

New Denver Silverton

Entrepreneurial Capacity Test for  
Communities (ECTC)

Phase I Report

Community Futures of Central Kootenay

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## Part I.A: Executive Summary

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

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

The *Slocan District Chamber of Commerce*, the community partner organization, was asked to select and invite the community participants. These participants were to be 50% business people, 25% local leaders and 25% citizens, representing a diversity of interests, ages and perspectives in the community. On March 20<sup>th</sup>, 2002, 32 citizens of New Denver and Silverton participated in Phase I of the Entrepreneurial Capacity Test for Communities (ECTC).

## Overview of Results

Overall, the community<sup>1</sup> perceived itself as *safe, friendly, beautiful, environmentally clean offering a wide range of recreational activities*. The perceived quality of life scored among the highest of communities so far surveyed. Respondents noted that there is vibrancy in the community not often found in communities of this size, which often centres on education, arts and culture. The hospital and school were seen to be important catalysts for bringing the community together. Despite its small size, the community supports a diversity of attitudes, is home to many who consider themselves eclectic, and seems to have a distinctive identity. The community was also seen to be an excellent place to raise a family.

There is a sense of frustration around having a fairly complete community but at the same time having net population outflows (Silverton and New Denver lost close to 7 percent of their populations from 1996 to 2001). In addition, recent announcements around provincial government funding, specifically around the future of the hospital and school, have caused a great deal of uncertainty and fear in the community. While the community saw itself as desirable to live in, many respondents felt that the community was not seen as a desirable place to live amongst those aged 25-34. This is particularly important if the community wishes to maintain or increase its population in the future.

There is a "can-do" attitude in the community shared by political leaders, business leaders and citizens. There is a sense of co-operation among members of the community, the leadership (both formal and informal), and community groups around being proactive in the face of possible perceived "hard times coming". There seems to be a willingness to innovate around these possible hard times. There is a sense of commitment around remaining in the community. Many respondents are living in the area by choice and many felt privileged to make a living in such a special community.

Among the words used to describe the community, 32 were positive in nature, 5 were neutral and seven were negative.

The community has most of the right ingredients -given its size- to be a thriving community. Among those elements missing or lacking were the perception that lenders don't understand

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<sup>1</sup> Residents were asked to define what geographical area they considered to be their community prior to the start of the session. It was agreed for the purposes of answering questions on the ECTC that the community would include those people within a *30-minute drive* of Silverton/New Denver. For the ease of reporting the communities are referred to as the community for the bulk of this report.

the needs of business, the limited number of training opportunities, and the access to innovation, innovative ideas and forums for innovation.

Among those things listed as making the community a “good place to do business in” were the relative lack of competition (market too small for others), the community being a great place in which to live, affordable services, mutually supporting businesses, the lack of crime, commitment to shopping locally where possible, referrals from businesses to others, the “positive” gossip line facilitating good communication, quality leisure time, good level of service, beautiful environment, sense of extended family and community spirit amongst community, lack of commuting, toll free phoning to other communities, and the presence of a downtown core.

Among those things seen as needing improvement were business training opportunities, quality of training, business development support programs, lenders’ ability to understand business, improving the ease of shipping, the presence of cell phone coverage & high speed internet connections, better inter and intra-community transportation and shipping, and more joint marketing between and among businesses.

Silverton/New Denver had its highest scores in quality of life, opportunities & attitudes, and community infrastructure & business services sections.

Silverton/New Denver had its lowest scores in the innovation, education & training, and money, capital & funding sections.

*Compared to other communities* taking the ECTC (4 other small rural communities), Silverton/New Denver scored *high* in the quality of life, community infrastructure & business services, and leadership, networking & networking sections. Specifically, attitudes towards community co-operation, leadership development opportunities, motivated workforce and ability to work with governments and organizations sub-sections scored high.

*Compared to other communities* taking the ECTC, Silverton/New Denver scored low in communications & connectivity, education & training, innovation, and money, capital, & funding sections. Specifically, inter-community transportation, lenders’ ability to understand and work with businesses, transportation services within the community, supportive marketing services, information access, ease of shipping, business training & support programs, and application of innovation scored low.

## Part I.B: Major Themes & Recurring ideas

- ✓ Educational and cultural organizations and businesses define community personality
- ✓ Tolerant of diversity of attitudes
- ✓ Population is down and decreasing
- ✓ Not a lot of training opportunities, especially for businesses
- ✓ School and hospital are focal points
- ✓ Thriving arts scene
- ✓ Amazing lifestyle and cultural opportunities for small size
- ✓ Unrivaled recreational opportunities
- ✓ Low access to information
- ✓ Slightly eccentric
- ✓ Lenders don't understand business
- ✓ Leadership is appropriate and has the right ingredients for thriving community
- ✓ Community is willing and able to innovate
- ✓ Community faces a crisis
- ✓ Beautiful and very desirable community
- ✓ Far from major centers (i.e. Nelson, Revelstoke, Vancouver, Calgary)
- ✓ Safe and clean
- ✓ Friendly
- ✓ Mostly positive words to describe the community
- ✓ At critical juncture in history with perceived "hard times coming"
- ✓ Distinctive identity

## Part I.C: Possible Courses of Action

### Short Term Actions

- ✓ More CFDC courses in the Upper Valley
- ✓ Seminars of innovation in the community
- ✓ Business development support groups
- ✓ Meetings between area lenders and businesses
- ✓ How to seek financing session
- ✓ Reverse parking
- ✓ Buy local campaign
- ✓ Business library in town
- ✓ Businesses or courses to assist local businesses with marketing
- ✓ Preferential exchange program on US dollars
- ✓ "Did you know" citizen ambassador program
- ✓ Joint marketing session - best practices - with Chamber as catalyst
- ✓ Networking sessions more regularly among community groups and businesses
- ✓ Planning council for business
- ✓ EDO promoting benefits of area
- ✓ More leadership courses
- ✓ Regional tourism marketing
- ✓ Own local development fund/foundation

### Medium Term Actions

- ✓ More Selkirk courses
- ✓ Leadership opportunities for youth
- ✓ Mentoring
- ✓ Year round public washrooms
- ✓ Exploit business core in marketing
- ✓ Shuttle bus to Nelson
- ✓ Increase community events/festivals or advertising
- ✓ Transportation within community
- ✓ Full service marina
- ✓ Transportation outside community
- ✓ Cell phone service
- ✓ High speed internet
- ✓ Community brand or image
- ✓ Incentives (seminars with specialized groups, naturals, musicians, artists, theatre, spiritual, and transformation stuff)
- ✓ Community pride project
- ✓ Innovation workshops for business leaders and people
- ✓ Workshops on benefits of high speed/telecommunications

### Long Term Actions

- ✓ Centre of Excellence around arts/music
- ✓ Private art/drama school
- ✓ Alternative energy research
- ✓ Sewers/sewage treatment
- ✓ Tax breaks to those locating in rural areas

## Part II.A: Background

Thirty-two (32) citizens representing The Villages of New Denver and Silverton took part in the Entrepreneurial Capacity Test for Communities (ECTC). Through a survey and a focus group session, the ECTC helps communities assess their capacity to work with and support entrepreneurs, and to foster small business growth. The test measures the perceptions of community leaders, business people and citizens about the current business environment in a community.

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

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

The Slocan District Chamber of Commerce, through the efforts of Mark Adams and Bill Finley, acted as the co-sponsor of the ECTC. This community sponsor booked and coordinated the venue, selected and invited the participants, and established communication about the ECTC within the community.

## Part II.B: Methodology

The *Slocan District Chamber of Commerce* was asked to select participants from the community made up of business people (50%), local leaders (25%) and citizens (25%). The rest of the participants were to represent the diversity and range of interests, ages and perspectives in the community.

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

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

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

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

The 117 statements were grouped together into 41 indicator areas such as "Entrepreneurial Education & Training". These indicator areas were then further grouped into 10 overall sections such as "Markets & Marketing"

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

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

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

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

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



## Part II.C: Participant Profile

The participant population is described below. Of the 32 participants,

- ✓ 44% had started a business within the last 5 years
- ✓ Nearly three quarters (71.9%) consider themselves to be business people, whereas only 21.9% "somewhat", and 6.3% "not at all"
- ✓ Only 12.5% consider themselves to be very influential in the community. 28.1% are usually influential, 50% "somewhat", and 9.4% "not usually".
- ✓ 88% are committed to the community and would do much to remain there.
- ✓ 56% had at least one community affiliation (i.e. Chamber of Commerce, Arts Council, Village Council)
- ✓ Two-thirds were male (66%) and only one-third was female (34%)
- ✓ Most respondents were between the ages of 35-44 (34.4%), 45-54 (31.3%) and 55-64 (21.9%). There were no respondents under 25, 9.4% between 25-34, and 3.1% over the age of 65.
- ✓ The majority of respondents (34.4%) had an annual income between \$20,000 and \$40,000, between \$40,000 and \$60,000 (18.8%), or below \$20,000 (18.8%).
- ✓ Most respondents were employed in Retail (28.1%), Hospitality (34.4%), or other occupations (21.9%), which included graphic design, computer services, painting, and consultant engineering. (See Part III.A for more "other" occupations)
- ✓ Nearly half (43.8%) had been residing in the community for over 20 years. Only 6.3% had been residing in the community for less than 2 years, 12.5% for 2-5 years, 18.8% for 6-10 years, and 18.8% for 11-20 years.
- ✓ Most respondents had at least some college or university (43.8%), a university degree (15.6%), or a professional degree (15.6%)

According to information about the Village of Nakusp and the Village of Silverton,

- ✓ The main industries are Retail Trade, Health and Social Services, Mining, Logging, and Forestry Industries<sup>2</sup>
- ✓ There has been a 7.1% population decline in New Denver, and a 7.9% population decline in Silverton from 1996 to 2001<sup>1</sup>.
- ✓ The average household income for New Denver<sup>3</sup> is \$30,336
- ✓ The average employment income for New Denver<sup>2</sup> is \$19,649
- ✓ In 1996, there were slightly fewer males (410) than females (430)<sup>2</sup>

The discrepancy in age representation is as follows

- ✓ Ages 0-24: 26.9%<sup>4</sup> vs. 0.0%
- ✓ Ages 25-44: 24.9%<sup>2</sup> vs. 43.8%
- ✓ Ages 45-64: 25.1%<sup>2</sup> vs. 53.2%
- ✓ Ages 65+: 23.4%<sup>2</sup> vs. 3.1%

In comparison to the statistical data, the representative population has a greater number of males, is older, and has far more business people than in the actual population.

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<sup>2</sup> From BC Statistics, 2001

<sup>3</sup> From Statistics Canada, 1996. Household and employment income information was not available for Silverton.

<sup>4</sup> From Statistics Canada, 1996. Percentages were estimated by combining Silverton and New Denver population data.

Part II.D: Phase I Attendance

	Name	Affiliation	Email, Phone #
1	Rob Ochsendorf	<i>It's Only Business</i>	<a href="mailto:itsatres@netidea.com">itsatres@netidea.com</a> 358-2691
2	Linda Norman	<i>Panini Bistro</i>	358-2381
3	Darren McCoy	<i>Slocan Lake Home Hardware</i>	<a href="mailto:dmccoy@direct.ca">dmccoy@direct.ca</a> 358-2877
4	Jan Angrigna	<i>Coldwell Banker</i>	<a href="mailto:Javera@telus.net">Javera@telus.net</a> 358-7101
5	Trevor Harrop		<a href="mailto:tharrop@telus.net">tharrop@telus.net</a> 358-2375
6	Michael J Sweeny	<i>Lawyer</i>	<a href="mailto:mjsweeny@netidea.com">mjsweeny@netidea.com</a> 358-7227
7	Bill Roberts		<a href="mailto:wroberts@netidea.com">wroberts@netidea.com</a> 358-2457
8	Salah Eldeib	<i>Engineering</i>	<a href="mailto:altus@netidea.com">altus@netidea.com</a> 358-7106
9	Stuart Nelson	<i>Transportation</i>	<a href="mailto:siltrans@idmail.com">siltrans@idmail.com</a> 358-2360
10	Sylvia Vandenbos	<i>Glacier View Cabins</i>	<a href="mailto:vdbos@netidea.com">vdbos@netidea.com</a> 358-7277
11	Lilliana Wright	<i>The Wild Rose Restaurant</i>	Mtn_music.com 358-7744
12	Leah Main	<i>Village of Silverton</i>	<a href="mailto:Vos-admin@netidea.com">Vos-admin@netidea.com</a> 358-2472
13	Brian Stolle		<a href="mailto:bstolle@netidea.com">bstolle@netidea.com</a> 358-7217
14	Ian Crichton	<i>Retailck</i>	<a href="mailto:icrichto@netidea.com">icrichto@netidea.com</a> 358-7931
15	Rod Reitmeier	<i>Reitmeier Logging</i>	358-7758
16	Steve Hammond	<i>Silverton Building Supplies</i>	<a href="mailto:sbs@netidea.com">sbs@netidea.com</a> <a href="mailto:katsteve@netidea.com">katsteve@netidea.com</a> 358-2293
17	Tamara Vaughan	<i>House Painting</i>	<a href="mailto:tamvaughan@hotmail.com">tamvaughan@hotmail.com</a> 358-2269
18	Jeff Bustard	<i>Sweet Dreams Guesthouse</i>	<a href="mailto:jbus@netidea.com">jbus@netidea.com</a> 358-2415
19	Don Lam	<i>Mountain Berry Food</i>	<a href="mailto:mtnberry@direct.ca">mtnberry@direct.ca</a> 358-7717
20	Mark Adams	<i>Chamber of Commerce</i>	358-2411
21	Bill Lander	<i>Silverton Resort</i>	358-7157
22	Gary Wright	<i>Village of New Denver</i>	358-2316
23	Doug Woolfrey	<i>Silverton Country Inn</i>	358-7929
24	Neil McBriar	<i>Silverton Bluedog Pottery</i>	<a href="mailto:Bluedogpottery@netidea.com">Bluedogpottery@netidea.com</a> 358-7247
25	R Farrell		358-2617
26	Kathy Reitmeier	<i>Grocery</i>	358-2443
27	Bruce Cavanagh	<i>BC LDB</i>	358-2341
29	Joan McKay		

## Part III.A: Respondent Profiles

### Community commitment

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

- I choose to live here for the area and the type of business. It's a beautiful area yet there are certain jobs I would not want to do just to stay.
- The quality of life here is very hard to beat
- Silverton, ND was chosen for quality of life. I brought my skills and feel fortunate my business has been successful, but I believe I would do something else if I had to.
- Would not do "almost anything"
- I was born here 44 yrs ago, have been in business here for 24 yrs, long family history
- I was born and raised in this community and after spending 10 yrs away after high school I returned here. I love the area and the people and want to raise a family of my own here. In order to do this sometimes great flexibility is required (taking whatever jobs you can find)
- Have lived here 30 yrs & passed up opportunities to pursue a career elsewhere because I simply prefer to be here.
- Living in a small community is an excellent way to raise a family
- I've lived here all my life and I've got children. I think it's a great place to raise a family
- I believe that many talented people "settle" for a certain occupation that may not fully accentuate or put to use their full abilities because of the limited seasonal nature of this location
- Motel, arts & crafts, gardening
- I spend a lot of time clearing trails
- Quality of living in this community is worthy of sacrifices
- Wonderful scenery, distinct seasons, clean water and air, kindly people, good neighbors
- Quality of life is superior to city. Sailing in 2 minutes
- Lived here 32 yrs and it is important to keep it healthy
- And I have
- Would not do almost anything to stay here
- I would work at any job that falls within the range of my capabilities and adaptabilities without compromising my self and morals or ethics.
- My husband and I have lived here for the larger part of our lives. We love it here and do not want to live anywhere else.

