marketing	0.00
1011	Businesses have a good understanding of their customers and their	0.53

	purchasing behavior.	
1012	Business people have knowledge and an awareness of the global economy and market trends.	0.49
1013	Local businesses demonstrate creativity and innovation in seeking new customers, both locally and outside of the area.	0.32
1021	Marketing consultants or services are available to assist local businesses	0.31
1022	Marketing services are effective and affordable.	0.18
1031	The community has a reputation for high quality products and/or services	0.32
1032	The community has a distinctive or unique brand or marketing image	0.24
1033	People from outside the community see it as a desirable place to live.	0.78
1041	There are no dominant businesses preventing other businesses from flourishing.	0.46
1042	There are many unique market opportunities in the local economy (market niches).	0.35
1051	Products and services are reasonably priced in comparison to regional, and big city competitors	0.44
1052	People prefer to purchase local products and services before those from out-of-area.	0.32
1061	Businesses in the community /region jointly market their products and services	0.22
1062	Locally developed goods and services are marketed both in the community and in other regions	0.41

Appendix E: Highest Scoring Questions

The following is a list of those questions scoring the highest, in descending order.

231	The community is physically beautiful, and environmentally safe (i.e. Pollution, water quality).	0.98
234	There are many high quality recreational opportunities in the area (i.e. Ski hills, lakes, hiking trails, parks).	0.95
235	The community is a safe place to live.	0.94
112	The community is facing an economic crisis or a significant economic opportunity.	0.93
735.1	Banks	0.89
735.2	Credit Unions	0.89
812	Parking near core business areas is accessible and convenient.	0.84
211	A quality health care facility is accessible, well serviced and within a reasonable distance.	0.82
911.5	Local Newspaper	0.79
222	There is a strong community identity, and there are plentiful and varying opportunities for involvement (i.e. arts, athletics, politics, church groups).	0.79
212	There are quality elementary and secondary schools in the community.	0.78
1033	People from outside the community see it as a desirable place to live.	0.78
125	Successful businesses want to remain in the community	0.75
126	Individuals are capable of persevering (sp) and being committed to their business, and remaining in the community even during hard economic times.	0.72
611	The governing body (city council, village council, or area director) recognizes that businesses are important and valuable for community development.	0.71
122	Individuals are skilled in a trade, talent, or profession, and have the desire to form a business with these	0.68
221	High quality cultural events (i.e. festivals, concerts) catering to a range of ages take place regularly in or close to the community.	0.67
311.5	Computer training	0.67
242	Quality residential real estate opportunities (both purchase and rental) are available and affordable.	0.67
811	There is a vibrant, active downtown area or community core.	0.66
311.7	online distance	0.66
941,3	Special Transportation Services (ie. Seniors, People with disabilities)	0.65
911.3	Basic Internet Services	0.64
311.8	continuing education	0.64
735.3	Development Organizations (i.e. BDC, CFDC)	0.64
931	Main transportation and shipping routes between communities are safe, well-maintained and well-serviced.	0.64
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.	0.63

Appendix F: Lowest Scoring Questions

The following is a list of those questions scoring the lowest, in descending order.

733.2	$5,001$-25,000	0.18
1022	Marketing services are effective and affordable.	0.18
514	Qualified and affordable supervisors and managers/ management services are available to small business	0.18
523	There is a recognized process for representative community decision-making, including such avenues as a community forum.	0.17
733.4	$75,001 to $250,000	0.16
641	Business development programs do not duplicate each other.	0.16
532	There are opportunties for small business to learn and develop management skills	0.15
322	There is an entrepreneurial development program for elementary and secondary school students (K-12).	0.15
613	The community uses incentives to attract or retain businesses (I.e. preferential taxation)	0.15
321	Business mentors and/or role models are available in the community, and there are recognized programs to facilitate mentorship learning	0.14
941,4	Carpooling system	0.13
733.3	$25,001 to $75,000	0.12
733.5	$250,001 or more	0.12
632.6	Other:	0.12
432	Skilled and knowledgeable scientists and researchers do academic and/or practical work in my community or region.	0.11
431	Businesses that do research or research facilities are geographically concentrated (clustered) and interact with each other.	0.10
434	There is a respected research facility, centre, or organization located in my community or region.	0.09
732	Business capital is available to anyone	0.08
911.2	Mobile phone	0.05
941.2	Taxi Service	0.04
951.1	Air (commercial)	0.03
911.7	Video Conferencing Capabilities	0.01

Appendix G: Highest number of "Don't know" response questions

The following is a list of those questions with at least one 25% of the respondents (at least 5 respondents) answering with "don't know".

