



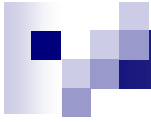
Tools for Building Strong Communities

Business Vitality Initiative (BVI)
Community Vitality Initiative (CVI)

Australia Bank of I.D.E.A.S. Tour – February 2007

Mike Stolte, Executive Director

Centre for Innovative & Entrepreneurial Leadership (CIEL)



Nelson, B.C.

COURTESY NELSON MUSEUM



Agenda

- Introductions
 - What is CIEL
- Why Tools?
- Business Vitality Initiative (BVI)
- Communities Matrix
- Community Vitality Initiative (CVI)
- Tools – A Cautionary Tale
- Resources



CIEL



- Incubated within Community Futures of Central Kootenay (B.C.) to provide CED services
- Mandate expanded beyond Kootenays with development & implementation of practical tools around:
 - Community, Entrepreneurship, Learning, Innovation, Leadership, CED
- Became independent non-profit April 1, 2005
- Currently involved in:
 - Tool development & implementation
 - Research & development
 - Training
 - Consulting Services

The CIEL Team

- Developed:
 - Business Vitality Initiative (BVI)
 - Communities Matrix
 - Community Vitality Initiative (CVI) – combining statistics **with** perceptions

- Currently working on:
 - Leading Communities Model
 - CED initiatives with some CFs





Why Tools? – Developing Action Tools

- Encountered many communities in region that were stuck or constipated
- Every community told to plan – planning is **only** one tool in tool box – cannot build a house with only a hammer – need a variety of tools!
- In our region, planning or strategic planning didn't work – plan had become a “four-letter word”
- Needed to develop **trust, respect** & small successes first
- Came to realize entrepreneurial communities – those who spotted opportunities & encouraged entrepreneurs -were thriving

Why is entrepreneurship important?



- ✓ The 21st Century has been dubbed “**The Entrepreneurial Age**” (Ernst & Young)/ 4 of 5 Influential Americans believe it will be defining business trend of this Century
- ✓ **Powerful link** between entrepreneurship & economic performance
- ✓ Up to **60-80% of jobs created** in US in last decade created by entrepreneurs & small business
- ✓ **80-90%** of jobs created from **within** community
- ✓ Increasingly, research shows entrepreneurs fare better in **supportive communities** with dynamic business support organizations – communities have level of **control** & influence

Why is entrepreneurship important in rural communities?



- Most making a transition from resource based industries
- No net job gains expected from resource or traditional manufacturing (value-added the exception)
- Pace of change increasing with globalization – Rural communities have limited capacity/staff to adapt to change – Rural entrepreneurs harness change
- Keeps much needed \$ in community (prevents leakage)
- Entrepreneurship can provide alternatives to shrinking employment opportunities & attract youth
- Communities that are progressive with entrepreneurs are more likely to attract industry

Building *Community Entrepreneurship*



- 1. A community's ability to act collectively to take advantage of opportunities
- 2. Presence of a community environment that allows entrepreneurs to flourish.

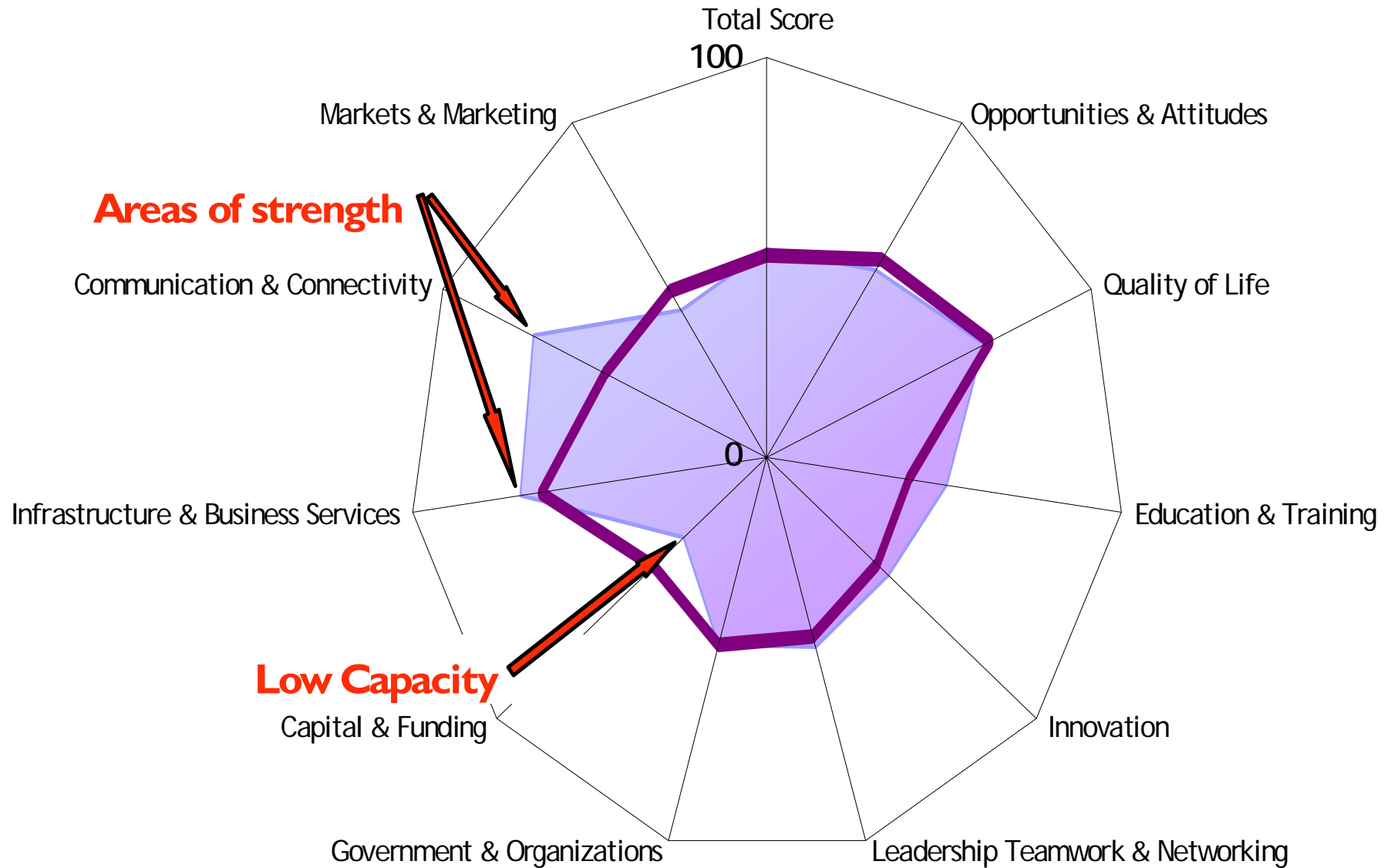
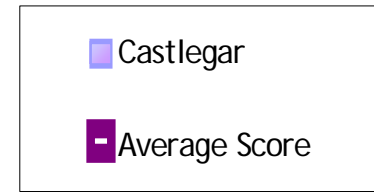
What is BVI?