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

- If my business no longer considered viable I would have to seek employment opportunities in another region.
- Would not do "almost anything"

## Affiliations

- *Chamber of Commerce (9), Galena Trail, Slocan Valley writers guild, Village of New Denver, Ex-town councilor, Slocan Valley Economic Development Commission (2), Valhalla Choral Society (2), Marina Society, Coach Jr. boys basketball, gallery, Slocan Valley Cycling club, Slocan Lake Golf Club, Slocan Lake Arena Society, Silverton-New Denver Curling Club, Community Club*

## Words that describe community

- *Low population (3), Beautiful (3), Far from major cities, Friendly (2), Challenging, High quality of life, Cooperative, Clean (air & water) (2), Eclectic (2), Supportive, Not good for business, Divided, Not welcoming to outsiders, remote, Cohesive, Nice place to live, Getting to be a nice place to be from, Economically depressed, Close knit, Pretty darned small, Inspiring, Helpful, Creative, Low income, Self reliant, Stagnant, Potential, Wilderness, Hidden, Scattered, Dying, Geographically desirable, pensionable community, Split, Lack of vision, Determined, Eccentric, Surviving, Full of potential, Open minded, Marginal, Magnificent (2), Diversity (2), isolated, economically struggling, quiet, unique, stagnant, resistant to change*

## Other occupations of respondents

- *The Arts, Music & Art/Graphic Design/Computer Services, Residential/Commercial Painting, Professional Services, Consulting Engineer, Tourism: hunting & fishing lodges, wildlife tours etc.*

## Education and other qualifications of respondents

- *Bachelors (6), Masters (2), PhD*

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

### Strengths

- ✓ The environment and landscape
  - *Clean air & water, peaceful, 4 seasons, natural resources/setting (3), beautiful (3), uncrowded, located in breath-taking setting*
- ✓ People choose to live in the area
  - *People choose to live here despite challenges, because of the great quality of life and family values. It is a great place to raise kids. Self-reliant individuals work very hard to maintain families & business in this isolated area. Those that have left would like to return, and those of us who choose to live here want to remain here.*
- ✓ The community and ability of people to work together
  - *With a history of resilience and survival, community members support each other, understanding common hardships and challenges.*
  - *Diversity (people and outlook), community spirit, communication, outspokenness, talent, friendship, loyalty, humour, generosity, elective, eccentric, tightly knit*
- ✓ Affordable living and services
  - *Affordable (relative). Has key services (i.e. hospital with an enormous outreach program that allows seniors to stay in the area, recycling, school) and good infrastructure for a small town*
- ✓ The arts and cultures of area
  - *This is a destination for Cultural/Educational/Artistic/Spiritual interests. There are strong arts & cultural aspects to area*
- ✓ Untapped business potential
  - *Size allows for readiness of transformation. Much potential in commercial recreation*

## Improvements

- ✓ One small non-resource based industry (25-30 employees)
- ✓ Greater linkage to Nelson, culturally, economically and socially
- ✓ A central sewage treatment plant; sewers
- ✓ New families moving here; larger population base; young families
- ✓ Small clean businesses/head offices to locate here
- ✓ Public transportation
- ✓ Marketing
- ✓ Education, Training facility
- ✓ Good jobs
- ✓ Upgrade the highways
- ✓ High speed internet; cell phones
- ✓ Major tourist drawing point
- ✓ Restaurants in Silverton
- ✓ Knowledgeable leaders
- ✓ Committed local government
- ✓ Public awareness
- ✓ Better connectivity
- ✓ More welcoming attitude
- ✓ More encouragement for business start-up
- ✓ Major investments in starting up local mining
- ✓ Secondary light manufacturing
- ✓ Better transportation
- ✓ Opportunities for young adults
- ✓ Access to education & training
- ✓ Tourism
- ✓ More people shopping locally to support the businesses
- ✓ Road safety-ban gov. subsidized big business unless they pay for the roads
- ✓ Credit Union Loans
- ✓ Reliable airport
- ✓ Better freight service-more direct not from Nelson or Castlegar
- ✓ Health Care
- ✓ Bathrooms in the downtown core of New Denver
- ✓ Labour puddle-need employees
- ✓ Need new businesses to open
- ✓ More available land-perhaps crown land
- ✓ Tax incentives to bring business in; Regional, Provincial all
- ✓ Advertising
- ✓ Cooperation-people working together
- ✓ Community hall restored
- ✓ No empty stores on main street
- ✓ Small, light non-polluting businesses
- ✓ A flourishing sport fishing industry
- ✓ More leisure activities, ice rink, swimming pool, theatre for the arts
- ✓ More citizens who want to work
- ✓ Economic prosperity
- ✓ Establish a cohesive identity
- ✓ A government that cared about small town BC

## Reasons why respondents live in the community:

- ✓ Peace, security and great people
- ✓ Clean water & environment (2)
- ✓ Quality of life (2)
- ✓ Ability to live self sufficiently (2)
- ✓ Strong feeling of community
- ✓ Small town atmosphere
- ✓ Good place to raise a family
- ✓ Environment
- ✓ Beautiful
- ✓ Relative distinctive identity
- ✓ Safe (3)
- ✓ Because I like it!
- ✓ Recreation
- ✓ Remoteness
- ✓ Population
- ✓ Potential for development
- ✓ Moderate climate
- ✓ Health
- ✓ Always wanted to own a hotel
- ✓ Lack of false sophistication
- ✓ I was born and raised here
- ✓ Affordable
- ✓ Commercial space
- ✓ Access to unlimited recreation
- ✓ Little driving
- ✓ Less stress
- ✓ Sanctity of area
- ✓ "We believe this area is the most beautiful spot in the world and we see opportunities for growth"

## Part III.C. Survey Responses by Category

### Section 1: Opportunities & Attitudes

The *Opportunities & Attitudes* in Silverton and New Denver are one of the highest scoring sections, and the respondents' knowledge of this area is excellent. Business people are highly motivated, but lack a pool of motivated employees to draw from. Successful businesses would like to remain in the community, and individuals are very dedicated to their community and would remain there even during hard economic times. It was also indicated that there is a looming economic crisis (or opportunity), and that there is an apparent lack of an up-to-date vision or plan representative of the community.

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

- ✓ Beauty & natural resources (9) that are clean and safe, and have numerous recreational activities available.
- ✓ Tourism & recreation (5) in Silverton and New Denver offers a wonderful lake that could be used for a vast array of activities (i.e. scuba, fishing, survival camps, etc), presenting "an unmatched lifestyle for the active outdoor enthusiast".
- ✓ Perseverance attitude (we will make it work)
  - *People have initiative and a great "can-do" attitude, and they live in the community by choice (4), and are thus willing to adapt (do what they can to enable them to stay) to make the community survive and work (4).*
  - *Greatest incentive might be perceived as "hard times coming" (possible hospital closure, population decline)*
- ✓ Community identity
  - *Silverton-New Denver is a community with a good spirit with a good visions and a diversity of attitudes. Some positive attitudes, some anti-economic development views. Some members are financially secure.*
  - *Humor, kindness, openness, small size, attractive, safe, aging, supportive of and open to new ideas, diversity of people and interests, pride, many talents*
- ✓ Cultural & Educational opportunities
  - *The many educational facilities & culturally-based businesses and organizations (arts, music, pottery, etc) comprise a large segment of the community, and are a significant basis for the community's identity.*
- ✓ Community understanding of need for change
  - *Local government understands the importance of helping and attracting business, enabling people and families to live, move, and start a business here. Community is unwilling to embrace the attitudes of urban living, and would like to retain small town values while accessing facilities and services of the high tech world.*



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

- ✓ Keep & develop central facilities
  - *Government decision to retain the hospital & the school (3), and then build more community involvement in both organizations.*
  - *Develop an educational/training facility for business*
  - *Downtown improvement in New Denver.*
  - *Have affordable rents for small business*
  - *Locally run internet library*
- ✓ Grow businesses
  - *Leaders (government, organizations, etc) to encourage business (especially small manufacturing, small & medium sized businesses, artistic endeavors) to come to New Denver & Silverton. This could be facilitated through funding support for entrepreneurs (2) from government, etc. (Also get rid of GST).*
  - *Create an economic development position, and fill it with someone with experience in small business development*
- ✓ Develop tourism opportunities
  - *Tourism has great potential as an eco-friendly, sustainable alternative to resource based business. Retirement communities may not be basis for sustainable, healthy community plans. It could attract visitors and business (investment, ideas, etc), but community must develop area marketing/promotion in larger circles (Canada, USA, world, etc). (6)*
  - *Develop a tourism plan that would attract visitors & young families to stay in area for several days. This means developing activities beyond the lake and mountains and more actively welcoming visitors.*
- ✓ Awareness, participation & cooperation
  - *Raise public awareness about & participation in business development initiatives (Market image, business alliances, group marketing, staffing, training, buy local campaigns, etc), and have ongoing communication and cooperation.*
  - *Have a unified voice in the business community, and encourage optimism.*
  - *Develop Community pride*
  - *Encourage community to embrace coming change, adapting to the changes*
- ✓ Training program to improve the present quality of service, and to develop a better work ethic
- ✓ Market and attract "student" and "seminar" visitor opportunities. Could follow the original "Banff School of Fine Arts" beginnings & become known as a destination "village"

- ✓ "Opportunities, especially for the young are extremely limited."
- ✓ "The best way to improve opportunities would be to let the rest of the world know we are here and it's a great place to be"
- ✓ "There exists a kind of candid openness that I believe people recognize when they experience this area."

## Part III.C. Survey Responses by Category

### Section 2: Quality of Life

New Denver and Silverton has a good *Quality of Life*. The respondents had very good knowledge in this area, in comparison with the average. The community has a great environment in terms of landscape, recreation, and safety. There is a good arts community and artistic identity present, and there are high-quality key services within the community, such as the hospital and school. However, there is lack of social opportunities and facilities (i.e. university/college, social facilities, daily services) that attract and keep young people and families to the area.

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

- ✓ Environment
  - *Clean environment (air and water) (13)*
  - *Beautiful landscape (11) (Scenic, beauty, natural, inspiration, unrivaled, remote)*
  - *Abundance of eco-conscious outdoor recreation activities (2) (no sea-doers)*
- ✓ People - Great people live in community (4), and are dedicated to community and the maintenance of its values (clean air & water, keeping school & hospital open, grow businesses), and are willing to volunteer time.
- ✓ Way of life in community - Slow pace (3), together & friendly because of small size (2). Low/no crime (2), and a "feeling of being in a safe, secure place". Has a unique history, and a strong arts tradition, adaptable
- ✓ Services - Essential services are available (Hospital, school), are centers of community activities, and allow families to survive here despite economic odds

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

- ✓ Arts development - Expand & support the Valhalla Summer School of Music, theatre & drama, and events to inspire and bring in tourists.
- ✓ Public services
  - *Transportation, greenhouse, recreational facility (pool, sports arena, ice rink), community hall, sewage system*
  - *Keep hospital and school (5)*
  - *More realistic real estate prices*
- ✓ Make the community economically viable (8). Grow business opportunities/incentives through less provincial bureaucracy and taxes. Attract young, motivated families to live and work in community year-round (6), and expand existing activities to year-round living.
- ✓ Continue to build on existing strengths through a commitment to communication and cooperation between different social groups and age groups, and continue to focus on eco-friendly tourism
- ✓ Adapt education programs to meet business development needs (i.e. stress relief)
- ✓ Create attractive incentives to come to area (i.e. seminars with specialized groups (naturals, musicians, artists, theatre, spiritual and transformation type stuff))
- ✓ Create more places to go and things to do

- ✓ "The community lacks a souls and gathering place for all ages and family configurations (i.e. not only high school age children of seniors or singles)"

## Part III.C. Survey Responses by Category

### Section 3: Education & Training

Though respondents' knowledge of this area is good, this section is one of the lowest-scoring areas. Though there are many educational opportunities available (i.e. computer training, online and distance education, and continuing education), they don't seem to be focused on entrepreneurial education, and there is a lack of local opportunities for hands-on business education. Programs such as mentorship and entrepreneurial education in schools are not present. *Education & Training* lacks community awareness, and is not accessible or effective. However, citizens are willing to learn and develop skills if the opportunity arises.

