



Nelson Phase 1 Report

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Kootenay
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Community Futures
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Building prosperous communities



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Executive Summary

The BVI

The Business Vitality Initiative (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, medium, or long-term actions the community can undertake to improve its business friendliness.

The City of Nelson, The Nelson & District Chamber of Commerce and Community Futures Development Corporation of Central Kootenay, the community partners, 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 January 27 & February 3, 2004, 37 citizens of Nelson participated in Phase 1 of the BVI.

This report summarizes the first phase of the BVI. Phase 1 included the assessment of the community's apparent small business resources and potential through a survey and a focus group session. Phase 2 will be open to the entire community with the purpose of setting priorities for improvement, and jump starting the community to action. Phase 2 will be held on April 1, 2004 at the Osprey Room – Best Western Inn from 6 to 9 pm.

Community Profile

Participants were asked to describe their community. The majority of responses were positive. According to respondents, the community of Nelson² is *vibrant, diverse, eclectic, friendly and beautiful*. When participants were asked to identify key strengths, the top response was *natural beauty*. In addition, *committed / dedicated / diverse citizens, geographic isolation / location, arts & culture, quality of life / lifestyle, and heritage architecture* were mentioned as strengths. When participants were asked why they lived in Nelson, *urban – rural balance, citizens, and family-friendliness* were the reasons mentioned most. Other reasons included *work – life balance, quality of life, natural beauty, friendliness, culture and employment*. When asked what makes Nelson unique in relation to other communities participants indicated *diversity, arts & culture, vibrant downtown core, and natural beauty*.

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

² Residents were asked to define what geographical area they considered to be their community prior to the start of the session. It was agreed for the purpose of answering questions on the BVI that the community would include Nelson and Regional Districts E & F.

Nelson Section Scores

The community of Nelson's highest scoring sections were: *Quality of Life* (79), *Infrastructure & Business Services* (65), *Communications & Connectivity* (65), *Markets & Marketing* (65), *Opportunities & Attitudes* (64), *Government & Organizations* (64), and *Leadership, Teamwork & Networking* (59). Remaining sections scored mid-range, including: *Education & Training* (52), *Innovation* (46), and *Capital & Funding* (42). The total score for all sections was 60.

Nelson Scores Compared to Other BVI Communities

A comparison of Nelson scores to other BVI communities revealed the community of Nelson is *above average* on all of ten BVI sections.³ More specifically, sections exceeding the all-community average by more than 20% indicate *areas of significant strength*, including *Education & Training* (30%), *Government & Organizations* (29%), *Communications & Connectivity* (27%), *Markets & Marketing* (27%), and *Leadership, Teamwork & Networking* (24%). Sections exceeding the all-community average by more than 10% indicate *areas of potential strength*, including *Quality of Life* (14%) and *Innovation* (13%). Sections exceeding the all-community average within 10% highlight *areas of potential concern*, including *Opportunities & Attitudes* (8%), *Capital & Funding* (5%) and *Infrastructure & Business Services* (4%). Nelson also scored *above average* on total score by 18% and scored the highest compared to other communities on 5 of 10 sections⁴. It should be noted that Nelson is the largest community in the BVI database.

Other Comments

Participants decided prior to beginning the survey that for the purposes of the questionnaire the community should be defined as Nelson and Regional District Areas E & F.

According to absolute score, Nelson 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 weakness. More specifically, *Quality of Life*, *Infrastructure & Business Services*, *Communications & Connectivity*, *Markets & Marketing*, *Opportunities & Attitudes*, and *Government & Organizations* represent *areas of strength*. *Education & Training*, *Innovation*, and *Capital & Funding* highlight *areas of potential concern*. Both high and low scoring sections are important to consider when choosing priority courses of action.

³ See Appendix L for a list of BVI communities.

⁴ See Appendix C for Nelson scores compared to other BVI communities by section.

Recurring Themes

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

- Natural beauty – allows for a diversity of outdoor activities
- Geographic location / isolation – makes Nelson unique and is seen as an asset
- Rural with a cosmopolitan feel – makes Nelson unique and is seen as is key asset
- Friendly / small town atmosphere – is seen as an excellent place to raise a family and allows for good word of mouth communications
- Activistic citizens – people in Nelson are politically involved and committed to maintaining Nelson’s integrity (ie. health services, no big box, mindful vision of economic growth)
- Educated / skilled / talented citizens – makes for an excellent pool of potential employees
- Vibrant downtown core – is seen as a key asset
- Heritage architecture – is seen as a key asset with some recommendations incorporating trades / apprenticeship programs to maintain integrity of the architecture
- Progressive / accessible local government – some mention of polarization impeding progress
- Citizens Active / dedicated and diverse citizens – mentioned often as a key asset
- Diverse products and services
- Buy local – we could improve even further
- Lifestyle
- Arts & Culture - makes Nelson unique & is a key asset
- Education – diverse opportunities / secure degree-granting institution
- Health – to improve health services / wellness centre / alternative approaches seen as an asset
- Good business support services
- Political polarization
- Community brand – we need to develop & there is a lot of potential for it
- Updated community plan / vision
- Improve transportation – accessible and affordable within and out of region
- Greater Nelson – expand city boundaries / combine with regional districts

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.⁵

Short Term Actions

- Apprenticeship program around heritage revitalization & architecture
- An ongoing Buy Local program
- The full articulation, strategic use and promotion of the community's brand
- The formation of an "Open for Business" strategy (targets in City, region and those outside)
- Initiatives to increase cross-sectoral collaboration (perhaps Social Planning Council with Bus., Education and Gov't reps)
- Youth opportunity identification session
- Develop shoulder season marketing strategy
- Downtown Revitalization II
- A regular business forum where Chamber, EDO, CF, Tech Task Force, City, NBA, Bankers reps, etc. get together (to decrease fracturing of business groups & increase networking opportunities)
- City support of a university/education campus alliance/City to identify common ground & play a more active role in bringing players together
- Graduated parking strategy
- Inter-business support program where businesses support other local businesses (could be part of buy local)
- Use of storytelling to tell the story of successful businesses (as opposed to just stats)
- Conduct an inventory skill set of underutilized & unemployed people to develop employment/ED strategy to retain people

⁵ Note: *Short term* refers to *within 6 months*, *medium term* refers to *6 months to 2 years*, and *long term* refers to *3 to 5 years*.

- Engage youth and seniors in community activities
- Comprehensive review to address housing and commercial real estate crunch. Housing needs to especially examine youth, students, and seniors issues
- Establish formal mentorship program to assist aspiring entrepreneurs and youth interested in starting a business
- Strategy to better integrate formal educators with community and business community
- Evening courses, especially offering tiered (beyond basic) skill development
- Entrepreneurship development program for youth and students
- Link independent technical/innovation workers possibly using breakfasts, forums, etc.
- Take advantage of our natural strengths in waste management (lots of talented people & ideas) & look to export expertise or host regular conferences (province, Western Canada, Pacific NW)
- Engage big innovation players - Insight, SD#8, Selkirk, IHA, etc. to determine needs, assets and ways to leverage resources
- Mentorship program with youth & students with interest in technology & innovation
- Recognize community innovation through awards in individual, public, private and non-profits
- “Municipal official to work with business – not in opposition to it”
- Investigate alternative financing options for community, especially with respect to equity & investment opportunities
- Community workshops on raising capital
- Work jointly with other regional communities on freight expenses issues
- Form an alliance or co-op to jointly market products/services outside the area

Medium & Long Term Actions

- Secure degree granting institution
- Develop Wellness Centre strategy
- Increase City boundaries to better reflect the size of Nelson to prospective businesses
- Develop local pool of capital
- Update community plan
- Articulate economic development strategy
- Strategy to become innovation leader (for community of our size)
- Strategy to capitalize on most “entrepreneurial community” (highest # of businesses per capita) status
- Integrate urban planning, economic development & community identity
- Health care strategy over long term
- Look to Insight and Insight partners (or similar players) for growth & IDing/targeting companies with 5-50 people with growth potential complementary to community
- Educate residents on economic & social benefits of lifelong learning
- Specifically look to education & innovation as emerging economic develop pillars by determining value, potential value & strategy to enhance
- Strategy to improve level of awareness, attitude and support for innovation in the community (possibly start with free community forums)
- Work with regional players (KAST) to inventory innovation players & develop cluster strategy
- Long-term strategy for Nelson to be a role model as an “innovative community”
- Centrally located Innovation, Technology &/or R & D Centre where enterprises could interact, incubate & have centralized services
- Export Nelson model as an alternative model for economic development
- Leadership training & development strategy for youth

- Inclusive social planning council with links to business, education and government
- Use our experienced leaders to teach/mentor others and other communities
- Use KAST model (support, networking & training) for sports, arts & business
- ID non-utilized or emerging leaders
- ID and develop strategy to enhance environment for gazelles (those with significant job growth/wealth creation potential)
- Work to repair non business-friendly reputation, especially outside area
- Comprehensive review of commercial land & space in and around region (if one exists it should be publicly known)
- Insurance co-op to help solve insurance crisis
- Investigate all options to improving regional airport & links out of area



Introduction

Thirty-seven (37) citizens representing Nelson took part in the Business Vitality Initiative on January 29th and February 3rd, 2004. Through a survey and a focus group session, the BVI helps communities assess their capacity to work with and support entrepreneurs, and to foster small business people and citizens about the current business environment.

Nelson is the tenth community that has taken part in the BVI. The second session of the BVI, *Focus and Action*, involves reporting findings to the community and setting priorities. Following session two, the community sponsors (The City of Nelson, The Nelson & District Chamber of Commerce, and CFDC of Central Kootenay) will be available to offer assistance to the community in locating resources according to identified priorities / actions.

The role of Community Futures Development Corporation of Central Kootenay (CFDCCK), 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 friendliness.

The sponsoring organizations, through the efforts of Terri MacDonald, 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’⁶.

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

The 99 statements, all important factors in building entrepreneurial capacity, were grouped together into 39 indicators such as *Leadership Development Opportunities*. These indicator areas were then further grouped into 10 sections:

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

⁶ Residents were asked to define what geographical area they considered to be their community prior to the start of the session. It was agreed for the purpose of answering questions on the BVI that the community would include the City of Nelson and Regional District areas E & F.

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.⁷

The second part of the survey collected qualitative information about the issues, strengths and weaknesses within the community. (e.g. What are 3 words or phrases that describe your community? What is your community's greatest strength in terms of its markets?") The participants were given as much time as they needed to complete the questionnaire with the facilitator, Mike Stolte, being available to answer any questions. The response time ranged from 25 minutes to approximately 80 minutes, with an average time of 60 minutes. A short snack and networking break followed the questionnaire.

Following the break, participants were broken into 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.

⁷ 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?

- Citizens – diverse, talented, skilled, educated (5)
- concentration of services / commercial core (4)
- business educational opportunities / support services (3)
- urban / cosmopolitan culture in small town setting (3)
- eclectic buyers / buy local (2)
- diversity of businesses (2)
- tolerant of diverse lifestyles (2)
- community commitment by entrepreneurs and citizens (2)
- safe (2)
- good support services (ie. CFDC)
- disposable income
- activistic
- low price of RE
- physical / lifestyle attributes lend to certain industry / business
- relocation of successful people from other places
- telecommunications
- family friendly
- health and wellness resources
- education resources
- finance resources
- turn ‘great place to live’ into ‘great place to do business’
- community involvement = better results
- cheap electricity
- attractive
- interdependence of sectors
- irony of living here and working elsewhere (outside markets)
- inspiration for arts businesses
- small
- diverse services
- recreational opportunities
- not a ‘strip mall’ community
- good mail service
- high end products
- niche markets and good service
- local loans for start-up
- internet
- captive audience
- serves larger geographic area
- desired place to live and visit
- perception of economic vitality
- business owners take pride
- steady tourist traffic
- special events
- owner operated
- geographically isolated
- friendly
- physical vitality
- pulse
- optimism
- adaptable workforce
- young population
- natural beauty
- decent infrastructure
- arts and culture
- passionate people
- community spirit
- potential for growth
- government service hub
- heritage buildings

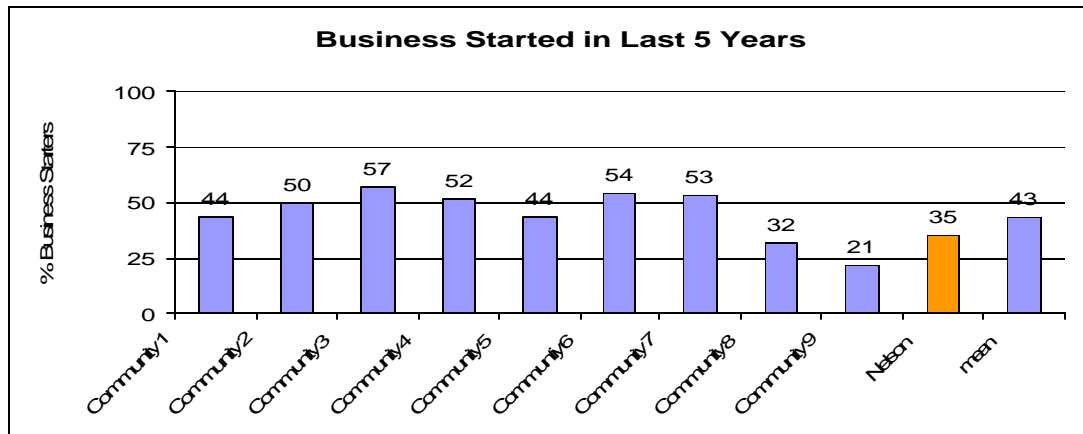
What are the things that can be improved to help businesses in your community?

- increase city boundaries ‘Greater Nelson’ (3)
- high profile / one-stop location that provides resources to existing / potential businesses (2)
- joint marketing, including out of area (2)
- strengthen existing business organizations (2)
- branding strategy (2)
- ‘open for business’ (2)
- provide forum for dialogue resulting in commitment to action (2)
- more collaboration across sectors (2)
- accessible and affordable transportation within and out of region (2)
- Osprey Foundation to assist young people in starting businesses
- support young people’s seasonal initiatives and businesses
- revisit secondary suite workshop to help accommodation shortage for workers
- large-scale buy local campaign
- find ways to keep seniors
- affordable space
- more desirable downtown space
- graduated parking strategy
- concerted marketing effort
- events & initiatives to bring people to community during shoulder season
- clean up downtown core by city and business owners
- address issues of poverty as a community
- turf protection
- how to balance quality of life & service
- coordination / communication with common consensus of service
- regain local control over accessing money
- improve infrastructure
- increase accommodation
- decrease political polarization
- educate public on benefits of bringing business to the area
- ongoing dialogue
- how do we engage the people who are not here
- how do we get beyond the status quo / no growth mindset
- need outside resources / investment
- is there support from lenders for our unique ideas
- financial incentives from local government
- more flexible business training
- better, strategically timed intervention re: growth and potential growth
- infrastructure must match growth
- better access to health care
- EDO or central information location
- create ‘purposeful’ business vision
- more involvement in social issues (beyond cheque book charity)
- less fractured groups in business community
- incentives / control to influence business development and growth
- subsidized businesses?
- pride of ownership of our business community
- economic development will follow community development (education & health)
- concerted effort to open up raw land
- political polarity can hinder development efforts – recognize this
- update community plan
- formal equity / angel network
- improve apprenticeship in trades
- university campus alliance
- health coop
- legitimize marijuana industry
- more networking opportunities

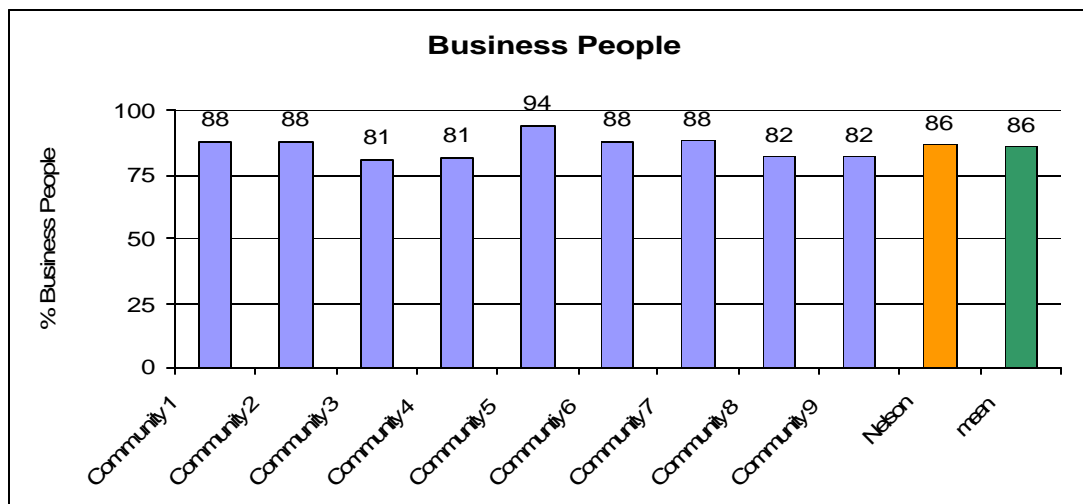
Respondent Profile

The participant population is described below. Of the 37 participants,

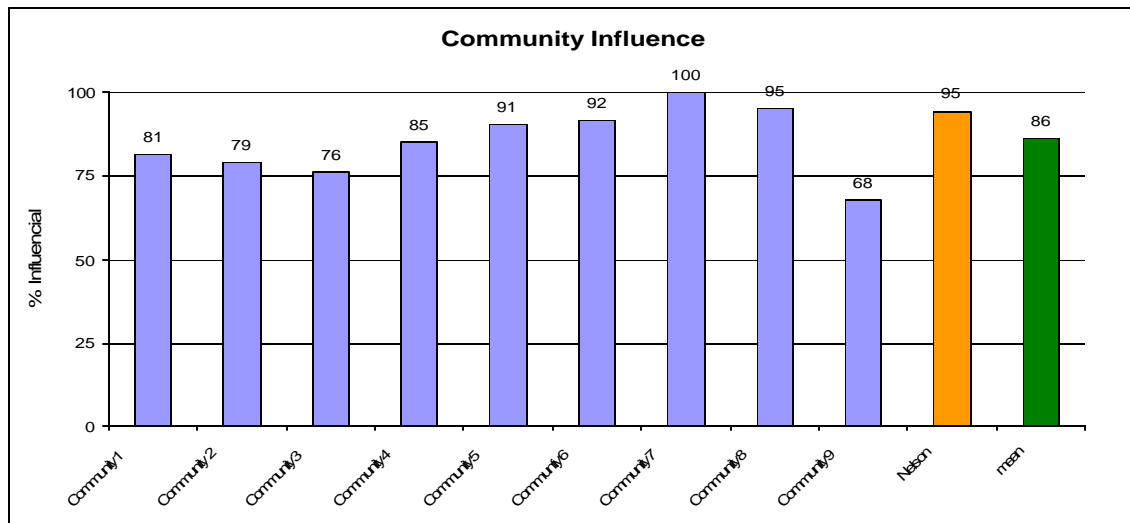
35% of respondents had started a business within the last 5 years. In comparison to other BVI communities, Nelson’s assessment session included fewer new business people than the all-community average of 43%.



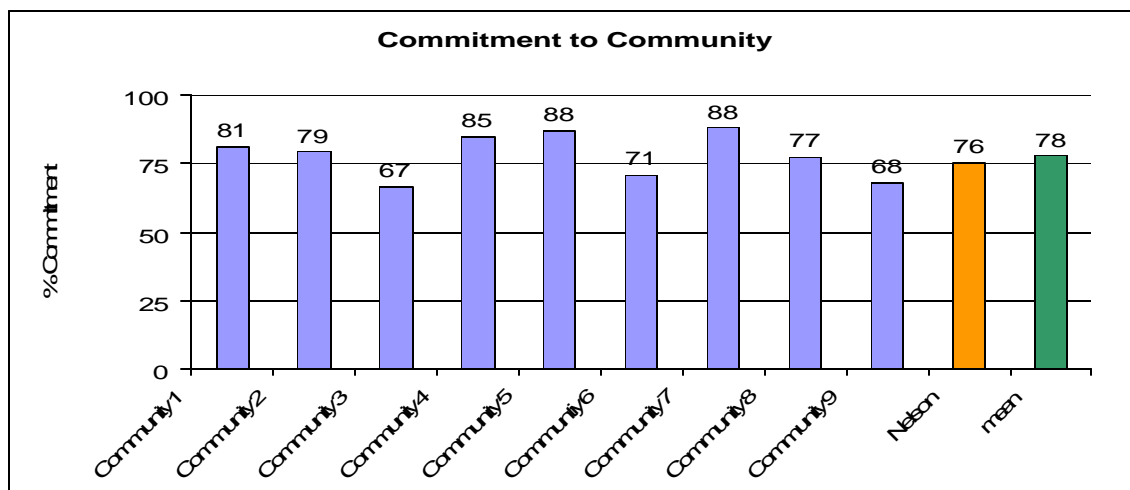
57% of respondents considered themselves to be business person, with an additional 30% considering themselves ‘somewhat’ of a business person, and 13% ‘not at all’. In comparison to other BVI communities, Nelson’s assessment session included an average number of business people.