- ✓ BVI is a tool designed to enhance *Community Entrepreneurship* by measuring a community's **business friendliness** relative to other communities
- ✓ Developed by CIEL & Community Futures (CF) of Central Kootenay, the tool gathers **perceptions** from business people (50%), leaders (25%), & citizens (25%) on 100 key indicators
- ✓ Compares & analyzes **perceptions**
- ✓ Using findings, assists community in **setting priorities & taking action**
- ✓ **Assess - Focus - Act**



Castlegar Scores Compared to Average of All BVI Communities

A sample graph helps communities compare



Action – Harrop Procter’s Story



An avenue for joint marketing & more networking

Ferry users vote for a bridge

After winning the fight against tolls on the interior's ferries, residents are campaigning for bridges to take the place of boats



Residents in the communities of Harrop and Procter have voted in favour of a bridge to replace their ferry service on Kootenay Lake.

free bridges include selling government-owned land around the province to build the bridges. "It is the best thing that could happen to the Kootenays," says Kootenay Mayor Bill Cowan. A new group called the Arrow Lake Transportation Infrastructure Association, one of many



A community brand

An effective business lobby



Provincial exposure & real sales



Markets & Fairs to increase tourism & markets for local businesses



Action - Nakusp, BC

- Opportunity Identification session for young people
- Buy Local Program to address leakage
- Formation of a Community Foundation
- Increase co-operation between business, government & citizens by working together on a project (Halcyon Home Seniors complex slated by closure by provincial government)



Process – as Important as the Tool

- 1) Meeting with Community Sponsor(s)
- 2) **ASSESSMENT** Meeting –
businesspeople, community leaders,
others
- 3) **FOCUS** Meeting – whole community
- 4) **ACTION!**

