

Business Vitality Initiative (BVI)

Phase One Assessment Report

Strathmore, Alberta

June 2010



Table of Contents

Executive Summary	5
1.0 Introduction	9
1.1 How the Business Vitality Initiative Works	9
2.0 Community Profile and Focus Group Results	11
2.1 BVI Focus Group Respondent Profile.....	11
2.2 Focus Group Results.....	12
2.3 Community Profile Results	14
3.0 Section Scores	21
3.1 Individual Section Scores	22
3.2 Section A: Opportunities and Attitudes (67 out of 100).....	23
3.3 Section B: Quality of Life (58 out of 100)	28
3.4 Section C: Education and Training (64 out of 100)	33
3.5 Section D: Innovation (53 out of 100)	37
3.6 Section E: Leadership, Teamwork, and Networking (50 out of 100)....	41
3.7 Section F: Role of Government and Organizations (43 out of 100)	45
3.8 Section G: Capital and Funding (48 out of 100).....	50
3.9 Section H: Infrastructure and Business Services (38 out of 100)	54
3.10 Section I: Communication and Connectivity (62 out of 100)	58
3.11 Section J: Markets and Marketing (44 out of 100)	62

Index of Tables and Figures

Table 1: Recommendations – Possible Short Term Actions (0-12 Months).....	7
Table 2: Recommendations – Possible Long Term Actions (12+ Months).....	8
Table 3: BVI Evaluation Sections.....	10
Table 4: Focus Group Question 1	13
Table 5: Focus Group Question 2	13
Table 6: Describing Strathmore in Three Words.....	15
Table 7: Top Strengths and Assets of Strathmore	16
Table 8: Future Economic Drivers in Strathmore	17
Table 9: Top Untapped Opportunities in Strathmore.....	18
Table 10: Improving Strathmore.....	19
Figure 2: Strathmore and 21-Community Average Section Scores.....	22
Figure 3: Opportunities and Attitudes Subsection Scores.....	23
Table 11: Opportunities and Attitudes-- Individual Question Scores	24
Figure 4: Opportunities and Attitudes-- Question Response Distribution	25
Table 12: Opportunities and Attitudes—Improvements.....	26
Figure 5: Quality of Life Subsection Scores	28
Table 13: Quality of Life-- Individual Question Scores	29

Figure 6: Quality of Life Question Response Distribution.....	30
Table 14: Quality of Life— Improvements.....	30
Figure 7: Education and Training Subsection Scores	34
Table 15: Education and Training-- Individual Question Scores	34
Figure 8: Education and Training Question Response Distribution.....	35
T.....	36
Table 16: Education and Training Strengths and Improvements	36
Figure 9: Innovation Subsection Scores	37
Table 17: Innovation-- Individual Question Scores.....	38
Figure 10: Innovation-- Question Response Distribution.....	39
Table 18: Innovation-- Improvements	40
Figure 11: Leadership, Teamwork, and Networking Subsection Scores.....	41
Table 19: Leadership, Teamwork, and Networking-- Individual Question Scores	42
Figure 12: Leadership, Teamwork, and Networking Question Response Distribution	43
Figure 13: Role of Government and Organizations Subsection Scores	45
Table 21: Role of Government and Organizations-- Individual Question Scores.....	46
Figure 14: Role of Government and Organizations-- Question Response Distribution	47
Table 22: Role of Government and Organizations-- Improvements	48
Figure 15: Capital and Funding Subsection Scores	50
Table 23: Capital and Funding-- Individual Question Scores	51
Figure 16: Capital and Funding Question Response Distribution.....	52
Figure 17: Infrastructure and Business Services Subsection Scores.....	54
Table 25: Infrastructure and Business Services-- Individual Question Scores.....	55
Figure 18: Infrastructure and Business Services Question Response Distribution	56
Figure 19: Communication and Connectivity Subsection Scores.....	58
Table 27: Communication and Connectivity-- Individual Question Scores.....	59
Figure 20: Communication and Connectivity Question Response Distribution ..	60
Figure 21: Markets and Marketing Subsection Scores.....	63
Table 29: Markets and Marketing-- Individual Question Scores.....	63
Figure 22: Markets and Marketing Question Response Distribution	64

Table of Appendices

Appendix A: Top 10 Highest Scoring Questions	66
Appendix B: Bottom 10 Lowest Scoring Questions.....	66
Appendix C: Top 10 Highest Positive Deviation from the 21-Community Average	67
Appendix D: Bottom 10 Largest Negative Deviation from the 21-Community Average	68

Appendix E: The “Gut Check 12”	68
Appendix F: Questions with High ‘Don’t Know’ Responses	69
Appendix G: Questions with a High Degree of Polarization	70
Appendix H: Strathmore Assessment Session Attendance	70
Appendix I: Top 5 Industries of Employment by Participation (2006)	71
Appendix J: Strathmore Community Profile-- Age Distribution (2006)	71
Appendix K: Strathmore Community Profile—Earnings and Income (2005)	72
Appendix L: Strathmore Community Profile— Labour Force Distribution (2006)	72
Appendix M: Population Growth (2006)	73
Appendix N: Strathmore Community Profile— Educational Attainment (Population over 15).....	73
Appendix P: About CIEL	75

Executive Summary

The BVI

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

The Strathmore BVI was initiated by a partnership between the Alberta Urban Municipalities Association (AUMA) and CIEL. The Rural Community Adaptation Program (RCAP) of Alberta Agriculture & Rural Development (ARD) funded it. The community sponsors are Community Futures Wild Rose, Strathmore and District Chamber of Commerce, the Town of Strathmore, and Wheatland Business Women. The project is coordinated locally by Jennifer Brooks.

Strathmore is the twenty-first community in Canada that has taken part in the BVI, in addition to five communities in Australia.

This report summarizes the Strathmore Phase 1 or *Assessment Session* of the BVI, where a questionnaire and a focus group assessed the community's small business resources and potential on April 29, 2010. The phase 2 or *Focus and Action Session* will be open to the entire community with the purpose of setting priorities for improvement, and jump starting the community to action. That session will be held on Wednesday June 9th.

Community Profile

In the Assessment Session, participants were asked to give three words to describe their community. Two-thirds of the responses were positive. According to many respondents, Strathmore is a *friendly, growing, family-oriented, and safe* community. When participants were asked to identify key strengths not used to potential in the community, the top responses were *proximity to Calgary, the people, volunteers, and youth*.

When participants were asked to name their predicted top economic drivers for the community in the next five years, the most common responses were *agriculture, oil and gas, and small business/retail*. When asked about untapped business opportunities in the community, *industrial development, downtown revitalization, and closeness to Calgary* were the top responses.

When asked for suggestions on how to improve Strathmore, the top four responses were *downtown revitalization, more restaurants, and affordable housing*.

Strathmore Section Scores

Strathmore participants were asked to respond to a combination of multiple choice and short answer questions, all directly related to the concept of business vitality. The questions are divided into ten separate sections that focus on different aspects of business vitality. Section names and descriptions, as well as Strathmore section scores are as follows:

- A. Opportunities and Attitudes: 67 out of 100** - The ability of the community to recognize, act on, and follow through on available opportunities.
- B. Quality of Life: 58 out of 100** - The ability of the community to attract & retain businesses & residents, especially those who are young, skilled workers.
- C. Education and Training: 64 out of 100** – The ability to develop entrepreneurship skills & attitudes in the non-business population, and to upgrade skills in the business community to remain competitive in larger markets.
- D. Innovation: 53 out of 100** – The ability of a community to think of and develop new ideas, adapt to changes, recognize unusual and new opportunities and technologies, and share ideas with like-minded people.
- E. Leadership, Teamwork, and Networking: 50 out of 100** - The capacity of a community to take action on an idea or opportunity as a whole group, with good leadership, effective teamwork, and clear communication.
- F. Role of Government and Organizations: 43 out of 100** – The ability of local governments and other organizations to work with business to design processes and programs that make it as easy as possible to start or expand a business.
- G. Capital and Funding: 48 out of 100** – The ability of the community to financially support entrepreneurs by ensuring access to capital and by educating businesses about financial management and supports.
- H. Infrastructure and Business Services: 51 out of 100** – The ability to provide necessary and high quality support services and infrastructure to business at reasonable costs, allowing businesses to be as competitive as possible.
- I. Communication and Connectivity: 62 out of 100** - The ability of businesses to connect with each other and with outside markets.
- J. Markets and Marketing: 45 out of 100** – The ability of business to capture and expand markets locally, regionally, and outside the region, thus keeping and building local wealth.

The average score for all sections for Strathmore was **54 out of 100**. The average for the 21 communities that have undertaken the BVI is also 54.

Recurring Themes

The following recurring themes were identified throughout the BVI, highlighting areas for the community to potentially focus action on. The themes can be used as a strength or solid base from which to work on the things that need improvement.

◆ Downtown revitalization needed
◆ No brand or distinct image limits ability to promote/attract/market
◆ 100 th anniversary provides opportunities (volunteers, sense or “spirit” of community, promotion of community, building brand, etc.)
◆ The area has significant economic opportunities & has reached a critical point in its maturity
◆ Collaboration/co-operation/dialogue needed between/among business organizations, Town/county and other orgs. on initiatives that lead to good of town/county
◆ Perception that Town not supportive of business community
◆ Young families need to be targeted as new residents – also need to ask them (& youth) what they want
◆ Assess growth realistically (strains on housing, sense of community, infrastructure, etc.)

Possible Courses of Action

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

Table 1: Recommendations – Possible Short Term Actions (0-12 Months)

Possible Short Term Actions (actions completed in less than 12 months) (The possible actions are based upon participant responses to the survey and focus groups. Each action notes the corresponding BVI questions)	
Capacity Building	<ul style="list-style-type: none"> ▪ Broad community leadership program beyond the elected representatives to build capacity/ links/ collaboration (Improvements, Section E) ▪ ‘Buy Local’ initiative (Sections A, J, Focus Groups) ▪ Youth & young adult BVI or opportunity identification session(s) to identify recreational, educational, and business opportunities (Section A, Themes) ▪ Junior Achievement, youth business mentorship and/ or other youth entrepreneurship initiatives (Sections A, E)

Marketing	<ul style="list-style-type: none"> ▪ Downtown beautification project (e.g. improve signage from highway, “gateway”/link to down town, or Town history theme, etc.) (Themes, Section F, G, Improvements) ▪ Branding initiative (Themes, Improvements, Section A) ▪ Co-ordination/communication/promotion and expansion of summer festivals (also take advantage of 100th) (Section B)
Networking	<ul style="list-style-type: none"> ▪ New resident welcoming program (Section A, Themes) ▪ Strengthening B2B networks possibly utilizing Chamber – possible initiatives include businesses sharing innovation successes, business peer mentorship breakfast meetings, highlighting success stories through local media, etc. (Sections I, E , Opportunities) ▪ Business friendliness consultations between Town & business community (Themes, Improvements, Section A)
Admin., Research, Planning	<ul style="list-style-type: none"> ▪ Define town & county economic development focus – decide whether economic development function &/or economic development officer needed (Section A) ▪ Publish underutilized/ needed businesses in order to fill niches (e.g. restaurants, low priced shuttle to airport)

Table 2: Recommendations – Possible Long Term Actions (12+ Months)

Possible Long Term Actions (actions taking more than 12 months to complete)	
Capacity Building	<ul style="list-style-type: none"> ▪ Community leadership strategy (Improvements, Section E) ▪ Buy local program (ongoing) (Themes, Improvements, Section J) ▪ Young family retention/attraction strategy (Themes, Sections A, B) ▪ Strategy to attract satellite post secondary campus (Sections A, E)
Marketing	<ul style="list-style-type: none"> ▪ Downtown beautification strategy (Themes, Focus Groups, Improvements) ▪ Branding strategy and follow-through with targeted marketing (Themes, Improvements, Sections A, E) ▪ Community tourism strategy that includes history, arts & culture (Focus Groups)
Networking	<ul style="list-style-type: none"> ▪ Business think tank several times per year, strategy & initiatives to keep business vitality on the front burner in community (Section D)
Research, Admin. and Planning	<ul style="list-style-type: none"> ▪ Investigate arts & cultural centre/ museum (Focus Groups, Section B) ▪ Convention centre feasibility (Improvements) ▪ Investigate extended care facility feasibility (Section B) ▪ Investigate public transport link to downtown Calgary (Section I)

1.0 Introduction

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

The Strathmore BVI was initiated by a partnership between the Alberta Urban Municipalities Association (AUMA) and CIEL. The Rural Community Adaptation Program (RCAP) of the Alberta Agriculture & Rural Development (ARD) funded it. The community sponsors are Community Futures Wild Rose, Strathmore and District Chamber of Commerce, the Town of Strathmore, and Wheatland Business Women. The project is coordinated locally by Jennifer Brooks.