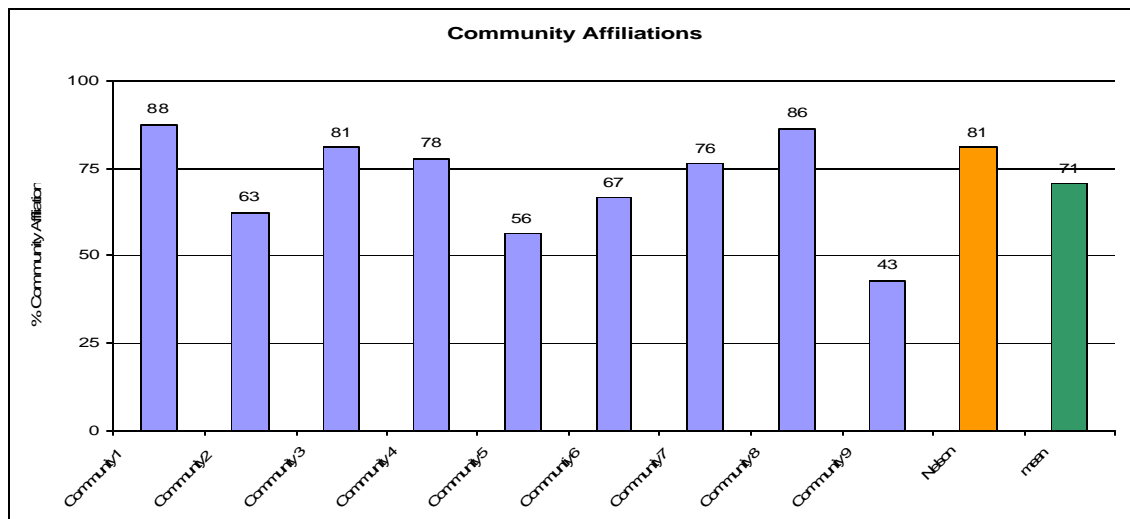
9% of respondents considered themselves to be very influential in the community. 40% were usually influential, 46% somewhat, 3% not usually, and 3% not at all. In comparison to other BVI communities, Nelson’s assessment session including an above average number of influential community members (95% of Nelsonites perceived themselves as very, usually or somewhat influential versus the all-community average of 86%).



76% are committed to the community and would do much to remain there (compared to the all-community average of 78%).



81% of respondents had at least one community affiliation (i.e. Chamber of Commerce, Arts Council, City Council) (compared to the all-community average of 71%).



59% of respondents were male and 38% of respondents were female (compared to the all-community average of 50% males and 50% females). In comparison to other BVI communities, Nelson’s assessment session included a greater number of 35-44 and 55-64 year old respondents and fewer 25-34, 45-54, and over 65 year old respondents.

Age

	Under 24	25-34	35-44	45-54	55-64	65 & over
Nelson	5%	8%	38%	16%	32%	0%
Average	5%	10%	29%	29%	23%	4%

In comparison to other BVI communities, Nelson’s assessment session included a greater number of individuals in the 60-80k, 80-100k, and over 100k income brackets, and fewer respondents in the under 20k, 20-40k, and 40-60k income brackets.

Income

	Under 20k	20-40k	40-60k	60-80k	80-100k	Over 100k
Nelson	3%	22%	19%	24%	16%	11%
Average	9%	25%	22%	19%	9%	9%

Financial Services (32%), Wholesale trade (27%), Construction (16%), and Hospitality (14%) were the occupations most often mentioned by Nelson respondents. Respondents from other BVI communities reported Retail (21%), Financial Services (18%), Hospitality (16%), and Health (14%) most often as occupations.

In comparison to other BVI communities, Nelson's assessment session included a greater number of respondents having resided in the community between 6-10 and 11-20 years, and fewer residents having lived in Nelson under 2, between 2-5, and over 20 years.

Time in Community

	Under 2 years	2-5 years	6-10 years	11-20 years	Over 20 years
Nelson	8%	8%	32%	24%	27%
Average	10%	13%	20%	22%	34%

In comparison to other BVI communities, Nelson's assessment session included a greater number of respondents with a university degree and a high school diploma, and fewer respondents with some high school, some college or university, trades /technical / college diploma certificate, and a professional degree.

Education

	Some High School	High School Diploma	Some College or University	Trades / Technical / College Certificate / Diploma	University Degree	Professional Degree
Nelson	0%	14%	16%	11%	60%	0%
Average	6%	13%	21%	23%	28%	7%

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, the community of Nelson is *vibrant, diverse, eclectic, friendly and beautiful*. A small number of negative words were used to describe Nelson with a ratio of 30:1 positive to negative which is significant in comparison to an average ratio of 10:1 (positive to negative) for other communities.

- vibrant (12)
- diverse (8)
- eclectic (8)
- friendly (7)
- beautiful (7)
- creative (3)
- unique (3)
- tolerant (3)
- lifestyle (3)
- cosmopolitan (2)
- polarized (2)
- commitment (2)
- beauty (2)
- historic / heritage architecture (3)
- open minded (2)
- small (2)
- caring (2)
- right / left mix, safe (3)
- intense and engaged citizens
- architecture
- geography
- forward thinking
- fun,
- vision
- innovative
- resilient
- notoriety
- cool
- socially diverse
- geographic isolation
- natural attractive
- active
- passionate
- supportive of small business
- commitment to natural resource preservation
- energetic
- diverse
- urban,
- compact
- visually appealing
- charming
- artsy
- family-friendly
- diverse citizens
- fervent
- coming of age
- intelligent
- great people
- dynamic
- diverse within Caucasian mono-culture
- close-knit
- network of helping professionals
- arts & culture
- comfortable
- change
- supportive
- interesting
- sophisticated
- entrepreneurial
- sophisticated
- complacent
- pretentious / self-righteous

Community Strengths / Assets

When participants were asked to identify the strengths of their community, the top response was *natural beauty*. In addition, *committed citizens*, *geographic location*, *arts & culture*, *lifestyle*, *heritage architecture*, *outdoor activities*, *diversity and openness* were mentioned as strengths.

- natural beauty (20)
- geographic isolation / location (10)
- committed / dedicated / diverse citizens (9)
- arts & culture (6)
- quality of life / lifestyle (6)
- heritage architecture (4)
- outdoor activities (3)
- diverse (3)
- openness (3)
- diverse educational activities (2)
- creative / talented citizens (2)
- energy (2)
- quality citizens (2)
- diverse population (2)
- active & educated citizens (2)
- supportive of entrepreneurs / innovative (2)
- downtown core (2)
- people (2)
- safe (2)
- cosmopolitan (2)
- ability to reinvent itself (resource to tourism) / inventive (2)
- diversity of ideas,
- small (2)
- activism (2)
- moderate climate with distinct seasons,
- health promotion
- volunteer spirit
- appreciation of what we have
- community spirit
- small business community
- creative support
- NDYC as a safe haven for youth
- awareness of the world outside
- diverse education opportunities
- youthful attitude
- visionary
- resiliency
- financially healthy
- well rounded leadership
- underdeveloped
- downtown core
- history,
- youth
- outside wealth
- cooperative
- tourism year-round playground
- diverse economy
- good business / artisan balance with local support

Reasons for Residence

When participants were asked why they lived in Nelson, *urban-rural balance, family-friendly, and the people* were the reasons mentioned most. Other reasons included *family, safety, friendly people, proximity to larger centre, and quality of life.*

- urban – rural balance (9)
- family-friendly (7)
- people (7)
- lifestyle / quality of life (4)
- work / life balance (3)
- friendly (3)
- culture (3)
- employment (3)
- friends (2)
- born here (2)
- unique
- safe
- clean
- natural beauty
- to help people reach potential
- heritage
- political activism
- compact community
- diverse facilities
- rural
- alternative thinkers
- the ‘right’ size
- community spirit
- feel like I belong here
- welcoming
- amazing secondary school system
- vibrant

Directions for Improvement

When participants were asked to provide directions for improvement for their community, *improved access to education and jobs* were most often mentioned. *Entertainment / recreation options for young people, recreation facilities, improved access to health care, more volunteers, more shops / services, population growth, tourist retention, more industry, night policing, attract business space, and inter-business support* were also mentioned by a number of participants.

- transportation – within and out of area (10)
- full hospital / enhanced medical services (9)
- employment for young people (6)
- more assisted living / low income / youth housing (4)
- economic development strategy / plan (4)
- university (3)
- employment (3)
- collaboration across sectors / multi-sector planning (2)
- more housing / affordable (2)
- political harmony (2)
- marketing / brand (2)
- recreation opportunities / facilities (2)
- cooperation between business and community services (2)
- expanded tax base (2)
- healing centre
- expand city boundaries ‘Greater Nelson’
- access corporate taxes
- find common ground and bridge polarized groups
- innovation or technology incubator
- non-industrial waterfront development
- pride in accomplishments by all people
- sporting championships
- less taxes
- lose draconian parking meter regimen
- commitment to youth
- commitment to natural environment
- understanding of change / evolution
- community service funding
- on-going discussion between urban planning & economic development & community identity resulting in forward looking policies and departments
- arts facility
- RV park
- health care & housing for seniors
- community acceptance of diverse economic philosophies
- recognition by local government & business of things non-directly related to job creation
- support by local government & business of community quality of life aspects (ie. social, cultural, recreational)
- more support for entrepreneurs through local government incentives
- increase lifestyle immigration
- greater public participation in civic life
- more aggressive city planning department
- revisit dog bylaw
- training needs assessment
- external promotion of area
- more from diversity of ideas to action
- clear definition of economic viability options
- incorporation of city and regional government
- more secondary manufacturing
- confidence in internal resources for growth
- willingness to do something different
- improved communication across groups
- decrease parochial competitiveness within region
- more supportive environment for under-privileged
- health / social service integration
- business growth support
- more stable economy
- cultural infrastructure
- more walking spaces
- better business service (Kootenay time)
- acceptance of difference opinions
- shared vision
- youth support
- affordable communications technology

Unique in Relation to Other Communities

When participants were asked what makes Nelson unique in relation to other communities, *diversity, arts & culture, vibrant / heritage downtown core,* and *natural beauty* were most often mentioned. *Cosmopolitan, recreational activities, historic architecture, and the people* were also mentioned by a number of participants.

- diversity (12)
- arts & culture (10)
- vibrant / heritage downtown core (9)
- natural beauty (7)
- cosmopolitan (5)
- recreational activities (4)
- historic architecture (4)
- the people (3)
- unique geography (2)
- politics (2)
- tolerance (2)
- diverse opportunities (health, education, entrepreneurial, social, recreational, lifestyle) (2)
- alternative health (2)
- perfect size (2)
- friendly (2)
- reluctance for strip mall businesses (2)
- shopping
- technology
- forward thinking
- vibrant
- not solely resource-based
- affordable lifestyle
- reasonably priced housing
- larger 20-30 year old population than most rural communities
- potential for small business growth
- unique set of values
- infrastructure
- sports opportunities
- history
- wealth
- support for underground economy
- resilient
- development potential
- geographic isolation
- location
- layout
- small
- clean
- community pride
- quality of life
- activism

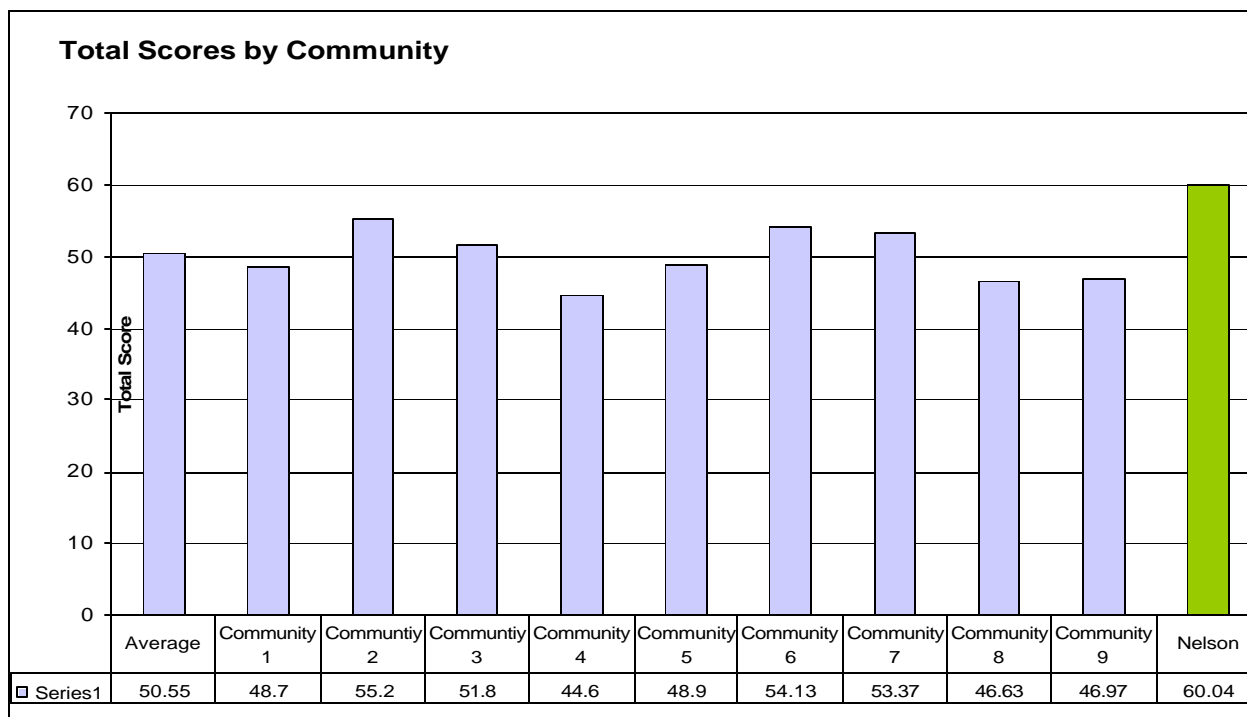
Nelson Section Scores

The community of Nelson’s highest scoring sections were: *Quality of Life* (79), *Infrastructure & Business Services* (65), *Communications & Connectivity* (65), *Markets & Marketing* (65), *Opportunities & Attitudes* (64), *Government & Organizations* (64), and *Leadership, Teamwork & Networking* (59). Remaining sections scored in mid-range, including *Education & Training* (52), *Innovation* (46), and *Capital & Funding* (42). The total score for all sections was 60.

Nelson 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, Communications & Connectivity, Markets & Marketing, Opportunities & Attitudes, and Government & Organizations* represent *areas of strength*. *Education & Training, Innovation, and Capital & Funding* highlight areas that may be *targeted for improvement*. Both high and low scoring sections are important to consider when choosing priority courses of action.

Nelson Scores Compared to Other BVI Communities

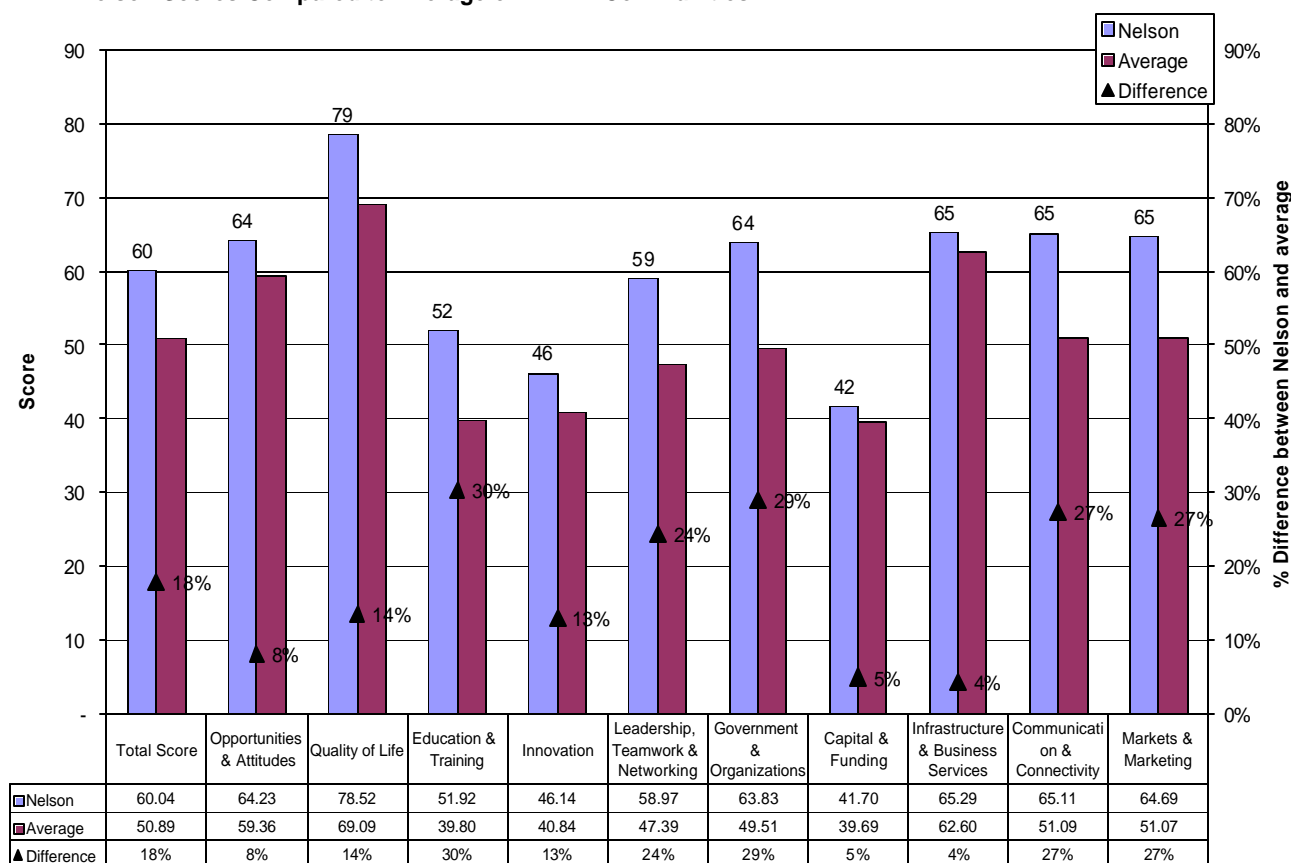
The chart below indicates the distribution of total scores according to community. Nelson is 3 points below the all-community average and the third lowest scoring community of all BVI communities to date.



A comparison of Nelson scores to other BVI communities revealed the community of Nelson is *above average* on all of ten BVI sections.⁸ More specifically, sections exceeding the all-community average by more 20% indicate *areas of significant strength*, including *Education & Training (30%), Government & Organizations (29%), Communications & Connectivity (27%), Markets & Marketing (27%), and Leadership, Teamwork & Networking (24%)*.