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

- ✓ Lots of qualified people
  - *Diversity of advanced education and training (5), especially for a community of this size (i.e. BA PhD, certifications)*
- ✓ School & Library
  - *Lucerne Elementary Secondary is a small modern school (15) with K-12 education. The school is "extremely important for our community". It has a facilitated learning center, good teachers, and tries to evolve with the ever-changing needs of the community and students, while also teaching the basics.*
  - *Could also serve as a community school that provides training to adults in the area. Some think more one on one with students (K-12) is needed/*
  - *The library (is it part of the school?)*
- ✓ Internet is available (2) for distance education
- ✓ Selkirk College (2) - Most of the training available exists outside of this particular community. However, there is the odd course that is presented through Selkirk College at Lucerne school.
- ✓ CFDC
- ✓ Rural and natural setting creates an inspiring environment

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

- ✓ Awareness & access
  - *Advertising to ensure adequate enrollment, greater awareness (of the government and the public) of the availability and the value of distance education and other training, research/asking students what the needs are, greater access to the school, high speed internet to access other opportunities*
  - *Applicants from rural communities to have priority in subsidized housing in larger centers if they are attending training programs (i.e. hairdresser, cooks certificate at Selkirk)*
- ✓ Educational vision
  - *Have clearly defined goals for educational facilities that coincide/interact with community development. One vision is to have a private art-drama-music school.*
  - *Offer one of a kind evening classes 3-4 times a year for businesses and entrepreneurs. Have an Outreach Center offering skills training and tech facilities (i.e. computers, copiers, internet)*
- ✓ Community School (Lucerne)
  - *Ensure the necessary funding is available to keep school open (2)*
  - *Develop the concepts of "center for arts education" and "Community school" encouraging lifelong learning (names mentioned include Peter Blacklock, Heather Huether, Barty Yeomans)*
  - *Modify the facilitated learning center at Lucerne to be what was originally intended - an opportunity for the whole community. Don't consider it to be a "dumping ground for kids with behavioral problems", or else get rid of it.*
- ✓ CFDC - Bring CFDC courses to the Upper Valley!
- ✓ Selkirk College (2)
  - *Offer courses locally (2), keep the continuing education, smaller classes, hold more relevant courses to business (i.e. computer training, sales, marketing, entrepreneurial skills, journeyman trade courses)*

## Part III.C. Survey Responses by Category

### Section 4: Innovation

The attitude towards *Innovation* in Silverton and New Denver is a positive one. People are aware that “innovation” should be valued, but the concept of local “innovation” is unclear, perhaps due to a lack of a center/facility that fosters innovation and creativity, and shares this with the community. The respondents’ knowledge of this area is lower than the all-community average. The greatest difference between the community and average scores is in *Information Access* (-30.2%), despite the inclusion of the highest scores in the *Innovation* section. Respondents believe they have good access to information via the Internet. However, many comments point out the lack of awareness about innovation and its role in community development. One respondent stated, “[The] community is not aware of the importance of [innovation]”. Addressing this issue is clearly an important step in this section.

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

- ✓ Mayor of the Village of New Denver
- ✓ CFDC
- ✓ Interest groups (Education, Hospital, perhaps in forestry industry)
- ✓ Many answers feel the *Innovation* section is not applicable to the community

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

- ✓ Education and awareness
  - *Increase awareness of what is happening. License research and development information for public access. Greater awareness of Internet resources that can be used to find research results/resources.*
  - *Educate the local government and the general public about the importance of innovation*
- ✓ Visions
  - *Establish alternative energy research center, work on fisheries, provincially sponsored technicians to be employed by village governments or residents to study water quality before forestry advances are made, Community college (2)*
- ✓ Focus - have a group or committee that has the power to act, do research in how to attract small business and give incentives, access to funding (2)

“[The] community is not aware of the importance of [innovation]”

## Part III.C. Survey Responses by Category

### Section 5: Leadership, Teamwork & Networking

New Denver and Silverton have good knowledge of and a great attitude towards *Leadership, Teamwork & Networking* in the community. As well, the respondents feel that many good opportunities to develop leadership, teamwork/cooperation, and networking are available within the communities (mostly through experiential learning). There are many opportunities to meet and share experiences with other people, and the many leaders in the community represent a diversity of sectors, skills, and experiences.

However, it is also indicated that there is low availability of management skills within the community, and a lack of opportunities to develop and learn these managerial skills. There is also a lack of a formalized process of decision-making. These may, in future, be some of the larger stumbling blocks of the community.

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

- ✓ Cooperation (5)
  - *Community groups willing to form alliances to reach common goals. Have philosophy of working together, Village council works well together, meetings and opportunities to make change (like this one)*
- ✓ Small community networks
  - *Everyone knows and are near to each other (2), leaders are known in the community, good word of mouth communications.*
- ✓ Dedication of people
  - *There is a strong sense of community, some very hard-working people involved in local groups, council tries to do what's best for the community, good people at management levels, much goodwill and diversity of experience*
- ✓ Organizations
  - *Village council works well together, Chamber of Commerce (2), active downtown business, immense network of volunteer organizations, active at local level, opportunities for leadership development*
- ✓ Awareness of our vulnerability

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

- ✓ Business gatherings
  - *More community gatherings (3) with Chamber of Commerce, downtown businesses (merchants), small businesses, hospitality groups. To inspire people who do not usually volunteer for community work (2). Short breakfast meetings every month, Informal business meetings of entrepreneurs to just talk about business*
- ✓ Awareness - Greater awareness of other volunteer organizations, and the potential for complementary activities, decrease fragmentation due to over worked volunteers.
- ✓ Facilities - Build a larger hall for community events (i.e. plays, meetings)
- ✓ Planning for business
  - *An overall "planning council" for business, small community groups formed to address local situation, more people involved NOW instead of complaining later about decisions, focus on broader picture*
- ✓ Development of business support services
  - *Support leaders demonstrating desire to develop to have necessary assistance for business, Help businesses and work with leaders who have experience and expertise instead of losing them, Access to a trained person who understands economic development and marketing*
  - *Financial aid to interest groups to develop plans for particular events, development, etc*
  - *Community college*

## Part III.C. Survey Responses by Category

### Section 6: Role of Government & Organizations

The *Role of Government & Organizations* scored lower than average. The local governing body and other organizations do recognize that business is important and are willing to help, but it is not clear about how this recognition translates into helping business development. There is little knowledge about what programs and services are offered (by recognized organizations) to assist business people. Since there is a lack of knowledge about available programs, there is also a lack of knowledge about their effectiveness.

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

- ✓ Village Council and Mayor
  - *Listen to the public, advocates/spokespeople of whole community interests, responsible, approachable, dedicated, supportive (despite provincial gvt.), good continuity of leadership, friendly/accommodating to local businesses (2), connected with other governments (levels & communities), knows the people (2), good money managers (2)*
- ✓ Organizations and volunteers
  - *High volunteerism & numerous volunteer groups/organizations (3) - Hospital, hospital auxiliary group, Chamber of Commerce; much expertise in varying capacities; (small) solid core of interested, hard working, thoughtful, energetic people, CFDC, Valhalla Wilderness Society*
- ✓ Transparent, independent and open communication
- ✓ Small community/population size means that each voice really does count

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

- ✓ Become more organized as a community; be willing to work together
- ✓ Funding
  - *To act on ideas, to help improve infrastructure*
  - *Stop funding studies. Put money into savvy local organizations as seed money to make big things happen. Provide money at low or no interest once a plan or direction has been formed*
- ✓ Local government & consultations
  - *Give mayor more consulting expertise to aid in development; Local government should involve citizens more in their decision making processes regarding policies and direction*
- ✓ Higher levels of Government
  - *Difference of opinion as to how involved higher levels of government should be. Some would like to see more involvement, some less so that the local government has more freedom. Other comments include "higher sensitivity", "out with the liberals", "get rid of intermediate governments (RDCK)"*
- ✓ Amalgamate Silverton/New Denver/Hills/Sandon/maybe Slocan too (4); break down barriers and competition between communities
- ✓ Involvement
  - *Get more of the many experienced and talented people involved. Need to need to entice them with short/smaller meetings in their field of knowledge*
- ✓ Awareness & education
  - *Education about business, management & leadership. Recognize how important small businesses are. Have greater awareness of resources to support local business development efforts*

## Part III.C. Survey Responses by Category

### Section 7: Money, Capital & Funding

New Denver and Silverton's knowledge of *Money Capital & Funding* is better than average overall, but there is still a real lack of knowledge and awareness in this area. There is a perception that area lenders are not willing to take risks when lending to entrepreneurs. There is also a perception that business capital is not available to all people, and regular loans are not available despite the presence of banks, credit unions, and development organizations. Perhaps as a result of these, people tend to look for alternate funding sources, such as grants and private investment.

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

- ✓ Strong public assets & resources (i.e. forestry, hospital, highway maintenance, school)
- ✓ Kootenay Savings Credit Union (4) branch
  - *Supports home ownership*
  - *Private loans and investment funds*
- ✓ Local private lenders who are committed to the community.
- ✓ Access to government grants (not necessarily a good thing!)
- ✓ Community Futures
- ✓ Efforts to bring in and keep wealth in community - Ability to appeal to travelers/tourism, re-investment in each others businesses by buying locally

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

- ✓ Assistance in accessing funds
  - *Right now, every business venture relies on its individual ability to access money. Need better local expertise to guide those seeking funds*
- ✓ Government assistance
  - *Has little capital (2). Get the province to invest (2) in keeping small communities alive and vibrant. Offer provincial income tax breaks to business outside of large city centers, decrease the sales tax, new government*
- ✓ Local banks & lenders
  - *Local banking to be more helpful to entrepreneurs, easier to deal with, willing to lend money to small businesses, more availability of loans, reasonable lending terms, more flexible lending policies accounting for character and potential*
  - *A real community bank*
  - *A chartered bank*
  - *Increase support from the credit union (2)*
  - *Greater awareness of alternative sources outside the community*
  - *Convince Nelson's institutions to consider lending here*
  - *More effective use of (CBT) funding - stop the \$1000 projects that don't stimulate growth*
- ✓ Planning for increasing available capital
  - *Develop a plan specifically for business lending, use people who have expertise in raising money and selling communities as "the right place for business", allow for private and public consultations in use of public resources, bring companies in with tax incentives, encourage people (especially small business, artisans, professionals) to reside here*
- ✓ Our own development fund - local people could contribute to and manage such a fund for local development

"We've never had any so we don't miss it"

## Part III.C. Survey Responses by Category

### Section 8: Community Infrastructure & Business Services

The communities of New Denver and Silverton have a good community core, with a decent availability of services and infrastructure, especially for a community of this size. But there is a perception that planning (for business) doesn't take into account what businesses need. It is believed that infrastructure doesn't meet entrepreneurial needs, and that there is a lack of land and a variety of property sizes available for development.

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

- ✓ Good Internet (via telephone lines) access
- ✓ People in community
  - *The business people here are great and some are willing to assist each other, a working Chamber of Commerce (2)/ merchant committee bringing community members together, supportive, hardworking, positive attitudes, endurance, easy to get people together to discuss or work on a project, good follow-through (projects get completed)*
- ✓ Existing infrastructure (power, roads, water) is good (5), but are all slowly deteriorating
- ✓ Range of services (hospital, Lucerne school, professional services) is good (6) for a small community. Most services are accessible within the New Denver Silverton area.
- ✓ Quaint heritage downtown in both New Denver and Silverton (because of a well-executed revitalization).

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

- ✓ High speed internet (3)
- ✓ Funding for local arts organizations
- ✓ Get people to shop locally!
- ✓ Better looking "four corners" in New Denver
- ✓ Fix roads (for us and not for the woodchip trucks)
- ✓ Subsidized senior or specialized housing
- ✓ Bridges instead of ferries for access from Okanagan and Revelstoke
- ✓ Sewers/sewage treatment (5) in New Denver
- ✓ Municipal recreation centre
- ✓ Develop community pride
- ✓ Advertise benefits of doing business in area, including the quality of life (place people want to be and stay)
- ✓ Information about outside business services and how to access them (i.e. online)
- ✓ Create a larger library in the center of New Denver with internet service
- ✓ Transportation - local bus or taxi
- ✓ Free park visits and nightly camping stays
- ✓ Differences/conflict needs to be addressed
- ✓ Sewage system



## Part III.C. Survey Responses by Category

### Section 9: Communication & Connectivity

*Communications & Connectivity* in New Denver and Silverton is scored lower than the average. However, it is clear that there are good communication services, but a limited availability of connectivity (transportation, shipping, etc) services available. The basic and locally oriented communications are good and are reliable, but the advanced services (i.e. high speed, video conferencing, cellphone) that would improve access to business and markets are lacking. The low connectivity is due to a definite lack of transportation services within and between communities, with the exception of some special transportation and bus services. This condition may increase the sense of remoteness and isolation from the outside world.

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

- ✓ Internet availability (4), with ISP in Nelson; Reading center has free internet access (opinions vary from excellent to not very reliable connection)
- ✓ Valley Voice (5) (local newspaper)
- ✓ Pennywise
- ✓ Small town so good word of mouth communications.
- ✓ Local newsletter (SWAMI)
- ✓ Lucerne School
- ✓ The bar
- ✓ Chamber of commerce (2)
- ✓ Telephone services
- ✓ Area H North TV society (This is the only area in SE BC that transmits CBC Stereo 2)
- ✓ Village meetings
- ✓ Weekday courier
- ✓ Cartage services

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

- ✓ Better electronic and telephone infrastructure
  - *Cell phone (4)*
  - *Upgrade phone system: there are still people here on party lines*
  - *Increase power (electric plant)*
- ✓ (Affordable) High speed internet (to allow home based office workers opportunities to live and work here, web marketing) (12)
- ✓ Greater awareness of how to harness telecommunications and internet for business development
- ✓ Provide opportunities for internet confidence building
- ✓ Transportation and connection to other communities
  - *Better transportation services (i.e. bus)*
  - *More reliable transportation routes and road maintenance to make the area more accessible (2). Work with other communities to improve infrastructure*
  - *Better landing percentages at Castlegar (instrumentation?)*
  - *Bridges not ferries for access to Okanagan and Revelstoke*
- ✓ More community meetings, more open discussion

“This community remains fairly isolate both physically and electronically”

## Part III.C. Survey Responses by Category

### Section 10: Markets & Marketing

Respondents had good knowledge about *Markets & Marketing* in the New Denver and Silverton areas. There are good market opportunities available in the area, but these opportunities tend to be based on a lack of competition rather than the presence or recognition of unique opportunities. There is a perception that the communities lack supportive marketing services, but the knowledge about these services is low. There is an excellent "sense of pride" in the quality of the products/services available or made in the area and in the area itself, but there doesn't seem to be a clear identity or brand in the community. There is also a lack of joint marketing to access outside markets, and there is a need to encourage "buy local" strategies.