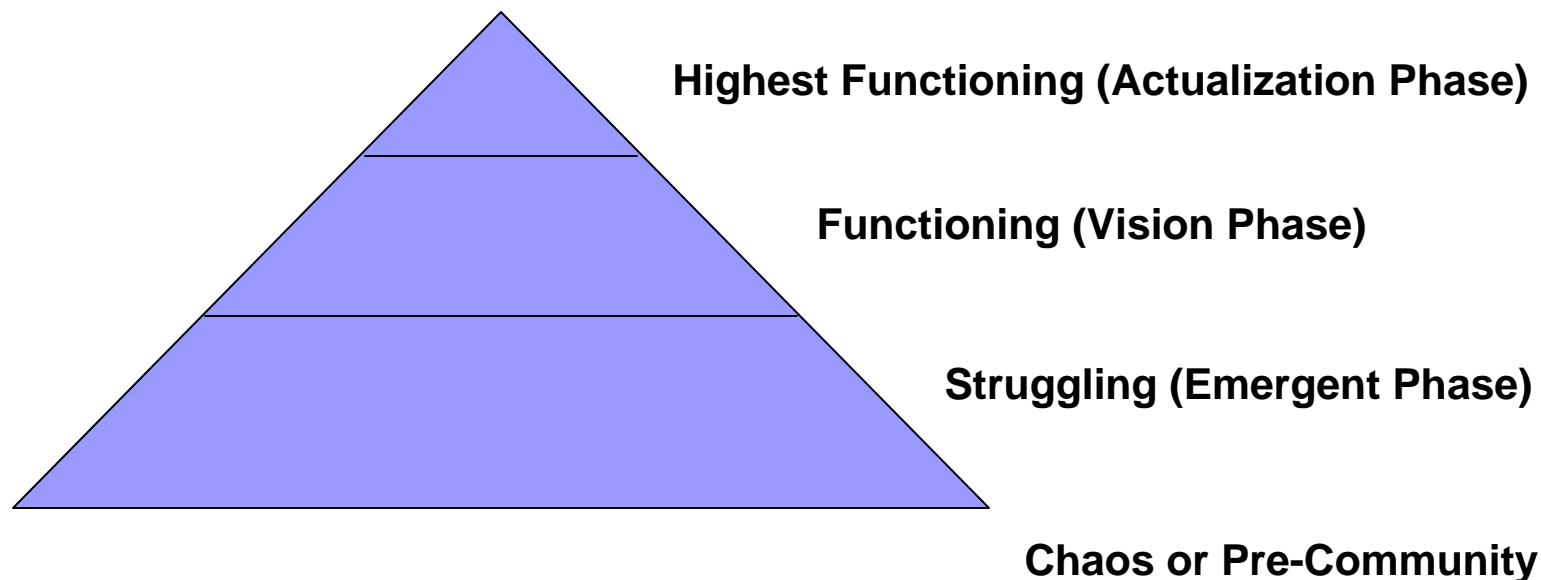




- 10 of first 11 communities had completed action within 2 years
- Interest from across Canada, UK, US, Australia and Caribbean
- Can download BC Provincial Report (www.theCIEL.com) for recommendations on how to become a more entrepreneurial community

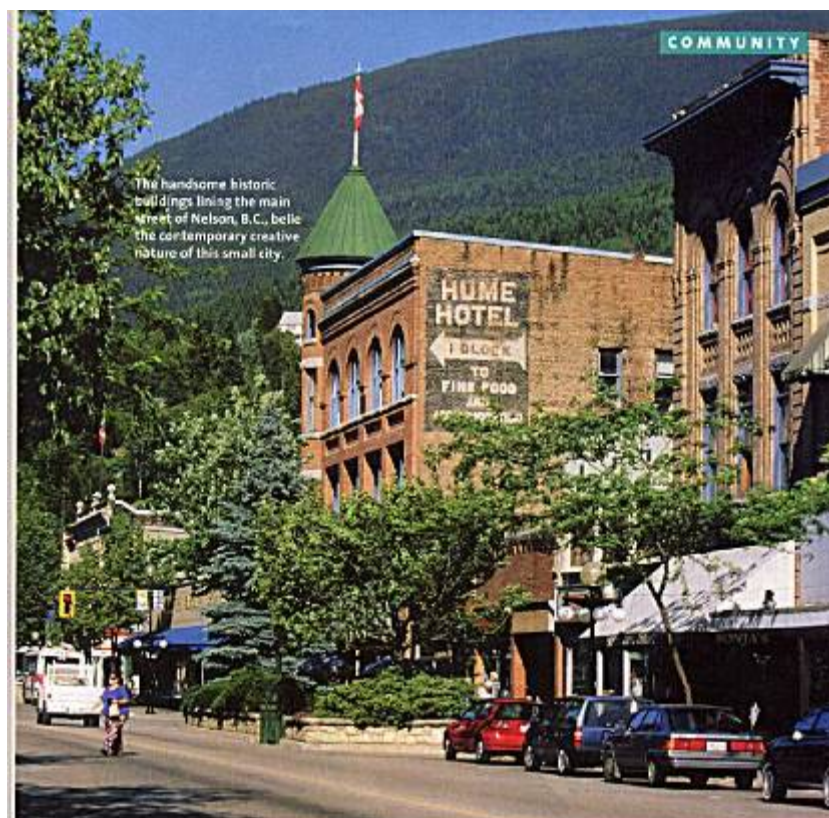
The Communities Matrix

- Quick “first step” assessment for communities
- Eye opening & realistic
- 10 stages (or 4 phases) of development
- Recognizes all communities aren't at the same stage – try to pick tool/resources appropriate for stage



The Communities Matrix

- Encountered many communities in region that were stuck or constipated
- Noted characteristics of 15-20 communities we had worked with in a grid
- Developed as a reference for us
- Assess community ourselves or get community leaders to quickly ballpark where they are (i.e. determine if BVI was appropriate tool)
- Started sharing it with CED practitioners who had expressed frustration with traditional strategic planning
- First version posted to web-site in May 2003
- Now being used across Canada & in US



The handsome historic buildings lining the main street of Nelson, B.C., belie the contemporary creative nature of this small city.

MIRACLE OF MAIN STREET

NELSON, B.C.
POPULATION: 10,000

By Sherry Peters

When Brooke Leatherman moved from the San Francisco Bay area to Nelson in 1984, he had no idea how he and his wife, Sandi, would make a living. "We thought of opening a furniture store, but after talking with some people in the community, it became clear that was not what was needed," he says. Instead, to accommodate tourists, the couple restored one of the city's heritage

buildings and now run a hostel. In 1997 Brooke was asked to take charge of creating a summer arts festival. Now in its seventh year, the Nelson International Street Performers and Arts Festival, dubbed Streetfest, attracts visitors, performers and craftspeople from all over the world.