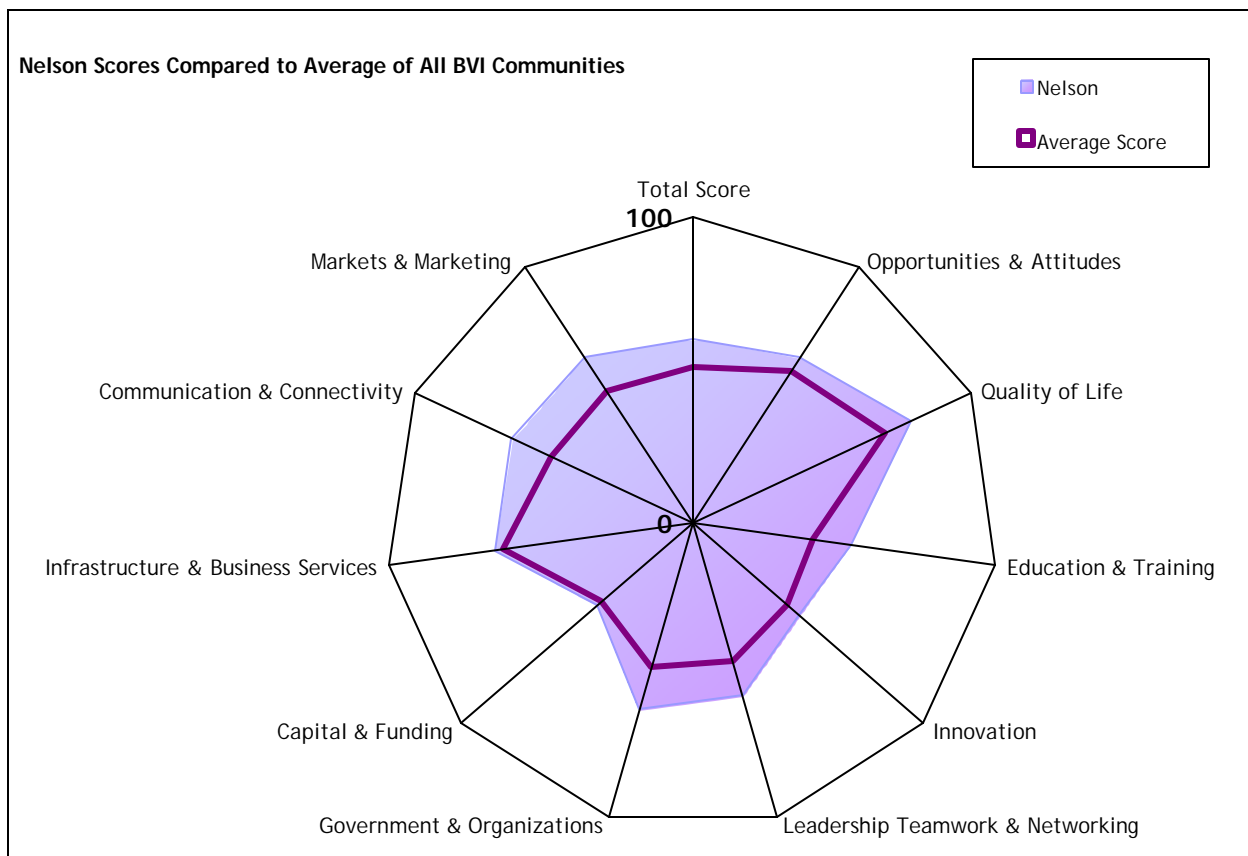
Sections exceeding the all-community average by more than 10% indicate *areas of potential strength*, including: *Quality of Life (14%)* and *Innovation (13%)*. Sections exceeding the all-community average within 10% highlight *potential areas of concern*, including: *Opportunities & Attitudes (8%), Capital & Funding (5%)* and *Infrastructure & Business Services (4%)*.⁹ Nelson also scored above average on total score by 18%.

Nelson Scores Compared to Average of All BVI Communities



⁸ See Appendix L for a list of BVI communities.

⁹ See Appendix C for more information on specific section scores according to community.



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

Section 1: Opportunities & Attitudes

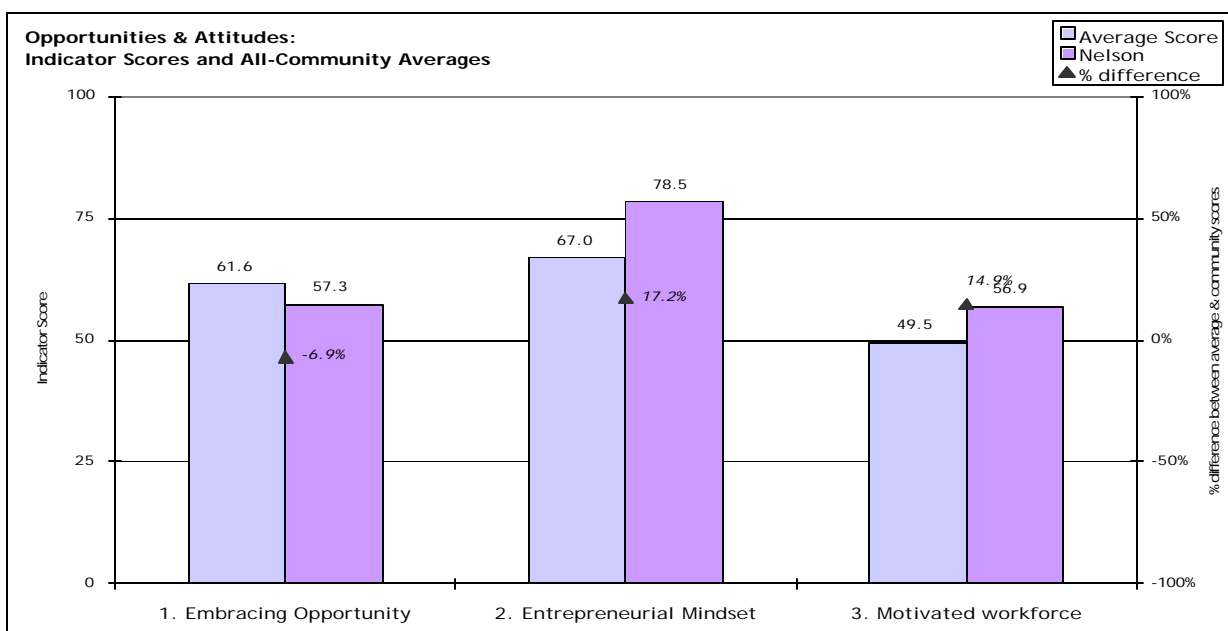
The ability of the community to recognize, take action, and follow through on available opportunities.

Community Comparisons, Indicators and Questions

Opportunities & Attitudes presents an *area of strength* with an absolute score of 64. In comparison to the distribution of scores of other BVI communities in this section¹⁰, Nelson scored *mid to high range* on the *Opportunities & Attitudes* section. Also according to comparative data, Nelson scored 8% *above the average* of all BVI communities, *indicating a potential area of strength in relation to other communities*¹¹.

The BVI further breaks down the section entitled, *Opportunities & Attitudes*, into three indicators including, *Enhancing Opportunity*, *Entrepreneurial Mindset*, and *Motivated Workforce*. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Nelson scored *above average* on the indicators of *Entrepreneurial Mindset* (+17%) and *Motivated Workforce* (+ 15%) indicating areas of strength. The indicator, *Embracing Opportunity* (-7%), however, scored *below average*, highlighting a *potential area of concern in relation to other communities*.

Low absolute scores of specific indicators in this section further reveal *areas of concern* that should be considered in future development efforts, including: *Embracing Opportunity* and *Motivated Workforce*.



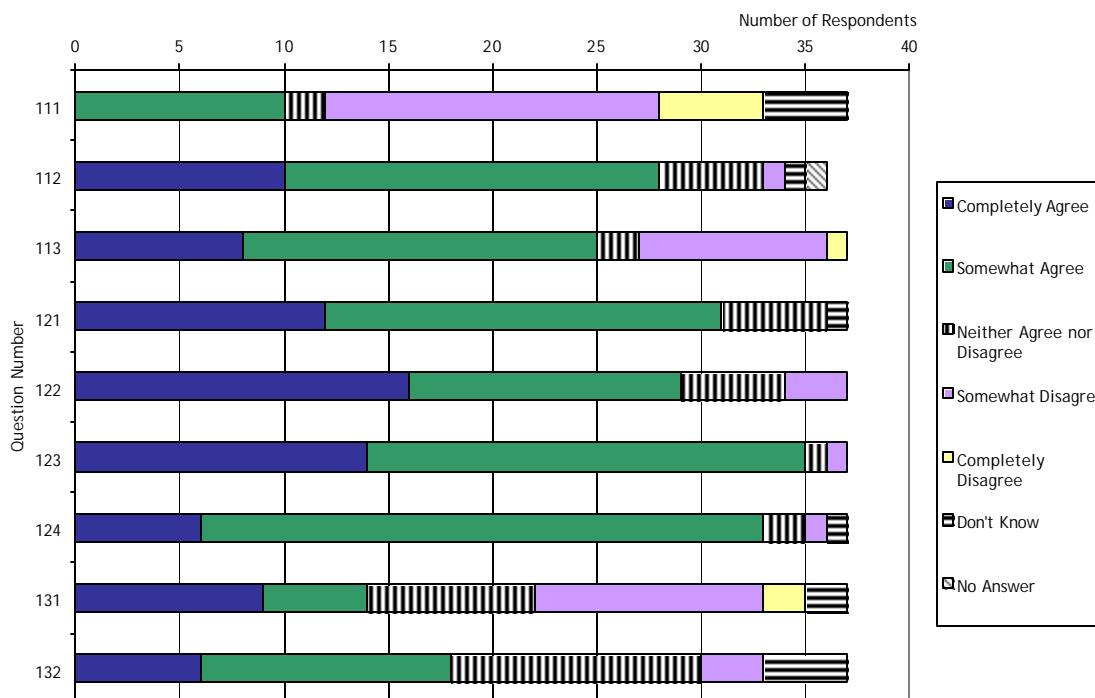
¹⁰ See Appendix C.

¹¹ See chart entitled, Nelson Scores Compared to Other BVI Communities (p.27).

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>	35	42	-16
		112 The community is facing an economic crisis or a significant economic opportunity.	<i>Awareness of changing markets and emerging opportunities, and presents push/pull factors to entrepreneurship.</i>	72	83	-13
		113 Entrepreneurial ventures and business creation are encouraged and supported by citizens and local governments.	<i>Promotion and general support of entrepreneurial ideals and culture.</i>	65	60	8
1.2 Entrepreneurial Mindset	<i>The ability and desire of the community to recognize and take action on opportunities when they arrive.</i>	121 Individuals desire independence, responsibility, & control over their future, and are willing to work to achieve these regardless of a risk of failure.	<i>Desire for independence, and willingness to take risks</i>	78	65	20
		122 Individuals are skilled in a trade, talent, or profession, and have the desire to form a business with these	<i>Presence of skilled workers who have an interest in entrepreneurship & self-employment</i>	78	68	15
		123 Individuals are capable of thinking creatively and developing unconventional solutions using a proactive/can-do attitude.	<i>Creativity and proactive problem solving</i>	82	70	17
		124 Individuals are capable of identifying new, unconventional or changing business opportunities.	<i>Creativity & vision, and the ability to identify opportunities</i>	75	66	14
1.3 Motivated workforce	<i>Businesses have the human resources to build & expand their operations</i>	131 A pool of motivated employees is available to meet business needs.	<i>Skilled & motivated people are available to work for others</i>	53	51	4
		132 Managers & supervisors are motivated in their work and about their staff	<i>Skilled management is crucial to growth and sustainability</i>	60	48	26

Indicating an area of potential strength, question 132 scored 26% above the average of all BVI communities, stating, *Managers and supervisors are motivated in their work and about their staff*. Question 111 scored 16% below the average of all BVI communities, indicating a potential area of concern, 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*.

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 123 reveals that close to 35 individuals either completely or somewhat agreed with that statement. Further, by isolating the length of bars representing somewhat disagree and completely disagree, 1 individual was in disagreement.

According to the distribution of response, question 123 was the most agreed upon in this section. More specifically, question 123 stated, *individuals are capable of thinking creatively and developing unconventional solutions using a proactive / can do attitude*. Question 111 was most disagreed upon in this section. More specifically, question 111 stated, *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*. Questions 111 and 123 presented the greatest variance of opinion

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 *talented / skilled / committed people, people want to be here, and diverse population*. Directions for improvement included *update community plan / vision and strategic action*.

Strengths

- talented / skilled / committed people (15)
 - people want to be here (5)
 - diverse population (3)
 - entrepreneurial culture (2)
 - open attitudes (2)
 - eco-tourism (2)
 - creative (2)
 - cooperation inclusive & inspiring / cohesive leadership (2)
 - high technology allows for telecommuting
 - tourism
 - stable & enthusiastic population
 - independent
 - volunteers
 - blend of lifestyles
 - health promoting approaches
 - respect & support for local businesses
 - determination to survive and prosper
 - strong sense of history in arts & culture & education
 - drawing card is that Nelson is the perfect small town
 - people care, ready for action
 - environmentally friendly business development
 - mentorship
 - out of the box thinking
 - don't sweep things under table
 - action regardless of disagreement
 - mixed attitude
 - diverse culture
 - encouraging of growth
 - community values
 - supportive of small and local business
 - opportunities for business start up
 - 35 co-operatives
 - employment / small business support organizations
 - progressive thinking
 - sense of heritage and culture
 - make it work attitude
 - opportunities in technology
 - diverse business assists in attraction
 - lots of ideas
 - purposefully relocated residents
 - verve for life
-

Improvements

- update community plan / vision with inclusive input (4)
 - strategic action (2)
 - encourage entrepreneurship and innovation
 - support collaboration
 - better land use including integration of housing
 - retail
 - social and community space
 - awareness of our strengths – we can look outside the box & resources for improvement exist within community
 - employment opportunities to retain talented people
 - downtown retail as business hub
 - community leaders to define economic status & confirm community support for growth & define growth options
 - openness to different ideas
 - improve transportation
 - market area as destination point
 - more storytelling of successful businesses
 - this survey with focus & action
 - educate community on this process, acceptance of diversity (all welcome not just invitees)
 - consumer choices to dictate market instead of ideology
 - an open airport
 - more incentives
 - dialogue and facilitation by leadership (instead of using paper for potshots)
 - community contribution on large issues
 - strong urban planning + visionary economic development + clear community identity
 - increased cooperation and understanding between diverse groups
 - youth employment
 - trades employment
 - affordable housing
 - grassroots approach to entrepreneurial economic development
 - assure improvements aren't quick fix
 - eco-tourism
 - tax incentives
 - some larger employers
 - local government to adopt progressive economic development initiatives like the BVI (move away from traditional development)
 - polarized city leaders need to identify common ground
 - employment
 - collaboration
 - engaging youth and senior in community activities
-

Section 2: Quality of Life

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

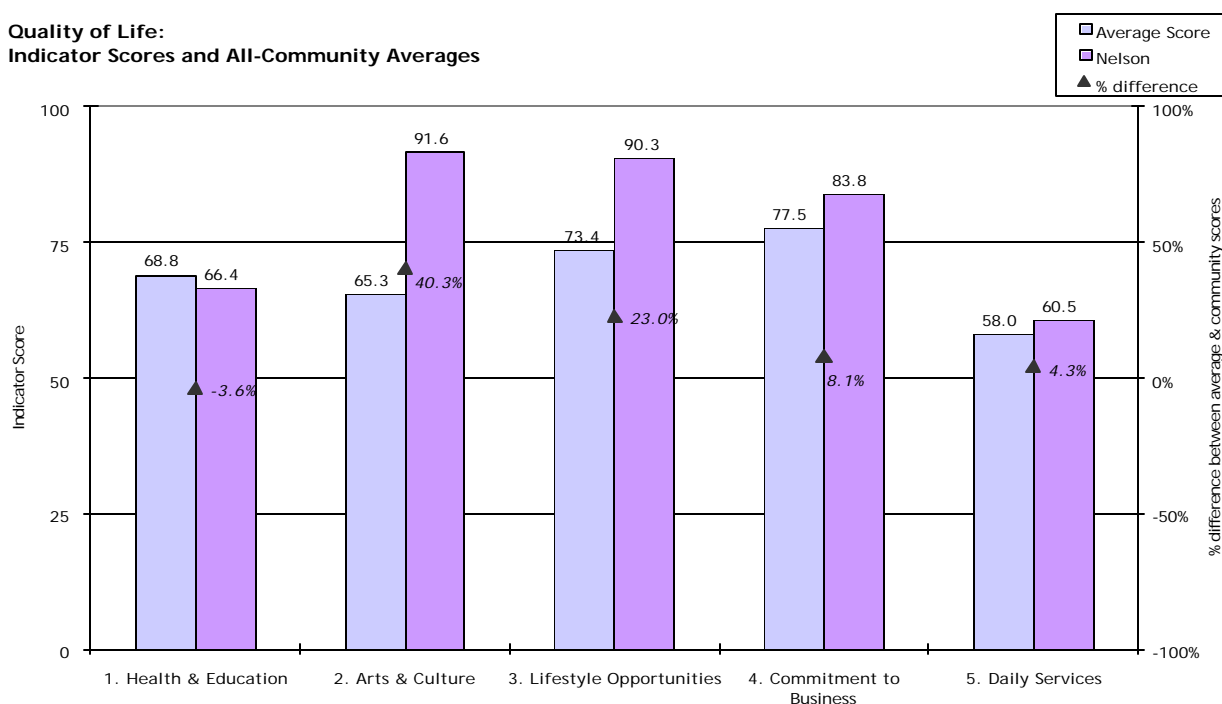
Community Comparisons, Indicators and Questions

Quality of Life presents an *area of strength* with an absolute score of 79. In comparison to the distribution of scores of other BVI communities in this section¹², Nelson scored *highest* on the *Quality of Life* section. Also according to comparative data, Nelson scored 14% *above the average* score of all BVI communities, indicating a *potential area of strength in relation to other communities*¹³.

The BVI further breaks down the section entitled, *Quality of Life*, into five indicators including, *Health & Education, Arts & Culture, Lifestyle Opportunities, Commitment to Business, and Daily Services*. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Nelson scored *above average* on the indicators *Arts & Culture* (40%), *Lifestyle Opportunities* (23%), *Commitment to Business* (8%), and *Daily Services* (4%) highlighting *potential areas of strength*. The indicator *Health & Education* (-4%) scored *below average*, highlighting a *potential area of concern*.

Quality of Life:

Indicator Scores and All-Community Averages

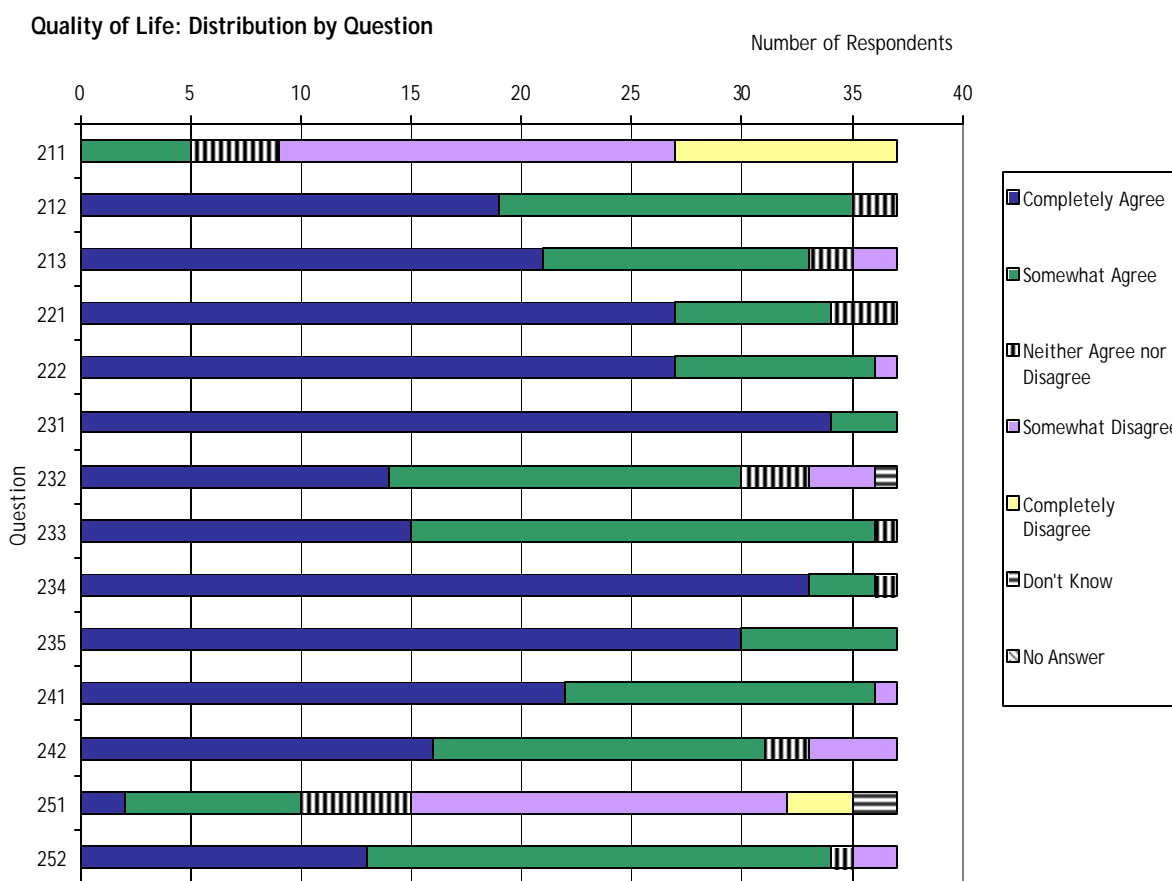


¹² See Appendix C.

¹³ See chart entitled, Nelson Scores Compared to Other BVI Communities (p. 27).