723	Businesses have a firm understanding of financial management (cash flow, reading financial statements).	19
632.6	Other:	18
733.4	$75,001 to $250,000	18
733.2	$5,001$-25,000	17
733.3	$25,001 to $75,000	17
423	Support and assistance for innovative business research and development is available.	16
733	The following sizes of loan funds are readily available to expand or start a business:	15
733.1	Less than $5,000	15
1021	Marketing consultants or services are available to assist local businesses	15
632.2	Training	14
321	Business mentors and/or role models are available in the community, and there are recognized programs to facilitate mentorship learning	13
441	Businesses use innovative technology, practices, and research.	13
632	Recognized organizations (ie. Chamber, EDO, CFDC) offer programs and services assisting business people, such as the following:	13
632.4	Self Employment Assistance Programs	13
642	Business programs are offered in a well-known and accessible location.	13
644	Business programs are effectively and efficiently delivered.	13
431	Businesses that do research or research facilities are geographically concentrated (clustered) and interact with each other.	12
632.1	Counselling	12
311.1	Business training	11
632.3	Mentoring	11
643	Staff members delivering programs are knowledgeable, competent and approachable.	11
712	Lenders are willing to take chances based on individual character	11
731	Businesses use informal ways of raising funds for expansion or start-up (I.e. not through organizations, but through private "angel" investments")	11
733.5	$250,001 or more	11
311.2	Business plan development	10
422	Innovation is valued and recognized.	10
522	Business people are able to give and receive support form other experienced business people (ie. Business associations, mentoring).	10
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.	10
641	Business development programs do not duplicate each other.	10
311.91	Professional Development	9
322	There is an entrepreneurial development program for elementary and secondary school students (K-12).	9
331	There is an organization through which training and educational programs/opportunities can be offered.	9
434	There is a respected research facility, centre, or organization located in my community or region.	9
521	There are adequate opportunities (informal and formal) where business people and entrepreneurs can network with each other.	9
531	There are opportunities for leadership training and development for individuals of all ages and interests (i.e. professionals, youth).	9

613	The community uses incentives to attract or retain businesses (I.e. preferential taxation)	9
735.3	Development Organizations (i.e. BDC, CFDC)	9
832	Existing infrastructure (ie. Power, water) is good quality, well maintained, services, and up-to date	9
911.6	Local Radio	9
1013	Local businesses demonstrate creativity and innovation in seeking new customers, both locally and outside of the area.	9
333	Flexible and affordable skills training is available to meet local business needs.	8
632.5	Loans	8
711	Area lenders take risks	8
713	Lenders and investors understand entrepreneurs' needs and have programs to address those needs.	8
721	Businesses are constantly looking for sources of funding or capital.	8
722	People who are intered in expanding or starting a business are skilled in raising funds	8
1052	People prefer to purchase local products and services before those from out-of-area.	8
131	A pool of motivated employees is available to meet business needs.	7
311.3	basic skills	7
311.5	Computer training	7
332	Training programs are affordable for anyone (i.e. business owners, youth, professionals)	7
341	A pool of skilled and trained labour is available to local businesses.	7
432	Skilled and knowledgeable scientists and researchers do academic and/or practical work in my community or region.	7
513	There is a pool of talented leaders with diverse skills, cultural experiences and backgrounds who are available for leading community initiatives.	7
514	Qualified and affordable supervisors and managers/ management services are available to small business	7
523	There is a recognized process for representative community decision-making, including such avenues as a community forum.	7
1012	Business people have knowledge and an awareness of the global economy and market trends.	7
1031	The community has a reputation for high quality products and/or services	7
1061	Businesses in the community /region jointly market their products and services	7
334	The education and business communities work together to provide convenient training	6

Appendix H: Highest difference between community & avg. scores

The following is a list of the 15 indicator areas with the highest difference (community-average) between community and average scores.

Indicator Area	% Diff
Inter-community Transportation	-0.65
Entrepreneurial Development	-0.49
Innovation in the Community	-0.40
Application of Innovation	-0.39
Networking & Communication	-0.35
Market Opportunities	-0.31
Joint Marketing	-0.31
Availability of Business Development Support & Programs	-0.29
Supportive Marketing Services	-0.27
Attitude towards Innovation	-0.26
Transportation Services within community	-0.26
Access to Business Training	-0.25
Local Markets	-0.25
Delivery of Business Development Support & Programs	-0.23
Community Reputation & Pride	-0.23