On April 29, 2010, twenty-five people attended the Phase 1 or *Assessment Session* of the BVI in Strathmore. An additional 10 people filled out the survey. Strathmore is the twenty-first community in Canada that has taken part in the BVI, in addition to five communities in Australia.

The second session of the BVI, the *Focus and Action Session*, will take place on Wednesday June 9th in Strathmore. Everyone in the community will be invited. At that meeting, the findings contained in this report will be presented and the participants will then set priorities for action. In the months following that process, the community sponsors will be available to assist the community in locating resources to carry out the identified actions.

1.1 How the Business Vitality Initiative Works

The BVI process surveys community members about a wide range of topics related to business vitality. The community sponsors, which typically include city councils and economic development offices, are encouraged to sample communities at certain ratios: 50% business people, 25% local leaders, and 25% citizens representing a wide range of interests, ages, and perspectives in the community. Upon selection, these participants are asked to attend a BVI focus group session (the Assessment Session) which typically takes place over two and a half hours on a weekday evening.

A typical BVI Assessment Session begins with an introduction to the BVI process and an introduction of session participants and facilitators. In order to provide some structure for the BVI process and results, participants are then asked to discuss and define the geographical boundaries of their community. This

boundary may be just a town’s boundaries or it also may encompass nearby surrounding communities that may rely on or are integrated into the central community.

The completion of the BVI questionnaire is the next step in the facilitation process. The first section collects information relating to both the participant and the community, and asks participants to provide their views on the strengths and weaknesses of the community.

The second section of the questionnaire is comprised of 60 multi-choice and short answer questions in ten separate sections (Table 3).

Table 3: BVI Evaluation Sections

A. Opportunities and Attitudes
B. Quality of Life
C. Education and Training
D. Innovation
E. Leadership, Teamwork, and Networking
F. Role of Government and Organizations
G. Capital and Funding
H. Infrastructure and Business Services
I. Communication and Connectivity
J. Markets and Marketing

A range of answers are available to the participant for each question (*completely agree, somewhat agree, neither agree or disagree, somewhat disagree, and completely disagree*), and each answer receives a different score. If all participants completely agreed with a question, the question would receive a score of 100. Alternately, if all participants completely disagreed with the question, the overall question score would be zero. In the case of *neither agree nor disagree*, if all participants answered a question with this option, the question score would be 50.

CIEL weights each question, subsection, and section according to its relative importance in terms of business vitality.

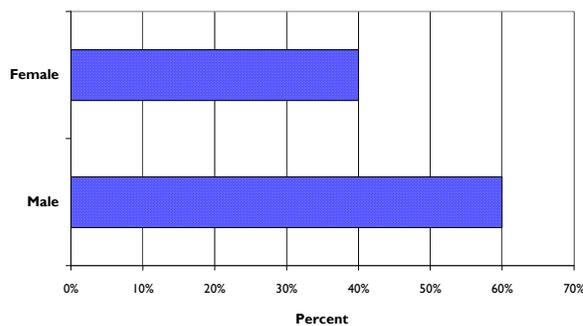
In addition to the questionnaire portion of the BVI, focus groups in Strathmore discussed the factors that make the community a good place to do business and improvements that could be made in order to improve business vitality.

CIEL then takes the results of the focus groups and the data provided by the BVI questionnaire to produce an analysis such as the one contained in this report.

2.0 Community Profile and Focus Group Results

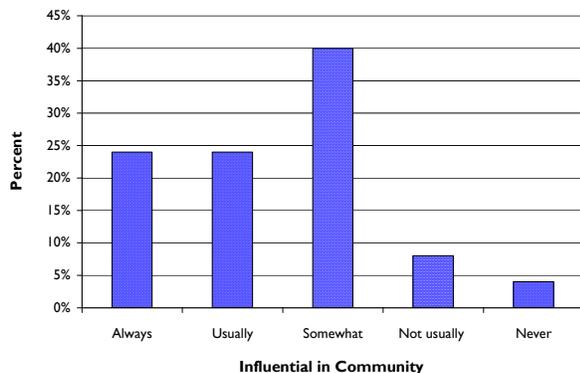
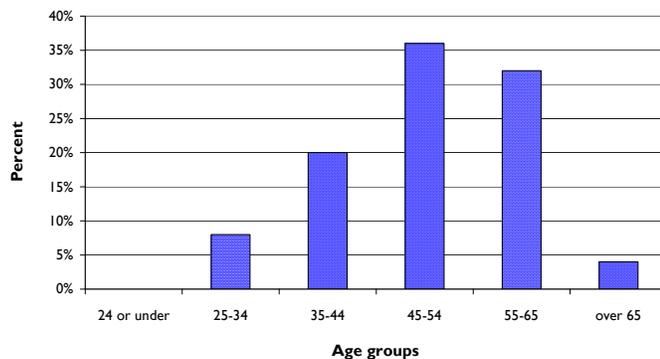
2.1 BVI Focus Group Respondent Profile

The first part of the BVI questionnaire profiles the participants. The results for the 35 Strathmore participants are shown follow.



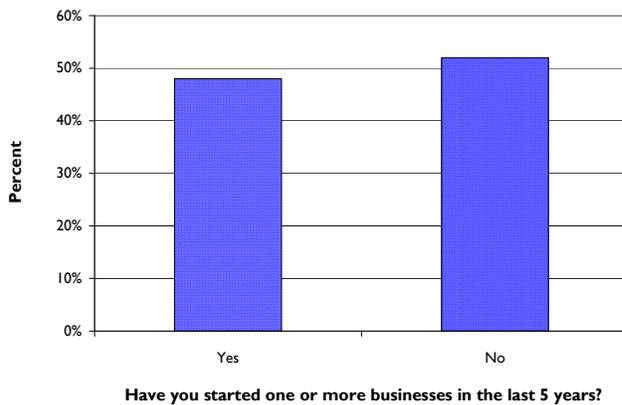
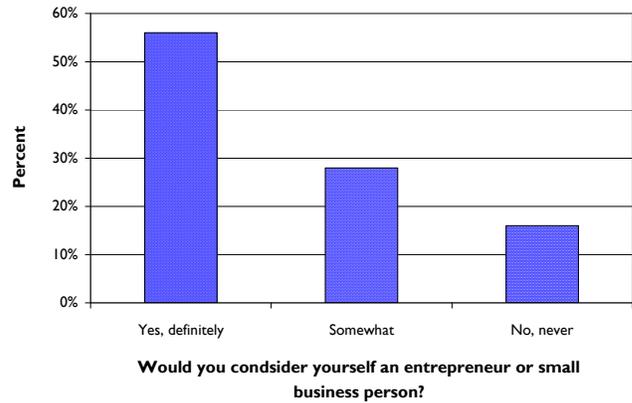
- 60% of the BVI participants were male, and 40% were female.

- 70% of the participants were in the 45-65 age range.



- 88% of participants said they are influential in the community.

- 87% of participants stated that they felt they are a businessperson or entrepreneur in some way.



- 48% of participants stated that they have started at least one business in the last 5 years.

2.2 Focus Group Results

The focus groups on April 29, 2010 in Strathmore were asked two questions:

1. What are the things that make this community a good place in which to do business?
2. What are the things (within the community's control) that can be improved to help businesses in your community?

Table 4 shows the responses to Question 1. Similar answers are aggregated in the “count” column.

Table 4: Focus Group Question 1

	Count
Business support networks	2
Potential for growth	2
Quality schools	2
A good base of families	1
AEI link	1
Area	1
Communities in Bloom group	1
Community Futures - Wild Rose	1
Competitive pricing	1
Consumer loyalty	1
Demographic diversity	1
Downtown core	1
Essential infrastructure	1
Faith base	1
Good employee base	1
Hospital	1
Housing prices	1
Location	1
People	1
Proximity to Calgary	1
Quality of life	1
Relatively affordable	1
Safe	1
Shop local becoming better	1
Small enough for people to know you personally	1
Small town atmosphere	1
Support services available	1
Variety of resource businesses	1
Word of mouth (is still common and effective)	1

Table 5 shows the responses to Question 2.

Table 5: Focus Group Question 2

	Count
Facilities: convention, cultural, recreational, multi-	5

use	
Develop and promote tourism	5
Community beautification and downtown revitalization	4
Better cooperation and communication between key groups	2
Branding	2
Incentive and education for local purchasing	2
Affordable housing	1
Consumer perspective	1
Cooperative marketing and promotion	1
Economic development plan and strategy (dedicated person, more industrial land, brand marketing community)	1
Grow the Chamber	1
Improve communication with town council	1
Improve the curb appeal	1
Industrial growth	1
Marketing potential recreational opportunities	1
Museum	1
Promote face to face value	1
Signage and service groups	1
The smell	1
TILMA policy	1
Transportation plan	1
Unified business group	1
Utilize downtown park (concerts)	1
Walking trails and interpretation trails - connected and expanded.	1
Public transportation	1

2.3 Community Profile Results

The BVI questionnaire includes a community profile consisting of five questions:

- Describe your community in three words
- What are the two greatest assets in your community not used to potential?
- What are the expected top two economic drivers of the economy in your community in the next 5 years?
- What is a specific untapped community, business or economic development opportunity for the area?
- What are the top things that could improve your community?

For each question, a table of the answers is presented below.

2.3.1 Describing Strathmore in Three Words

There were 91 individual responses to the community profile question that asks for three words or phrases that best describe Strathmore. Of those, 54 were considered to be positive, 20 were neutral, and 17 were considered negative, resulting in a 3:1 positive to negative ratio.

Table 6: Describing Strathmore in Three Words

Positive		Neutral		Negative	
Friendly	12	Rural	4	Clichés	1
Growing	9	Bedroom	3	Dirty (lack of civic pride)	1
Family	4	Old	2	Disintegrating	1
Safe	2	Conservative	2	Divided	1
Potential	2	Satellite (jobs, outside)	1	Fractured	1
Home	2	Rurban	1	Frustrated	1
Warm	1	Red neck	1	Lacklustre	1
Vibrant	1	Old school	1	Lacks direction	1
Prosperous	1	Mixed	1	Lacks unity	1
Progressive	1	Location	1	No identity	1
Plentiful	1	Established	1	Young transient people	1
Opportunities	1	Calgary	1	Stale	1
Loyal	1	Aging	1	Stuck	1
Innovative	1			Unfocused	1
Hard working	1			Unidentified	1
Fun-loving	1			Unimaginative	1
Entrepreneurial	1				
Enthusiastic	1				
Convenient	1				
Comfortable	1				
Close	1				
Clean	1				
Charming	1				
Centre of commerce (retail)	1				
Carpooling	1				

Beautiful	1			
Attractive	1			
Active	1			
Accessible	1			

2.3.2 Strengths And Assets Not Used To Potential In Strathmore

Respondents were asked to give two answers to the question, “What are the two greatest assets in your community not used to potential?”

Table 7: Top Strengths and Assets of Strathmore

	Count
Proximity to Calgary	6
People	6
Volunteers	4
Youth	4
Community Centre	3
Downtown	3
Agricultural Society grounds	3
History and heritage	3
Local business	3
Seniors	2
Location	2
Canal	2
Wetlands	1
Surrounding market	1
Rodeo grounds	1
Professionals	1
Plans for future growth	1
Partnerships (networking)	1
Park systems & pathways	1
Outdoor recreation/eco-tourism	1
Municipal facilities	1
Land	1
Kinsman Park	1
Irrigation water system	1
Infrastructure	1
Highway traffic	1
Green space	1
Destination point for shopping other than Calgary	1
Creative ability/ talents/ of a diverse population	1

Bike path	1
Arts	1
Community involvement	1
Town council	1
Library	1

2.3.3 Economic Drivers In Strathmore

Participants were asked to give two answers to the question, “What are the expected top two economic drivers of the economy in your community in the next 5 years?”