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

- ✓ Environment - Outdoors, trails, lookouts, recreation, beauty (2), "Natural BC", scenic
- ✓ Supportive to local markets
  - *Local market committed to supporting local businesses. People try to buy local products when affordable (3). New Denver Friday market provides everything anyone needs right here. High quality products*
  - *Summertime Farmers Market*
- ✓ Advertisement is mostly through word of mouth
- ✓ A good summer season (2)
- ✓ Retired folks
- ✓ Small town rural atmosphere

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

- ✓ Actions to enhance business
  - *Think globally; creative marketing strategies (i.e. offer Americans say \$1.70 on exchange (a 10% premium) rather than the 1.25-1.30 offered by some businesses); free trade on lumber*
- ✓ Develop economic diversity
  - *Expand joint business events and sales; cooperation to create a real source of income (i.e. tours for women, art therapy, hiking, birdwatching all working together); develop non-seasonal businesses (all year round, unconventional seasonal); forget about supporting "normal" goods production, as transportation and marketing costs are too high except for botanicals; don't depend on "Internet notoriety"; attract young people willing to work to improve the community; Keep existing infrastructure (school, hospital); attract visitors/possible residents on basis of natural location/weather/safety; establish longer term accommodations and artistic programs; create opportunities for people to stay and live*
- ✓ Marketing plans/strategy
  - *Develop a cohesive brand image for community; advertising by villages/chamber; marketing plan; market area as a desirable place for self-employed people to settle, bringing own jobs and money into community even if no employment created for others; Better collective/cooperative tourism marketing strategies (by sectors) to access larger audience; publicize natural resources and opportunities on larger scale (i.e. US, advertising in the Spokane area, outside of Rocky Mountain Tourism Association)*
- ✓ Attitude - develop local shopping (4); understand limits to growth
- ✓ Assistance, direction and training for businesses
  - *Improve locals' knowledge and enthusiasm for local life; increase training opportunities especially in services, marketing, etc and develop experience and expertise; understanding the importance of experience and expertise and leadership by government, businesses, and the public (2); funding*

### Part III.D. Comments

- ✓ I would like to see small growth with mixed resource based, tourism and light industrial.
- ✓ A small business that could employ 25-30 people would do a lot to add to the economic base and use the existing infrastructure.
- ✓ Asking for family income range in a social setting in a small community is not a confidence-inspiring thing to do.
- ✓ Difficult to get business funding, except from lenders of last resort. It is particularly difficult to get funding in tourism and hospitality.
- ✓ Local businesses need to get away from the "this is what we have" attitude, and try to bring in what customers request - consistently.
- ✓ Little originality on business sector. When one does something, the rest follow.
- ✓ Lots of people looking for "jobs", but not interested in making one for themselves.
- ✓ From employer perspective, there are serious problems with work ethic among available workforce.
- ✓ Businesses do not expand to meet demand - when soup is gone, it's gone.
- ✓ I don't think our community is large enough for this test to apply directly.
- ✓ Promote tourism by marketing the area (i.e. attend trade shows promoting the area as a whole). Silverton, New Denver has good fishing, snowmobiling, skiing, boating, etc. Bring in the tourists and the economy will boom.
- ✓ We all work together.
- ✓ Too many questions that are not applicable.
- ✓ Many of these questions do not seem to be applicable to our small community.

### Part III.E: Focus Group Responses

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

- ✓ Quality of lifestyle
  - *Great place to live; great access to recreation opportunities; Safe (2)/ crime free community; beautiful environment; lake setting; quality leisure time; family oriented*
- ✓ Character and opportunities in the business community
  - *No competition; innovative thinkers (i.e. reverse parking meters); complimentary existing businesses; we have community identity (business core); tourist destination; strategic location; conscientious attitude; reasonable competition (small businesses)*
- ✓ Supportive community
  - *Commitment to shopping locally; community events draw tourism; willingness of businesses to cooperate with each other; will give referrals to other local businesses; mutually supportive between businesses (generosity); supportive local government*
  - *Honest and reliable customers; good communication (gossip line and networking); like an extended family; community spirit; strong sense of community*
- ✓ Good and affordable services
  - *Volunteerism, hospital auxiliary volunteers; fire department; school activities; Infocentre*
  - *Good parking; good service (will order what's not in stock); toll free calling to other local communities; courier service; little or no commuting; ski bus; affordable services*

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

- ✓ Training - i.e. "Superhost" program
- ✓ Services
  - *Year-round public washrooms; broadband/high speed internet (2); cell phone service; courier service (faster and through Revelstoke); shuttle bus (to commute to Nelson); more recreational opportunities (i.e. trails, snowmobiling); instrument rated airport; improved freight services (open access for carriers, licencing); full service marina for sail/motor crafts; expand music school (independent from government)*
- ✓ Dialogues with the community
  - *Better communication within community; agreements to separate motorized and non-motorized recreation; Inter-community networking (business referrals)*
- ✓ Marketing strategy
  - *Marketing/group marketing; develop "Community brand"; market across border featuring "generous" exchange rate (e.g. Spokane); market area as a desirable place to settle for the self-employed; advertising tourism services in area (e.g. campgrounds); have a marketing professional to bring business to area*
- ✓ Access to capital - Access to loans (community bank); local capital pool, micro-loans
- ✓ Year round business development
  - *Have more business in shoulder months and winter; year-round residents*

## Appendix A: Detailed Data Methodology

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

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

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.

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

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

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

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

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

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

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

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<sub>(Adjusted)</sub>" 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.

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

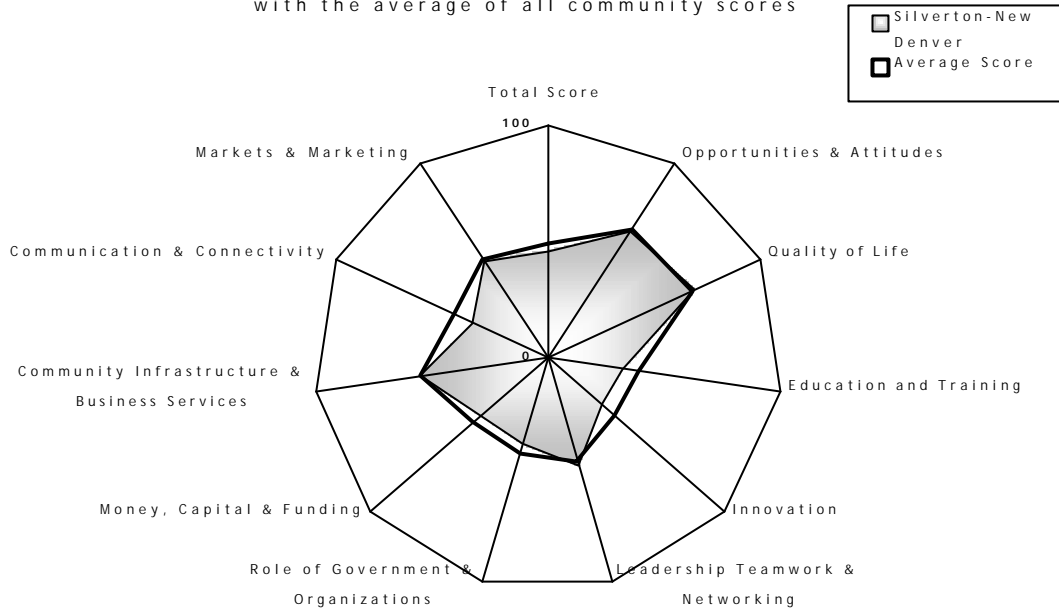
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<sup>4</sup> "Don't know" and "No answer" are null responses. Therefore, they are excluded from the total scores for each question and section.

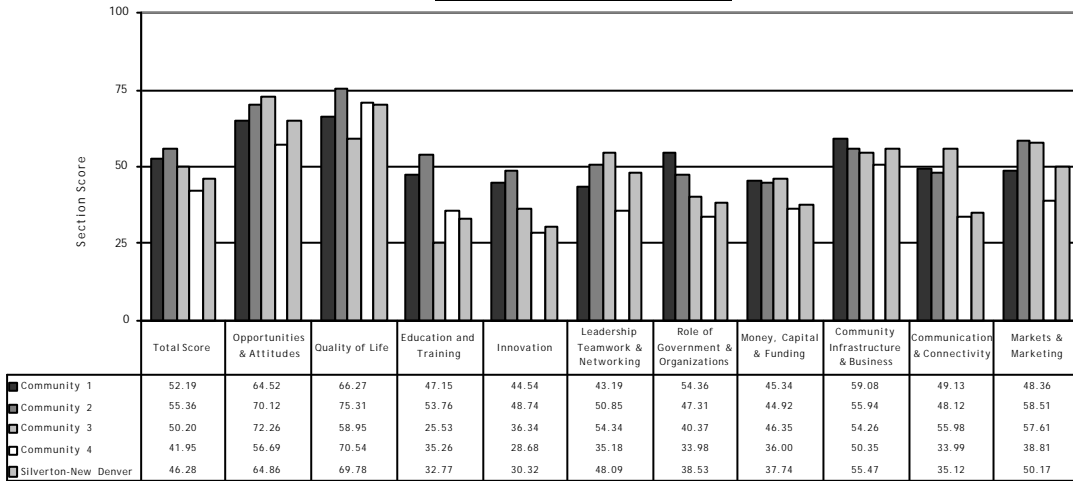
11. The "Indicator Area Score (normalized)" was multiplied by 100 to calculate the "Indicator Area Score" with a value between 0 and 100.
12. "Section score" was automatically calculated for each question using the equation below.
 
$$\text{SECTION SCORE} = \frac{[\text{Sum of Raw Scores for Section \# X}] / [\text{Sum of Total Possible (Adjusted) for Section \# X}]}{100}$$
13. Total Graphs (radial & bar) were automatically generated in the excel program. The radial graph indicates the fullness (or lack of) of the capacity of the community to support business startup and expansion in comparison to the average score amongst the communities. The bar graph indicates the relative strength and weakness of each section. (See Appendix B)
14. Section bar graphs portraying "Indicator Area Scores" were automatically generated (See Appendix C). These were displayed as community score in comparison to the all-community average score.
15. Stacked bar graphs portraying the number of respondents for each statement in each question were automatically generated for each section (See Appendix C). The "Don't Know" responses may be attributed to one of three hypotheses.
  - H1 = Question is not valid
  - H2 = Question is not understood/not clearly written
  - H3 = Lack of knowledge on part of respondent
16. Section, Indicator Area, and Question scores were imported into another excel file to compare community results with results of other communities. Total graphs (bar and radial), Section graphs (Indicator Areas) were generated for comparison (See Appendices B and C).
17. The profile of respondents was summarized automatically. The number of respondents in each category was totaled, and then converted into a percentage. This information was compared with statistical information from BC Statistics and Stats Canada to determine whether the participants were a representative sample of the community (See Section II.C).
18. The preliminary information data about the respondents and the community was grouped into appropriate themes (See Sections III.A and III.B)
19. Qualitative data (Preliminary information, Section comments and responses, and Focus Group notes) was entered manually into a customized MSWord Document. Using the graphs for each section, the greatest strengths and weaknesses were highlighted and described for each section (See Section III.C)
20. Using the qualitative information for each section, the strengths and weaknesses for each section were grouped into appropriate themes. Theme types were dependent on the community's response and perceptions. This was repeated for the weaknesses (See Section III.C).
21. The data from the focus groups was grouped into appropriate themes (See Section III.E)
22. "Major Themes and Recurring Ideas" were derived from qualitative and quantitative information, highlighting points and comments indicated in more than one data set (Questionnaire quantitative data, Questionnaire qualitative data, Preliminary information, Focus Group notes) (See Section I.B)
23. "Possible Courses of Action" were derived from the specific comments in the qualitative information, and possible "next steps" following the major themes (See Section I.C).

# Appendix B: Summary Graphs

Section scores in comparison  
with the average of all community scores



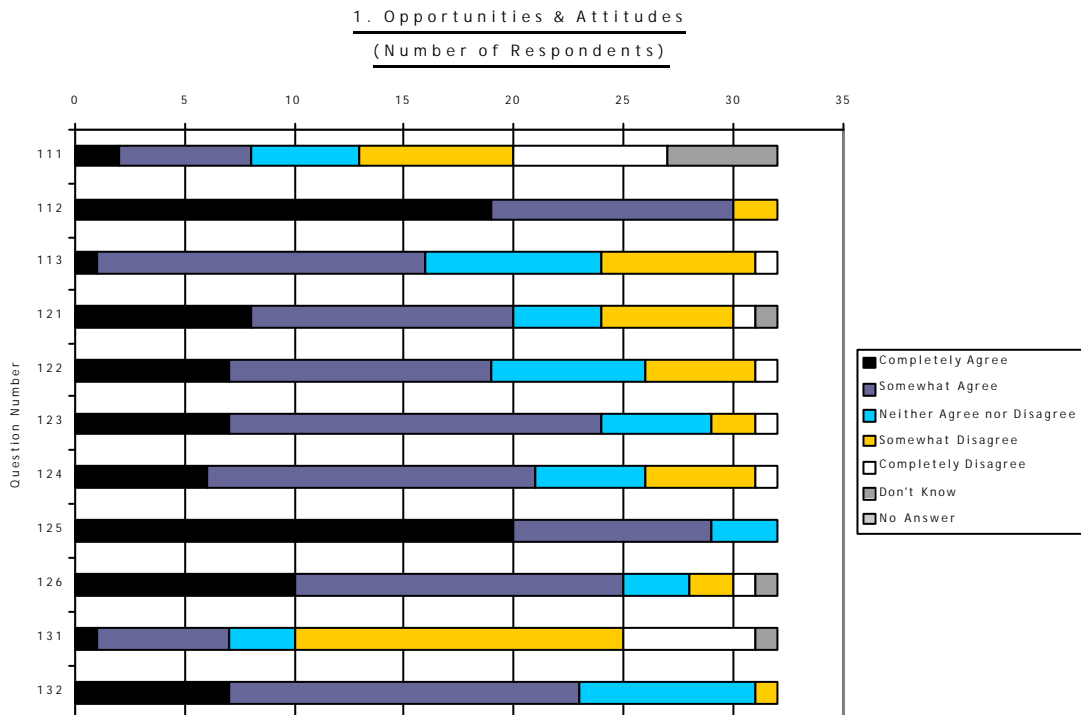
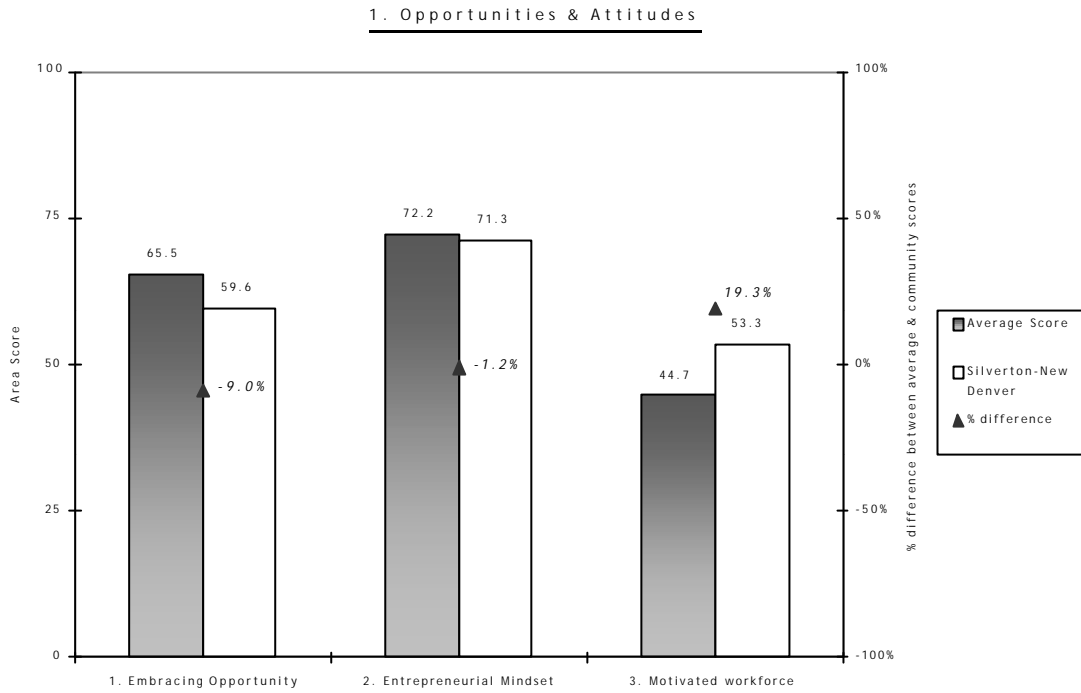
Section scores in comparison  
with other community scores