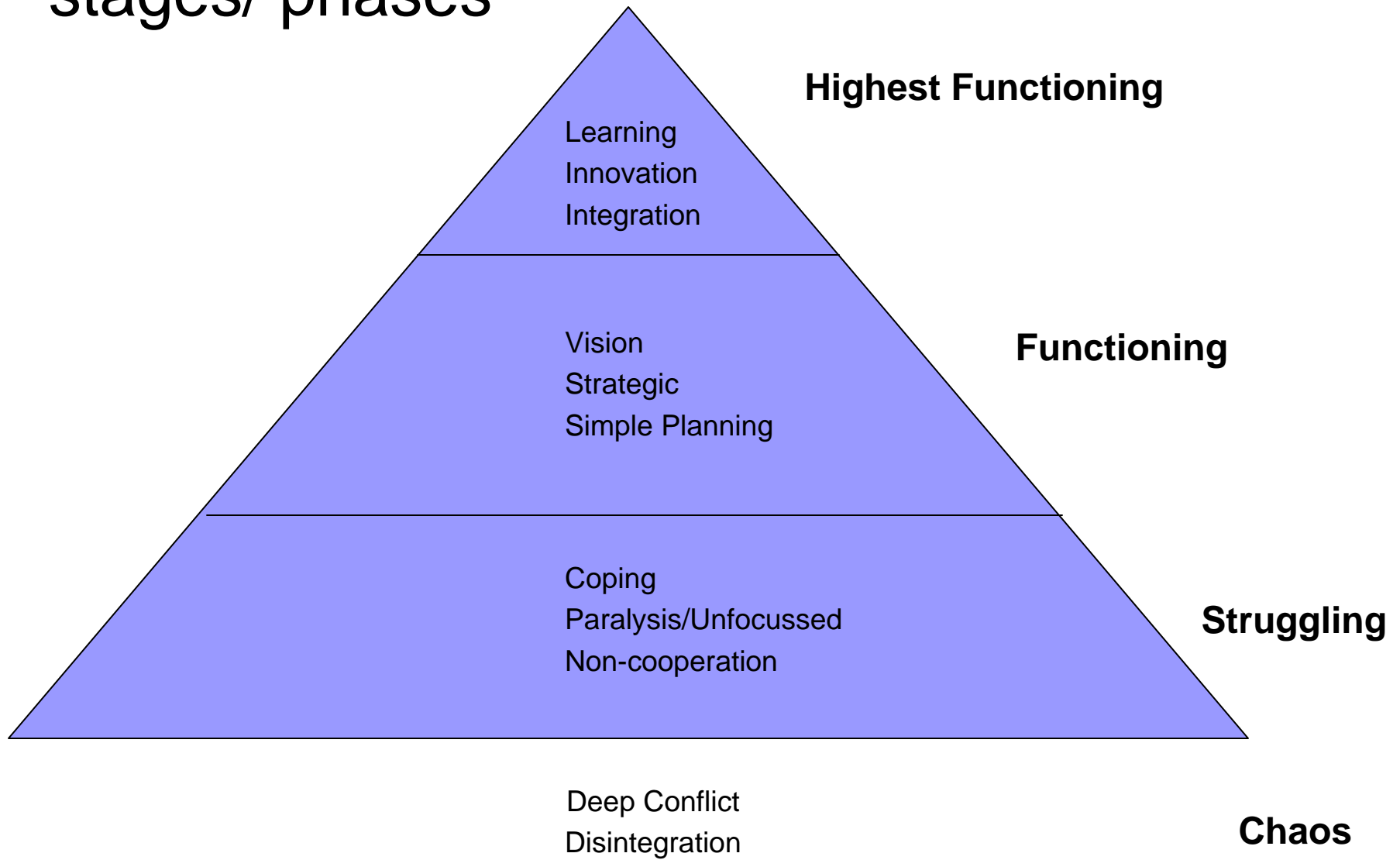
Brooke's experience echoes that of many city residents. His family had visited Nelson several times before deciding to move. "We just always felt comfortable here," he says. Employment was not their motivation. In fact, finding a source of income in Nelson can be a lot like the drive through the mountain passes to this impossibly picturesque

community in the Selkirk Trange: steep, challenging and full of surprises.

Nelson has no single large employer. It was founded as a mining town, but the last of the big companies left by the mid-1980s. Kootenay Forest Products and David Thompson University closed, and the Canadian Pacific Railway yard scaled back to a skeleton staff.

Most residents say that the renaissance of the city began in the early 1990s with the restoration of Baker Street, the main street. In the process, it became a place where people wanted to meet, chat, sip lattes and get creative. It also concentrated the city, keeping it away from the highway.