Table 8: Future Economic Drivers in Strathmore

	Count
Oil and gas	17
Agriculture	9
Small business, retail	7
Real estate	4
Housing growth	4
Industry	2
Building construction	2
Light industrial	2
Calgary business/family resettlement	1
Cattle	1
Commercial	1
Commuters	1
Rapid population growth	1
Eco-friendly recreation and tourism	1
Educational centre	1
Growing population	1
Inflation	1
Big box retailers	1
Proximity to Calgary	1
Retiring seniors	1
Tourism	1

2.3.4 Untapped Opportunities In Strathmore

Participants were asked to give two answers to the question, “What is a specific untapped community, business or economic development opportunity for the area?”

Table 9: Top Untapped Opportunities in Strathmore

Industrial development	6
Downtown revitalization	4
Closeness to large market (Calgary)	4
Tourism	2
Youth	2
Retail	2
Outdoor recreation	2
Affordable advertising	1
Business organization/revitalization into economic zones (downtown theme)	1
Canal system (walking paths)	1
Capitalizing on the shop at home	1
Community centre	1
Community identity	1
Cooperative housing for seniors	1
Entertainment	1
Equine assisted living	1
Green space and venue marketing and availability	1
Indoor children's play centre	1
Lack of using local business by the town itself	1
Local food growers/intensive agriculture	1
More for seniors	1
More walking & bike paths	1
Multi-use facility	1
Oil and gas distribution centre	1
Recreation	1
Seeking large industrial business	1
Specialty shops and boutiques	1
The people in general, cure individualism often detours new insight	1
Tourism (historical)	1
Trans Canada Highway	1
Transportation cluster (highways, airport, CP mainline 15km)	1
Use of local arts performing and visual	1
Museum--tap historical significance of town	1
UTU track racing	1

2.3.5 Improvements to Strathmore

Participants were asked to give two answers to the question, “What are the top things that could improve your community?”

Table 10: Improving Strathmore

	Count
Beautification, downtown revitalization	13
More restaurants	3
Affordable housing	2
More walkways	2
Central venue for events and meetings	2
Identity, Cooperation and Collaboration (10 responses)	
A most strategic focus - what do we want to be	1
A sense of identity	1
Cohesiveness	1
Cohesiveness of small business	1
Collaboration between town and business	1
Cooperation between organizations	1
External cooperation	1
More community involvement	1
Networking	1
Organizations working more closely in a friendly manner	1
Leadership (6 responses)	
Municipal support of local business	1
Engaged leadership	1
Forward thinking council	1
Good governance	1
Local government promoting local business by example	1
Positive aware leadership	1
Other Responses (6 responses)	
Manufacturing business	1
More activities--especially for 15-25 yrs	1
More retail business	1
Proactive vs. reactive thinking (do we want to remain a bedroom community to Calgary)	1
Public transit to Calgary	1
Stronger chamber with more participation from local	1

businesses	
Tax or other incentives to attract new businesses like manufacturing	1
There is more here than a rodeo in August	1
Things for youth to do	1
Volunteerism	1
Younger families moving to town and being engaged in community	1
Another rink	1
Attracting large companies	1
Attracting professional people	1
Business communication	1
Business development office to promote Strathmore for RV Dealers, car dealers etc. short drive from Calgary	1
Chamber of Commerce	1
Expand swimming pool	1
Green spaces	1

3.0 Section Scores

Overall, Strathmore had a full survey score of 54 out of 100, which is identical with the 21-community average.

The BVI section results as shown in figures 1 and 2 illustrate that Strathmore scored above the 21-community average in five out of ten sections.

The highest score of the survey was 67 out of 100 for 'Opportunities and Attitudes.' The lowest was 43 for 'Role of Government and Organizations.'

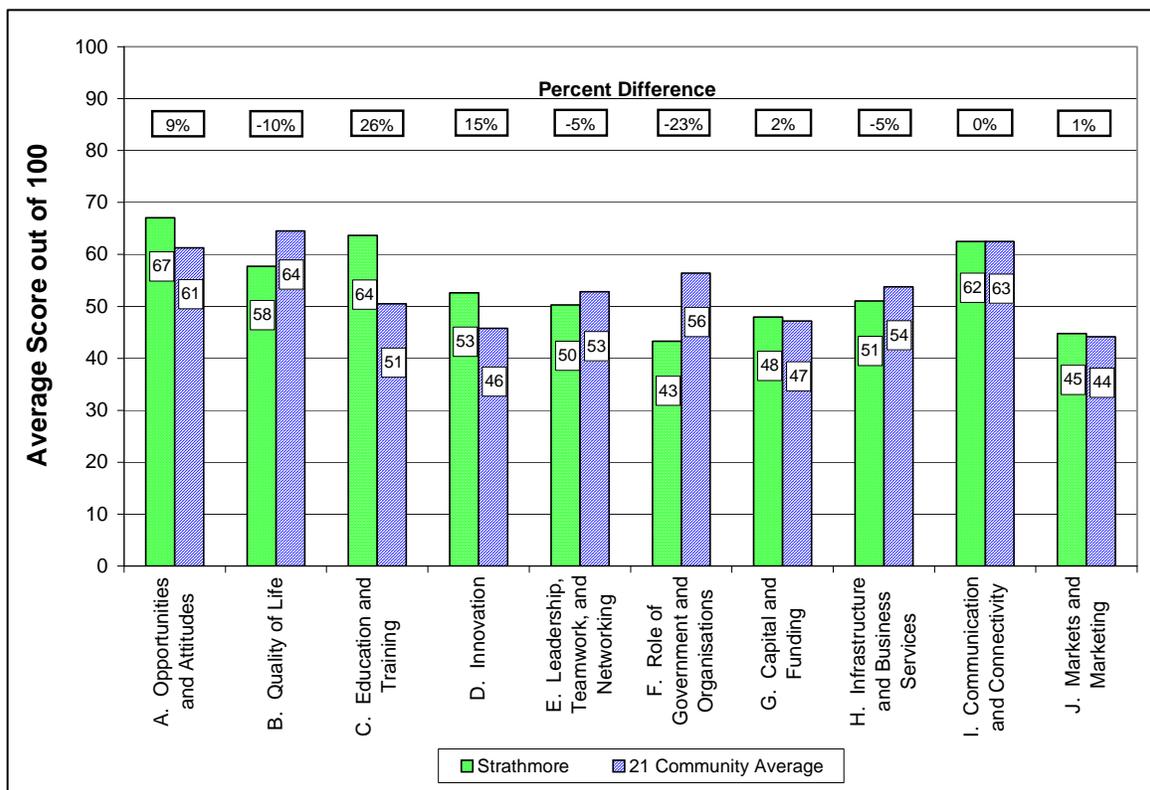


Figure 1: Strathmore and 21-Community Average Section Scores

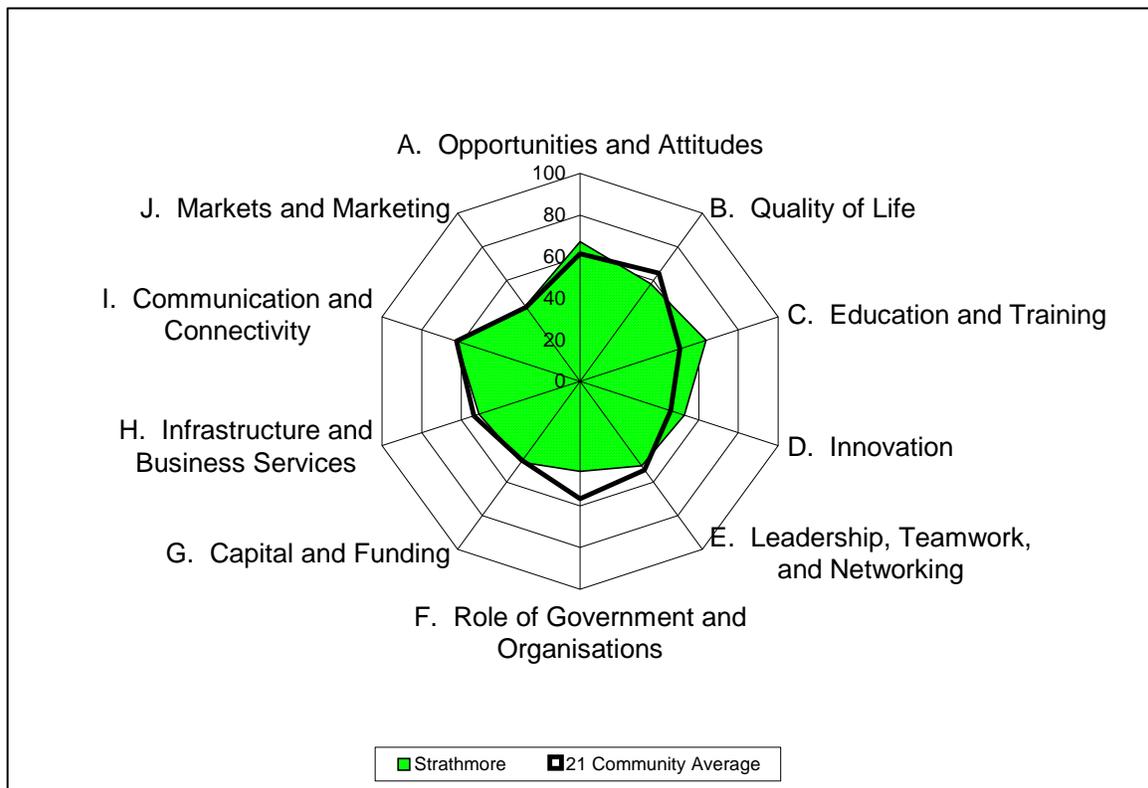


Figure 2: Strathmore and 21-Community Average Section Scores

3.1 Individual Section Scores

The remainder of this report looks at each of the ten sections of the Strathmore BVI individually, including:

- a graph showing the subsection results for each section, and the deviation of those results from the 21-community average.
- a list of all questions in each section showing the score for Strathmore compared with the average score for the 21 communities. That table has the highest scoring question in relation to the 21-community average highlighted in green, and the lowest in red.
- a graph indicating the distribution of answers within each question.
- a summary of the strengths and improvements as stated by the survey participants.

3.2 Section A: Opportunities and Attitudes (67 out of 100)

- 
The ability of the community to recognize, act on, and follow through on available opportunities.

The Opportunities and Attitudes section was the highest ranking section of the BVI questionnaire in Strathmore. The list of ten highest scoring questions for Strathmore listed in Appendix A contains four questions from this section. Question A4 (successful businesses want to remain) was the second-highest scoring question of the survey for Strathmore.

Figure 3 and Table 11 show the questions in this section divided into three subsections.

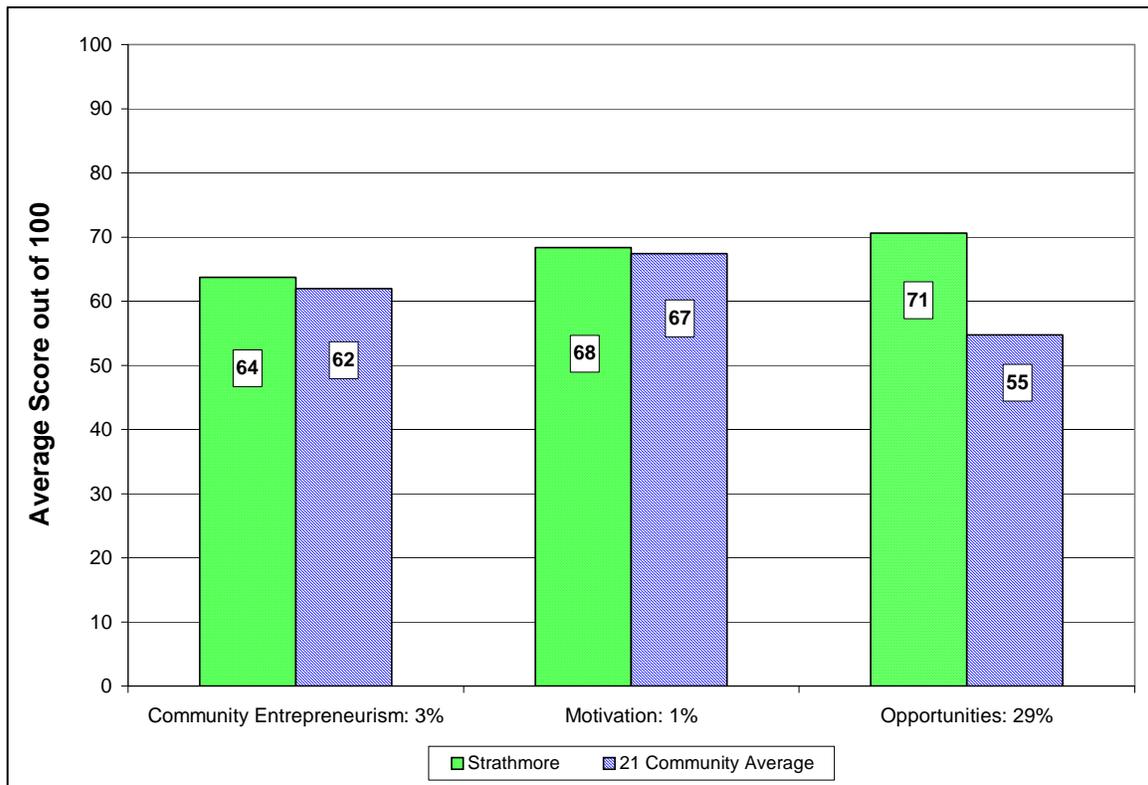


Figure 3: Opportunities and Attitudes Subsection Scores

- The 'Opportunities' subsection scored highest (71 out of 100), 29% above the 21-community average.