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>	28	67	-58
		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>	86	79	9
		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>	85	60	41
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>	91	62	48
		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>	92	69	33
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>	98	91	8
		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>	77	51	51
		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>	84	50	70
		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>	97	84	16
		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>	95	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>	89	81	10
		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>	79	74	6
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>	40	62	-36
		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>	80	54	49

Indicating an area of potential strength, question 233 scored 70% above the average of all BVI communities, stating, *There are locations / facilities (ie. nightclubs, pubs, bingo, camps) that attract a variety of people, and provide social interaction for citizens of all ages.* Question 211 scored -58% below the average of all BVI communities, indicating a potential area of concern, stating, *A quality health care facility is accessible, well serviced and within a reasonable distance.*



An examination of questions according to distribution of response reveals that questions 222 and 231 were the most agreed upon in this section. More specifically, question 222 stated, *There is a strong community identity, and there are plentiful and varying opportunities for involvement (ie. arts, athletics, politics, church groups).* Question 231 stated, *The community is physically beautiful, and environmentally safe (ie. pollution, water quality).* Also according to distribution of response, the question in which respondents disagreed most was question 211. More specifically, question 211 stated, *A quality health care facility is accessible, well serviced and within a reasonable distance.* Question 251 presented the greatest variance of opinion, which stated, *Quality residential real estate opportunities (both purchase and rental) are available and affordable.*

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 *natural beauty, recreational activities, safety, arts & culture, diversity of population and small size*. Further, more than one participant mentioned *location / geography laid back attitude, diverse activities, community commitment, quality people clean air & water* as strengths. Directions for improvement included *better health care, affordable housing and employment for young people*.

Strengths

- | | |
|-------------------------------|-----------------------------------------------------------------|
| ○ natural beauty (12) | ○ wonderful pace |
| ○ recreation activities (12) | ○ filled with opportunities |
| ○ Safe (9) | ○ friendly |
| ○ arts & culture (5) | ○ information services |
| ○ small size (4) | ○ endless community involvement opportunities |
| ○ diverse mix of people (4) | ○ quality of assets |
| ○ location / geography (3) | ○ climate |
| ○ laid back attitude (2) | ○ rural / urban mix |
| ○ diverse activities (2) | ○ caring, enthusiasm |
| ○ community commitment (2) | ○ ripe for strategic development / learn from other communities |
| ○ quality people (2) | ○ quality lifestyle |
| ○ clean air & water (2) | ○ complete package |
| ○ strong volunteerism | ○ good interaction |
| ○ generous teachers / leaders | |
| ○ personal choice | |
| ○ character | |

Improvements

- | | |
|---------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| ○ better health care / full hospital / wellness centre (12) | ○ quality control guidelines for residential and commercial development |
| ○ affordable quality housing – especially for young people / seniors (11) | ○ heritage incentive measures |
| ○ employment (light industry) for young people (6) | ○ sufficient funding to recreational and cultural facilities |
| ○ employment beyond minimum wage (3) | ○ new OCP |
| ○ address poverty / homelessness (2) | ○ affordable commercial real estate |
| ○ economic development / investment (2) | ○ economic based to financially support citizens and maintain environmental aspects |
| ○ stronger pipeline to federal and provincial decision makers | ○ regional development of transportation as well as social and economic development ‘regional identity’ |
| ○ municipal – regional government | ○ ensure environmental quality is considered |
| ○ mixed use waterfront | ○ triple bottom line |
| ○ more opportunities for young people | |

Section 3: Education & Training

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

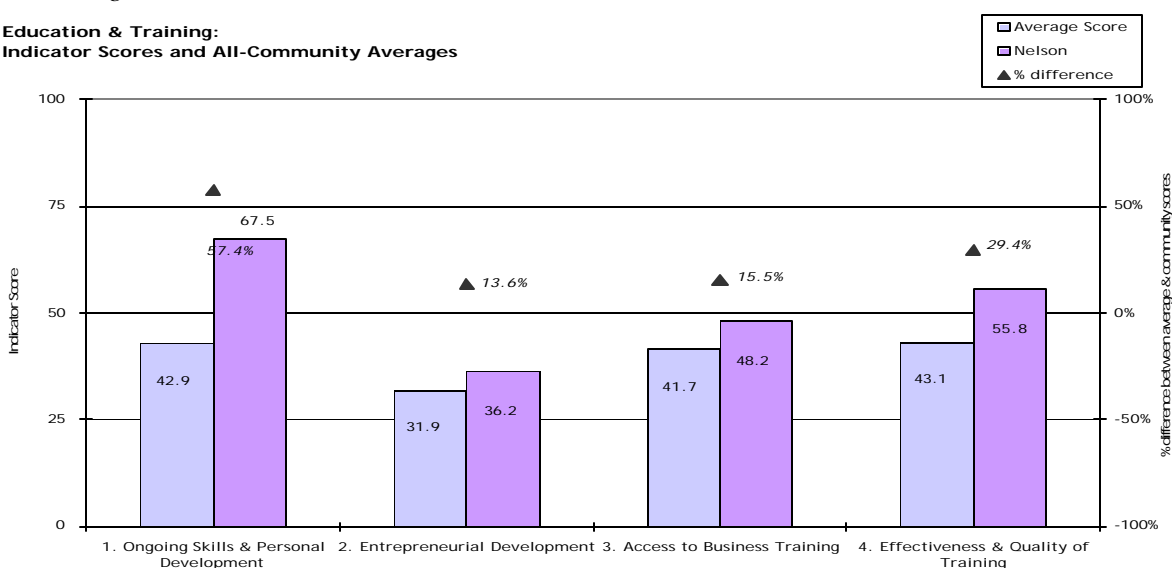
Community Comparisons, Indicators and Questions

Education & Training presents an *area of potential concern* with an absolute score of 52. In comparison to the distribution of scores of other BVI communities in this section¹⁴, Nelson scored highest on the *Education & Training* section. Also according to comparative data, Nelson scored 30% above the all-community average, indicating an *area of strength in relation to other communities*¹⁵.

The BVI further breaks down the section entitled, *Education & Training*, into four indicators including, *Ongoing Skills & Personal Development*, *Entrepreneurial Development*, *Access to Business Training*, and *Effectiveness & Quality of Training*. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Nelson scored *above average* on all indicators in this section. More specifically, *Ongoing Skills & Personal Development* (68%), *Effectiveness & Quality of Training* (29%), *Access to Business Training* (16%), and *Entrepreneurial Development* (14%) scored *average*, indicating *varying areas of strength in relation to other communities*.

Low absolute scores of all indicators in this section reveal *areas of specific concern* that should be considered in future development efforts, including: *Ongoing Skills & Personal Development*, *Entrepreneurial Development*, *Access to Business Training*, and *Effectiveness & Quality of Training*.

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



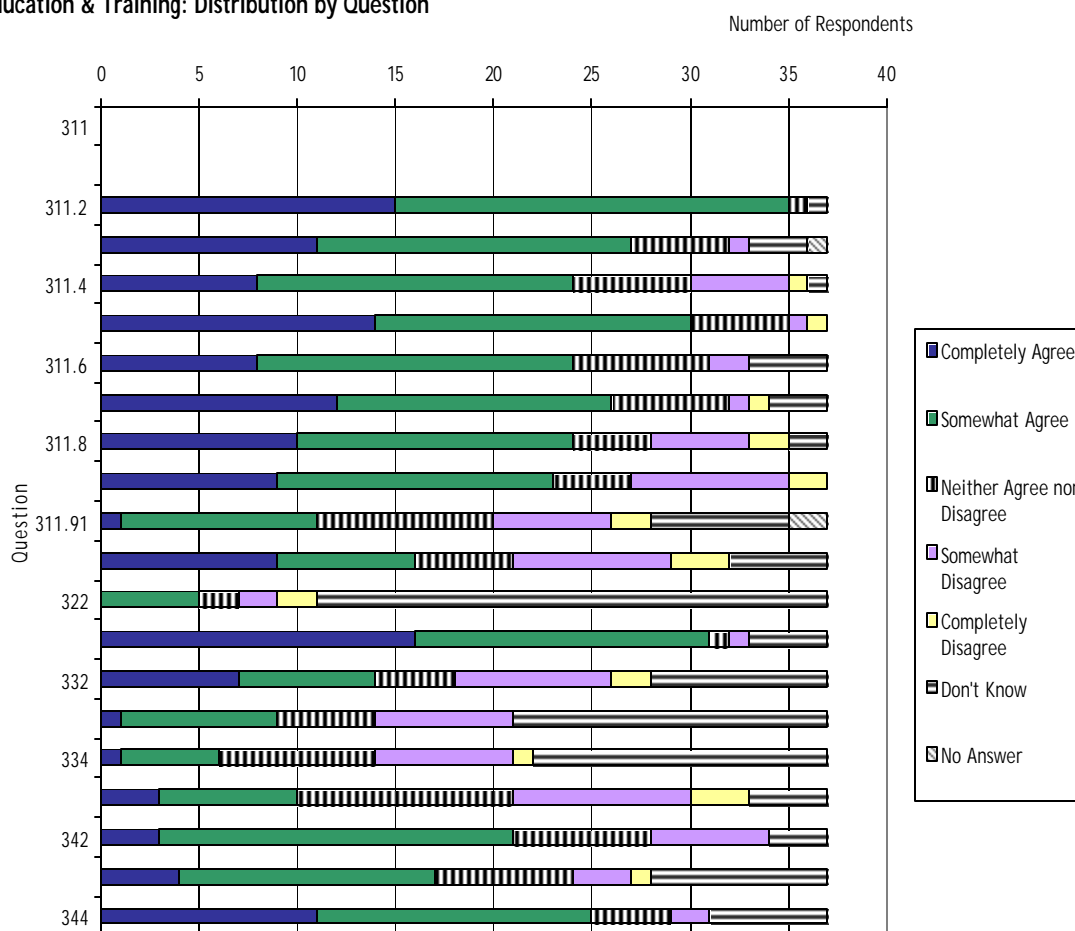
¹⁴ See Appendix C.

¹⁵ See chart entitled, Nelson Scores Compared to Other BVI Communities (p. 27).

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		83	56	47
		2 Basic business skills development (i.e. sales, pricing, displays)		72	34	115
		3 Advanced business skills development (i.e. financial planning, marketing, accounting communications)		66	31	112
		4 Computer training for business (i.e. excel, web design, graphics, business applications)		78	58	34
		5 Personal Development		67	38	76
		6 Online/Distance Training		71	57	24
		7 Continuing Education		65	55	18
		8 College or University		64	26	145
		9 Professional Development		42	30	40
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>	52	42	25
		322 There is an entrepreneurial development program for elementary and secondary school students (K-12).	<i>Formal entrepreneurial development programs & strategies</i>	17	21	-18
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>	78	59	33
		332 Training programs are affordable for anyone (i.e. business owners, youth, professionals)	<i>Affordable programs to help all types of business people</i>	47	38	23
		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>	34	32	8
		334 The education and business communities work together to provide convenient training	<i>Communication between groups exists, which improves business services</i>	32	38	-16
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>	44	38	16
		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>	59	39	50
		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>	52	47	11
		344 Citizens are motivated to learn new skills and to develop existing ones.	<i>Interest in life-long learning</i>	68	48	41

Indicating an area of potential strength, question 311.9 scored 145% above the average of all BVI communities, stating, *College or university is available as accessible educational programming*. Question 322 scored -16% below the average of all BVI communities, indicating a potential area of concern, stating, *There is an entrepreneurial development program for elementary and secondary school students (K-12)*.

Education & Training: Distribution by Question



An examination of questions according to distribution of response reveals that question 311.2 was the most agreed upon in this section. More specifically, Question 311.2 stated, *business plan development training is available within or close to the community*. Also according to distribution of response, the question in which respondents disagreed most was question 341. More specifically, question 341 stated, *A pool of skilled and trained labour is available to local businesses*. Of interest, question 321 presented the greatest variance of opinion, which stated, *Business mentors and / or role models are available in the community*.

Qualitative Comments

Qualitative comments further inform areas of strength and areas in need of improvement. In the *Education & Training* section, the top strength identified by participants was *diverse post-secondary opportunities*. Directions for improvement included *a university-degree granting institution, improved transportation, apprenticeship programs, coordination of existing providers, and more flexible scheduling of course offerings*.

Strengths

- diverse post-secondary educational opportunities (15)
- good college and university transfer courses / Selkirk College (8)
- CFDC (3)
- alternative institutions (2)
- quality of teaching
- KSA
- cooperation between education systems – public & private & non-profit
- range of cottage industry resources
- give Waldorf the David Thompson campus
- life skills
- arts
- self employment
- entrepreneurial and education / skill training
- good external professional development speakers
- cooperation of existing institutions
- Waldorf has 1.3 m.d. annual budget
- affordable training
- trades
- flexible programming
- KAST
- skilled / educated people move here
- good secondary school
- community organizations for young people / recreational

Improvements

- university degree granting institution (12)
- improve transportation (3)
- apprenticeship programs (2)
- coordinate existing providers (2)
- more evening courses / programs / flexible training (2)
- tiered learning for business
- improve attitude around life long learning starting with council
- Selkirk to reconnect with community and globally by hiring innovative leaders
- widen scope of courses
- masters level programs
- low-income support
- link arts and business communities together
- promote education to outside area
- expand educational options – internet / CD Rom / in-office training
- motivate private sector opportunities for educators
- more affordable trades and university programs
- links to government support for those living away from home
- more university courses / programs
- continue to raise the bar in terms of quality and skill
- institute for advanced studies
- umbrella institutions for one-stop shopping
- stronger local college / business school
- improve student housing
- assistance in costs of hiring and training people
- better educational marketing
- affordable and applicable training programs
- train people ‘how to work’ ie. 3rd generation welfare person
- courses specific to technology cluster areas of interest
- diversity for professional development
- higher / adult education
- online education / training

Section 4: Innovation

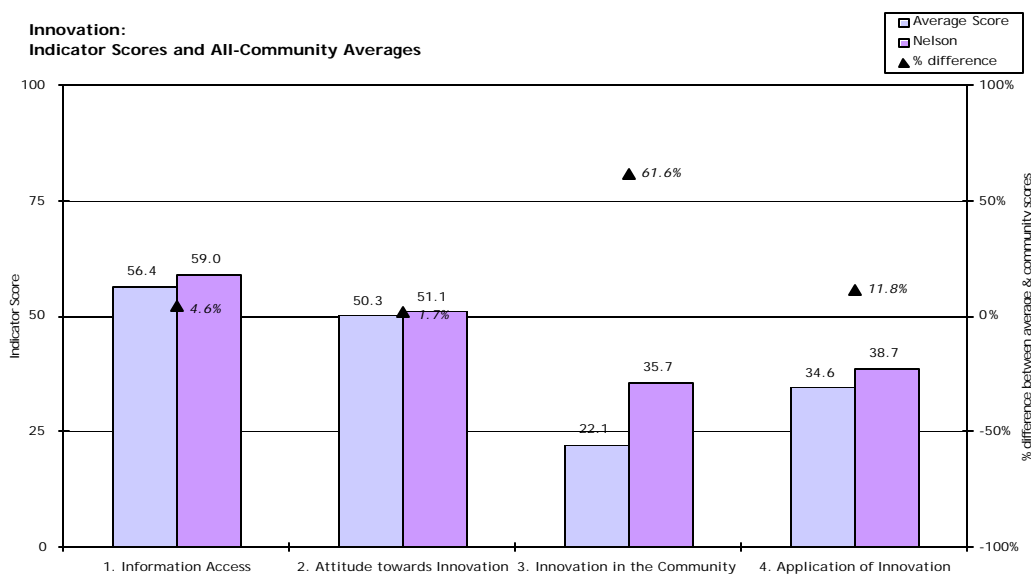
Ability of a community & its citizens to innovate, that is, think of and develop new ideas, increases the ability of that community to adapt to changes, recognize unusual and new opportunities and technologies, and share their ideas with like-minded people.

Community Comparisons, Indicators and Questions

Innovation presents an *area of potential concern* with an absolute score of 46. In comparison to the distribution of scores of other BVI communities in this section¹⁶, Nelson scored *mid to high range* on the *Innovation* section. According to comparative data, Nelson scored 13% above the all-community average, indicating a *potential area of strength in relation to other communities*.

The BVI further breaks down the section entitled, *Innovation*, into four indicators including, *Information Access*, *Attitude Towards Innovation*, *Innovation in the Community*, and *Application of Innovation*. An examination of indicator scores and all-community averages reveals specific¹⁷ areas of strength and weakness. Nelson scored *above average* on all of the indicators in this section, including *Innovation in the Community* (62%), *Application of Innovation* (12%), *Information Access* (5%), and *Attitude Toward Innovation* (2%) highlighting *varying areas of potential strength in relation to other communities*.

Low absolute scores of all indicators in this section however, reveal *areas of specific concern* that should be considered in future development efforts, including: *Information Access*, *Attitude Towards Innovation*, *Innovation in the Community*, and *Application of Innovation*.



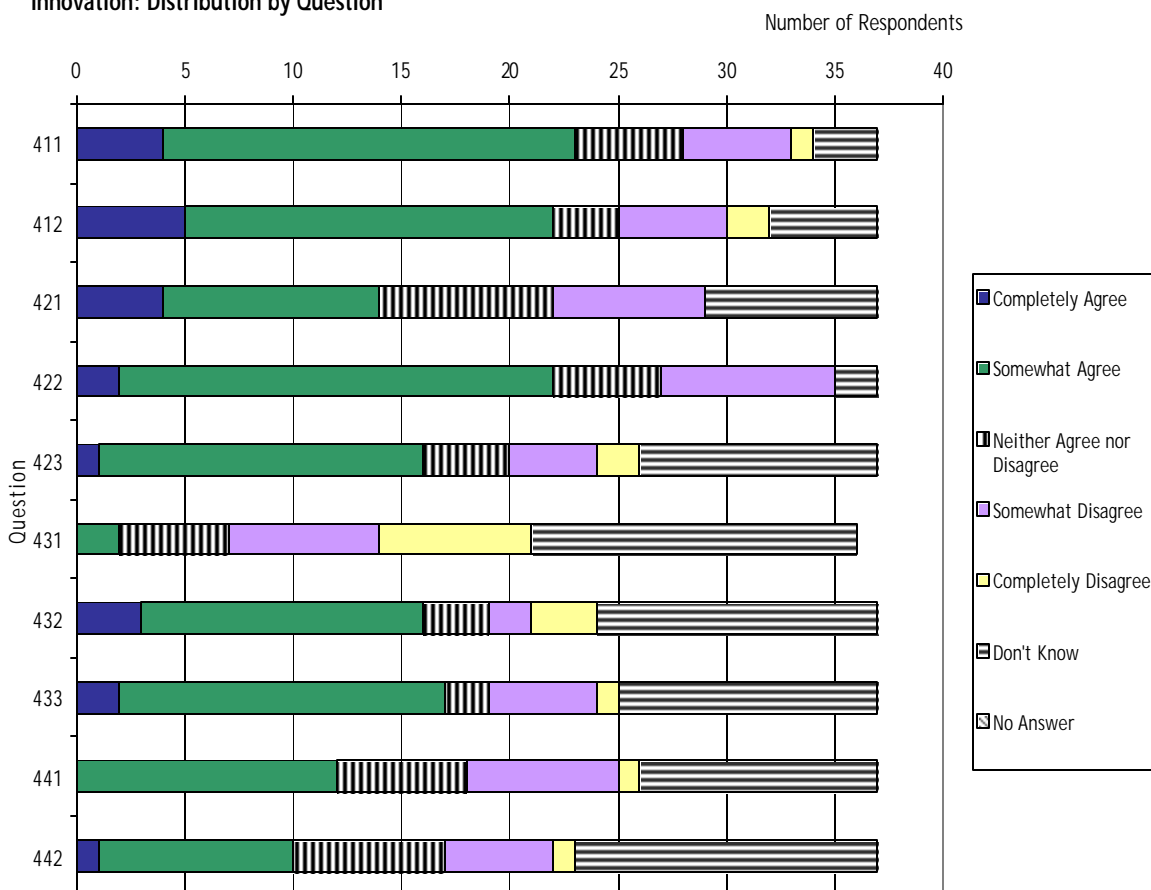
¹⁶ See Appendix C.

¹⁷ See chart entitled, Nelson Scores Compared to Other BVI Communities (p.27).

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>	61	56	8
		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>	57	56	1
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>	49	51	-4
		422 Innovation is valued and recognized by business people.	<i>Importance of Innovation is appreciated and understood</i>	59	56	5
		423 Support and assistance for innovative research and development are available.	<i>Advanced support networks for R&D in business: networking, patents, etc.</i>	45	43	4
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>	17	20	-16
		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>	44	23	93
		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>	46	23	100
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>	40	35	13
		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>	37	33	10

Questions 433 and 432 scored *above the average* of all BVI communities, indicating potential areas of strength. More specifically, question 433 scored 100% *above average*, stating, *There are formal and informal forums on technology and technology applications*, and question 432 scored 93%, stating, *Skilled and knowledgeable scientists and researchers do academic and/or practical work in my community or region*. Question 431 fell 16% *below average*, stating, *Business that do research or research facilities are geographically concentrated (clustered) and interact with each other*.