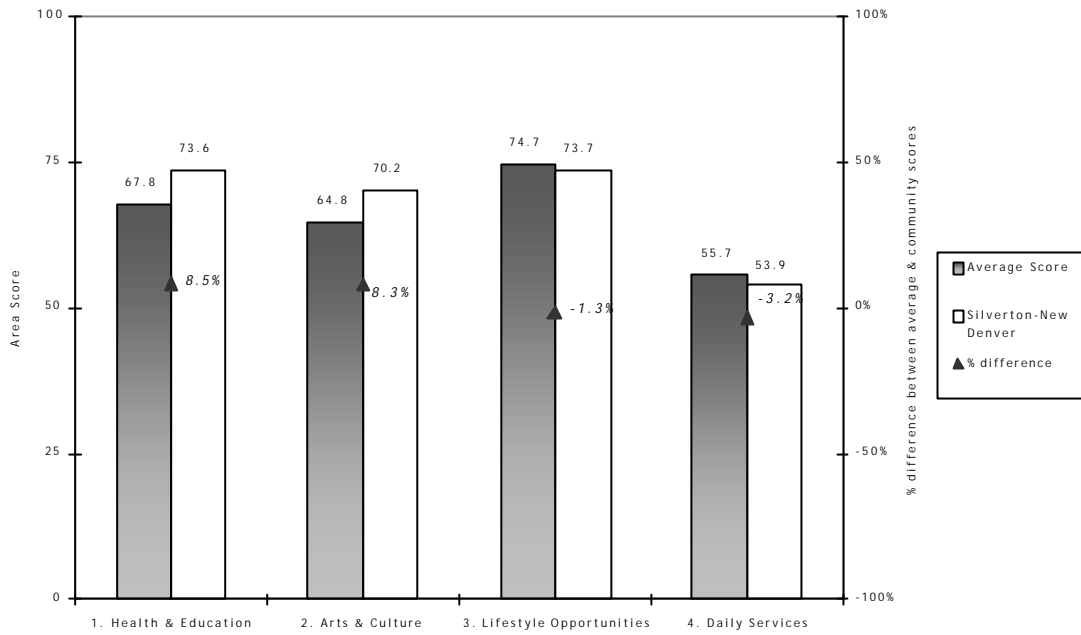


## Appendix C: Section Graphs

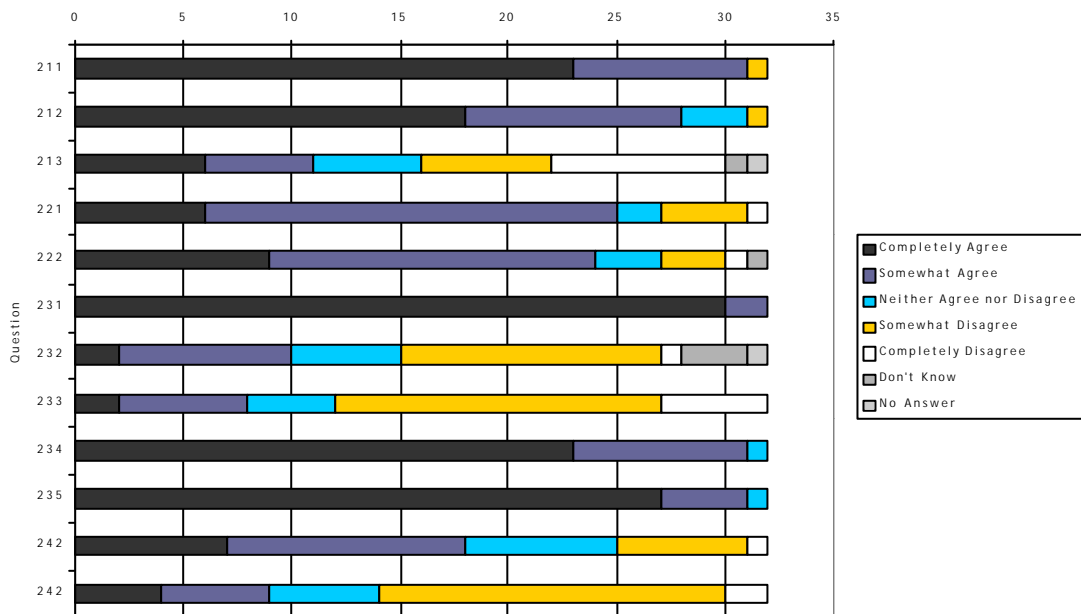
The section graphs are the comparative indicator areas graphs and the stacked bar graphs portraying the number of respondents for each statement in each question. For the exact wording of each statement, please refer to Appendix. D.



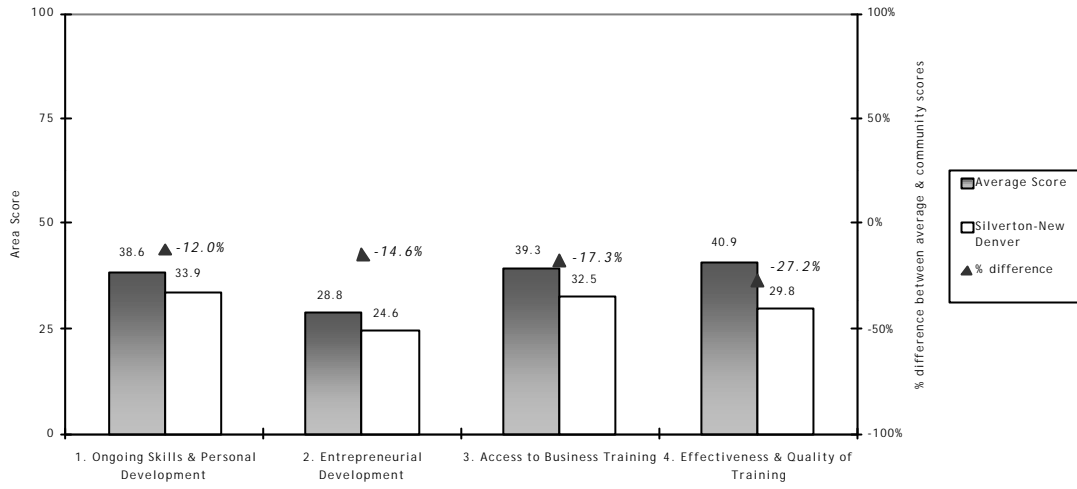
## 2. Quality of Life



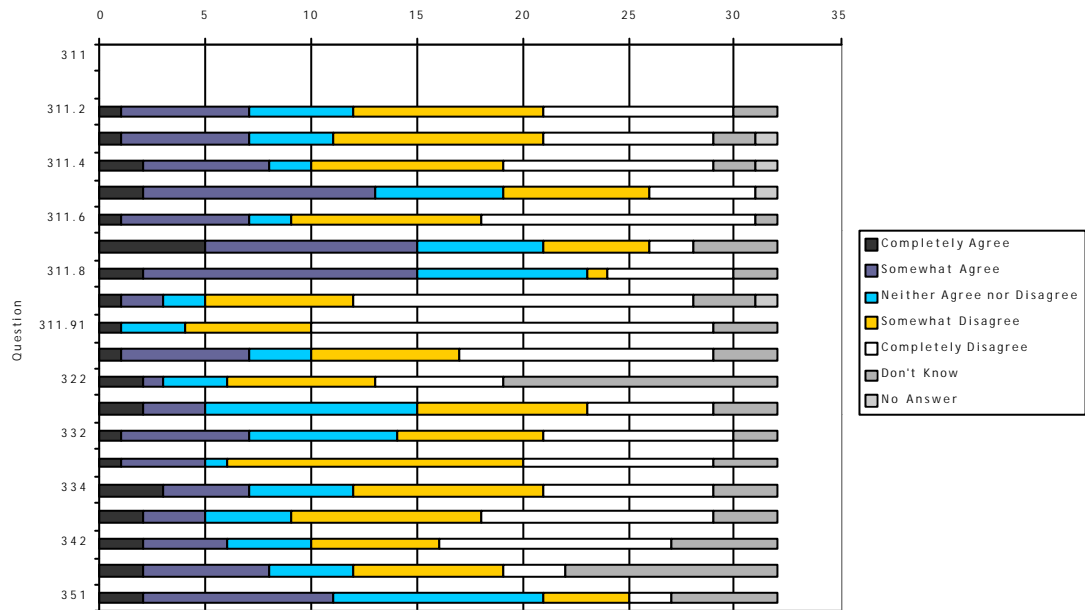
## 2. Quality of Life (Number of Respondents)



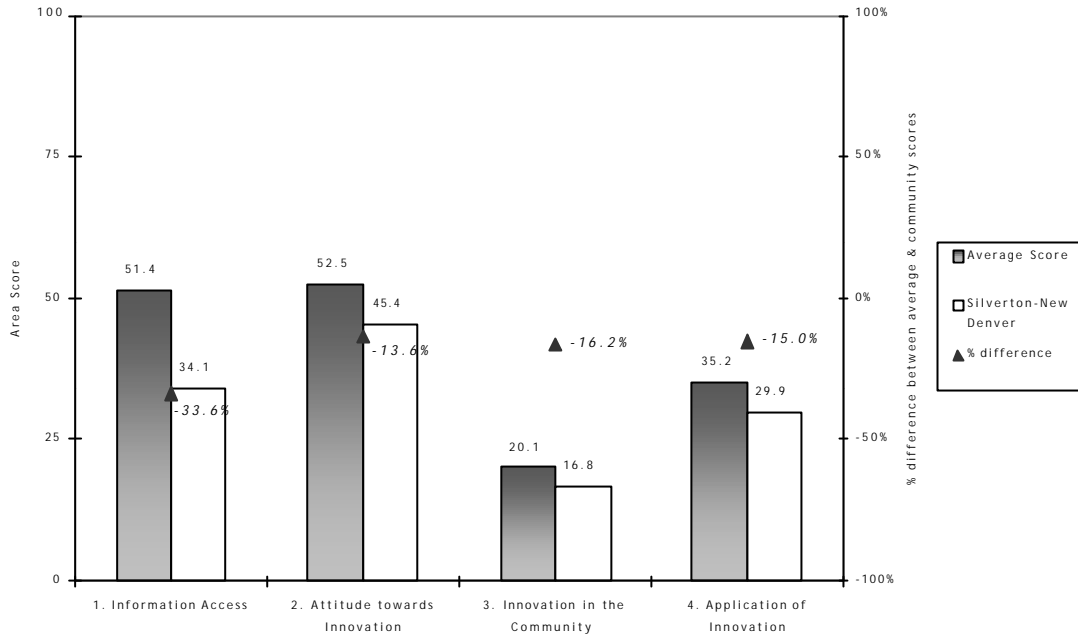
### 3. Education & Training



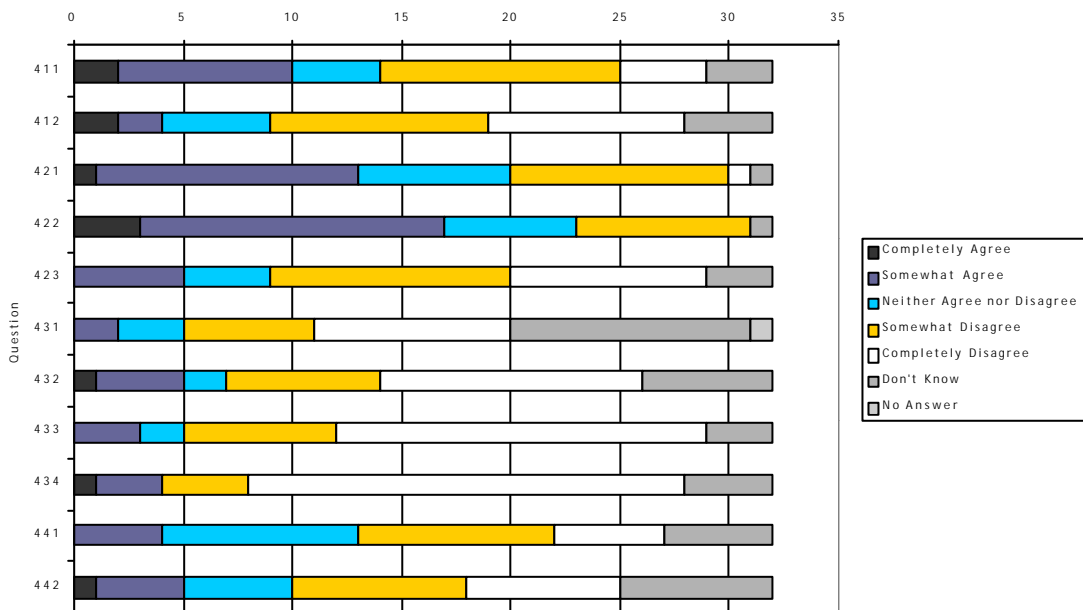
### 3. Education & Training (Number of Respondents)