- With a score of 44, the “Community Entrepreneurship’ subsection scored lowest in the section, 3% above the 21-community average.

Table 11: Opportunities and Attitudes-- Individual Question Scores

The highest and lowest scores in terms of the 21-community average are shaded in green and red, respectively, below. The highest and lowest scores for Strathmore are in large bold type.

Subsection	Question	Score out of 100		% Difference
		Strathmore	21 Community Average	
Community Entrepreneurism	1. Entrepreneurial ventures and business creation are encouraged and supported by citizens and local governments.	55	57	-3%
	2. Individuals are capable of thinking creatively and developing unconventional solutions and innovative business opportunities.	70	66	7%
Motivation	3. Citizens are motivated to learn new skills and to develop existing ones.	52	51	3%
	4. Successful businesses want to remain in the area.	83	82	1%
Opportunities	5. The area is facing a significant economic opportunity.	66	50	32%
	6. There are employees available to meet business needs.	76	61	26%
Section Score		67	61	9%

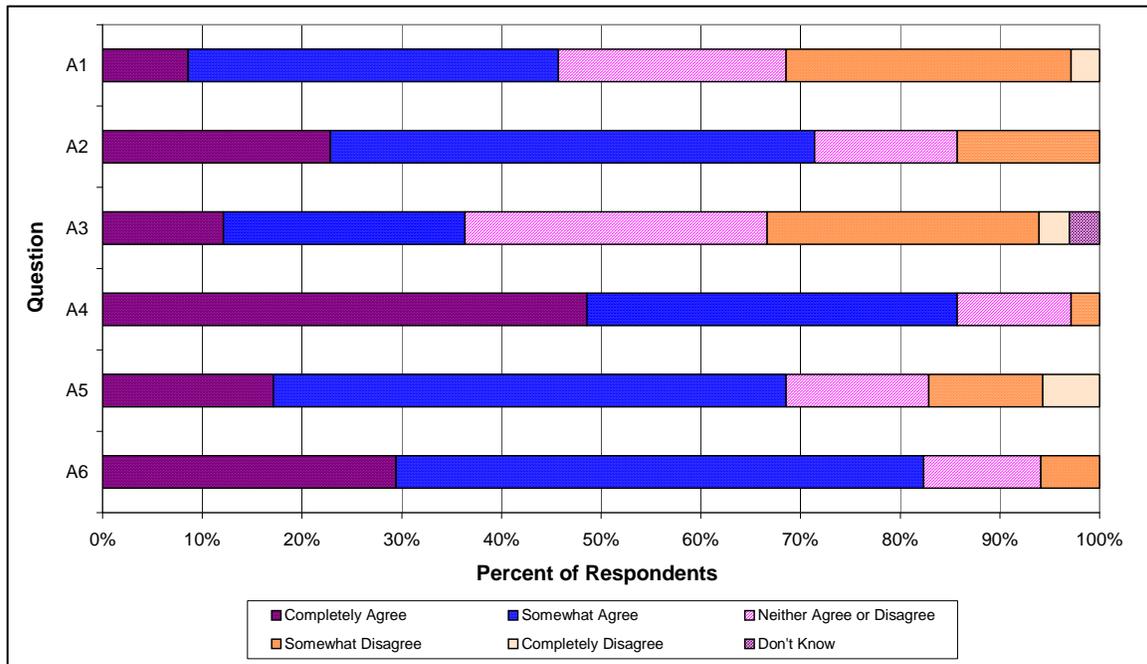


Figure 4: Opportunities and Attitudes-- Question Response Distribution

- **Highest level of agreement with the question:** A4 (successful businesses want to remain) at 85%.
- **Lowest level of agreement with the question:** A3 (citizens motivated to learn new skills) at 36%.
- **Highest level of “Don’t know” responses:** A3 (availability of employees) at 3%.
- **Questions with significant polarization (approximately equal amounts of disagreement and agreement):** A3 (citizens motivated to learn new skills).

Table 12: Opportunities and Attitudes—Improvements

<ul style="list-style-type: none"> ▪ Have to develop a spirit of community rather than insular isolated competitive pockets of organization
<ul style="list-style-type: none"> ▪ They have a economic development officer working from out town hall specific to that job. Local citizen seeing that our town supports local business. Not TILMA. Our town has amazing business peoples. Use them. Municipal government should not be adjusting local contracts to fit with the TILMA
<ul style="list-style-type: none"> ▪ Encourage local government to help foster business growth within community. Encourage or develop an effective buy local program. Create an initiative to promote more cooperation between small business and town council.
<ul style="list-style-type: none"> ▪ Town council needs to engage more effectively with the business community instead of marching to their own drummer. Business community needs to become more cohesive and work together to grow. Business owners need to look outside the box and take advantage of the community opportunities that are being presented for training and thinking strategically. Some are and some are on a treadmill. Need to be willing and actively seeking new business - target an industry sector and work cooperatively at attracting it. Everyone needs to know what the goals and objectives are. Build better communication between the community groups.
<ul style="list-style-type: none"> ▪ Have the mayor and town council lead the way. Listen and support new ideas and encourage citizens to want to be involved.
<ul style="list-style-type: none"> ▪ Have the county and town working together. Have a BVI for youth 16-25 years. More cooperation between business organizations (Chamber and town)
<ul style="list-style-type: none"> ▪ Need town admin with positive attitudes and political will to improve. Chamber of Commerce and downtown business association need to work together. Improve communications with community.
<ul style="list-style-type: none"> ▪ Maybe more community meetings that can inform the people of upcoming changes to the community.
<ul style="list-style-type: none"> ▪ Labour shortages persist - lack of reasonably priced housing
<ul style="list-style-type: none"> ▪ Encourage support from and for all organizations. Applaud small and large successes.
<ul style="list-style-type: none"> ▪ Increased cooperation. Information sharing and transparency. Change agents. More diverse leadership.
<ul style="list-style-type: none"> ▪ Political leadership, proactive
<ul style="list-style-type: none"> ▪ Public awareness of opportunities.
<ul style="list-style-type: none"> ▪ A shop local philosophy would be beneficial, but service and attitudes of many local businesses must improve
<ul style="list-style-type: none"> ▪ Economic development plan/strategy - all stakeholders. Capitalize on new infrastructure assets - water/wastewater. Marketing/promotion of community congruent with economic development strategy. Attract a satellite post secondary campus. Hire a dedicated economic development professional. Mend fences with county/leverage opportunities for the region.
<ul style="list-style-type: none"> ▪ The local and provincial government partner so business can have better jobs and pay for staff.
<ul style="list-style-type: none"> ▪ Encouraging youth and individuals between 25-40 to get involved in their community. Encourage graduates to return to their roots to create businesses and build and strengthen their community.
<ul style="list-style-type: none"> ▪ Need more younger 25-34 year old people. Need more industry. Need more affordable single family housing.

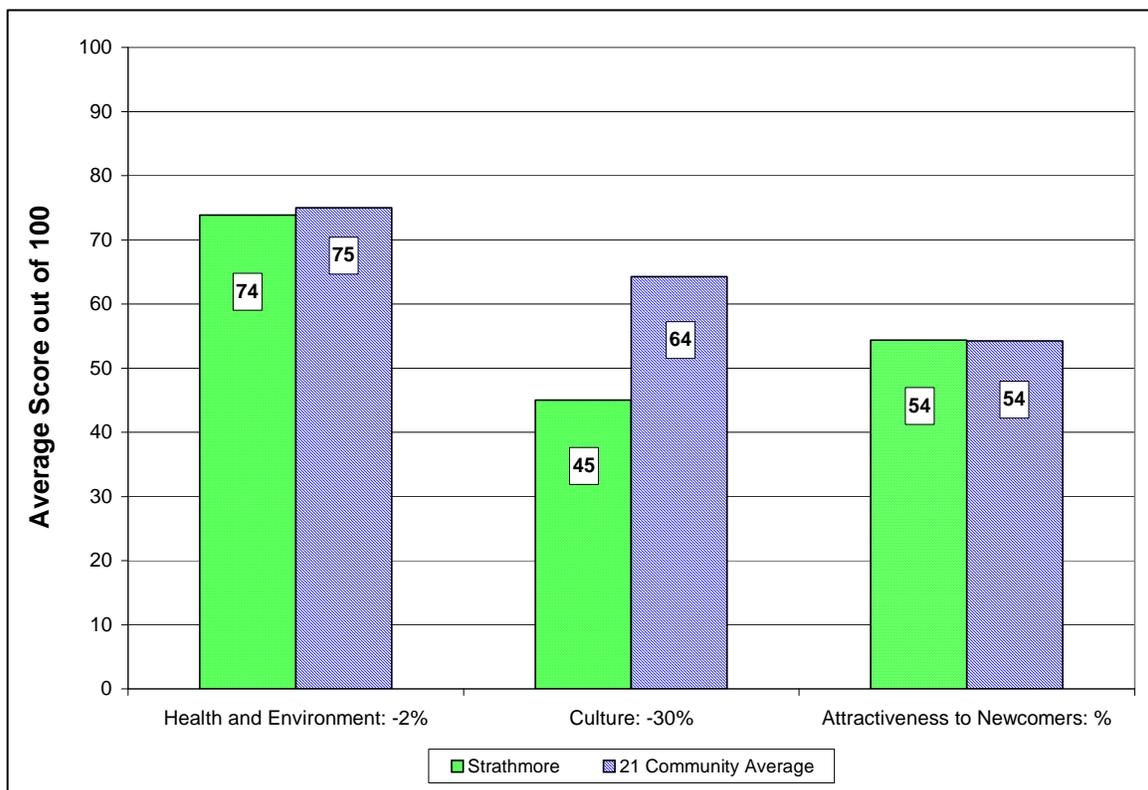
<ul style="list-style-type: none"> ▪ Explore opportunities and make them known in community and area
<ul style="list-style-type: none"> ▪ Shop local initiative. Community identity. Be more inclusive to entrepreneurs. Exit good old boys attitude. Reach out to the new residents. More community building events.
<ul style="list-style-type: none"> ▪ More support from the town itself to local small business.
<ul style="list-style-type: none"> ▪ Better selling of our community.
<ul style="list-style-type: none"> ▪ A greater link between leadership and general public
<ul style="list-style-type: none"> ▪ education, workshops, mentoring
<ul style="list-style-type: none"> ▪ 1.) Business Development office; 2.) tax incentives for new businesses; 3.) Promote Strathmore as a town of the future; 4.) Have a theme for business construction i.e. railroad, old western bldg theme
<ul style="list-style-type: none"> ▪ To improve opportunities perhaps the town looks at expanding central business zoning area to be all of the downtown area
<ul style="list-style-type: none"> ▪ Need a strong marketing campaign to attract more commercial business to the area.
<ul style="list-style-type: none"> ▪ Pride in community with helping youth and beautification of town.
<ul style="list-style-type: none"> ▪ Downtown revitalization
<ul style="list-style-type: none"> ▪ More positive outlook for people. More volunteers the same people do a lot of things.
<ul style="list-style-type: none"> ▪ These questions do not address the need to discuss the need or desire for growth. This assumes growth is desirable. The major untapped potential--"tourism" has been largely destroyed by rampant development & lack of government foresight--WID[?] should have been National Historic site

3.3 Section B: Quality of Life (58 out of 100)

- ◆ **The ability of the community to attract & retain businesses & residents, especially those who are young, skilled workers.**

Quality of Life was the fourth-highest ranking section for Strathmore. Question B1 (quality health-care facility) was the third highest scoring question of the survey. Question B3 (cultural events) appears in the list of the lowest-scoring questions in Appendix B, at 43% below the community average.