Innovation: Distribution by Question



An examination of questions according to distribution of response reveals that questions 412 and 411 were the most agreed upon in this section. More specifically, question 412 stated, *there are libraries or resource facilities that carry information on business development, market trends, new technologies, policies, and networks*, and question 411 stated, *Individuals have access to business research relating to new technologies, business development and/or expansion*. Also according to distribution of response, the question in which respondents disagreed most was question 431. More specifically, question 431 stated, *Businesses that do research or research facilities are geographically concentrated (clustered) and interact with each other*. Of interest, question 431 also presented the greatest variance of opinion.

Qualitative Comments

Qualitative comments further inform areas of strength and areas in need of improvement. Strengths in the area of *Innovation* included *highly educated / skilled citizens, CFDC, and the Technology Task Force*. Directions for improvement included *an innovation centre, improved telecommunications, a focused economic development vision, R & D recruitment, links to international information, and educate on what is happening outside of the community*.

Strengths

- highly educated / skilled citizens (6)
- CFDC (5)
- Technology Task force (3)
- Bruce Hardy (2)
- KAST (2)
- existing research community (2)
- large number of independent technical workers (2)
- available research grants
- Waste Management Task Force
- innovation is valued / rewarded\
- lifestyle draw
- Chamber of Commerce
- Downtown Business Association
- diverse and independent business community
- specialized companies and products for global market
- willingness to ask the questions
- technology infrastructure
- Insight
- KSA
- Selkirk College
- CBT
- Community First Health Co-op
- Nelson as model in economic development

Improvements

- innovation / R&D centre (4)
- improve internet / technology infrastructure (2)
- focused economic development policy / vision (2)
- recruit R&D groups with lifestyle asset (2)
- linkages to information / expertise located elsewhere / internationally (2)
- educate on what is happening outside of community / community awareness (2)
- catalogue existing independent technical workers
- promote assets to recruit technology -based business
- improved networking
- promote, education & market existing R&D
- R&D through Selkirk
- university
- action (not just research)
- decrease political polarization
- foster creative / innovative programs in arts / design
- supportive infrastructure
- common goals
- coordination of professions
- local government support
- host conferences / seminars
- clusters
- examples of R&D collaboration
- community forums on innovation & technologies & learning
- create local employment opportunities
- collaboration between researchers
- educate community on the relationship between development & economic dvp.
- more involvement in community planning / opportunities with city leadership
- access knowledgeable people for mentorship
- innovation as community brand
- encourage / honor change agents
- draw on provincial and federal knowledge and financial resources

Section 5: Leadership, Teamwork & Networking

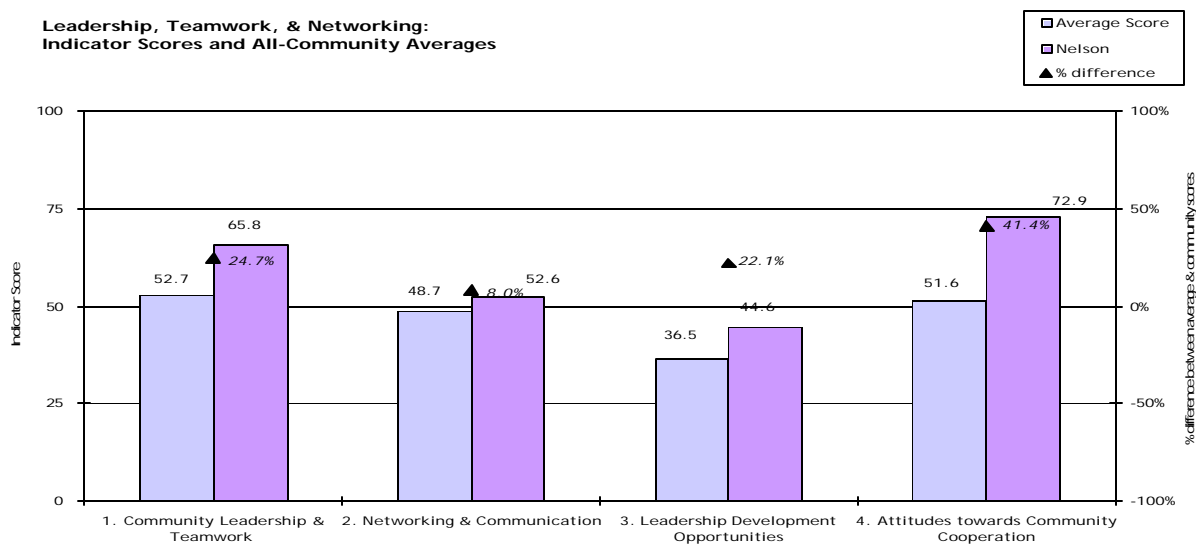
The capacity of a business community to take action on an idea or opportunity as a whole group, with good leadership, effective teamwork, and clear communication.

Community Comparisons, Indicators and Questions

Leadership, Teamwork, & Networking presents an *area of potential* strength with an absolute score of 59. In comparison to the distribution of scores of other BVI communities in this section¹⁸, Nelson scored *highest* on the *Leadership, Teamwork & Networking* section. Also according to comparative data, Nelson scored 24% *above* the all-community average *indicating a potential area of strength in relation to other communities*¹⁹.

The BVI further breaks down the section entitled, *Leadership, Teamwork, & Networking*, into four indicators including, *Community Leadership & Teamwork*, *Networking & Communication*, *Leadership Development Opportunities*, and *Attitudes Toward Community Cooperation*. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Nelson scored *above average* on the indicators of *Attitude Toward Community Cooperation* (41%), and *Community Leadership & Teamwork* (25%), *Leadership Development Opportunities* (22%), and *Networking & Communications* (8%), indicating *varying areas of strength in relation to other communities*.

Low absolute scores of specific indicators in this section however, reveal *areas of concern* that should be considered in future development efforts, including: *Networking & Communication* and *Leadership Development Opportunities*.



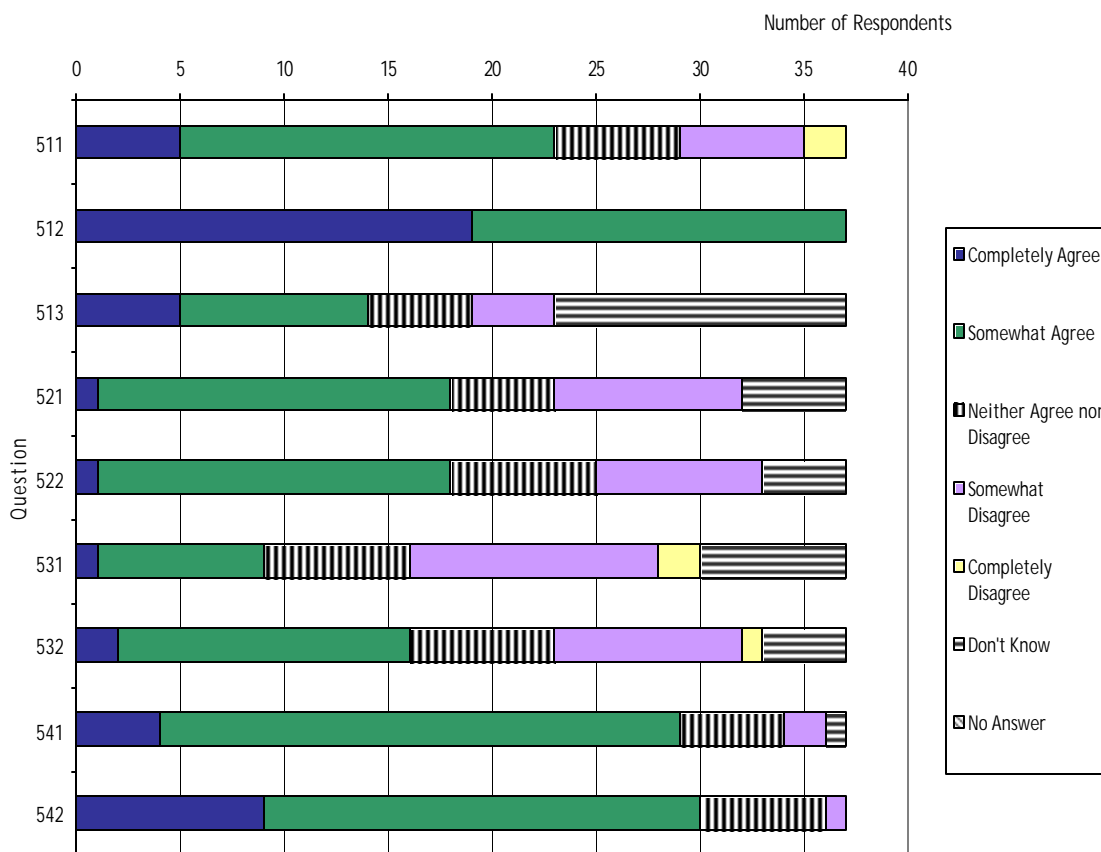
¹⁸ See Appendix C.

¹⁹ See chart entitled, Nelson Scores Compared to Other BVI Communities (p.27).

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>	62	55	13
		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>	88	67	32
		513 Qualified supervisors and managers (and management services) are available to small business	<i>Availability of good leaders in business</i>	46	36	27
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>	52	52	0
		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>	53	45	17
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>	38	39	-1
		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>	51	35	47
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>	70	59	19
		542 Cooperative and joint community initiatives are encouraged and respected	<i>Willingness to work together</i>	76	44	72

Indicating an area of potential strength, question 532 scored 47% above the average of all BVI communities, stating, *There are opportunities for small business to learn and develop management skills.* Question 531 scored 1% below the average of all BVI communities, indicating a potential area of concern, stating, *There are opportunities for leadership training and development for individuals of all ages and interests.*

Leadership, Teamwork & Networking: Distribution by Question



An examination of questions according to distribution of response reveals that question 512 was the most agreed upon in this section. More specifically, 512 stated, *There is a pool of talented leaders with diverse skills, cultural experiences and backgrounds who are available for leading community initiatives.* Also according to distribution of response, the questions in which respondents disagreed most was question 531. More specifically, question 531 stated, *There are opportunities for leadership training and development for individuals of all ages and interests.* Of interest, question 531 also presented the greatest variance of response.

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 *diverse leadership pool, cooperation and small size*. Directions for improvement included *improved communication across organizations, identification of common goals and facilitated discussion across political lines*.

Strengths

- | | |
|-------------------------------------------------------------|---------------------------------------------------|
| ○ educated / diverse / experienced leadership pool (11) | ○ generosity of gifted people toward common goals |
| ○ cooperation (4) | ○ cooperation |
| ○ small size (3) | ○ strong non-profit leadership |
| ○ KAST (2) | ○ provincial ministry presence |
| ○ city council (2) | ○ desire to move past polarization |
| ○ CFDC as leader in community (2) | ○ diversity of opinion / philosophies |
| ○ attraction of high quality people via quality of life (2) | ○ listen |
| ○ vibrant political life (2) | ○ chamber of commerce |
| ○ variety of skill sets (2) | ○ Downtown Business Association |
| ○ formal and informal leadership development opportunities | ○ diverse / independent business community |
| ○ attract new leaders | ○ joint community initiatives / cooperatives |
| ○ non-retail forums for idea exchange | ○ regional district |
| | ○ recognition of leadership importance |
| | ○ specialized sector or industry organizations |

Improvements

- | | |
|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| ○ improved communication / cooperation across organizations (7) | ○ forum linking employer need with training providers & government funding |
| ○ identify common goals (6) | ○ succession planning |
| ○ facilitated discussion across ideological / political lines (4) | ○ 'old boys' to support new leaders |
| ○ formalized mentorship opportunities (3) | ○ put 'qualifications' into action – employment / affordable training / community initiatives |
| ○ networking (3) | ○ organize and make expertise known |
| ○ youth leadership opportunities | ○ connect small groups |
| ○ address leadership burnout | ○ initiatives like KAST including arts / sports / business /etc |
| ○ Leadership Institute (incorporate innovative tools /techniques) | ○ tap into non-utilized leaders |
| ○ depoliticize leadership | ○ leadership improvement opportunities |
| ○ inclusive social planning council | ○ acknowledge existing leader-organizations in community |
| ○ cohesive leadership within local government | |
| ○ connections between like-minded businesses | |
| ○ set personal agendas aside | |

Section 6: Role of Government & Organizations

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

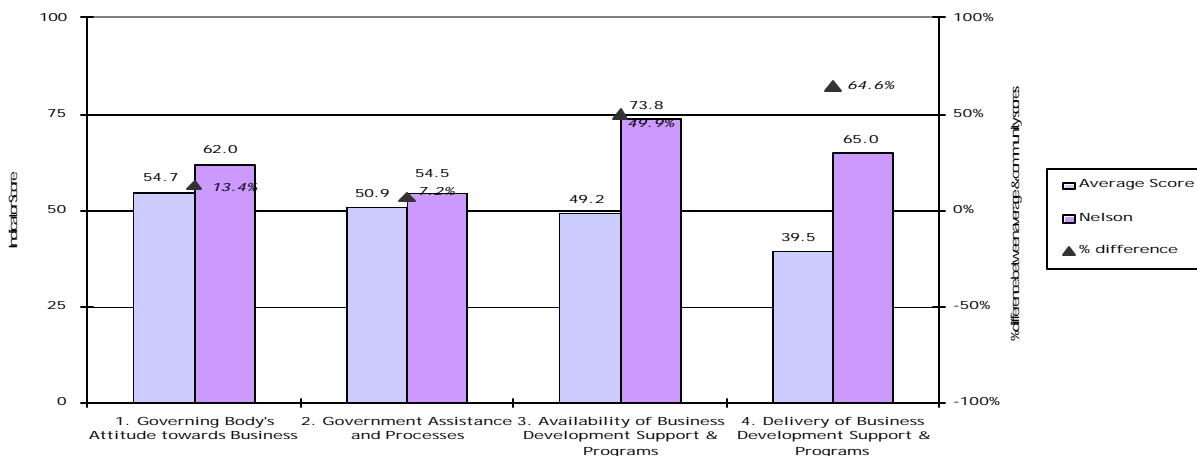
Community Comparisons, Indicators and Questions

Role of Government & Organizations presents an *area of potential strength* with an absolute score of 64. In comparison to the distribution of scores of other BVI communities in this section²⁰, Nelson scored highest on the *Role of Government & Organizations* section. According to comparative data, Nelson scored 29% above the average, indicating a potential area of strength in relation to other communities²¹.

The BVI further breaks down the section entitled, Role of Government & Organizations, into four indicators including, Governing Body's Attitude Towards Business, Government Assistance and Processes, Availability of Business Development Support and Programs, and Delivery of Business Development Support and Programs. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Nelson scored *above average* on the indicators of *Delivery of Business Development Support and Programs* (65%), *Availability of Business Development Support and Programs* (50%), *Governing Body's Attitude Towards Business* (13%) and *Government Assistance and Processes* (7%), indicating varying levels of potential strength.

Low absolute scores of specific indicators in this section however, reveal *areas of specific concern* that should be considered in future development efforts, including: *Governing Body's Attitude towards Business* and *Government Assistance and Processes*.

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



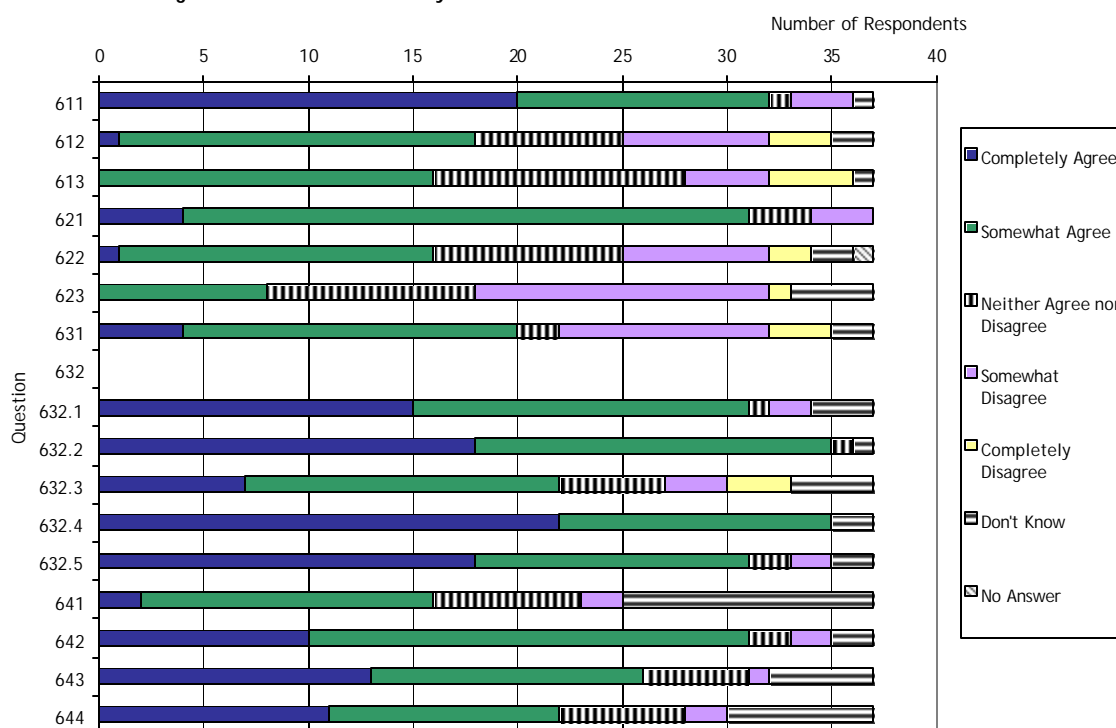
²⁰ See Appendix C.

²¹ See chart entitled, Nelson Scores Compared to Other BVI Communities (p.27).

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 towards business, and recognition of its important role in the economy	82	74	11
		612 The governing body is committed to recruiting or attracting businesses to the community, and may use strategies or incentives to do so.	Efforts of local governments to expand the business community on behalf of business from outside the region	52	47	11
		613 The governing body is committed to helping existing businesses or creating new businesses through policy and action.	Actions and decisions of local government helping business development and expansion	52	43	20
6.2 Government Assistance and Processes	<i>Ability of governments to work with business to provide materials and assistance that helps business</i>	621 Community leaders and officials are willing to cooperate with business and business associations.	Ability and willingness for government and businesses to work together	72	65	11
		622 Local officials make it easy/reasonable for businesses to start or expand.	Human resources needed for assisting business are helpful & effective, rather than a barrier	51	46	11
		623 Local regulations, policies, rules, bylaws and zoning are easily understood by business people making it easy/reasonable for businesses to expand or start up.	Written resources and documents needed for assisting business are helpful and effective, rather than a barrier	40	42	-4
6.3 Availability of Business Development Support & Programs	<i>Organizations that help businesses start up and expand through direct facilitation or through classes</i>	631 There is a recognized organization or individual available to assist people identify, assess, expand and/or create business opportunities.	Existence of an organization which facilitates business development	53	46	15
		632 Recognized organizations (i.e. Chamber, EDO, CFDC) offer programs and services assisting business people, such as the following:	Programs exist that assist in business development			
		1 Counseling		77	49	56
		2 Training		85	51	67
		3 Mentoring		60	40	52
		4 Self-Employment Assistance		87	55	59
6.4 Delivery of Business Development Support & Programs	<i>Ability of organizations to deliver programs that assist business in the most effective and efficient manner</i>	641 Business development programs are effective and efficient, and do not duplicate each other.	Efficiency of business development programs	49	31	59
		642 Business programs are offered in a well-known and accessible location.	Ability to hear about programs, and the attendance potential	75	45	66
		643 Staff members delivering programs are knowledgeable, competent and approachable.	Training and development staff is well-trained and knowledgeable	71	46	56
		644 Successful programs are repeated, reproduced, and further developed.	Evaluation process only keeps most effective programs	65	36	79

Indicating an area of potential strength, questions 644 scored well *above the average* of all BVI communities. More specifically, question 644 scored 79% *above average*, stating, *Successful programs are repeated, reproduced, and further developed*. Question 623 scored 4% *below the average* of all BVI communities, indicating a potential area of concern, stating, *Local regulations, policies, rules, bylaws and zoning are easily understood by business people making it easy/reasonable for businesses to expand or start up*.

Government & Organizations: Distribution by Question



An examination of questions according to distribution of response reveals that questions 632.2 and 632.4 were the most agreed upon in this section. More specifically, question 632.2 stated, *Recognized organizations offer training programs and services assisting business people*. Question 632.4 stated, *Recognized organizations offer Self-Employment Assistance Programs assisting business people*. Also according to distribution of response, questions in which respondents disagreed most were questions 631 and 623. More specifically, question 631 stated, *There is a recognized organization or individual available to assist people in identifying, assessing, expanding and / or creating business opportunities*. Question 623 stated, *Local regulations, policies, rules, bylaws and zoning are easily understood by business people making it easy/reasonable for businesses to expand or start up*. Of interest, question 631 presented the greatest variance of opinion.