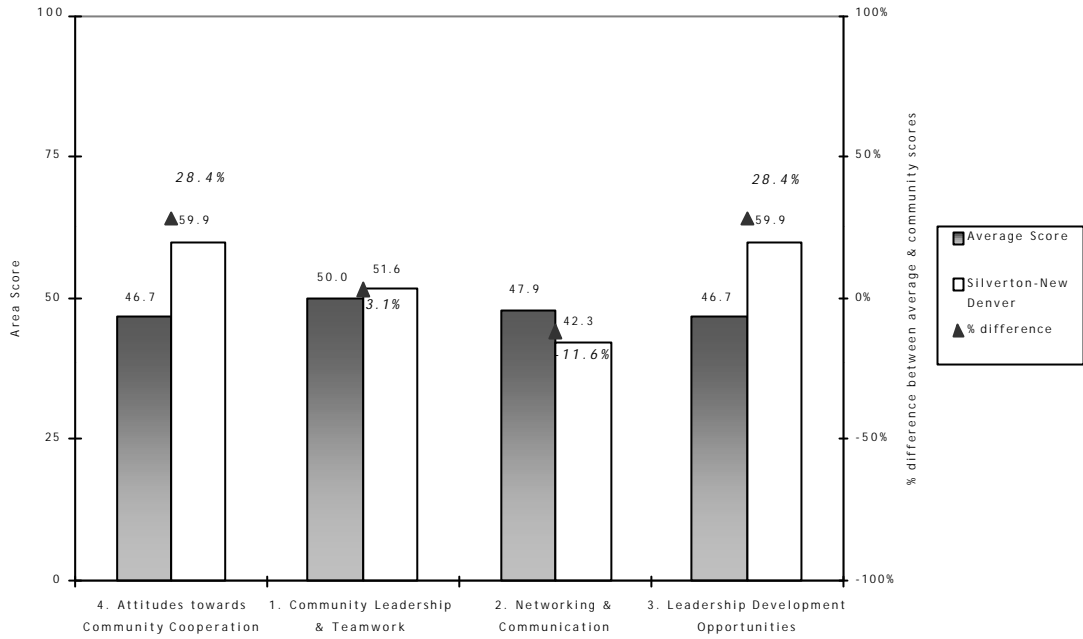
#### 4. Innovation



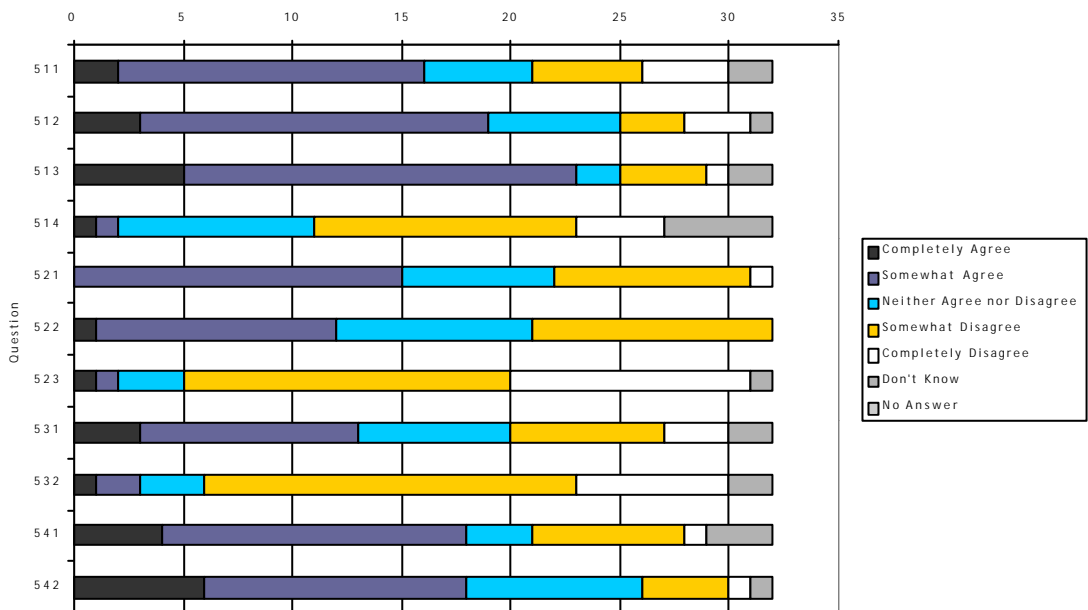
#### 4. Research & Development (Number of Respondents)



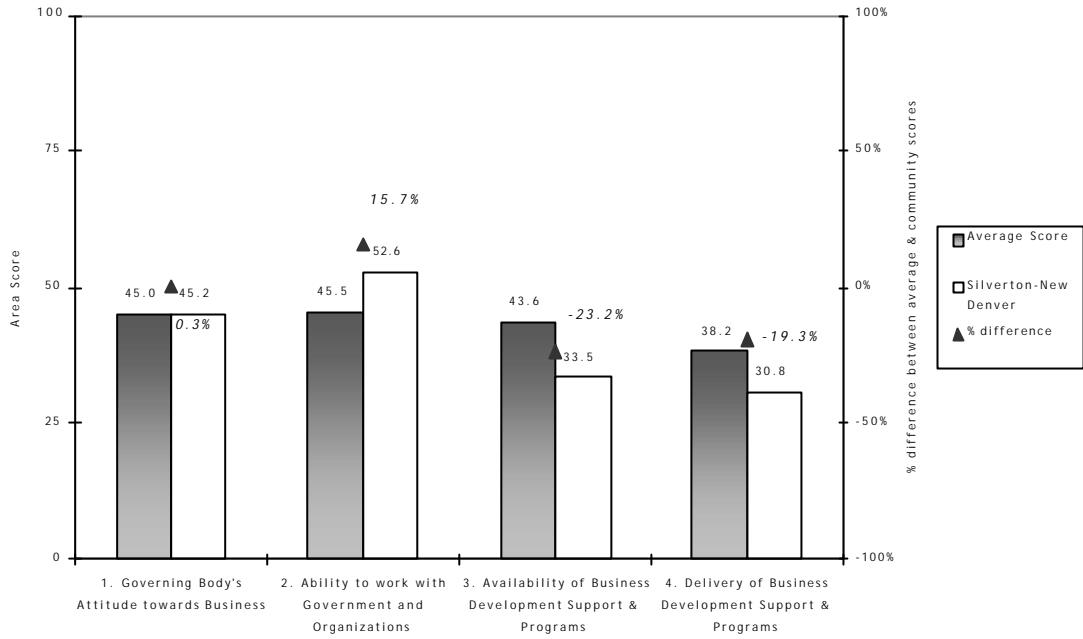
5. Leadership Teamwork & Networking



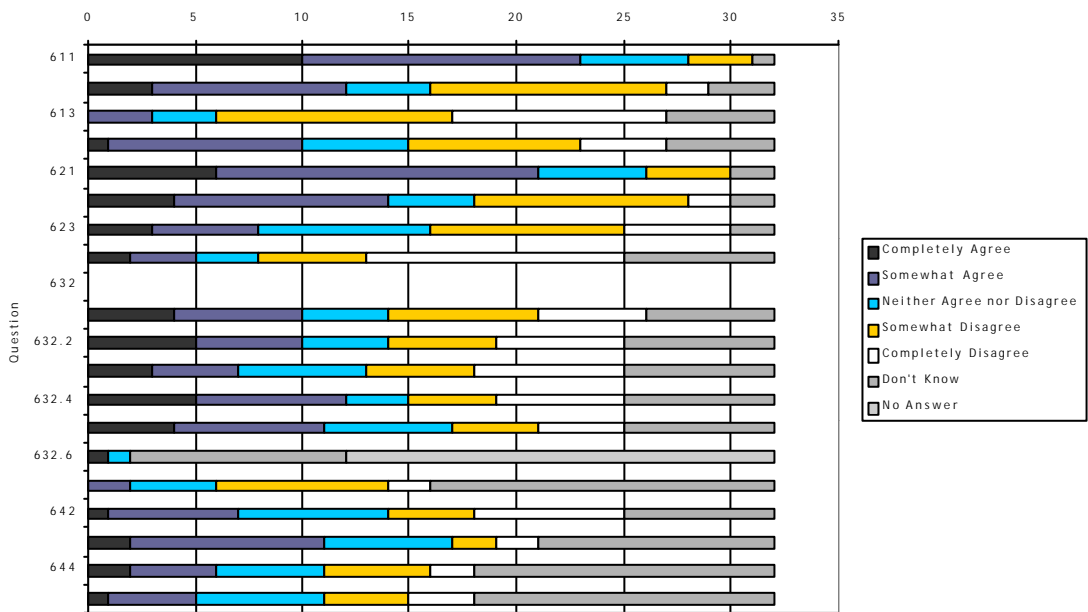
5. Leadership Teamwork & Networking  
(Number of Respondents)



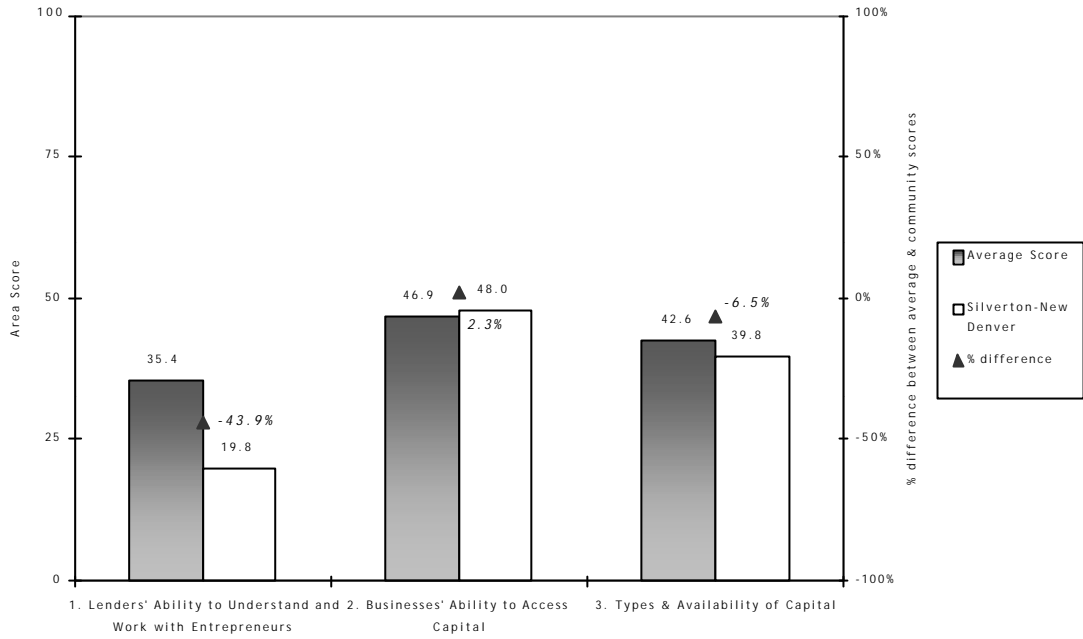
6. Role of Governments & Organizations



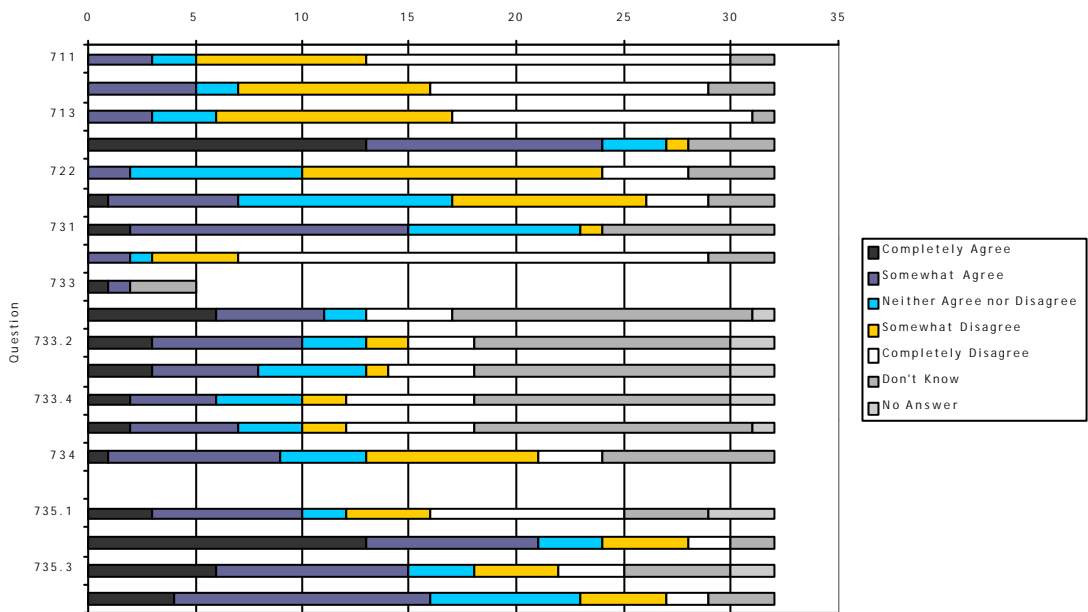
6. Government & Organizations  
(Number of Respondents)