Communities are at different stages/ phases

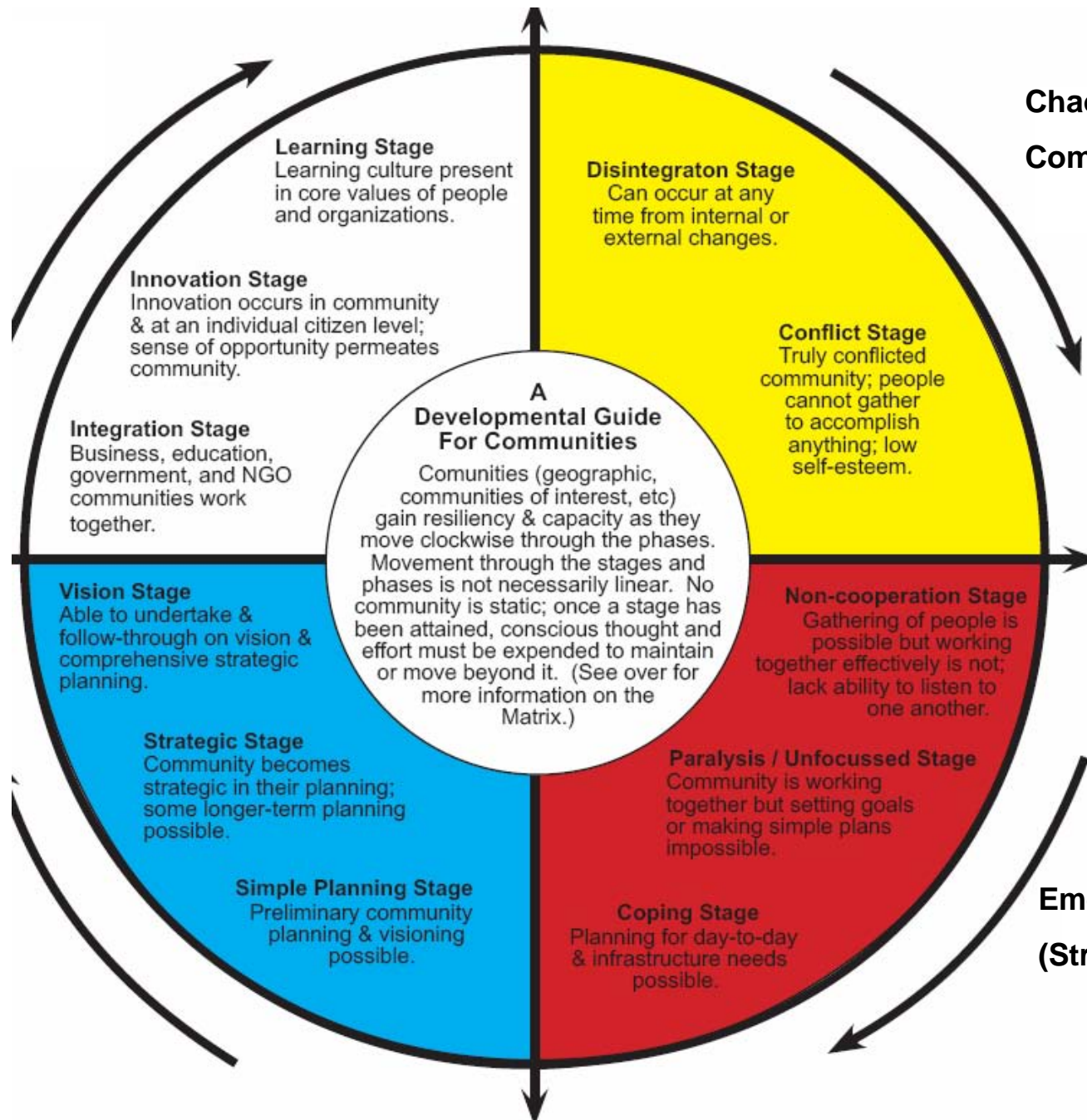


Communities are at different stages/phases



**Actualization
(Highly
Functioning)**

**Chaos (Pre
Community)**



**Vision
(Functioning)**

**Emergent
(Struggling)**



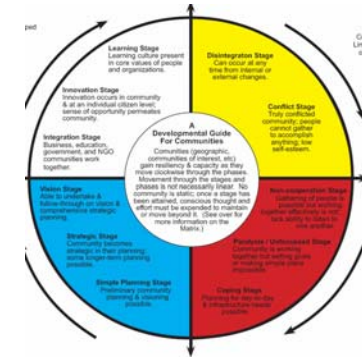
- Measuring the readiness of community to take action
- Helping to focus limited community energy into some tangible tools and processes
- Setting a benchmark that can be revisited later to measure change
- Realizing how far you have come as a community
- Identifying what you need to pay attention to in order to foster a vital, thriving community



- Helping identify what tools are appropriate for your current community needs
- Launching appropriate planning so the community doesn't slide backward through inaction.
- Engaging different sectors to enable a comparison of how they see the community
- Creating important dialogue and bridges in the community and between sectors in the community
- Can be used for other types of communities
 - Geographic
 - Communities of interest
 - Communities within communities

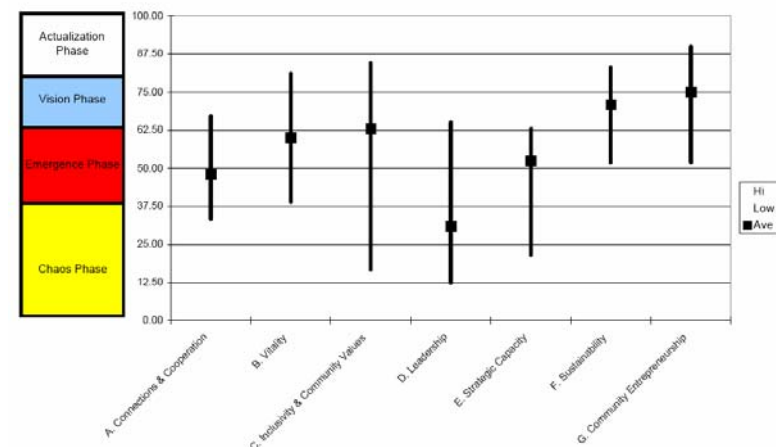
Step 1 - One Page Matrix

- Good start - Needed a more complete analysis
- Approached by several funders to develop further to improve & test



Step 2 - Matrix Tool on-line

- Get a more thorough assessment of community in 7 key areas
- Still is quick & dirty
- Allows a community to find right tool or assess readiness to engage in big process