Qualitative Comments

Qualitative comments further inform areas of strength and areas in need of improvement. In the *Role of Government & Organizations* section, top strengths identified by participants included *progressive municipal government and civic involvement*. Directions for improvement included *communication / coordination across organizations and government, amalgamation of city and regional governments, and a united / strategic vision*.

Strengths

- | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ○ progressive / proactive municipal government (5) ○ civic involvement (4) ○ networking (3) ○ CFDC (3) ○ existing business development programs / organizations (2) ○ strategic vision (limit big-box) (2) ○ willingness to get involved / work together (2) ○ good voter turnout ○ concentration of government offices & local organizations | <ul style="list-style-type: none"> ○ new businesses watch existing businesses grow ○ support of small business by organizations and council ○ good government agencies ○ government as protector of public not private good ○ opportunity ○ regional hub ○ approachable / accessible ○ visible & engaging ○ the new city manager ○ manageable size |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Improvements

- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ○ communication / coordination across organizations & government (5) ○ “Greater Nelson” – amalgamate local and regional governments (5) ○ united / strategic vision / growth plan (5) ○ EDO (4) ○ market Nelson’s unique qualities (2) ○ strategic attraction of business by council (2) ○ address polarization (2) ○ more cooperation between city and regional district (2) ○ improve access to decision-makers ○ one-stop business start up support integrating all level of government ○ awareness of programs available ○ local government to communicate business retention / attraction strategy ○ strengthen chamber ○ strength NDBA ○ address polarization of leaders (2) | <ul style="list-style-type: none"> ○ public feedback on organizational effectiveness and program needs ○ ensure space for new government and organization looking to locate here ○ long-term vision not vulnerable to election cycle ○ approachable / open ○ consult people working in the trenches ○ less attention to lobby groups and more attention to general well-being of community infrastructure ○ provincial support ○ industrial park ○ social planning council ○ municipal official to work with business – not in opposition to ○ clarification of roles between city & province & federal governments ○ accountability & continuity (EDO) ○ branding |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Section 7: Money, Capital & Funding

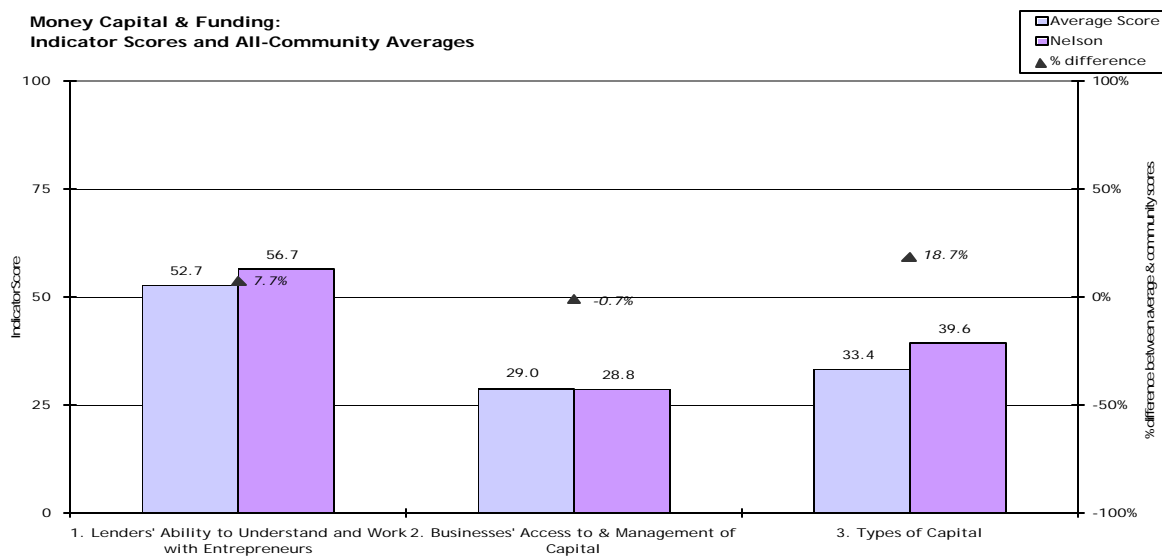
Ability of the community to financially support entrepreneurs through ensuring access to capital, and educating businesses about financial management and supports.

Community Comparisons, Indicators and Questions

Money, Capital & Funding presents an *area of concern* with an absolute score of 42. In comparison to the distribution of scores of other BVI communities in this section²², Nelson scored *mid-range* on the *Money, Capital & Funding* section. According to comparative data, Nelson scored 5% above the all-community average indicating *some strength in relation to other communities*²³.

The BVI further breaks down the section entitled, *Money, Capital & Funding*, into three indicators including, *Lenders' Ability to Understand and Work with Entrepreneurs*, *Businesses Access to & Management of Capital*, and *Types of Capital*. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Nelson scored *above average* on the indicators, *Types of Capital* (19%) and *Lenders' Ability to Understand and Work with Entrepreneurs* (8%) indicating areas of strength. *Businesses Access to & Management of Capital* (- 1%) scored *below average* indicating a *potential area of concern*.

Low absolute scores of all indicators in this section further reveal *areas of specific concern* that should be considered in future development efforts, including: *Lender's Ability to Understand and Work with Entrepreneurs*, *Business Access to & Management of Capital*, and *Types of Capital*.



²² See Appendix C.

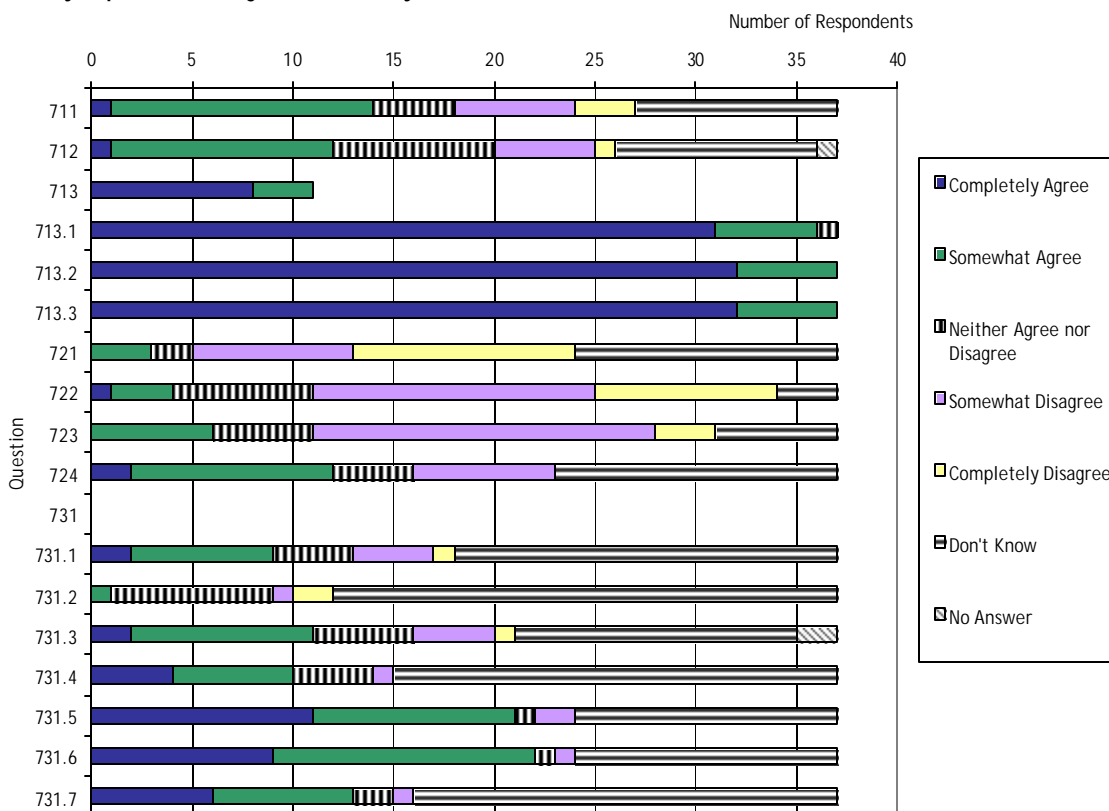
²³ See chart entitled, Nelson Scores Compared to Other BVI Communities (p.27).

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>	41	35	16
		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>	42	36	17
		713 The following types of lending organizations are available:	<i>Variety of lending organizations with different lending goals</i>			
		1 Bank		95	80	19
		2 Credit Union		97	72	34
		3 Development Organization		97	66	47
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>	16	15	4
		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>	28	24	14
		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>	32	40	-19
		724 Costs (i.e. Interest, application fees) of accessing capital are manageable for entrepreneurs.	<i>Fair and affordable access to capital</i>	40	36	10
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)		32	34	-7
		2 Angel		16	27	-41
		3 Grants		37	36	3
		4 Revolving loan funds		34	33	4
		5 Micro Loans (up to \$5,000)		58	43	36
		6 Loans \$5,000 to \$200,000		58	36	61
		7 Loans \$200,000 and above		39	23	67

Indicating areas of potential strength, questions 731.6 and 731.7 scored *above the average* of all BVI communities. More specifically, question 731.6 scored *61% above average*, stating, *Loans \$5,000 to \$200,000 are used by entrepreneurs*. Question 731.7 scored *67% above average*, stating, *Loans \$200,000 and above are used by entrepreneurs*.

Question 731.2 scored *below the average* of all BVI communities, indicating a potential area of concern. More specifically, question 731.2 scored 41% *below average*, stating, *The following types of capital are used by entrepreneurs: angels*. It should also be noted that question 721.2 only had the highest number of don't know responses (25 respondents of 37)²⁴.

Money Capital & Funding: Distribution by Question



An examination of questions according to distribution of response reveals that questions 713.2 and 713.3 were the most agreed upon in this section, stating, *The following types of lending organizations are available: credit unions and development organizations (ie. BCD, CFDC)*. Also according to distribution of response, the question in which respondents disagreed most was question 722 which stated, *People who are interested in expanding or starting a business are skilled in raising funds*. Also of note, a large number of respondents 'didn't know' or 'didn't answer' questions regarding types of capital, especially equity, angels and loans \$200,000 and above.

²⁴ See Appendix F.

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 *variety of lending institutions and CFDC*. Directions for improvement included *formal angel / equity fund investment mechanism and education on financing options*.

Strengths

- | | |
|----------------------------------------|-------------------------------------|
| ○ variety of lending institutions (7) | ○ abundant capital |
| ○ CFDC (4) | ○ HRDC |
| ○ strong credit union (2) | ○ small business loans |
| ○ deep base of wealth in community (2) | ○ drug \$ floats a lot of business |
| ○ community-based lenders | ○ Habondia lending circle |
| ○ power plant | ○ variety of skilled individuals |
| ○ support through slow times | ○ creative partnerships |
| ○ small home based businesses | ○ making due with limited resources |
-

Improvements

- | | |
|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| ○ formal angel or equity fund investment mechanism / venture capital (5) | ○ define community in terms of brand & growth objectives & controls & community acceptance |
| ○ educate on financing options (3) | ○ business plan assistance |
| ○ lending gap between \$250K - \$ 1 million | ○ improve reputation of city and region (currently perceived as elitist and x-business) |
| ○ investment by citizens | ○ understanding of community business make-up |
| ○ more supportive of 'big deals' | ○ more aggressive entrepreneurship programs |
| ○ strong credit union | ○ keep interest from money in the community |
| ○ community foundation | ○ telecommunications technology |
| ○ understanding of difference between micro business & small business | ○ mentorship from business managers / financial management professionals |
| ○ better understanding of entrepreneurs | |
-

Section 8: Infrastructure & Business Services

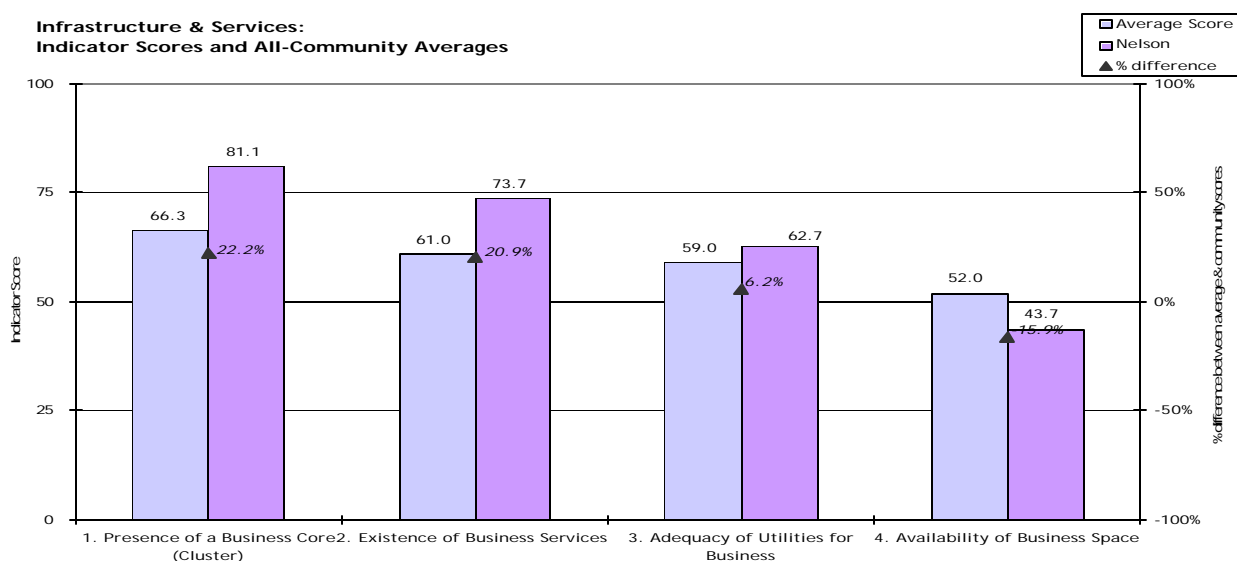
Ability to provide necessary and high quality support services and infrastructure to business at reasonable costs, allowing businesses to be as competitive as possible.

Community Comparisons, Indicators and Questions

Infrastructure & Business Services presents an *area of strength* with an absolute score of 65. In comparison to the distribution of scores of other BVI communities in this section²⁵, Nelson scored *mid to high range* on the *Infrastructure & Business Services* section. Also according to comparative data, Nelson scored 4% above the all-community average, indicating a *potential area of strength in relation to other communities*²⁶.

The BVI further breaks down the section entitled, *Infrastructure & Business Services*, into four indicators including, *Presence of a Business Core*, *Existence of Business Services*, *Adequacy of Utilities for Business*, and *Availability of Business Space*. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Nelson scored *above average* on the indicators, *Presence of a Business Core* (22%), *Existence of Business Services* (21%), and *Adequacy of Utilities for Business* (6%) highlighting areas of varying strength. The indicator *Availability of Business Space* (-16%), however, scored *below average*, highlighting a *potential area of concern*.

Low absolute scores of specific indicators in this section also reveal *areas of concern* that should be considered in future development efforts, including: *Availability of Business Space*.



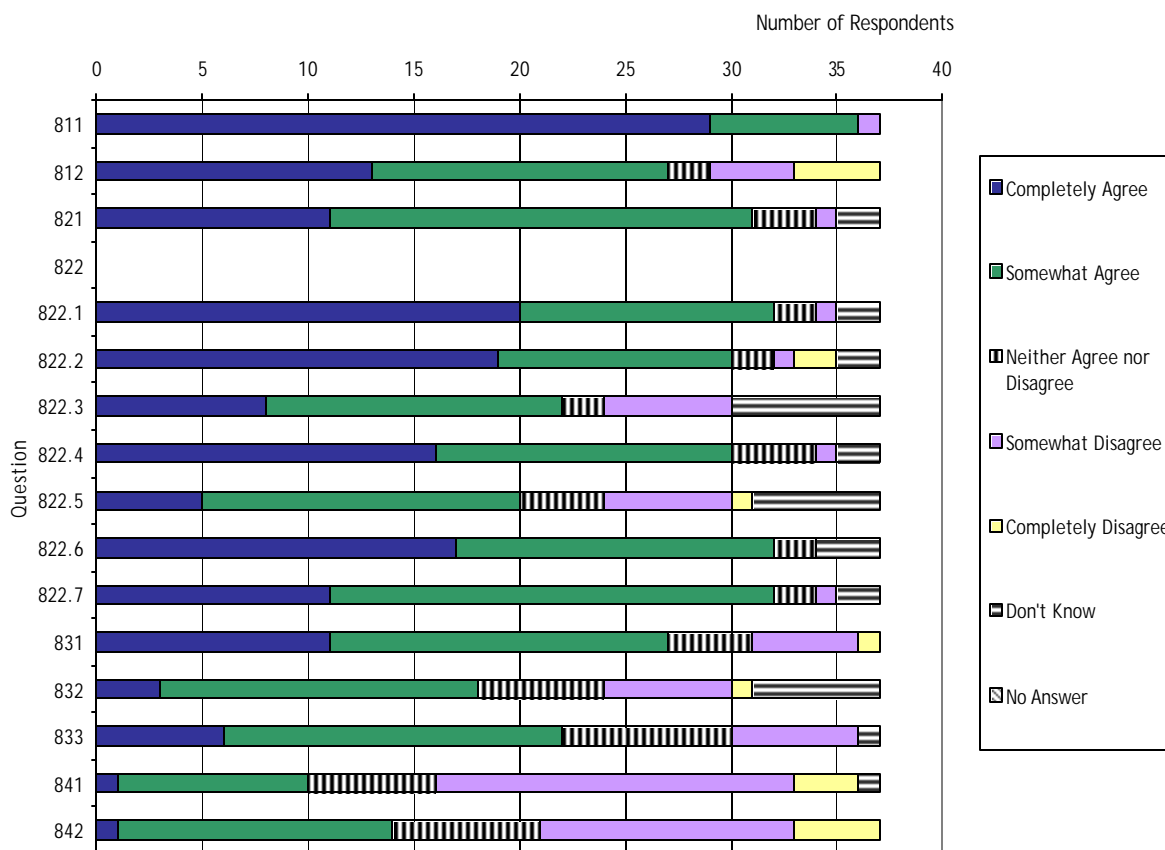
²⁵ See Appendix C.

²⁶ See chart entitled, Nelson Scores Compared to Other BVI Communities (p.27).

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>	93	54	72
		812 Parking near core business areas is accessible and convenient.	<i>Access to the commercial cluster</i>	69	79	-12
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>	76	61	25
		822 The following services are used by businesses:	<i>Variety and usefulness of business services</i>			
		1 Banking		83	71	17
		2 Insurance		78	68	14
		3 Freighting		60	63	-5
		4 Legal		79	63	26
		5 Marketing		56	37	53
		6 Accounting		81	67	21
		7 Graphic Design		77	58	33
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>	71	69	4
		832 The planning of new physical infrastructure (i.e. Roads, power, sewage) considers business needs.	<i>Infrastructure is suitable to business needs</i>	53	52	2
		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>	64	57	13
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>	41	55	-25
		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>	47	49	-5

Indicating an area of potential strength, question 811 scored 72% above the average of all BVI communities, stating, *There is a vibrant, active downtown area or community core.* Question 841 scored 25% below the average of all BVI communities, indicating a potential area of concern, stating, *A variety of real estate is available to accommodate business expansion, attraction, or creation.*

Infrastructure & Business Services: Distribution by Question



An examination of questions according to distribution of response reveals that question 811 was the most agreed upon in this section. More specifically, Question 811 stated, *There is a vibrant, active downtown area or community core.* Also according to distribution of response, the question in which respondents disagreed most was question 841. More specifically, Question 841 stated, *A variety of real estate is available to accommodate business expansion, attraction, or creation.* Of interest, question 842 presented the greatest variance of response.

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 *active / vibrant downtown core*, and *high quality business support services*. Directions for improvement included *broadband infrastructure*, *improved transportation / airport*, and *make land available (CPR)*.