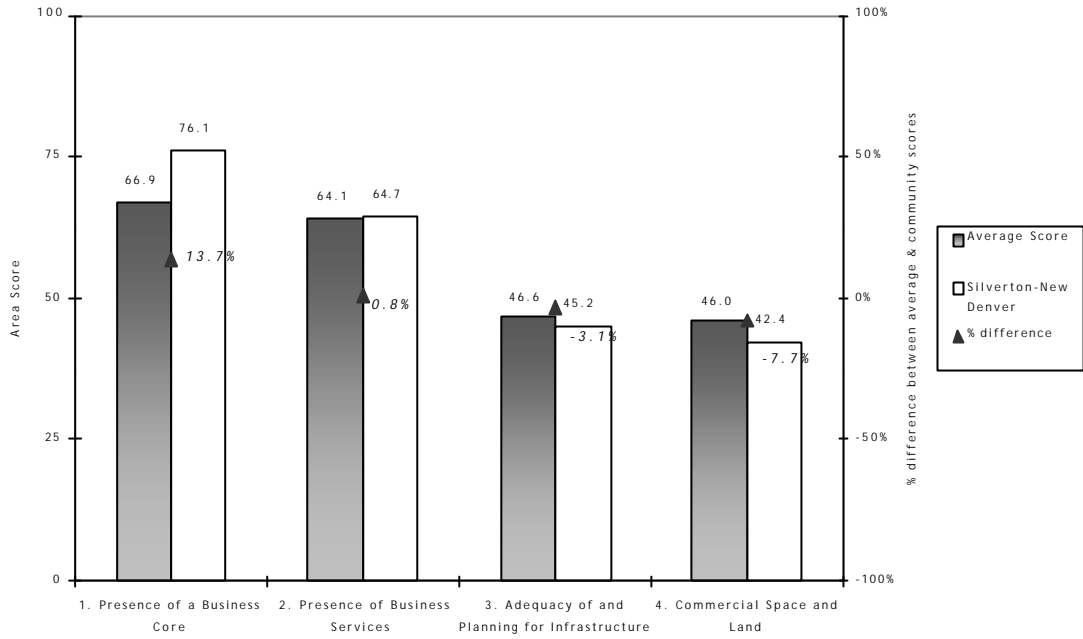
### 7. Money Capital & Funding



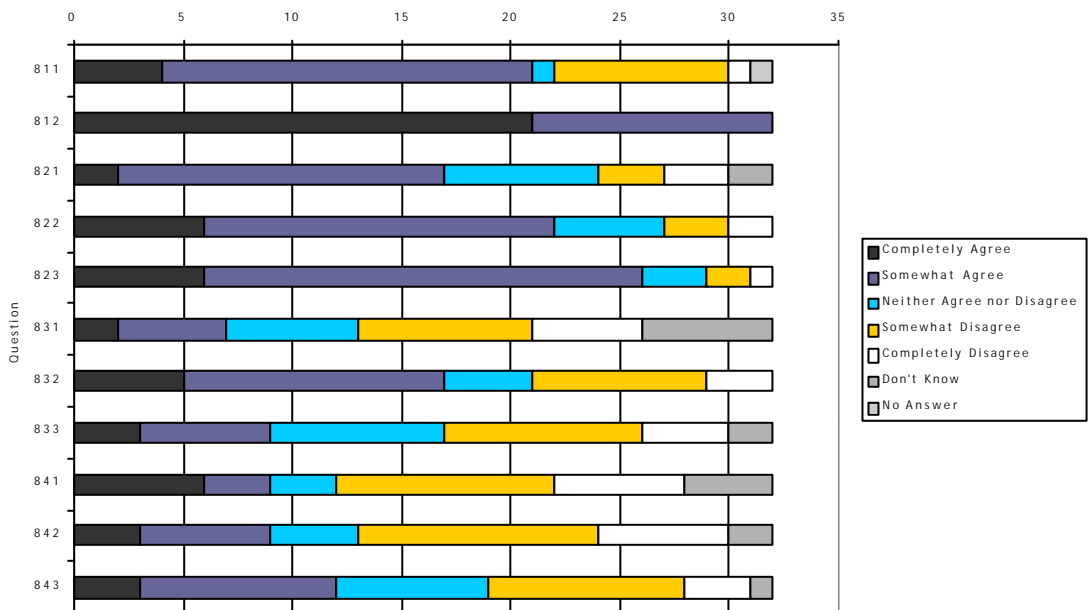
### 7. Money Capital & Funding (Number of Respondents)



### 8. Business Infrastructure & Services

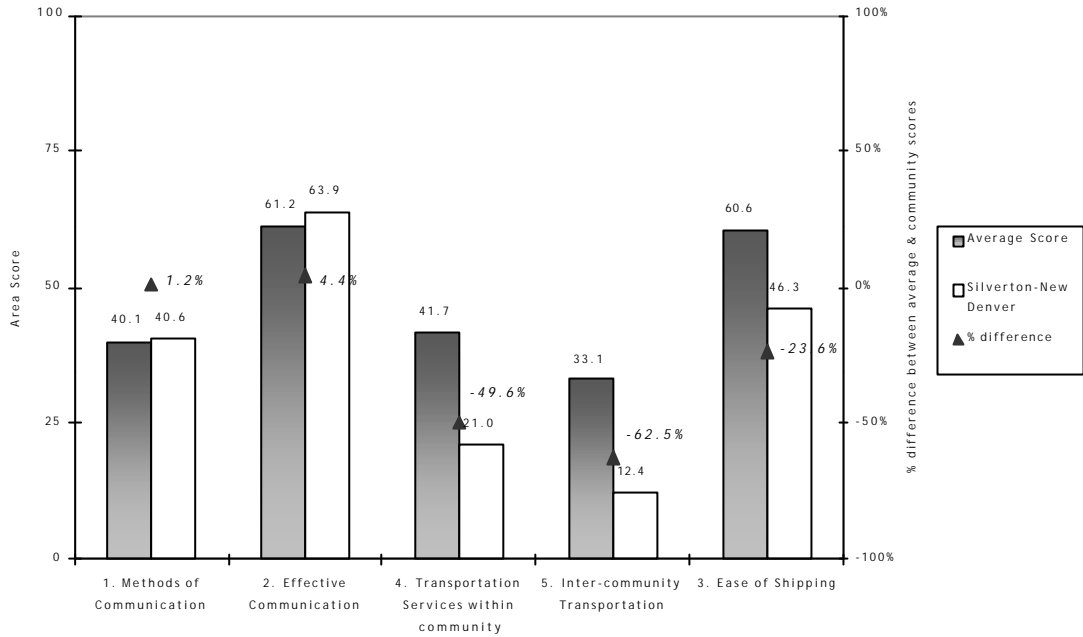


### 8. Infrastructure & Business Services (Number of Respondents)

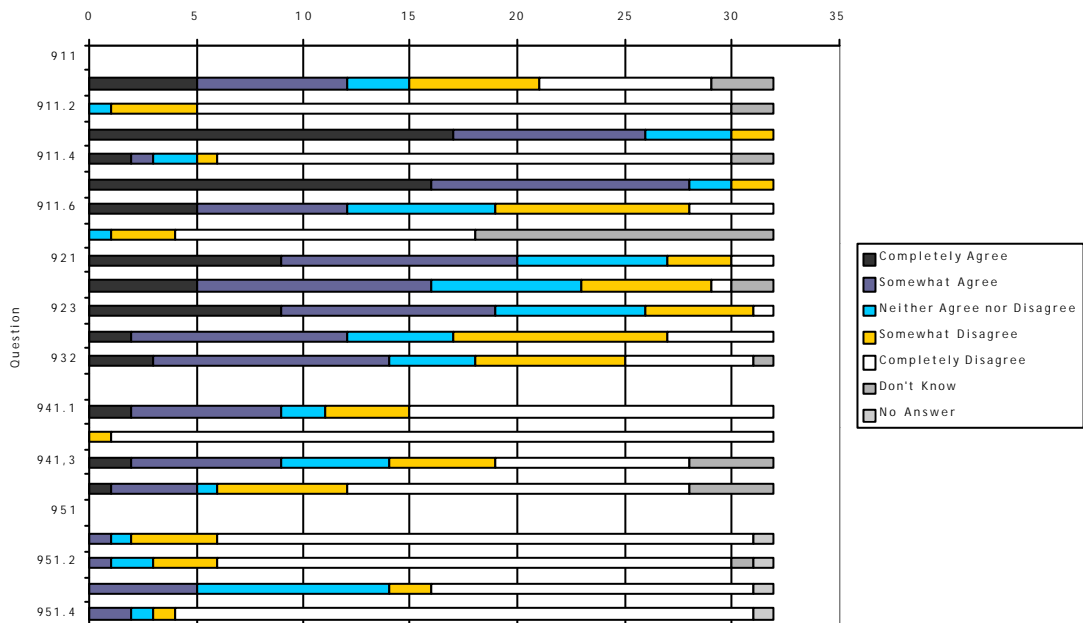




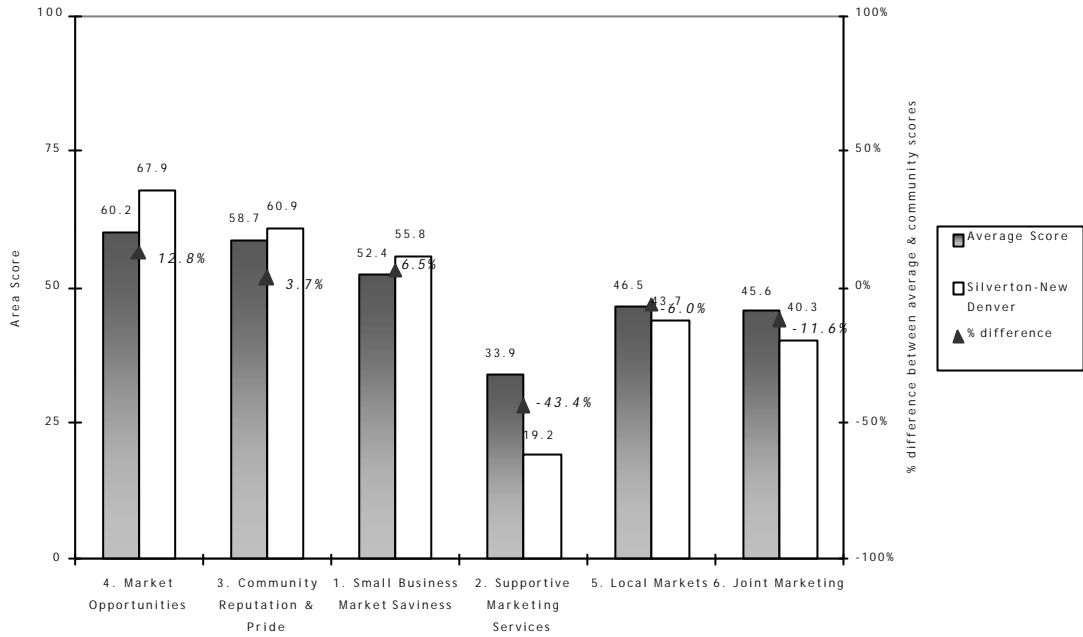
### 9. Communications & Connectivity



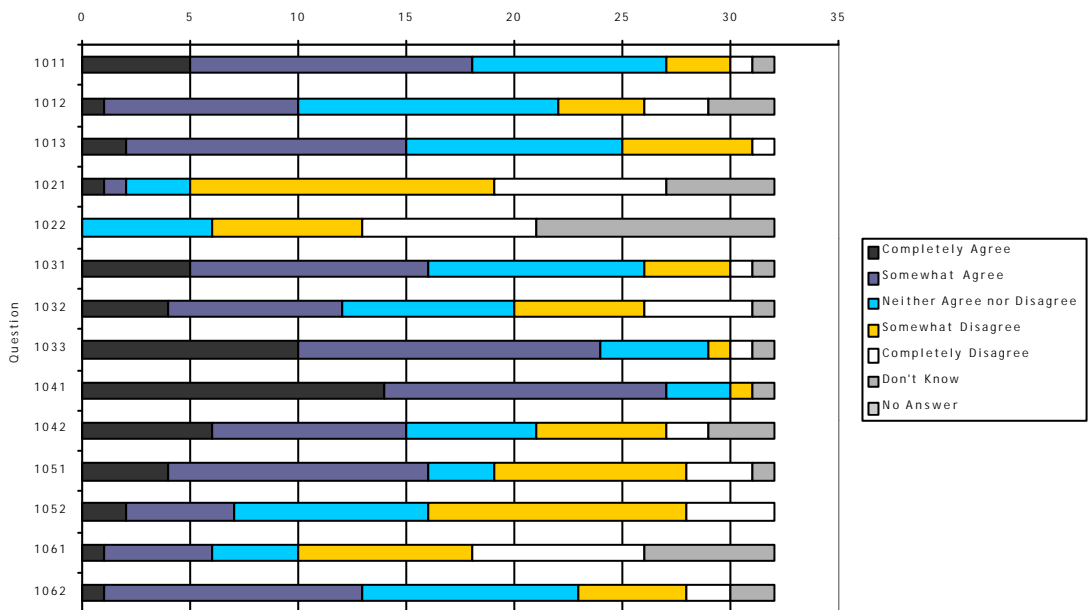
### 9. Communication & Connectivity (Number of Respondents)



10. Markets & Marketing



10. Markets & Marketing  
(Number of Respondents)



## Appendix D: List of Questions & Scores

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

100	Opportunities & Attitudes	0.00
111	There is a up-to-date community vision or plan which reflects the community's values and attitudes and represents all groups within the community.	0.35
112	The community is facing an economic crisis or a significant economic opportunity.	0.87
113	Entrepreneurial ventures and business creation are encouraged and supported by citizens and local governments.	0.56
121	Individuals desire independence, responsibility, & control over their future, and are willing to work to achieve these regardless of a risk of failure.	0.65
122	Individuals are skilled in a trade, talent, or profession, and have the desire to form a business with these	0.65
123	Individuals are capable of thinking creatively and developing unconventional solutions using a proactive/can-do attitude.	0.71
124	Individuals are capable of identifying new, unconventional or changing business opportunities.	0.66
125	Successful businesses want to remain in the community	0.88
126	Individuals are capable of persevering (sp) and being committed to their business, and remaining in the community even during hard economic times.	0.73
131	A pool of motivated employees is available to meet business needs.	0.34
132	Managers & supervisors are motivated in their work and about their staff	0.73
200	Quality of Life	0.00
211	A quality health care facility is accessible, well serviced and within a reasonable distance.	0.91
212	There are quality elementary and secondary schools in the community.	0.85
213	There is a college or a university in the area that offers post-secondary programs and continuing education opportunities.	0.44
221	High quality cultural events (i.e. festivals, concerts) catering to a range of ages take place regularly in or close to the community.	0.70
222	There is a strong community identity, and there are plentiful and varying opportunities for involvement (i.e. arts, athletics, politics, church groups).	0.71
231	The community is physically beautiful, and environmentally safe (i.e. Pollution, water quality).	0.98
232	Young adults (25-34) consider the community a desirable place to live.	0.44
233	There are locations/facilities (i.e. Nightclubs, pubs, bingo, camps) that attract a variety of people, and provide social interaction for citizens of all ages.	0.38
234	There are many high quality recreational opportunities in the area (i.e. Ski hills, lakes, hiking trails, parks).	0.92
235	The community is a safe place to live.	0.95
242	Quality residential real estate opportunities (both purchase and rental) are available and affordable.	0.63
242	There is a diversity of quality and affordable services (i.e. dry-cleaning, photo developing, gas station).	0.45
300	Education and Training	0.00
311	There are a wide range of realistic training and educational programs available in or close to the community, including the following:	0.00
311.1	Business training	0.00
311.2	Business plan development	0.33
311.3	basic skills	0.32
311.4	advanced skills	0.31
311.5	Computer training	0.47