Figure 5 and Table 13 show the questions in this section divided into three



subsections.

Figure 5: Quality of Life Subsection Scores

- The 'Health and Environment' subsection scored highest with a score of 74 (-2% below average).
- The lowest scoring subsection, 'Culture' had a score of 45 (30% below the 21-community average).

Table 13: Quality of Life-- Individual Question Scores

The highest and lowest scores in terms of the 21-community average are shaded in green and red, respectively, below. The highest and lowest scores for Strathmore are in large bold type.

Subsection	Question	Score out of 100		
		Strathmore	21 Community Average	% Difference
Health and Environment	1. A quality health care facility is accessible, well serviced and within a reasonable distance.	82	69	18%
	2. There are no significant environmental pollution issues here.	61	83	-26%
Culture	3. There are frequent high quality cultural events (e.g. festivals, concerts) catering to a range of ages.	34	59	-43%
	4. There are plentiful and varying opportunities for involvement (e.g. arts, athletics, politics, church groups).	56	69	-19%
Attractiveness to Newcomers	5. Young adults (25-34) consider the area to be a desirable place to live.	55	50	10%
	6. Quality residential accommodation is available and affordable.	54	59	-10%
Section Score		58	64	-10%

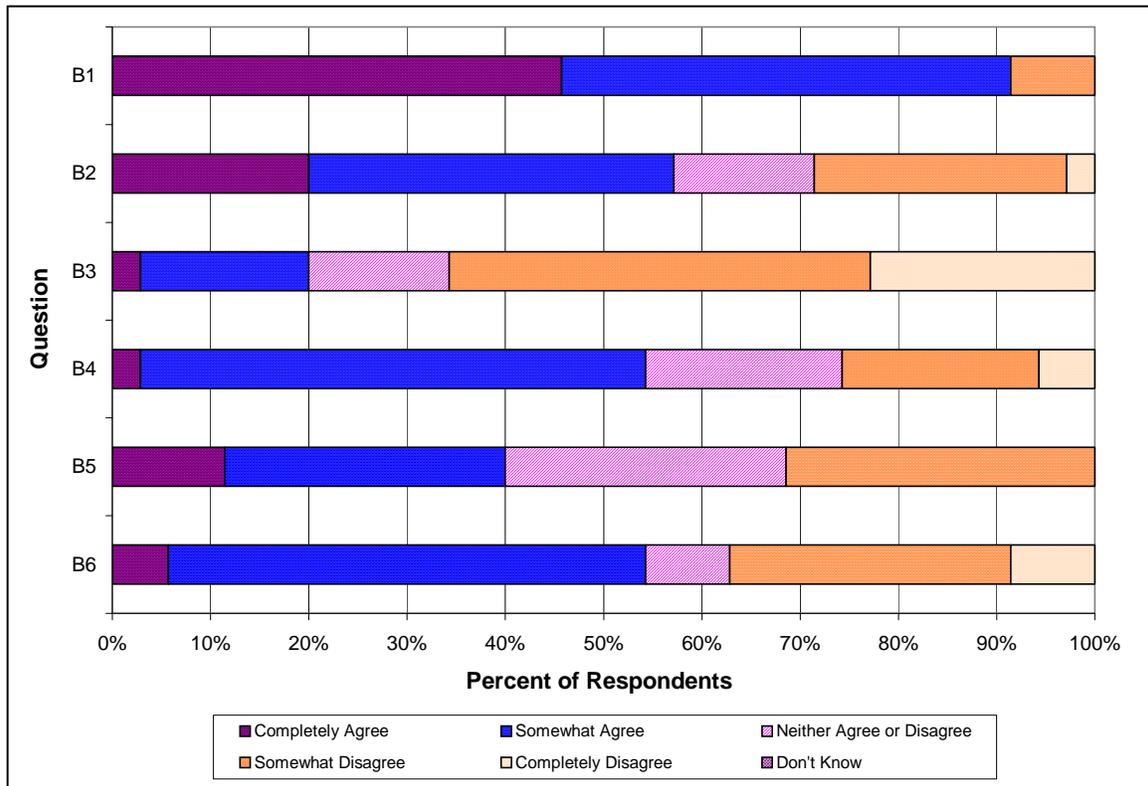


Figure 6: Quality of Life Question Response Distribution

- **Highest level of agreement with the question:** B1 (quality health care) at 92%.
- **Lowest level of agreement with the question:** B3 (cultural events) at 20%
- **Highest level of “Don’t know” responses:** none.
- **Questions with significant polarization (approximately equal amounts of disagreement and agreement):** B5 (desirable to young adults).

Table 14: Quality of Life— Improvements

Participants were asked to state in writing how the community could be improved in the area of opportunities and attitudes.

- 1) Medical personal and hospital care good but that is where it stops (services for aging population needed) 2) We are next door to what had been described as the most polluted lake in the province and have a bike path going to it. 3) We have become more than just a rodeo community, festivals are ongoing throughout the summer - they need to be encouraged/expanded. 4) We have no real art or

<p>cultural centres, equating a new town hall to a cultural centre is interesting but faces many challenges. 5) the 18-24 age group continues to look for greener pastures, once young couples start raising a family Strathmore becomes a good place to live (less so to work - there has been what appears a concerted effort to hire casual rather than full or part time) 6) Only limited affordable starter housing.</p>
<ul style="list-style-type: none"> ▪ Municipal government should support local businesses. Thus keep our foundation of business strong. Better policy - no personal opinions. Transparency in council meetings, no more sneaky. No preference for family members. Quality of life means letting us continue to support our family in a town we have a passion for.
<ul style="list-style-type: none"> ▪ Promote more cultural activities. Provide adequate venue for events. Develop more community involvement in recycling and environmental issues.
<ul style="list-style-type: none"> ▪ Housing costs are high - more housing alternatives need to be available. The town needs a large facility that could be used cooperatively by musical arts society, Strathmore theatre players, chamber and tourism. Town is planning a new office but it is not all encompassing if it is the perception is not so. Opportunity to create more high quality cultural events.
<ul style="list-style-type: none"> ▪ young adults move here for affordable housing but use it as a bedroom community and if they don't have children - they are not involved in community events, opportunities. Need to attract young people and offer more events for youth, young families, ethnic groups, to make them feel more like they belong. Create a welcoming community.
<ul style="list-style-type: none"> ▪ Slow down growth - somewhat - too fast - too much - too bad. Remember we are/were a rural area. Maintain small town features (revitalize downtown area)
<ul style="list-style-type: none"> ▪ Need additional long term care facility. Find out what young adults would like to have. Engage the young adults in action to provide what they want. Provide facilities to accommodate cultural events.
<ul style="list-style-type: none"> ▪ More garbage cans around town (so many litter bugs)
<ul style="list-style-type: none"> ▪ Get rid of or minimize effect of feed lots.
<ul style="list-style-type: none"> ▪ Promotion of recreation and community events.
<ul style="list-style-type: none"> ▪ Increased affordable housing. Building upon our health services/hospital (it's a major industry/employer). Planning and design, there's a lot to be said for attractive, well planned developments. Better networks amongst organizations.
<ul style="list-style-type: none"> ▪ Promote and advertise quality of life.
<ul style="list-style-type: none"> ▪ Feed lots in area should be moved. A cultural society should be formed.
<ul style="list-style-type: none"> ▪ More recreational facilities. More walking paths. More youth opportunities (professional/cultural/recreational). More community events.
<ul style="list-style-type: none"> ▪ Affordable housing, arts in the community. Improve the over all looks of the downtown core.
<ul style="list-style-type: none"> ▪ Better parks and bike paths linking the entire town together. Better swimming pool.
<ul style="list-style-type: none"> ▪ Building senior care centres, establishing activities for youth aside from sports.
<ul style="list-style-type: none"> ▪ Need more young families to move into Strathmore - more affordable housing. More industry to attract skilled workers. More recreational facilities or expand the current facility. More quality restaurants to keep people in town.
<ul style="list-style-type: none"> ▪ More green space, bike paths, local markets, fairs, etc.
<ul style="list-style-type: none"> ▪ Reasons to come together as a community. Develop a community identity. Make town office more user friendly.
<ul style="list-style-type: none"> ▪ Provide more recreational and cultural opportunities (art gallery, museum, tourist information bureau)
<ul style="list-style-type: none"> ▪ More cultural events
<ul style="list-style-type: none"> ▪ Investments in infrastructure and new home value assessment guidelines/policy.
<ul style="list-style-type: none"> ▪ cultural facilities, revitalized downtown/hwy corridor, theatres

<ul style="list-style-type: none">▪ Walkways should be mandatory in all new subdivisions
<ul style="list-style-type: none">▪ It would benefit the town if the business core could attract trendy shops and stores where young adults and their families could walk around , enjoy a treat, shops, parks, show their kids off
<ul style="list-style-type: none">▪ A recreation coordinator employed by the town (more than one person).
<ul style="list-style-type: none">▪ More nursing home care the elderly so they can stay in their own community. Downtown revitalization.
<ul style="list-style-type: none">▪ More parks and recreation and youth activities. More pride in downtown community.
<ul style="list-style-type: none">▪ Air quality is a problem
<ul style="list-style-type: none">▪ More extended care beds. A concentration on "green"--ex irrigation vs. treated water. Sidewalks on both sides of the street in all subdivisions. Focus on the reality of being a bedroom community. Quit pretending that growth improves quality of life. Allow developers far less leeway--conform or don't develop.

3.4 Section C: Education and Training (64 out of 100)

◆ The ability to develop entrepreneurship skills & attitudes in non-business population, and to upgrade skills in the business community in order to remain competitive in larger markets..

The Education and Training section scored second out of the ten sections of the survey, and scored 26% above the community average.

Appendix B, the list of the ten highest-scoring questions for Strathmore, contains two questions from this section including C6 (quality schools)--the highest scoring question in the entire survey.

The list of questions scoring highest in terms of the 21-community average in Appendix C contains four questions from this section including C5 (skilled labour available) at 49% above the community average.

Figure 7 and Table 15 show the questions in this section divided into three subsections.

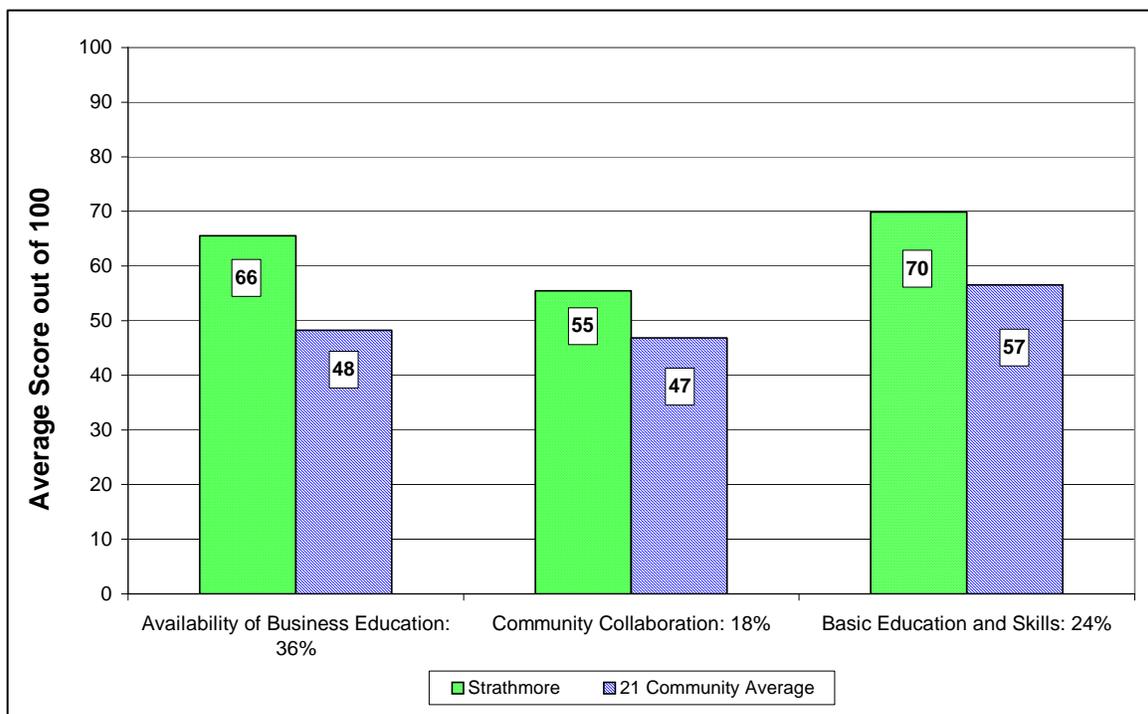


Figure 7: Education and Training Subsection Scores

- The 'Basic Education and Skills' subsection was the highest scoring subsection, 24% above the 21-community average.
- The 'Community Collaboration' subsection was the lowest scoring subsection with a score of 55 (18% above average).