Strengths

- active / vibrant downtown core (12)
 - high quality & diverse business / support services (8)
 - proximity of businesses (3)
 - clean, friendly, heritage architecture (2)
 - responsive local government (2)
 - strong small businesses (2)
 - CFDC
 - accessibility
 - lots of office space
 - competitively priced business services
 - strong Chamber
 - no big box
 - active mall
 - police & fire protection
 - diversity of local products
 - parks & recreation
 - good communications (phone,web,cell)
-

Improvements

- broadband infrastructure (3)
 - improve transportation / airport (3)
 - quality land for light industry (3)
 - make land available (ie. CPR land) (3)
 - lower taxes (2)
 - a growth plan / community plan (2)
 - infrastructure upgrades (2)
 - utilize unused space downtown (ie. upper floors)
 - solve insurance crisis / insurance co-op
 - innovation incubator
 - more accessible downtown core
 - buy local
 - maintain physical infrastructure
 - promote alternative transportation
 - overnight freight
 - events to showcase small businesses
 - promotion of artists
 - bottom-up versus top-down development
 - revisit bylaws and zoning for commercial development
 - encourage diversity in business
 - enhance service delivery standards
 - keep downtown clean
 - buy local
 - waterfront development
 - support heritage
 - diversify tax base
 - more access to local & global marketing expertise
 - affordable retail space
-

Section 9: Communication & Connectivity

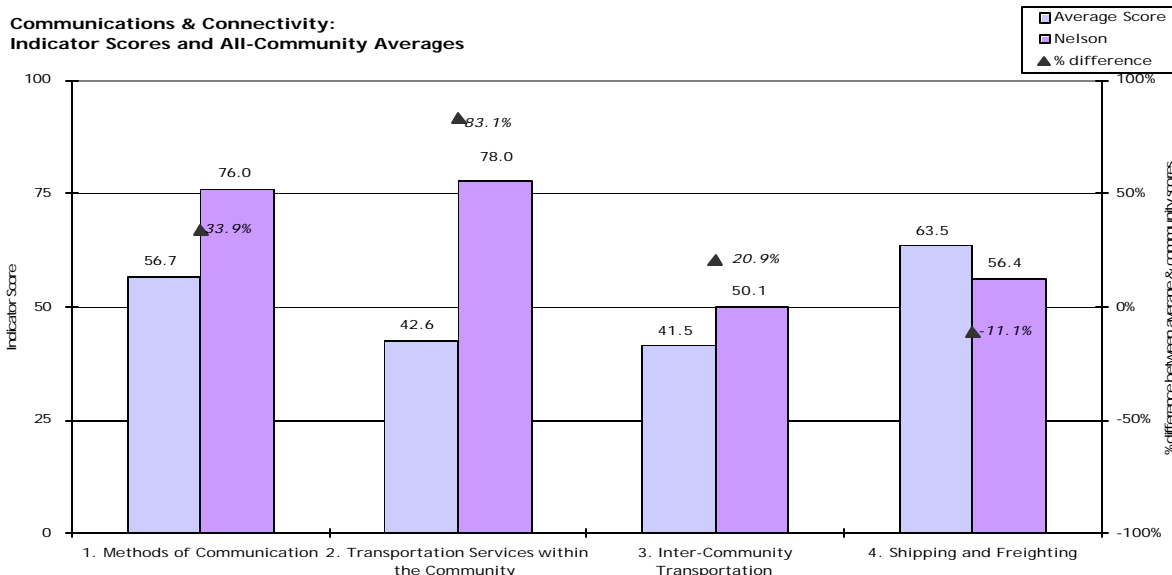
The ability of businesses to connect with each other and with outside markets.

Community Comparisons, Indicators and Questions

Communications & Connectivity presents an *area of strength* with an absolute score 65. In comparison to the distribution of scores of other BVI communities in this section²⁷, Nelson scored high on the *Communications & Connectivity* section. Also according to quantitative data, Nelson scored 27% above the all-community average, indicating a specific area of strength in relation to other communities²⁸.

The BVI further breaks down the section entitled, *Communications & Connectivity*, into four indicators including, *Methods of Communication*, *Transportation Services within the Community*, *Inter-Community Transportation*, and *Shipping & Freightling*. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Nelson scored above average on three of the four indicators in this section including, *Transportation Services within the Community* (83%), *Methods of Communication* (34%), and *Inter-Community Transportation* (21%), indicating areas of varying strength. The indicator, *Shipping & Freightling* (-11%), scored below average indicating a potential area of concern.

Low absolute scores of specific indicators in this section further reveal *areas of concern* that should be considered in future development efforts, including: *Inter-Community Transportation* and *Shipping & Freightling*.



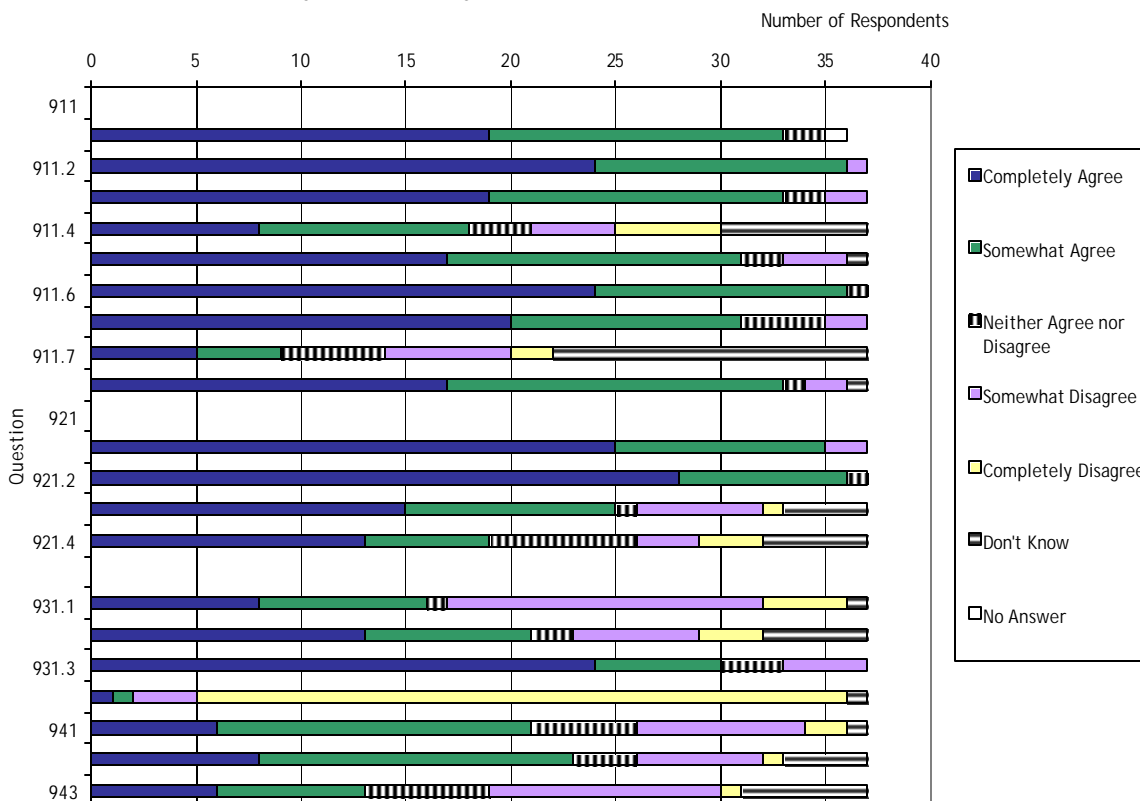
²⁷ See Appendix C.

²⁸ See chart entitled, Nelson Scores Compared to Other BVI Communities (p.27).

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	83	72	16
		2	Local Newspaper	90	64	41
		3	Local radio	84	46	84
		4	Overnight express mail service (nationally)	51	52	-1
		5	Mobile phone	80	53	52
		6	Basic Internet Services	91	79	15
		7	Fast or High-Speed Internet Services	83	44	88
		8	Video conferencing capabilities	36	30	22
			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>	82	71
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	89	47	91
		2	Taxi service	93	48	92
		3	Special transportation services (i.e. seniors, people with disabilities)	68	50	37
		4	Car-pooling system (i.e. park and ride, car co-op)	61	25	141
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)	50	24	110
		2	Air (private)	60	47	28
		3	Bus	84	74	14
		4	Train	7	21	-67
9.4 Shipping & Freightage	<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>	59	64	-7
		942 Regular & frequent shipping to major centres is available.	<i>Frequency of shipping, leading to better competitiveness</i>	62	67	-7
		943 Shipping and freight services into and out of the community are affordable to businesses.	<i>Affordability of shipping</i>	48	60	-20

Indicating an area of strength, question 921.4 scored 141% above the average of all BVI communities, stating, *The following transportation services are available within the community: car pooling.* Question 931.4 scored 67% below the average of all BVI communities, indicating a potential area of concern, stating, *The following transportation services are available within the community: train.*

Communication & Connectivity: Distribution by Question



An examination of questions according to distribution of response reveals that questions 911.2, 911.6 and 921.2 were the most agreed upon in this section. More specifically, question 911.2 stated, *The following communication methods are available: local paper,* question 911.6 stated, *The following communication methods are available: basic internet services,* and question 921.2 stated, *The following transportation services are available within the community: taxi service.* Also according to distribution of response, the question in which respondents disagreed most was question 931.4. More specifically, question 931.4 stated, *The following transportation services are available within the community: train.* Of interest, question 921.3 represents the greatest variance in response.

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 *internet, newspapers, word of mouth, radio, and local development resources*. Directions for improvement included *regional airport / better air service, improved transportation between communities, affordable freight / shipping, and promote broadband internet network*.

Strengths

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ○ Internet (12) ○ newspapers (5) ○ word of mouth (4) ○ radio (4) ○ local development resources / services (4) ○ phone (3) ○ knowledgeable / mobile people (2) ○ advocacy by web professionals to improve internet service | <ul style="list-style-type: none"> ○ diversity of access points for information exchange and transport options ○ quick to access new technology ○ local groups ○ political activity ○ bus service ○ resilient population ○ shipping services ○ yellow pages ○ affordable & reasonable basic services |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
-

Improvements

- | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ○ regional airport / better air service (8) ○ regional transportation / improve bus service between communities (4) ○ affordable freight / shipping (3) ○ promote broadband internet network (3) ○ cooperation (2) ○ improve accessibility of roads / passes during winter (2) ○ all services connecting the region to outside services ○ be patient for new technology ○ poster boards on Baker St. corners | <ul style="list-style-type: none"> ○ establish Shaw Western Canada Network Centre ○ consistent services ○ expanded cell service ○ expand services to outlying areas ○ decrease # of newspapers / radio so that advertising costs will decrease (only 1 paper and 1 radio station as centralized info) ○ need more ○ participation in CMON model of broadband infrastructure |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
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Section 10: Markets & Marketing

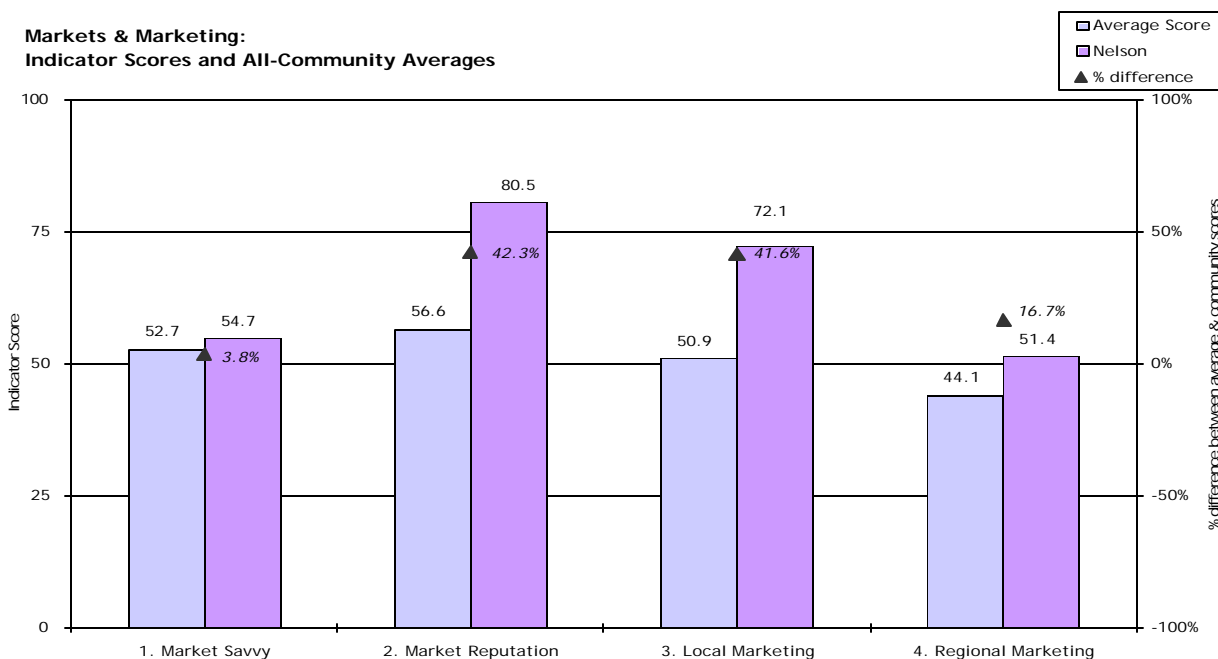
Ability of business to capture and expand markets, both locally, regionally, and outside the region, thus keeping and building local wealth.

Community Comparisons, Indicators and Questions

Markets & Marketing presents an *area of strength* with an absolute score of 65. In comparison to the distribution of scores of other BVI communities in this section²⁹, Nelson scored the highest on the *Markets & Marketing* section. Also according to quantitative data, Nelson scored 27% below the all-community average, indicating an *area of strength in relation to other communities*³⁰.

The BVI further breaks down the section entitled, *Markets & Marketing* into four indicators including, *Market Savvy*, *Market Reputation*, *Local Marketing*, and *Regional Marketing*. An examination of indicator scores and all-community averages reveals specific areas of strength and weakness. Nelson scored *above average* on all indicators in this section highlighting areas of varying strength including, *Market Reputation* (42%), *Local Marketing* (42%), *Regional Marketing* (17%), and *Market Savvy* (4%).

Low absolute scores of specific indicators in this section further reveal *areas of specific concern* that should be considered in future development efforts, including: *Market Savvy* and *Regional Marketing*.



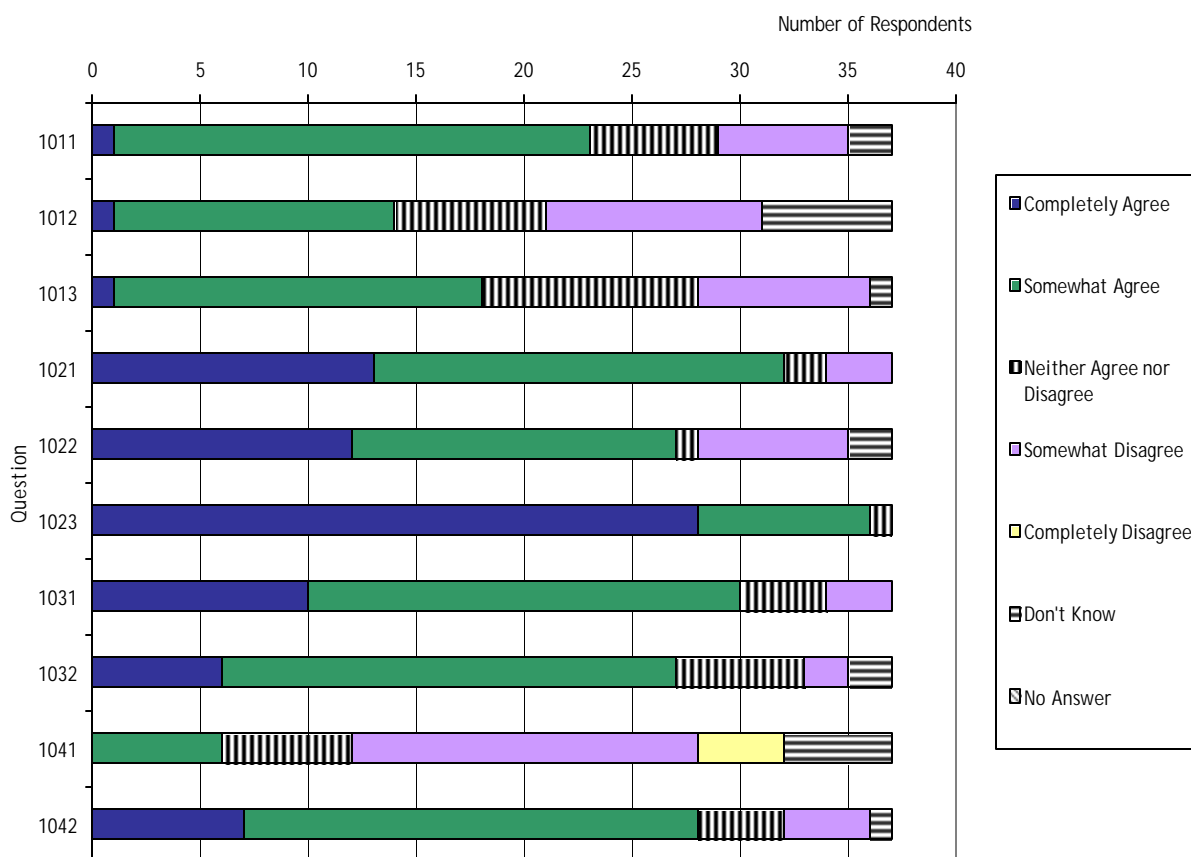
²⁹ See Appendix C.

³⁰ See chart entitled, Nelson Scores Compared to Other BVI Communities (p.27).

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>	60	57	5
		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>	47	49	-4
		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>	56	52	8
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>	78	54	45
		1022 The community has a distinctive or unique brand or marketing image.	<i>A clear image that potential markets can easily recognize</i>	70	42	65
		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>	93	73	27
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>	75	58	29
		1032 People prefer to purchase local products and services before those from out-of-area.	<i>Community support of local businesses</i>	69	44	58
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>	32	29	9
		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>	70	59	19

Indicating areas of potential strength, questions 1022 and 1032 scored *above the average* of all BVI communities. More specifically, question 1022 scored 65% *above average*, stating, *The community has a distinctive or unique brand or marketing image*. Question 1032 scored 58% *above average*, stating, *People prefer to purchase local products and services before those from out of area*. Question 1012 scored 4% *below the average* of all BVI communities, indicating a potential area of concern, stating, *Business people have knowledge and an awareness of the global economy and market trends, and its relevance to local markets*.

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. More specifically, question 1023 stated *People from outside the community see it as a desirable place to live*. Also, according to distribution of response, the question in which respondents disagreed most was question 1041. More specifically, Question 1041 stated, *People in the community / region jointly market their products and services*. Of interest, question 1041 presented the greatest variance of response.

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 *quality / unique local goods & services* and *potential for strong marketing image*. Directions for improvement included *joint marketing outside of area and branding*.

Strengths

- | | |
|------------------------------------------------|--------------------------------|
| ○ quality / unique local goods & services (12) | ○ shopping destination |
| ○ potential for strong marketing image (9) | ○ Chamber of Commerce web-site |
| ○ arts & culture (2) | ○ cooperation |
| ○ buy local (2) | ○ free brand of 'arts' |
| ○ location / lifestyle (2) | ○ innovative producers |
| ○ diversity of services (2) | ○ creative marketing |
| ○ unique brand (2) | ○ cooperatives |
-

Improvements

- | | |
|------------------------------------------------------|-----------------------------------------------------------|
| ○ joint marketing outside of area (11) | ○ further development 'arts' brand |
| ○ branding (11) | ○ improve beyond just word of mouth |
| ○ buy local (3) | ○ build into economic development forum |
| ○ cooperation (2) | ○ develop administrative marketing centre |
| ○ aggressive marketing to Pacific Northwest / US (2) | ○ better understanding of the concept of marketing |
| ○ inclusive marketing strategy | ○ greater diversity in retail |
| ○ marketing assistance for organizations / business | ○ more competitive pricing & global marketing perspective |
| ○ co-op model for small business | ○ more youth related opportunities |
| ○ consortium like Whitewater | ○ develop regional and national markets |
| ○ big box store to bring in shoppers | ○ encourage markets for agricultural products |
| ○ improve transportation | ○ improve local market |
| ○ attract more wealth to increase market | |
-

Conclusion

Participants were overwhelmingly positive in assessing the community, describing it as vibrant, diverse, eclectic, friendly and beautiful. Participants identified the natural beauty of the community as its key strength. In addition, committed / dedicated / diverse citizens, geographic isolation / location, arts & culture, quality of life / lifestyle, and heritage architecture were also mentioned as strengths. When participants were asked why they lived in Nelson, urban – rural balance, citizens, and family-friendliness were the reasons mentioned most. Other reasons included work – life balance, quality of life, natural beauty, friendliness, culture and employment. When asked what makes Nelson unique in relation to other communities participants indicated arts & culture, vibrant downtown core, natural beauty and diverse population.

Specific business assets mentioned by participants included citizens (diverse, talented, skilled & educated), concentration of the commercial services / commercial core, cosmopolitan culture in small town setting, and business educational opportunities / support services. Improvement recommendations included increasing city boundaries (Greater Nelson), increased collaboration across sectors, a one-stop business support centre, joint marketing out of the area, strengthen existing business organizations, forum for dialogue around economic development committed to action, branding strategy and spreading the word that Nelson is ‘open for business’.