311.6	Personal Development (ie. Stress management)	0.28
311.7	online distance	0.54
311.8	continuing education	0.51
311.9	college or university	0.17
311.91	Professional Development	0.13
321	Business mentors and/or role models are available in the community, and there are recognized programs to facilitate mentorship learning	0.28
322	There is an entrepreneurial development program for elementary and secondary school students (K-12).	0.21
331	There is an organization through which training and educational programs/opportunities can be offered.	0.36
332	Training programs are affordable for anyone (i.e. business owners, youth, professionals)	0.34
333	Flexible and affordable skills training is available to meet local business needs.	0.26
334	The education and business communities work together to provide convenient training	0.34
341	A pool of skilled and trained labour is available to local businesses.	0.27
342	Teaching organizations develop courses that serve community needs (ie. Specialized training)	0.28
343	Teaching staff is knowledgeable and skilled in the area/subject they teach	0.35
351	Citizens are motivated to learn new skills and to develop existing ones.	0.48
400	Innovation	0.00
411	Individuals have access to research (Local, regional, national, international) relating to new technologies, business development and/or expansion.	0.41
412	There are libraries or resource facilities that carry information on business development, market trends, new technologies, policies, and networks.	0.27
421	Business people & entrepreneurs are aware of and knowledgeable about new and innovative technologies, & are eager to further their knowledge.	0.50
422	Innovation is valued and recognized.	0.58
423	Support and assistance for innovative business research and development is available.	0.27
431	Businesses that do research or research facilities are geographically concentrated (clustered) and interact with each other.	0.16
432	Skilled and knowledgeable scientists and researchers do academic and/or practical work in my community or region.	0.22
433	There are forums (Conferences, Workshops) on technology and technology applications	0.16
434	There is a respected research facility, centre, or organization located in my community or region.	0.14
441	Businesses use innovative technology, practices, and research.	0.32
442	Research that is being done in the community or region is relevant to the business community's needs and interests.	0.28
500	Leadership Teamwork & Networking	0.00
511	Multiple leaders representing community interests share in decision making.	0.52
512	Members of the public, private, and government sectors jointly participate in community decision-making & implementation.	0.59
513	There is a pool of talented leaders with diverse skills, cultural experiences and backgrounds who are available for leading community initiatives.	0.65
514	Qualified and affordable supervisors and managers/ management services are available to small business	0.30
521	There are adequate opportunities (informal and formal) where business people and entrepreneurs can network with each other.	0.53
522	Business people are able to give and receive support form other experienced business people (ie. Business associations, mentoring).	0.52
523	There is a recognized process for representative community decision-making, including such avenues as a community forum.	0.22
531	There are opportunities for leadership training and development for individuals of all ages and interests (i.e. professionals, youth).	0.50
532	There are oppourtunies for small business to learn and develop management skills	0.26
541	Groups with similar interests have or are willing to form alliances and cooperate to achieve goals	0.57

542	Cooperative and joint community initiatives are encouraged and respected	0.63
600	Role of Government & Organizations	0.00
611	The governing body (city council, village council, or area director) recognizes that businesses are important and valuable for community development.	0.72
612	The governing body is committed to recruiting or attracting businesses to the community.	0.46
613	The community uses incentives to attract or retain businesses (I.e. preferential taxation)	0.21
614	The governing body is committed to expanding existing businesses or creating new businesses through policy and action.	0.40
621	Community leaders and officials are willing to cooperate with business and business associations.	0.66
622	Local officials make it easy/reasonable for businesses to start or expand.	0.51
623	Local regulations, policies, rules, bylaws and zoning are easily understood by business people making it easy/reasonable for businesses to expand or start up.	0.41
631	There is a recognized organization or individual available to assist people identify, assess, expand and/or create business opportunities.	0.23
632	Recognized organizations (ie. Chamber, EDO, CFDC) offer programs and services assisting business people, such as the following:	0.00
632.1	Counselling	0.40
632.2	Training	0.40
632.3	Mentoring	0.34
632.4	Self Employment Assistance Programs	0.42
632.5	Loans	0.44
632.6	Other:	0.06
641	Business development programs do not duplicate each other.	0.20
642	Business programs are offered in a well-known and accessible location.	0.33
643	Staff members delivering programs are knowledgeable, competent and approachable.	0.42
644	Business programs are effectively and efficiently delivered.	0.31
645	Successful programs are repeated, reproduced, and further developed.	0.28
700	Money, Capital & Funding	0.00
711	Area lenders take risks	0.17
712	Lenders are willing to take chances based on individual character	0.22
713	Lenders and investors understand entrepreneurs' needs and have programs to address those needs.	0.20
721	Businesses are constantly looking for sources of funding or capital.	0.74
722	People who are intered in expanding or starting a business are skilled in raising funds	0.29
723	Businesses have a firm understanding of financial management (cash flow, reading financial statements).	0.41
731	Businesses use informal ways of raising funds for expansion or start-up (I.e. not through organizations, but through private "angel" investments")	0.53
732	Business capital is available to anyone	0.10
733	The following sizes of loan funds are readily available to expand or start a business:	0.00
733.1	Less than \$5,000	0.38
733.2	\$5,001-\$25,000	0.36
733.3	\$25,001 to \$75,000	0.33
733.4	\$75,001 to \$250,000	0.26
733.5	\$250,001 or more	0.27
734	Costs (I.e. Interest, application fees) of capital are manageable for entrepreneurs.	0.37
735	The following types of lending organizations are available:	0.00
735.1	Banks	0.34
735.2	Credit Unions	0.68
735.3	Development Organizations (I.e. BDC, CFDC)	0.50
736	Grants are a funding source often used by businesses in the community.	0.56
800	Community Infrastructure & Business Services	0.00
811	There is a vibrant, active downtown area or community core.	0.61
812	Parking near core business areas is accessible and convenient.	0.91

821	Commercial services (i.e. Printers, painters, web designers) are accessible and affordable for businesses.	0.56
822	Professional services (i.e. Legal) are easily accessible and affordable.	0.66
823	Utilities (i.e.. Power, telephone, water) are affordable and meet business needs	0.72
831	Existing infrastructure meets entrepreneurial needs.	0.35
832	Existing infrastructure (ie. Power, water) is good quality, well maintained, services, and up-to date	0.56
833	The planning of new physical infrastructure (i.e. Roads, power, sewage) considers business needs.	0.44
841	Quality, non-polluted commercial and industrial land is available for development or expansion.	0.40
842	A variety of property sizes is available to accommodate business expansion, attraction, or creation.	0.39
843	Quality commercial rental space is available to accommodate business expansion, attraction, or creation.	0.49
900	Communication & Connectivity	0.00
911	The following communications services are available:	0.00
911.1	Overnight express mail service (nationally)	0.42
911.2	Mobile phone	0.05
911.3	Basic Internet Services	0.82
911.4	Fast or High speed Internet services	0.13
911.5	Local Newspaper	0.83
911.6	Local Radio	0.50
911.7	Video Conferencing Capabilities	0.04
921	Local news is shared quickly and accurately through a recognized mechanism (i.e. newspaper)	0.67
922	Communication services are reliable, well-maintained and up-to-date	0.58
923	Communication services (phone, fax, internet) are affordable to business	0.66
931	Main transportation and shipping routes between communities are safe, well-maintained and well-serviced.	0.45
932	Regular & frequent shipping to major centres is available.	0.47
941	The following transportation services are available within the community:	0.00
941.1	Public Transportation	0.29
941.2	Taxi Service	0.01
941.3	Special Transportation Services (ie. Seniors, People with disabilities)	0.35
941.4	Carpooling system	0.19
951	The following transportation services are available between communities:	0.00
951.1	Air (commercial)	0.07
951.2	Air (private)	0.08
951.3	Bus	0.28
951.4	Train	0.07
1000	Markets & Marketing	0.00
1011	Businesses have a good understanding of their customers and their purchasing behavior.	0.63
1012	Business people have knowledge and an awareness of the global economy and market trends.	0.47
1013	Local businesses demonstrate creativity and innovation in seeking new customers, both locally and outside of the area.	0.57
1021	Marketing consultants or services are available to assist local businesses	0.22
1022	Marketing services are effective and affordable.	0.16
1031	The community has a reputation for high quality products and/or services	0.61
1032	The community has a distinctive or unique brand or marketing image	0.49
1033	People from outside the community see it as a desirable place to live.	0.73
1041	There are no dominant businesses preventing other businesses from flourishing.	0.80
1042	There are many unique market opportunities in the local economy (market niches).	0.55
1051	Products and services are reasonably priced in comparison to regional, and big city competitors	0.53

1052	People prefer to purchase local products and services before those from out-of-area.	0.41
1061	Businesses in the community /region jointly market their products and services	0.29
1062	Locally developed goods and services are marketed both in the community and in other regions	0.52

## Appendix E: Highest Scoring Questions

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

231	The community is physically beautiful, and environmentally safe (i.e. Pollution, water quality).	0.98
235	The community is a safe place to live.	0.95
234	There are many high quality recreational opportunities in the area (i.e. Ski hills, lakes, hiking trails, parks).	0.92
211	A quality health care facility is accessible, well serviced and within a reasonable distance.	0.91
812	Parking near core business areas is accessible and convenient.	0.91
125	Successful businesses want to remain in the community	0.88
112	The community is facing an economic crisis or a significant economic opportunity.	0.87
212	There are quality elementary and secondary schools in the community.	0.85
911.5	Local Newspaper	0.83
911.3	Basic Internet Services	0.82
1041	There are no dominant businesses preventing other businesses from flourishing.	0.80
721	Businesses are constantly looking for sources of funding or capital.	0.74
126	Individuals are capable of persevering (sp) and being committed to their business, and remaining in the community even during hard economic times.	0.73
1033	People from outside the community see it as a desirable place to live.	0.73
132	Managers & supervisors are motivated in their work and about their staff	0.73
611	The governing body (city council, village council, or area director) recognizes that businesses are important and valuable for community development.	0.72
823	Utilities (i.e.. Power, telephone, water) are affordable and meet business needs	0.72
123	Individuals are capable of thinking creatively and developing unconventional solutions using a proactive/can-do attitude.	0.71
222	There is a strong community identity, and there are plentiful and varying opportunities for involvement (i.e. arts, athletics, politics, church groups).	0.71
221	High quality cultural events (i.e. festivals, concerts) catering to a range of ages take place regularly in or close to the community.	0.70
735.2	Credit Unions	0.68
921	Local news is shared quickly and accurately through a recognized mechanism (i.e. newspaper)	0.67
822	Professional services (i.e. Legal) are easily accessible and affordable.	0.66
923	Communication services (phone, fax, internet) are affordable to business	0.66
621	Community leaders and officials are willing to cooperate with business and business associations.	0.66
124	Individuals are capable of identifying new, unconventional or changing business opportunities.	0.66



## Appendix F: Lowest Scoring Questions

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

311.1	Business training	0.00
941.2	Taxi Service	0.01
911.7	Video Conferencing Capabilities	0.04
911.2	Mobile phone	0.05
632.6	Other:	0.06
951.1	Air (commercial)	0.07
951.4	Train	0.07
951.2	Air (private)	0.08
732	Business capital is available to anyone	0.10
911.4	Fast or High speed Internet services	0.13
311.91	Professional Development	0.13
434	There is a respected research facility, centre, or organization located in my community or region.	0.14
431	Businesses that do research or research facilities are geographically concentrated (clustered) and interact with each other.	0.16
433	There are forums (Conferences, Workshops) on technology and technology applications	0.16
1022	Marketing services are effective and affordable.	0.16
711	Area lenders take risks	0.17
311.9	college or university	0.17
941,4	Carpooling system	0.19
641	Business development programs do not duplicate each other.	0.20
713	Lenders and investors understand entrepreneurs' needs and have programs to address those needs.	0.20
322	There is an entrepreneurial development program for elementary and secondary school students (K-12).	0.21
613	The community uses incentives to attract or retain businesses (I.e. preferential taxation)	0.21
1021	Marketing consultants or services are available to assist local businesses	0.22
523	There is a recognized process for representative community decision-making, including such avenues as a community forum.	0.22
432	Skilled and knowledgeable scientists and researchers do academic and/or practical work in my community or region.	0.22
712	Lenders are willing to take chances based on individual character	0.22

## Appendix G: Highest number of “Don’t Know” response questions

The following is a list of those questions with at least 25% of the respondents answering with “Don’t Know”.

632.6	Other:	16
643	Staff members delivering programs are knowledgeable, competent and approachable.	14
644	Business programs are effectively and efficiently delivered.	14
733	The following sizes of loan funds are readily available to expand or start a business:	14
911.6	Local Radio	14
321	Business mentors and/or role models are available in the community, and there are recognized programs to facilitate mentorship learning	13
733.4	\$75,001 to \$250,000	13
733.1	Less than \$5,000	12
733.2	\$5,001-\$25,000	12
733.3	\$25,001 to \$75,000	12
423	Support and assistance for innovative business research and development is available.	11
642	Business programs are offered in a well-known and accessible location.	11
1021	Marketing consultants or services are available to assist local businesses	11
342	Teaching organizations develop courses that serve community needs (ie. Specialized training)	10
632.5	Loans	10
723	Businesses have a firm understanding of financial management (cash flow, reading financial statements).	8
733.5	\$250,001 or more	8

## Appendix H: Highest difference between community & avg. scores

The following is a list of difference between the community and average scores (community-average) for the 41 indicator areas, in descending order.

Attitudes towards Community Cooperation	0.27
Leadership Development Opportunities	0.27
Motivated workforce	0.20
Ability to work with Government and Organizations	0.19
Presence of a Business Core	0.13
Market Opportunities	0.12
Arts & Culture	0.10
Health & Education	0.08
Small Business Market Saviness	0.07
Effective Communication	0.06
Community Leadership & Teamwork	0.03
Businesses' Ability to Access Capital	0.03
Community Reputation & Pride	0.03
Governing Body's Attitude towards Business	0.02
Presence of Business Services	0.02
Methods of Communication	0.01
Entrepreneurial Mindset	-0.01
Lifestyle Opportunities	-0.02
Adequacy of and Planning for Infrastructure	-0.02
Daily Services	-0.03
Local Markets	-0.06
Embracing Opportunity	-0.07
Commercial Space and Land	-0.08
Networking & Communication	-0.09
Types & Availability of Capital	-0.10
Ongoing Skills & Personal Development	-0.11
Entrepreneurial Development	-0.12
Innovation in the Community	-0.12
Attitude towards Innovation	-0.13
Joint Marketing	-0.14
Application of Innovation	-0.15
Access to Business Training	-0.18
Delivery of Business Development Support & Programs	-0.21
Availability of Business Development Support & Programs	-0.23
Ease of Shipping	-0.23
Effectiveness & Quality of Training	-0.25
Information Access	-0.30
Supportive Marketing Services	-0.41
Transportation Services within community	-0.47
Lenders' Ability to Understand and Work with Entrepreneurs	-0.48
Inter-community Transportation	-0.68