Table 15: Education and Training-- Individual Question Scores

The highest and lowest scores in terms of the 21-community average are shaded in green and red, respectively, below. The highest and lowest scores for Strathmore are in large bold type.

		Score out of 100		
Subsection	Question	Strathmore	21 Community Average	% Difference
Availability of Business Education	1. Business skills training is available (e.g. business plan development, marketing, accounting, etc.).	68	53	28%
	2. Other business education is available in the area (e.g. personal development, professional forums, etc.).	62	42	48%
Community Collaboration	3. Business mentors and/or role models are available in the area.	59	50	16%
	4. The education and business communities work together to provide convenient training for businesses.	51	42	22%
Basic Education and Skills	5. A pool of skilled labour is available to local businesses in the area.	55	37	49%
	6. There are quality elementary and secondary schools in the area.	88	80	9%
Section Score		64	51	26%

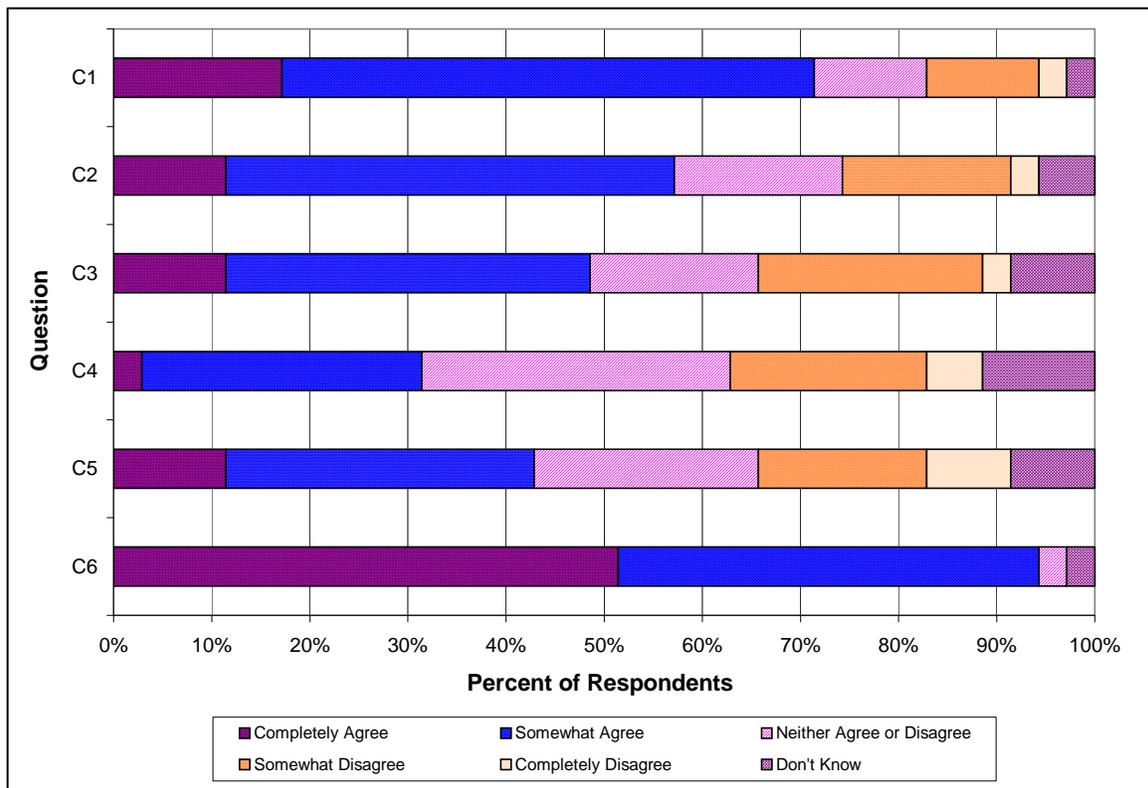


Figure 8: Education and Training Question Response Distribution

- **Highest level of agreement with the question:** C6 (quality of schools) at 94%.
- **Lowest level of agreement with the question:** C4 (education and business work together) at 32%.
- **Highest level of “Don’t know” responses:** C4 (education and business work together) at 12%.
- **Questions with significant polarization (approximately equal amounts of disagreement and agreement):** C4 (education and business work together).

T

Table 16: Education and Training Strengths and Improvements

<ul style="list-style-type: none"> ▪ Coordination of Services - better use of skilled labour pool in full time employment.
<ul style="list-style-type: none"> ▪ Trade schools? Vocational?
<ul style="list-style-type: none"> ▪ Provide a cost effective method of making mentorship available.
<ul style="list-style-type: none"> ▪ There is some business skills training available through CFWR. Need facility - satellite campus for Bow Valley, UofC or Mount Royal. Better communication or awareness/promotion of the mentorship, development groups that are available. School district needs to capitalize on opportunities provided by the business community to motivate and inspire youth. More partnering.
<ul style="list-style-type: none"> ▪ School populations are shrinking and therefore funding is decreasing. Need to attract young families and provide programs and services to this age group. They are the future. Need to get educational institutions into the community and willing to work with community.
<ul style="list-style-type: none"> ▪ Comes with growth of community.
<ul style="list-style-type: none"> ▪ Provide forums and educational experiments for those who desire (locally)
<ul style="list-style-type: none"> ▪ More of what is needed by businesses, how do we link these opportunities. More support for junior achievement, a youth training program.
<ul style="list-style-type: none"> ▪ Develop community college programs
<ul style="list-style-type: none"> ▪ Offer education and training opportunities at the high school
<ul style="list-style-type: none"> ▪ Post secondary satellite campus. More offerings thru community futures/chamber/JA. Formation of an educational (business) council bringing together all education stakeholders.
<ul style="list-style-type: none"> ▪ Need to market this better so the local people are knowable on this and what is available within the community.
<ul style="list-style-type: none"> ▪ Our junior high school is over capacity and with Strathmore's growing population the need to additional teachers and classrooms will be needed
<ul style="list-style-type: none"> ▪ I would like to see a college campus set up here in Strathmore being so close to Calgary it makes a lot of sense.
<ul style="list-style-type: none"> ▪ I do not have children but I am told that our school system is very good.
<ul style="list-style-type: none"> ▪ College
<ul style="list-style-type: none"> ▪ Improved cooperation between school systems and community interaction programs (community@work)
<ul style="list-style-type: none"> ▪ Satellite community college in town i.e. Bow Valley College
<ul style="list-style-type: none"> ▪ There is a need for post-secondary ed. facilities. An off campus SAIT or MT. Royal facility. Our young people leave to further their education--not all want to, they have no other choice
<ul style="list-style-type: none"> ▪ Post secondary educational facility that provides business skills would be a benefit to the community.
<ul style="list-style-type: none"> ▪ secondary education. Expression of community future.
<ul style="list-style-type: none"> ▪ more schools
<ul style="list-style-type: none"> ▪ Education & training are available from hundreds of places. Calgary is 1/2 hr. away. No need to provide more.

3.5 Section D: Innovation (53 out of 100)

- 
The ability of a community to think of and develop new ideas, adapt to changes, recognize unusual and new opportunities and technologies, and share ideas with like-minded people.

This section was the fifth highest scoring section for Strathmore, with a score 15% above the community average. Question D1 (technology forums) scored 78% above the community average.

Figure 9 and Table 17 show the questions in this section divided into two subsections.

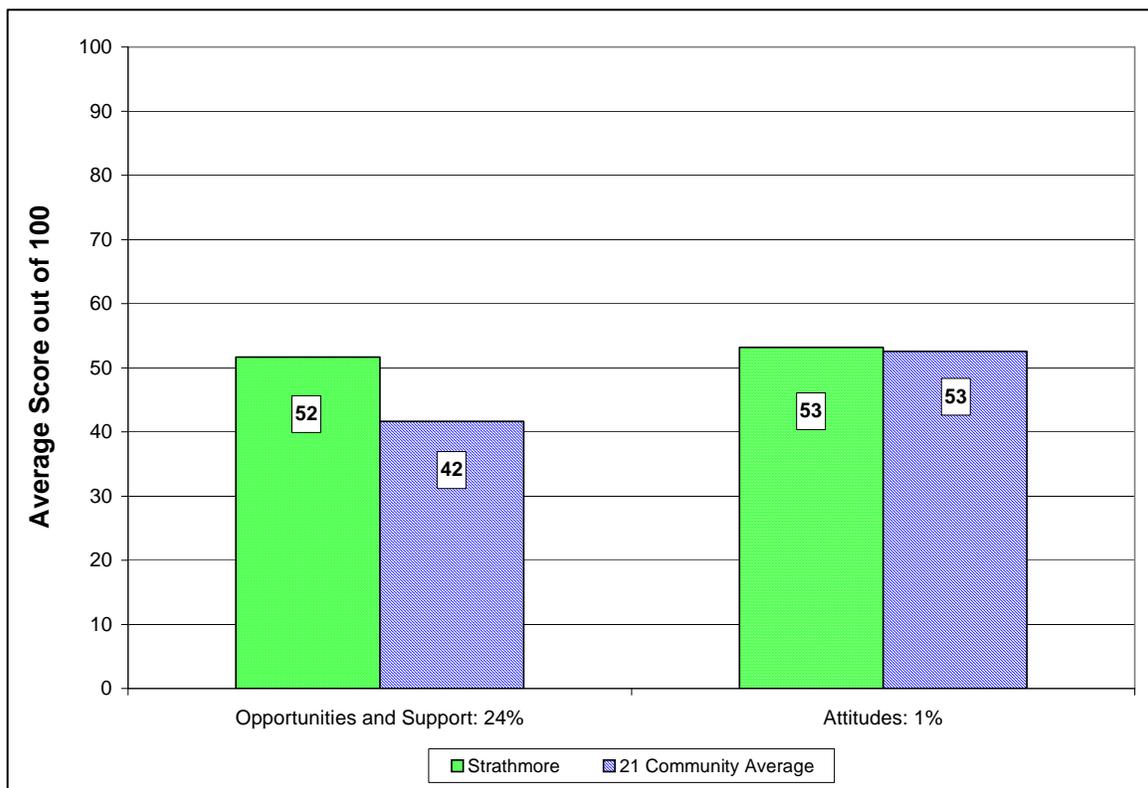


Figure 9: Innovation Subsection Scores

- Both subsections scored similarly at 52 and 53, with the 'Opportunities and Support' subsection scoring 24% above average.

Table 17: Innovation-- Individual Question Scores

The highest and lowest scores in terms of the 21-community average are shaded in green and red, respectively, below. The highest and lowest scores for Strathmore are in large bold type.