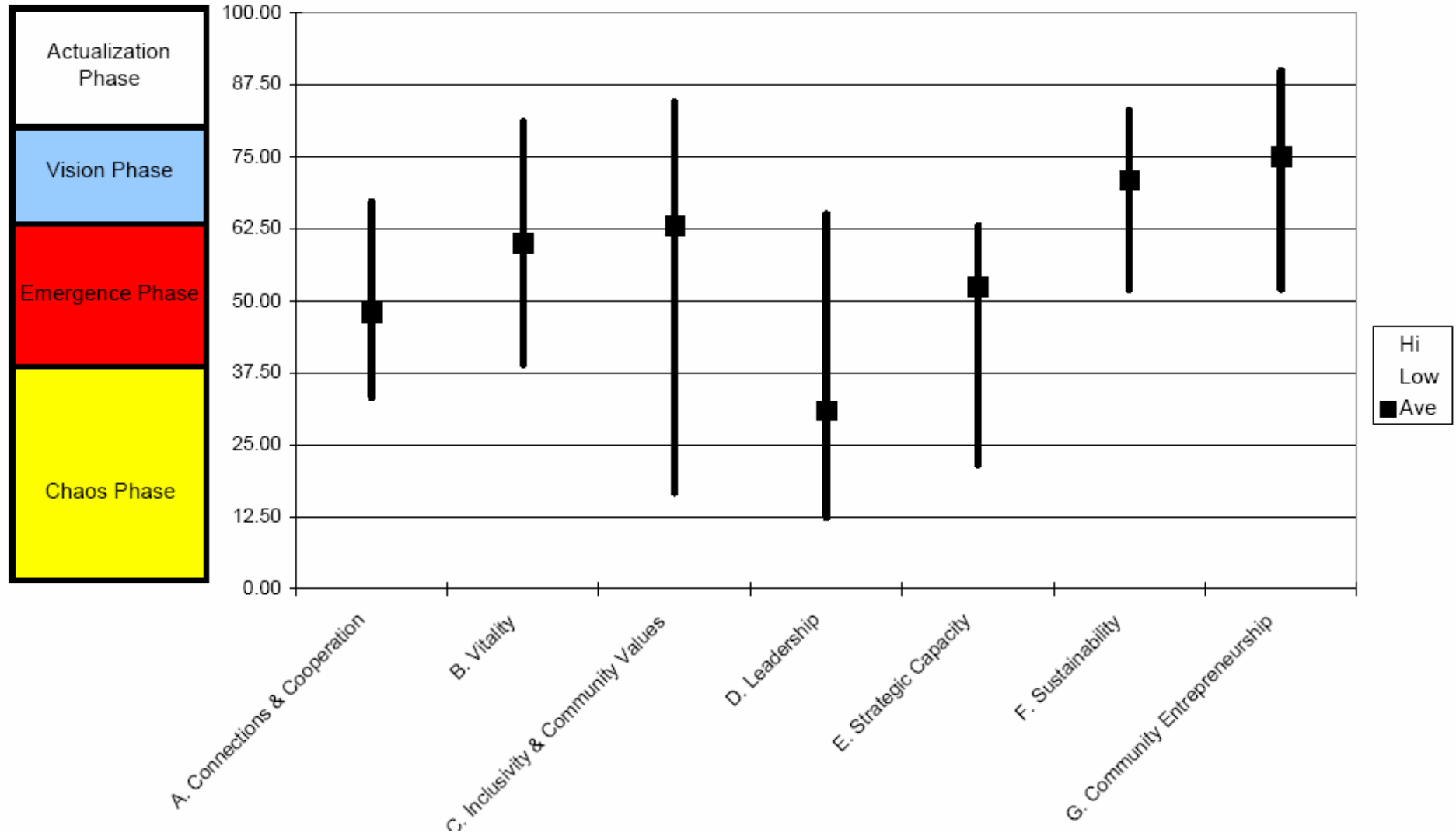


Seven Key Areas for Communities

1. Connectivity & Cooperation
2. Vitality
3. Inclusivity & Community-wide Values
4. Leadership
5. Strategic Capacity
6. Community Sustainability
7. Community Entrepreneurship



60 questions on-line/ 15 participants take 15 minutes



- **Step 1 – One Page Matrix**
 - **Step 2 – On-line Tool**
 - **Step 3 – Find the right tool/ resource**
 - Strategic Planning
 - Asset Mapping
 - Business Vitality Initiative
 - Conflict Resolution
 - Leadership Training
1. Prefeasibility
 2. Feasibility
 3. Business Plan

CIEL Tools & Strategic Processes - Summary

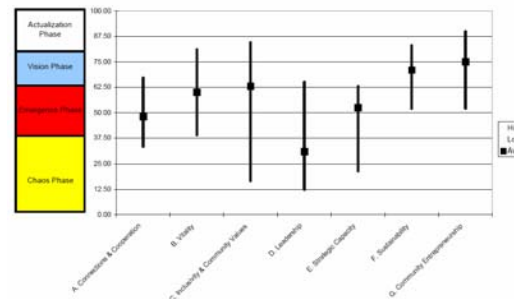


1. Communities Matrix



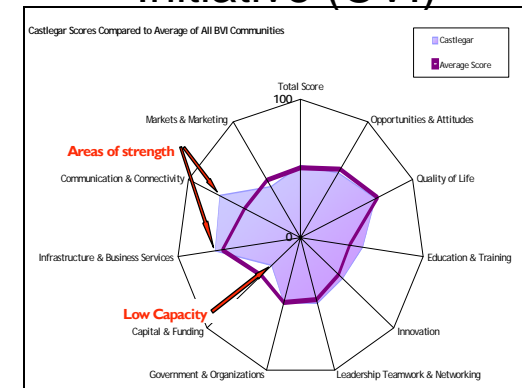
- Simple conceptual model
- One page
- Good for starting conversation