Absolute scores reveal areas of strength and weakness. More specifically, Nelson scored high in the areas of Quality of Life (79), Infrastructure & Business Services (65), Communications & Connectivity (65), Markets & Marketing (65), Opportunities & Attitudes (64), Government & Organizations (64), and Leadership, Teamwork & Networking (59), indicating areas of potential strength. Absolute scores falling average or below highlight areas of potential concern, including: Education & Training (52), Innovation (46), and Capital & Funding (42).

A comparison of Nelson scores to other BVI communities reveals Nelson is above average on all of ten sections. Sections exceeding the all-community average by more than 20% indicate areas of strength in relation to other communities, including Education & Training (30%), Government & Organizations (29%), Communications & Connectivity (27%), Markets & Marketing (27%), and Leadership, Teamwork & Networking (24%). Sections exceeding the all-community average within 10% indicate areas where improvement efforts may be directed, including: Opportunities & Attitudes (8%), Capital & Funding (5%), and Infrastructure & Business Services (4%).

Nelson scored above average on total score by 18%. It should be noted that Nelson is the largest community in the BVI database and as such, it is expected that scores and overall capacity may be higher. Both strengths and weaknesses should be considered in setting priority actions on April 1³¹.

³¹ See pages 8-11 for a list of possible short and long term courses of action.

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, CF of Central Kootenay CED Manager 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 was 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 snack 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.

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 value³²*
- *No answer entered as H with no value*

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

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

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

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

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

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

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

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

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

³² “Don’t know” and “No answer” are null responses. Therefore, they are excluded from the total scores for each question and section.

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

$$QUESTION\ SCORE = [(Raw\ Score) / (Total\ Possible\ (Adjusted))] \times 100$$

7. The questions were grouped into 41 Indicator Areas describing general qualities important to develop an entrepreneurial culture and increase the entrepreneurial capacity of a community.
8. “Raw Indicator Area Score” is the sum of the “Raw Scores” in each indicator area.
9. “Total Possible Indicator Area Score” is the sum of the “Total Possible (Adjusted)” scores in each indicator area.
10. “Normalized Indicator Area Score” was automatically calculated for each indicator area using the equation below. The scores ranged from 0.0 to 1.0.

$$INDICATOR\ AREA\ SCORE\ (normalized) = [Raw\ Score\ (Indicator\ Area)] / [Total\ Possible\ Score\ (Indicator\ Area)]$$

11. The “Indicator Area Score (normalized)” was multiplied by 100 to calculate the “Indicator Area Score” with a value between 0 and 100.
12. “Section score” was automatically calculated for each question using the equation below.

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

13. Total Graphs (radial & bar) were automatically generated in the excel program. The radial graph indicates the fullness (or lack of) of the capacity of the community to support business startup and expansion in comparison to the average score amongst the communities. The bar graph indicates the relative strength and weakness of each section.
14. Section bar graphs portraying “Indicator Area Scores” were automatically generated. These were displayed as community score in comparison to the all community average score.
15. Stacked bar graphs portraying the number of respondents for each statement in each 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 excel file to compare community results with results of other communities. Total graphs (bar and radial), Section graphs (Indicator Areas) were generated for comparison.
 17. The profile of respondents was summarized automatically. The number of respondents in each category was totaled, and then converted into a percentage.
 18. The preliminary information data about the respondents and the community was grouped into appropriate themes.
 19. Qualitative data (Preliminary information, Section comments and responses, and Focus Group notes) was entered manually into a customized MSWord Document. Using the graphs for each section, the greatest strengths and weaknesses were highlighted and described for each section.
 20. Using the qualitative information for each section, the strengths and weaknesses for each section were grouped into appropriate themes. Theme types were dependent on the community's response and perceptions. This was repeated for the weaknesses
 21. The data from the focus groups was grouped into appropriate themes.
 22. "Major Themes and Recurring Ideas" were derived from qualitative and quantitative information, highlighting points and comments indicated in more than one data set (Questionnaire quantitative data, Questionnaire qualitative data, preliminary information, Focus Group notes).
 23. "Possible Courses of Action" were derived from the specific comments in the qualitative information, and possible "next steps" following the major themes.

Appendix C: Nelson Scores Compared to Other BVI Communities

Appendix C. Nelson Scores Compared to Other BVI Communities																
Section Score	100	75	50	25	0	Total Score	Opportunities & Attitudes	Quality of Life	Education & Training	Innovation	Leadership Teamwork & Networking	Government & Organizations	Capital & Funding	Infrastructure & Business Services	Communication & Connectivity	Markets & Marketing
Community 1						48.73	54.98	64.04	38.71	45.40	37.65	51.02	49.67	59.27	40.49	46.10
Community 2						55.22	62.84	77.86	48.91	48.77	45.43	49.90	47.42	63.50	46.74	60.83
Community 3						51.82	67.67	58.56	23.25	39.72	55.99	48.06	51.00	61.52	55.43	56.96
Community 4						44.61	51.12	72.24	40.01	31.19	35.71	38.17	40.56	60.62	36.81	39.68
Community 5						48.93	59.70	72.39	33.90	31.80	50.12	46.15	34.45	64.86	44.99	50.96
Community 6						52.60	61.02	70.10	45.23	43.64	54.22	59.09	38.97	68.09	52.06	48.84
Community 7						53.37	55.82	66.84	50.86	45.04	49.85	48.72	31.01	69.64	71.96	43.91
Community 8						46.63	61.92	71.02	32.40	41.71	41.81	43.44	26.11	54.92	42.95	49.97
Community 9						46.97	54.26	59.33	32.84	34.99	44.19	46.72	35.99	58.28	54.35	48.71
Nelson						60.04	64.23	78.52	51.92	46.14	58.97	63.83	41.70	65.29	65.11	64.69
		79	64	59	46	42										

Appendix D: Highest Scoring Questions

#	Question	Score	Average	Difference
231	The community is physically beautiful, and environmentally safe (i.e. pollution, water quality).	98	91	8%
713.2	Credit Unions	97	72	34%
234	There are many high quality recreational opportunities in the area (i.e. Ski hills, lakes, hiking trails, parks).	97	84	16%
713.3	Development Organizations (i.e. BDC, CFDC)	97	66	47%
713.1	Banks	95	80	19%
235	The community is a safe place to live.	95	92	3%
1023	People from outside the community see it as a desirable place to live.	93	73	27%
921.2	Taxi Service	93	48	92%
811	There is a vibrant, active downtown area or community core.	93	54	72%
222	There is a strong community identity, and there are plentiful and varying opportunities for involvement (i.e. arts, athletics, politics, church groups).	92	69	33%
221	High quality events (i.e. festivals, concerts, movies) catering to a range of ages take place regularly in or close to the community.	91	62	48%
911.6	Basic Internet Services	91	79	15%
911.2	Local Newspaper	90	64	41%
921.1	Public Transportation	89	47	91%
241	Successful businesses want to remain in the community.	89	81	10%
512	There is a pool of talented leaders with diverse skills, cultural experiences and backgrounds who are available for leading community initiatives.	88	67	32%
632.4	Self Employment Assistance Programs	87	55	59%
212	There are quality elementary and secondary schools in the community.	86	79	9%
213	There is an educational organization in the area that offers post-secondary programs and continuing education opportunities.	85	60	41%
632.2	Training	85	51	67%
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.	84	50	70%
911.3	Local Radio	84	46	84%

Appendix E: Lowest Scoring Questions

#	Question	Score	Average	Difference
931.4	Train	7	21	-67%
721	Business capital is available to anyone committed to a venture, regardless of credit history or any other factors	16	15	4%
731.2	Angel	16	27	-41%
322	There is an entrepreneurial development program for elementary and secondary school students (K-12).	17	21	-18%
431	Businesses that do research or research facilities are geographically concentrated (clustered) and interact with each other.	17	20	-16%
211	A quality health care facility is accessible, well serviced and within a reasonable distance.	28	67	-58%
722	People who are interested in expanding or starting a business are skilled in raising funds	28	24	14%
334	The education and business communities work together to provide convenient training	32	38	-16%
723	Businesses have a firm understanding of financial management (cash flow, reading financial statements).	32	40	-19%
731.1	Equity (investments)	32	34	-7%
1041	Businesses in the community /region jointly market their products and services	32	29	9%
333	Flexible and affordable skills training is available to meet local business needs.	34	32	8%
731.4	Revolving Loan Funds (I.e. peer or group lending)	34	33	4%
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.	35	42	-16%
911.7	Video Conferencing Capabilities	36	30	22%
731.3	Grants	37	36	3%

Appendix F: Highest Number of Don't Know Responses

#	Question	Respondents
322	There is an entrepreneurial development program for elementary and secondary school students (K-12).	70%
731.2	Angel	68%
731.4	Revolving Loan Funds (i.e. peer or group lending)	59%
731.7	Loans \$200,000 and above	57%
731.1	Equity (investments)	51%
333	Flexible and affordable skills training is available to meet local business needs.	43%
911.7	Video Conferencing Capabilities	41%
334	The education and business communities work together to provide convenient training	41%
431	Businesses that do research or research facilities are geographically concentrated (clustered) and interact with each other.	41%
442	Research that is being done in the community or region is relevant to the business community's needs and interests.	38%
731.3	Grants	38%
513	Qualified and affordable supervisors and managers (and management services) are available to small business	38%
724	Costs (i.e. Interest, application fees) of capital are manageable for entrepreneurs.	38%
721	Business capital is available to anyone committed to a venture, regardless of credit history or any other factors	35%
731.5	Micro Loans (up to \$5,000)	35%
731.6	Loans \$5,000 to \$200,000	35%
432	Skilled and knowledgeable scientists and researchers do academic and/or practical work in my community or region (Not necessarily about the region).	35%
433	There are formal and informal forums (Conferences, Workshops) on technology and technology applications	32%
641	Business development programs are effective and efficient, and do not duplicate each other.	32%

Appendix G: Highest Positive Deviation from Average

#	Question	Score	Average	Difference
311.9	college or university	64	26	145%
921.4	Carpooling system	61	25	141%
311.3	Basic skills	72	34	115%
311.4	Advanced skills	66	31	112%
931.1	Air (commercial)	50	24	110%
433	There are formal and informal forums (Conferences, Workshops) on technology and technology applications	46	23	100%
432	Skilled and knowledgeable scientists and researchers do academic and/or practical work in my community or region (Not necessarily about the region).	44	23	93%
921.2	Taxi Service	93	48	92%
921.1	Public Transportation	89	47	91%
911.7	Fast or High speed Internet services	83	44	88%
911.3	Local Radio	84	46	84%
644	Successful programs are repeated, reproduced, and further developed.	65	36	79%
311.6	Personal Development (ie. Stress management)	67	38	76%
811	There is a vibrant, active downtown area or community core.	93	54	72%
542	Cooperative and joint community initiatives are encouraged and respected	76	44	72%
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.	84	50	70%

Appendix H: Highest Negative Deviation from Average

#	Question	Score	Average	Difference
931.4	Train	7	21	-67%
211	A quality health care facility is accessible, well serviced and within a reasonable distance.	28	67	-58%
731.2	Angel	16	27	-41%
251	Quality residential real estate opportunities (both purchase and rental) are available and affordable.	40	62	-36%
841	A variety of real estate is available to accommodate business expansion, attraction, or creation.	41	55	-25%
943	Shipping and freight services into and out of the community are affordable to business.	48	60	-20%
723	Businesses have a firm understanding of financial management (cash flow, reading financial statements).	32	40	-19%
322	There is an entrepreneurial development program for elementary and secondary school students (K-12).	17	21	-18%
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.	35	42	-16%
334	The education and business communities work together to provide convenient training	32	38	-16%
431	Businesses that do research or research facilities are geographically concentrated (clustered) and interact with each other.	17	20	-16%
112	The community is facing an economic crisis or a significant economic opportunity.	72	83	-13%
812	Parking near core business areas is accessible and convenient.	69	79	-12%
731.1	Equity (investments)	32	34	-7%
941	Main transportation and shipping routes between communities are safe, well-maintained and well-serviced.	59	64	-7%
942	Regular & frequent shipping to major centres is available.	62	67	-7%

Appendix I. Phase 1 Session Attendance

Name
Brooke Leatherman
Joyce Dahms-Whiffen
Michelle Mungall
Michael Donner
Julia Delany
Vince Devito
Ian Mason
Andrew Earnshaw
Margaret Stacey
Joan Jordan
Anne Degrace
Lisa Erven
R. Inwood
M. Dehnel
Barb Henry
Sarah Greschner
Brian Turlock
Jim Reimer
Bob Hall
Trish Dehnel
Fred Thomson
Helena Samsonoff
Bob Wright
Tom Murray
Judy Banfield

Ross Lake
Nelson Becker
Sandy Gilfillin
Pamela Clausen
Jan Wright
Bruce Cottingham
Ron Coreau
Barry Auliffe
Don Salmons
Janice Morrison
Jim Fenning
Shawn Lamb
Mike Stolte
Paul Wiest

Appendix J. Difference between Nelson and BVI Community Average

Note: Highlighted indicators represent positive and negative differences according to varying levels of shading (light to dark) : 20-39% / 40-59% / 60+.

Section	Indicator Area	Nelson	Average	Difference
Opportunities & Attitudes	1. Embracing Opportunity	57	62	-7%
	2. Entrepreneurial Mindset	79	67	17%
	3. Motivated workforce	57	50	15%
Quality of Life	1. Health & Education	66	69	-4%
	2. Arts & Culture	92	65	40%
	3. Lifestyle Opportunities	90	73	23%
	4. Commitment to Business	84	78	8%
	5. Daily Services	61	58	4%
Education & Training	1. Ongoing Skills & Personal Development	68	43	57%
	2. Entrepreneurial Development	36	32	14%
	3. Access to Business Training	48	42	16%
	4. Effectiveness & Quality of Training	56	43	29%
Innovation	1. Information Access	59	56	5%
	2. Attitude towards Innovation	51	50	2%
	3. Innovation in the Community	36	22	62%
	4. Application of Innovation	39	35	12%
Leadership Teamwork & Networking	1. Community Leadership & Teamwork	66	53	25%
	2. Networking & Communication	53	49	8%
	3. Leadership Development Opportunities	45	37	22%
	4. Attitudes towards Community Cooperation	73	52	41%

Role of Government & Organizations	1. Governing Body's Attitude towards Business	62	55	13%
	2. Government Assistance and Processes	55	51	7%
	3. Availability of Business Development Support & Programs	74	49	50%
	4. Delivery of Business Development Support & Programs	65	40	65%
Capital & Funding	1. Lenders' Ability to Understand and Work with Entrepreneurs	57	53	8%
	2. Businesses' Access to & Management of Capital	29	29	-1%
	3. Types of Capital	40	33	19%
Entrepreneurial Infrastructure & Business Services	1. Presence of a Business Core (Cluster)	81	66	22%
	2. Existence of Business Services	74	61	21%
	3. Adequacy of Utilities for Business	63	59	6%
	4. Availability of Business Space	44	52	-16%
Communication & Connectivity	1. Methods of Communication	76	57	34%
	2. Transportation Services within the Community	78	43	83%
	3. Inter-Community Transportation	50	42	21%
	4. Shipping and Freightage	56	64	-11%
Markets & Marketing	1. Market Savvy	55	53	4%
	2. Market Reputation	81	57	42%
	3. Local Marketing	72	51	42%
	4. Regional Marketing	51	44	17%

Appendix K. 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.³³

#	Question	Score	Average	Difference
112	The community is facing an economic crisis or a significant economic opportunity.	72	83	-16%
232	Young adults (25-34) consider the community a desirable place to live.	77	51	51%
241	Successful businesses want to remain in the community.	89	81	10%
334	The education and business communities work together to provide convenient training	32	38	16%
344	Citizens are motivated to learn new skills and to develop existing ones.	68	48	41%
612	The governing body is committed to recruiting or attracting businesses to the community, and may use strategies or incentives to do so.	52	47	11%
613	The governing body is committed to help existing businesses or creating new businesses through policy and action.	52	43	20%
722	People who are interested in expanding or starting a business are skilled in raising funds.	28	24	14%
811	There is a vibrant, active downtown area or community core.	93	54	72%
1022	The community has a distinctive or unique brand or marketing image	70	42	65%
1023	People from outside the community see it as a desirable place to live.	93	73	27%
1032	People prefer to purchase local products and services before those from out-of-area.	69	44	58%
	Total	795	628	
	Average	66.3	52.3	

³³ Note: Highlighted indicators represent significant³³ positive and negative differences.



Appendix L. List of BVI Communities to Date

- 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

Appendix M. Additional Qualitative Comments

Opportunities and Attitudes

The political climate is very detrimental, the stodginess of the municipal government is counterproductive and disheartening (P6); Serious problems related to land use here. Parking lots instead of housing and green space (P7); window of opportunity commenced Sept. 2001 and will close prior to 2006 (P12); Nelson is not well known in Vancouver or Vancouver Island and the transportation / access issue is a concern (P14); So many people come to live in Nelson because of the quality of life, most find it hard to find an entry level job which results in many leaving the area (P25); Continuity in municipal government policies and vision and respect for individuals should be encouraged (P27)

Quality of Life

Pacific Insight is a great example of the corporate citizen (P32); health care and rental housing are issues (P21); We do need a plan to address social issues – if the province drops the ball, we still have a human responsibility to take responsibility (P17); Incredible potential for development (P14); Members of this community have to decide if we want growth; then we need to define parameters of growth (ie. can M.A. population go from 24,000 to 60,000 without affect environment and lifestyle, & How? (P12); We have a substantial population of high need / high risk and vulnerable people living with little to no social support in conditions of poverty – need adequate nutritional resources, BC benefits problems (P7); It's a great place to live, but there's no economic opportunity for young people (P6); Real estate prices could become an issue in terms of QOL (P1)

Education and Training

Possibly trades, apprenticeship and masters level university status (P7); pursue a logical and fitting opportunity ie. world fresh water R&D institute (P12); limited access locally (P14); The many small training programs might be joined and coordinated better (P20)

Innovation

If Selkirk was doing R&D, local businesses could interact with these researchers, work together, share costs and info and equipment – innovate and start new companies (P30); education that is congruent across school systems that aligns with the community involvement in economic development planning(P2)

Leadership, Teamwork and Networking

I think business people feel isolated and that they are struggling alone. It's a real challenge to be successful in Nelson (P6)

Role of Government and Organizations

The next time we're going to bring local governments together for an idea like the EDC. Someone has to be accountable to get the communities some value from its investment. (P31); Truly implementing programs and actions that can make a difference must somehow have the certainty they can survive from one municipal administration to the next, without political interference (P23); Municipal employees who work with business people tend to act as gatekeepers rather than as facilitators. They seem to have a fundamental mistrust of business owners and lack understanding of how hard business owners work to earn a living here. There has been an unfortunate chasm between the Chamber of Commerce and the City (P6); The awareness of the needs seems to be there – no clear strategy (P20)

Money, Capital and Funding

Personally, I know that lending is available to our family business through banks. And I know what the CFDC can do for its clients – but I do not know the lending scope in the community (P35) ; Developing a 'business day' brand or image for Nelson may make businesses more appealing to investors. There is a 'stigma' attached to the Kootenays that can be counter productive to a larger investment market (37)

Community Infrastructure and Business Services

The absence of an economic development office in Nelson, at the moment, is detrimental to the community and initiatives that are now in 'limbo' (P37); The key to Nelson's success is the strong downtown. Care must be taken to support the downtown if new industrial / commercial space is developed outside of the core. An exodus and downtown businesses or oversupply and downtown office space will ruin our special city. (P21); Our location and environment cuts both ways (P20)

Communication and Connectivity

We likely owe part of the city's charm and pace to isolation! (P3); High speed freight rates to Nelson are frustrating and feel discriminatory. (P6); This area of the survey, these services, are somewhat limited by our geographic location, and definitely limited because of our size of population (ie. access). Cost of certain services adversely affected by competition in some cases (ie. telus). (P31); Educating and marketing the benefits of investing in broadband infrastructure is important to stimulate dialogue, innovation – create public buy-in for the opportunity it presents. (P37)

Markets and Marketing

Time to upgrade and produce new materials on the quality of the city to promote it as a destination, home or business location. (P35); Tourism, arts, culture, heritage could all be promoted more aggressively to community's benefit. (P27); Branding doesn't always have to be Heritage theme, maybe come business want to attract young markets who don't care about Heritage. (P19); We then risk becoming a Whistler – now tourism is manageable and other than traffic doesn't seem to irritate many locals. Another community, Kenora, I lived in, there was a certain amount of anger towards the 'peggers' when they'd invade in May. (P15); This is the first step in moving forward. (P14); There is still an assumption that its better to shop in Kelowna, and that prices here are high. We have some of the best shopping in North America and our prices are very reasonable. This message needs to get out. (P6)