Subsection	Question	Score out of 100		
		Strathmore	21 Community Average	% Difference
Opportunities and Support	1. There are formal and informal forums (conferences, workshops, association breakfast meetings) on technology and technology applications.	53	29	78%
	2. Support and assistance for innovative business research and development is available.	52	46	12%
	3. Local businesses demonstrate creativity and innovation in seeking new customers.	51	52	-2%
Attitudes	4. Research done in the area or region is relevant to the area's business needs and interests.	48	45	8%
	5. Innovation is valued and recognized by business people.	58	60	-3%
Section Score		53	46	15%

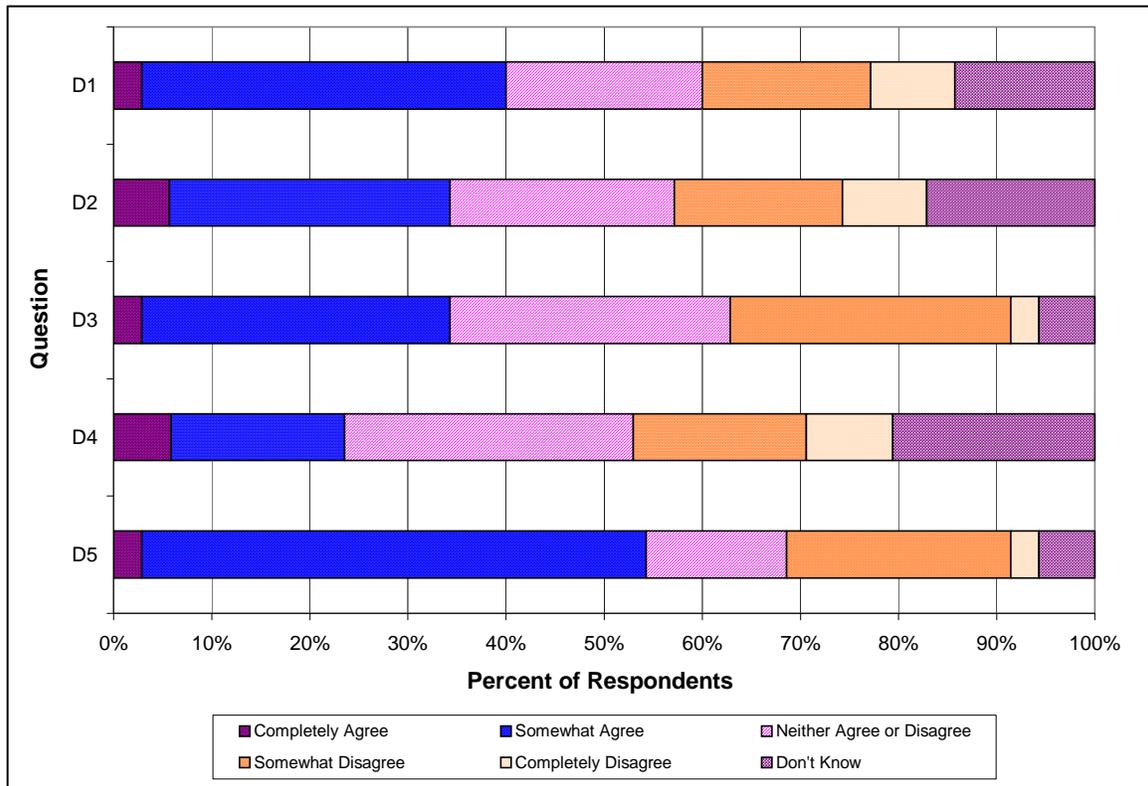


Figure 10: Innovation-- Question Response Distribution

- **Highest level of agreement with the question:** D5 (innovation is valued and recognized) and at 54%.
- **Lowest level of agreement with the question:** D4 (relevance of research) at 24%.
- **Highest level of “Don’t know” responses:** D4 (relevance of research) at 21%.
- **Questions with significant polarization (approximately equal amounts of disagreement and agreement):** D2 (support for innovative businesses, D3 (creativity of businesses), and D4 (research is relevant).

Table 18: Innovation-- Improvements

Participants were asked to state in writing how the community could be improved in the area of innovation.

<ul style="list-style-type: none"> ▪ Lots of informal/formal opportunities, not well advertised or attended. People need to be able to feel welcome not just parts of existing organizations with pre-existing agendas.
<ul style="list-style-type: none"> ▪ Support of local papers. Community opportunity features. Business focuses featuring individual businesses new ideas.
<ul style="list-style-type: none"> ▪ Provide information regarding support and assistance for innovative business research. What is available?
<ul style="list-style-type: none"> ▪ We are old school here.
<ul style="list-style-type: none"> ▪ Allow more innovation on the part of business.
<ul style="list-style-type: none"> ▪ Demonstrate to local businesses the value and benefit of creativity and innovation. Provide models of innovation and creativity.
<ul style="list-style-type: none"> ▪ Small groups of business owners getting together to share ideas.
<ul style="list-style-type: none"> ▪ Better explanations. Impacts of innovation. How to's of innovative practices. Innovation can be a scary word for smaller places, what does it mean for us. Links to post secondaries.
<ul style="list-style-type: none"> ▪ Provide workshop forums to engage all private citizens including youth to support the community.
<ul style="list-style-type: none"> ▪ More businesses should be more aggressive in attracting clientele and then keeping them (good service)
<ul style="list-style-type: none"> ▪ Education. Networking. Collaboration. Celebrate success.
<ul style="list-style-type: none"> ▪ Town lacks some organization. Need to find a way to generate interest in groups that will focus on the good for the town and not just their individual business.
<ul style="list-style-type: none"> ▪ Need more forums and business association meetings covering this area. This area certainly needs more attention.
<ul style="list-style-type: none"> ▪ Community meetings, business meetings, organizations
<ul style="list-style-type: none"> ▪ Attract professional people
<ul style="list-style-type: none"> ▪ Demonstrate innovative success by displaying them publicly and not in private forums (town council)
<ul style="list-style-type: none"> ▪ form committees, strategic planning
<ul style="list-style-type: none"> ▪ Think tank of business people a few times a year. Chamber of commerce should be a force and isn't
<ul style="list-style-type: none"> ▪ Innovation is from top down. People at the top of their business in town seemingly are working hard on their businesses leaving less time for innovation. Improve local economy and innovation will follow.
<ul style="list-style-type: none"> ▪ Support from the town & business community. Available training & grants
<ul style="list-style-type: none"> ▪ Think for the future planning ahead
<ul style="list-style-type: none"> ▪ Businesses will innovate whenever an opportunity opens. There is no need to improve innovation.

3.6 Section E: Leadership, Teamwork, and Networking (50 out of 100)

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

The Leadership, Teamwork, and Networking section ranked seventh for Strathmore with a score of 50 (5% below the community average).

Figure 11 and Table 19 show the questions in this section divided into three subsections.

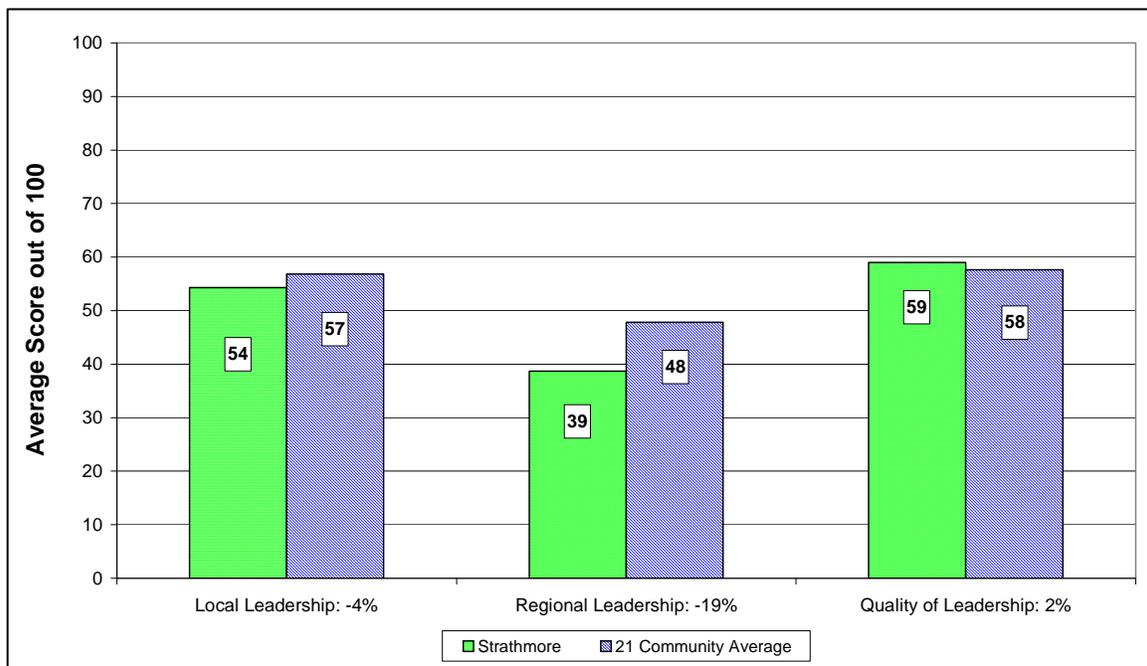


Figure 11: Leadership, Teamwork, and Networking Subsection Scores

- 'Quality of Leadership' is the highest scoring subsection with a score of 59 (2% above average).
- The lowest scoring subsection, 'Regional Leadership' has a score of 39 (19% below average).

Table 19: Leadership, Teamwork, and Networking-- Individual Question Scores

The highest and lowest scores in terms of the 21-community average are shaded in green and red, respectively, below. The highest and lowest scores for Strathmore are in large bold type.

Sub-section	Question	Score out of 100		
		Strathmore	21 Community Average	% Difference
Local Leadership	1. Business and area groups/sectors have a voice in key local government decisions (e.g. infrastructure improvements, transportation).	48	56	-15%
	2. There are adequate opportunities (informal and formal) where business people and entrepreneurs can network with each other.	58	54	6%
	3. Groups with similar interests can form alliances/networks and cooperate to achieve goals.	59	61	-3%
Regional Leadership	4. We collaborate and cooperate with neighbouring communities.	34	37	-10%
	5. Cooperatives and joint community initiatives are encouraged and respected.	43	56	-24%
Quality of Leadership	6. There is a pool of talented leaders with diverse skills, cultural experiences and backgrounds who are available for leading area initiatives.	64	66	-4%
	7. Qualified supervisors and managers (and management services) are available to small business	52	44	18%
Section Score		50	53	-5%

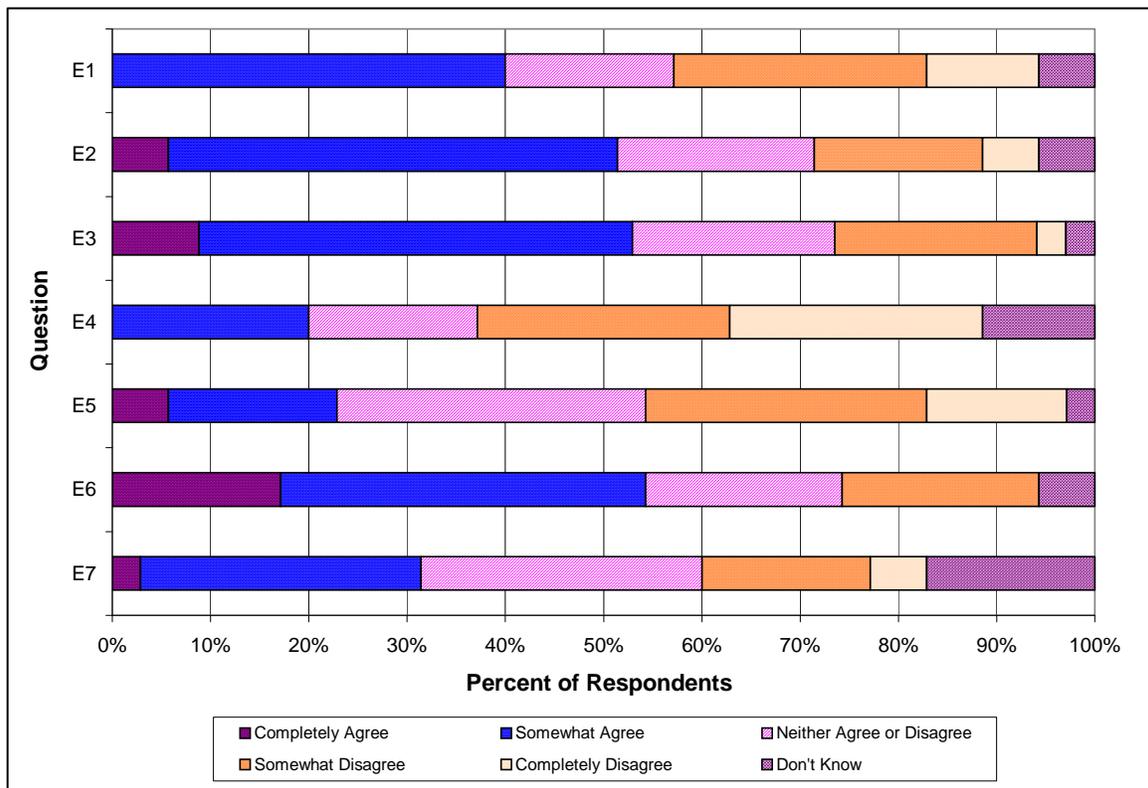


Figure 12: Leadership, Teamwork, and Networking Question Response Distribution

- **Highest level of agreement with the question:** E3 (groups with similar interests cooperate) at 53%.
- **Lowest level of agreement with the question:** E4 (collaboration with neighbouring communities) at 20%
- **Highest level of “Don’t know” responses:** E7 (qualified managers at 17%.
- **Questions with significant polarization (approximately equal amounts of disagreement and agreement):** E1 (businesses have a voice in government decisions).