2. Matrix On-Line Diagnostic (MOD)



- Targeted SWOT analysis
- Conducted on-line with 12-24 participants
- Helps point way to stage-appropriate tools

3. Business Vitality Initiative (BVI), Community Vitality Initiative (CVI)



- Comprehensive processes
- Survey & focus groups involving 20-50 part.
- Identify possible short-term & long-term potential actions
- Help community set priorities, make a plan and act
- Help to change mindset of community

In Summary

- Matrix on-line tool serves as “in-between” step for communities
- Easily understood
- Measures attitudes & perceptions
- Measures readiness, energy, willingness to change, capacity to change (without huge investment)
- Targeted SWOT
- Presents common language
- Quick & easy to administer



Community Vitality

The three 'pillars of prosperity' for future communities, whether they be urban, regional or rural, are ways of living that are:

- economically profitable
- ecologically sustainable and
- socially desirable

Centre for Rural & Regional Innovation (Australia)



CVI Quebec Pilot Goals/Outcomes

- Build capacity of **English language community** (we've expanded to **build whole community capacity**)
- Develop **tool** using statistical & perceptual indicators
- **On-line** (web) questionnaire
- **Test** CVI in 3 communities engaging community in process
- Reports identifying **possible short & long-term actions**
- Local projects with **actions/socio-economic outcomes**
- Increase **capacity** of communities with respect to technology

CIEL measures community vitality across nine categories

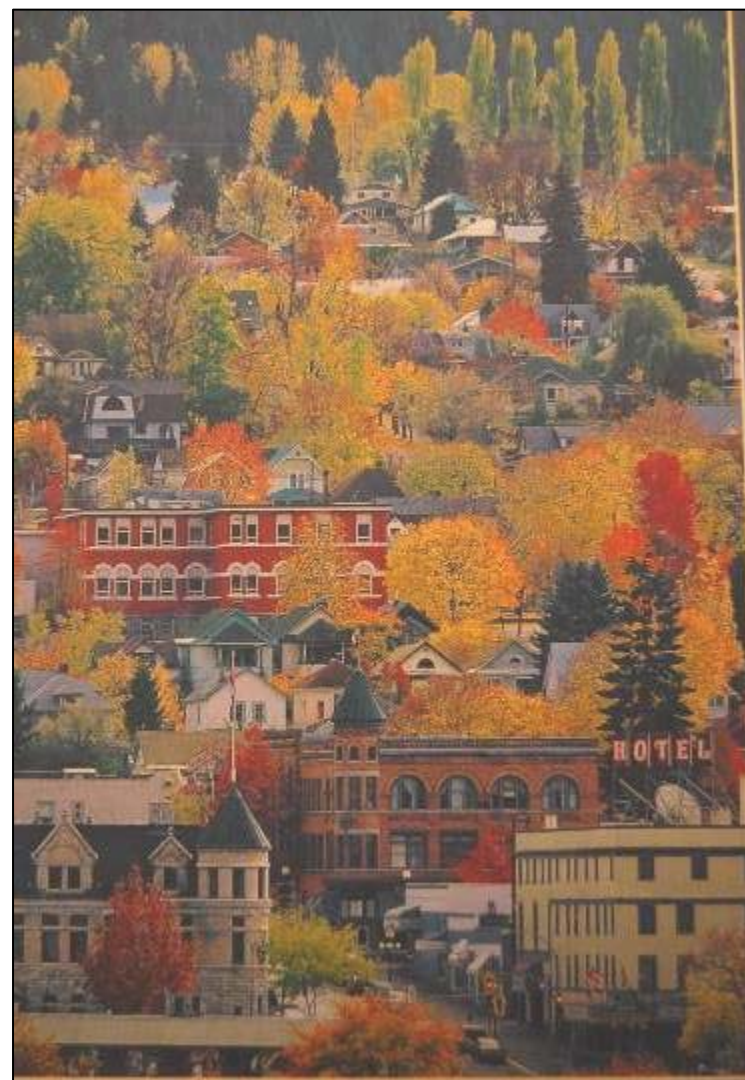
1. Personal and economic security
2. A learning culture
3. A culture of wellness



4. Leadership
5. A clean environment
6. Vibrant arts, heritage, and culture



7. Sense of community and connectedness
8. Community Entrepreneurship & Innovation
9. Physical space



What is the CVI?

- CVI is a tool & process that enhances Community Vitality by measuring a community's **quality of life** relative to other communities



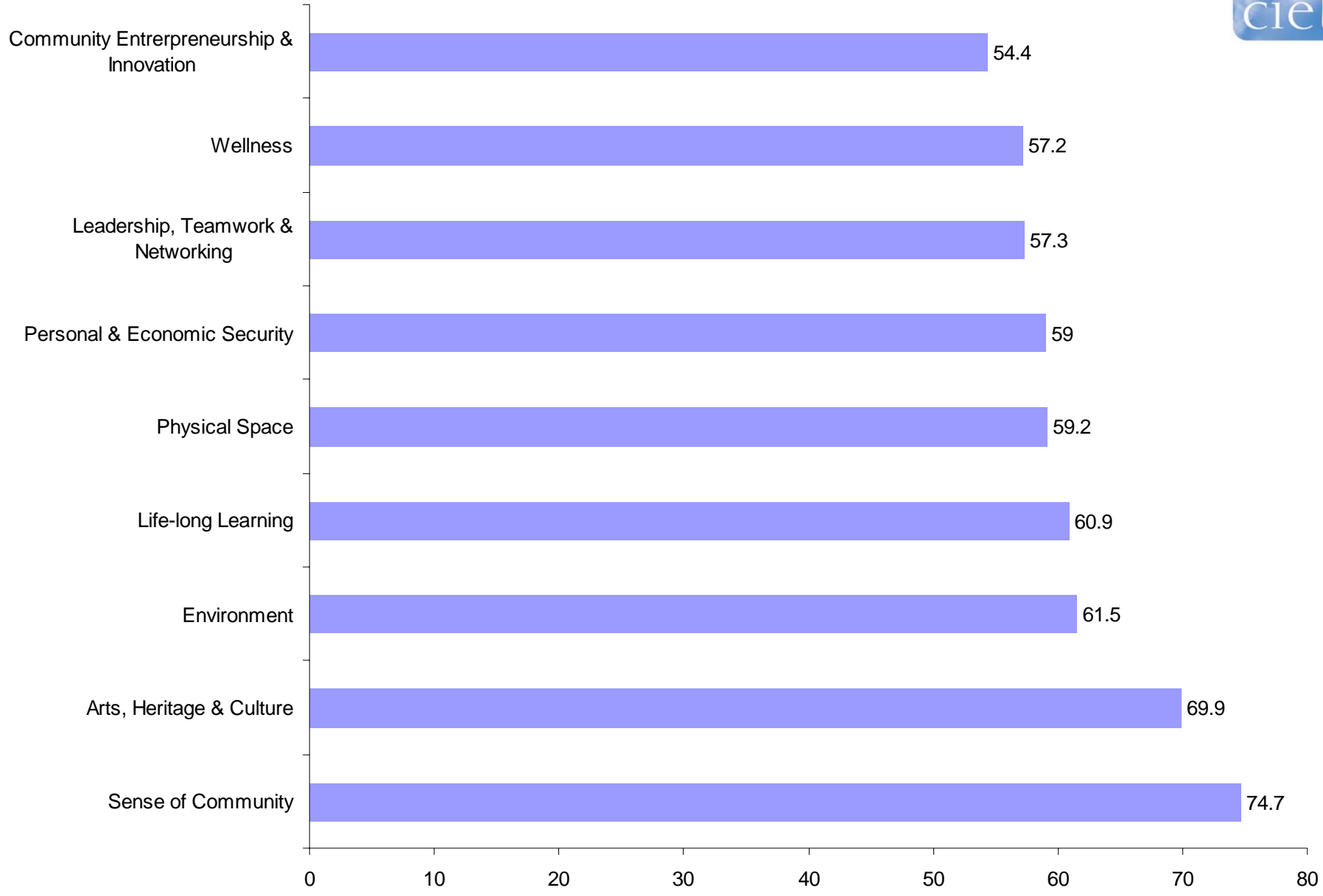
- CVI gathers perceptions from citizens and stakeholders on important issues & uses process to allow community to make positive changes



Questionnaire – 100 indicators

2. LIFE-LONG LEARNING		Completely Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Completely Disagree	Don't Know
<p>A spirit of life-long learning and a hunger for knowledge and wisdom pervades a vital community. There is a variety of modes of learning for all age groups.</p> <p><i>Issues - culture of learning, ability to adapt, accessibility of education</i></p>		☺		☹		☹	
A	Citizens are motivated to learn new skills and develop existing ones.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B	Citizens have access to a variety of learning modes: on-line, college, distance, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C	Businesses and educational institutions collaborate to train for the employment skills needed by the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D	Citizens strive to become fluent in both official languages.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F	There are good schools for our children in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CVI Wakefield Data



What do the Matrix, BVI & CVI do?



- **Assess Focus Act!** – Bridges the study/action divide
- Allows community to take some **control** over destiny & build **self-sufficiency**
- Finds **gaps, strengths & assets** in an easy to read graphical format
- Quantify indicators important for vitality & entrepreneurial stimulation
- Allows community to build **common understanding** and **set priorities** for action
- Community can use the power of research to **access funding**
- Brings business people, leaders and citizens together to **build** and capacity
- Helps build **workplan** for community entrepreneurship, vitality & action

Tools – A Cautionary Tale

- There are no silver bullets
- Pick the right tool for the right time
- Anyone can drive a Mercedes into a ditch
- Tools (like communities) require substantial energy & commitment



CIEL Free Resources

- www.theCIEL.com



- **BVI** - *BC Provincial Report - The State of Entrepreneurship in Rural BC* for recommendations on how to become a more entrepreneurial community
- **CVI** - *Community Vitality Guide* – to be published in next 2 months on
- **Tools** - *69 Tools, Techniques & Resources & for Communities*

Questions/ Discussion

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