Table 20: Leadership, Teamwork, and Networking-- Improvements

Participants were asked to state in writing how the community could be improved in the area of leadership, teamwork, and networking.

<ul style="list-style-type: none"> ▪ We have to break out of our competitive insular nature and develop a sense of what is good for the community can be good for all members of that community.
<ul style="list-style-type: none"> ▪ We need the strong team oriented people to step forward. We seem to be so engrossed in our own goals and issues that no one is stepping out for the greater good of our community.
<ul style="list-style-type: none"> ▪ Training. Mentorship
<ul style="list-style-type: none"> ▪ More cooperation between town and business. Incentives for those leaders to take initiative. A realization of businesses that we all must work together to make town succeed.
<ul style="list-style-type: none"> ▪ Consolidate chamber and downtown business association. Develop closer ties with Wheatland county.
<ul style="list-style-type: none"> ▪ Workshops for business owners.
<ul style="list-style-type: none"> ▪ More buy in from municipal organization actually utilizing information sought, actions should not be predetermined. More informal decision making opportunities available. Better engagement of other community leaders of influence (not necessarily elected leaders)
<ul style="list-style-type: none"> ▪ Select community leaders to mentor citizens and public.
<ul style="list-style-type: none"> ▪ The local chamber of commerce has suffered with both membership and leadership issues. This group is vital and should be strengthened
<ul style="list-style-type: none"> ▪ I believe better communication between everyone would access with this process.
<ul style="list-style-type: none"> ▪ The town and the county constantly fight. Need better cooperation between the two.
<ul style="list-style-type: none"> ▪ Having a strong chamber will be key to development networking. It will also be key to encourage and entice other business owners to step forward and act as a voice to their community, typically it is know that the same leaders take on many initiatives and no one new is stepping forward.
<ul style="list-style-type: none"> ▪ More business interaction and having all business people attend functions. I find it very spotty and don't see a lot of bigger business people attending very much.
<ul style="list-style-type: none"> ▪ This is almost a hostile business community. Small town old school attitudes prevail. New ideas are frequently immediately discarded by (?) and a feeling of apathy by council strongly felt.
<ul style="list-style-type: none"> ▪ Hold forums with an open mind approach not having already made up their minds. What they were going to do and this is just lip service to the community at large.
<ul style="list-style-type: none"> ▪ Social gatherings
<ul style="list-style-type: none"> ▪ Open minded strategy and leadership development such as the BVI. Managers could establish a best practices initiative.
<ul style="list-style-type: none"> ▪ There's a dearth of qualified talent or people wanting to move ahead
<ul style="list-style-type: none"> ▪ Cooperation. Pride of community. Lead by example (town office).
<ul style="list-style-type: none"> ▪ Town administration needs to take a more pro-active approach. We are no longer a small community and planning for a vibrant growing community is critical.
<ul style="list-style-type: none"> ▪ Advertising Strathmore to outside community.

3.7 Section F: Role of Government and Organizations (43 out of 100)

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

The Role of Government and Organizations ranked tenth out of the twelve questions for Strathmore, 23% below the 21-community average. Two questions from this section appear in Appendix B (lowest scoring questions) and three appear in Appendix D (lowest compared with the community average).

Figure 13 and Table 21 show the questions in this section divided into two subsections.

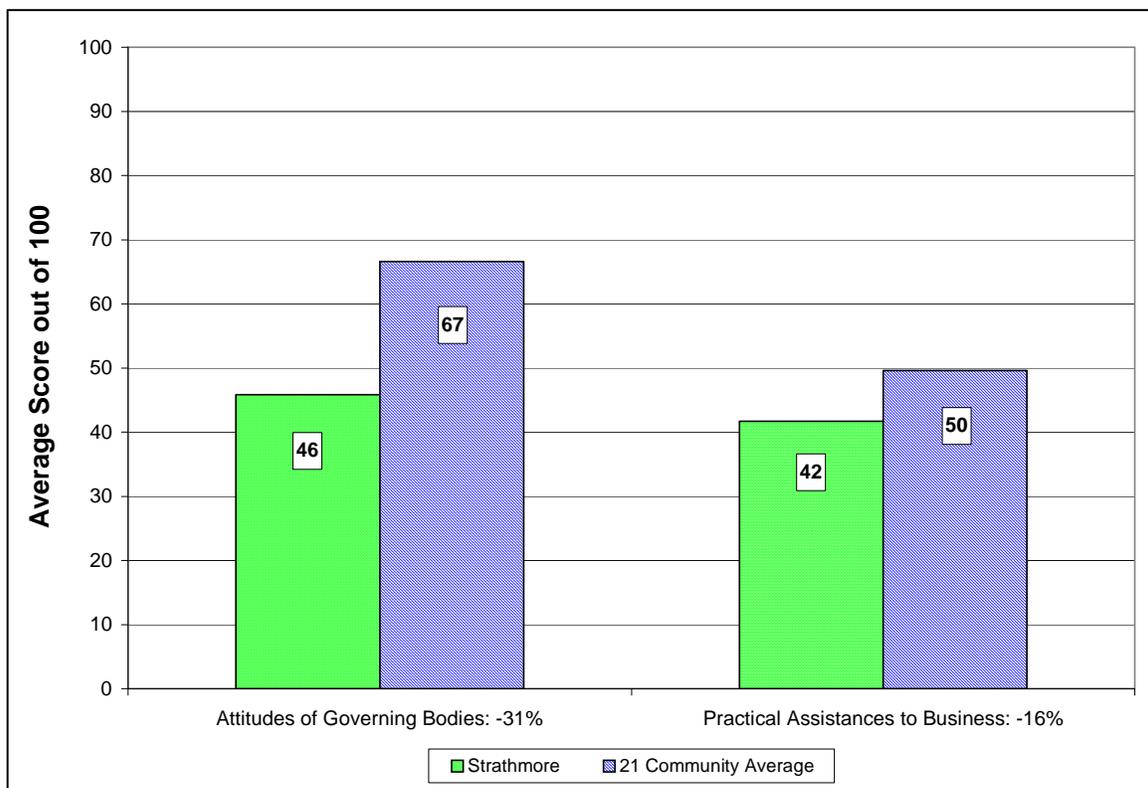


Figure 13: Role of Government and Organizations Subsection Scores

- The two subsections scored similarly at 46 and 42, with 'Attitudes of Governing Bodies' scoring 31% below average.

Table 21: Role of Government and Organizations-- Individual Question Scores

The highest and lowest scores in terms of the 21-community average are shaded in green and red, respectively, below. The highest and lowest scores for Strathmore are in large bold type.

Subsection	Question	Score out of 100		
		Strathmore	21 Community Average	% Difference
Attitudes of Governing Bodies	1. The governing bodies (town councils, regional district) recognize that businesses are important and valuable for the development of the area.	49	74	-34%
	2. The governing body is committed to recruiting or attracting businesses to the area, and uses strategies or incentives to do so.	42	56	-26%
Practical Assistances to Business	3. There is a recognized organization or individual available to assist people identify, assess, expand and/or create business opportunities.	45	51	-11%
	4. Officials make it easy/reasonable for businesses to start or expand.	40	50	-20%
	5. Local regulations, policies, rules, bylaws and zoning are easily understood by business people, making it easy/reasonable for businesses to expand or start up.	40	47	-16%
Section Score		43	56	-23%

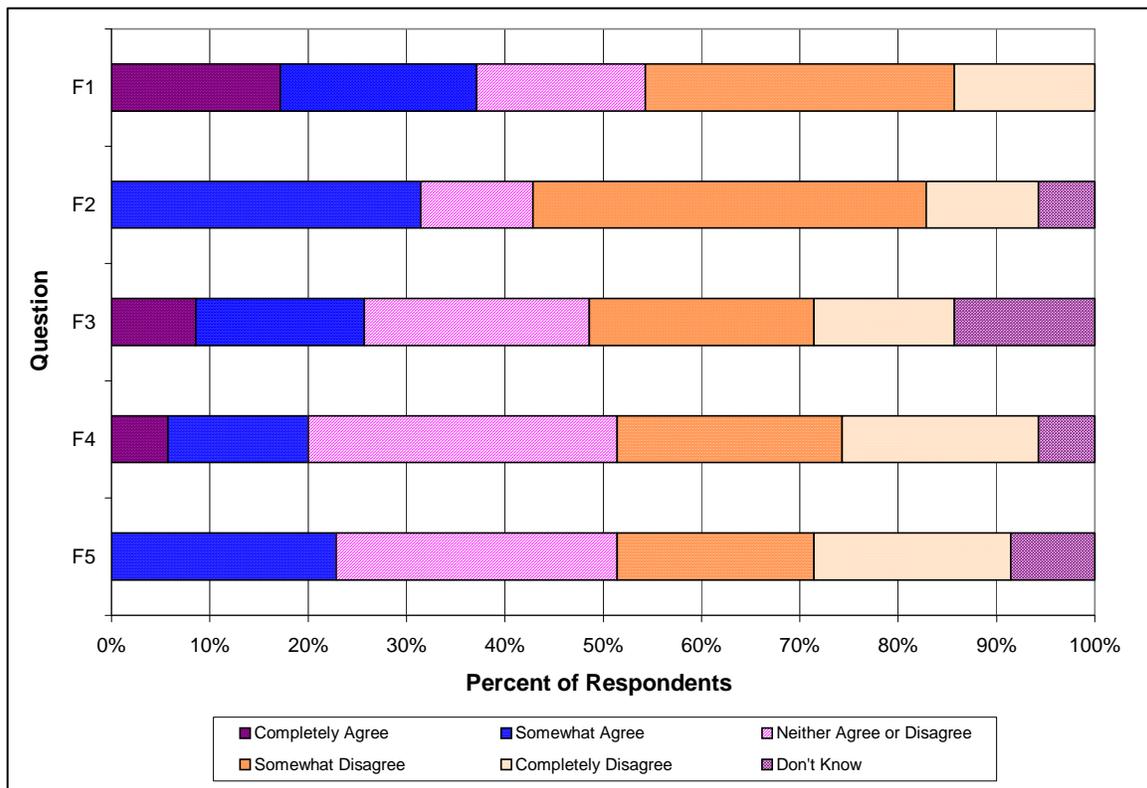


Figure 14: Role of Government and Organizations-- Question Response Distribution

- **Highest level of agreement with the question:** F1 (municipal government recognition) at 37%.
- **Lowest level of agreement with the question:** F4 (Officials make it easy) at 20%.
- **Highest level of “Don’t know” responses:** F3 (organization to assist businesses) at 14%.
- **Questions with significant polarization (approximately equal amounts of disagreement and agreement):** F3 (organization to assist businesses).

Table 22: Role of Government and Organizations-- Improvements

Participants were asked to state in writing how the community could be improved in the area of the role of governments and organizations.

<ul style="list-style-type: none"> ▪ Work jointly rather than each trying to do the same job (Town and Wild Rose both doing economic development/some duplication lessens effectiveness of both)
<ul style="list-style-type: none"> ▪ Better local policy. No more personal opinions in municipal government. No favourites in council. Transparency.
<ul style="list-style-type: none"> ▪ Attitude change by town council - need to see potential of using small business to make community more self sustaining.
<ul style="list-style-type: none"> ▪ An election. Improve communication between key organizations. Better promotion.
<ul style="list-style-type: none"> ▪ Town council doesn't seem supportive. Mayor and town administrator (CAO) did not attend this meeting or any of the BVI meetings.
<ul style="list-style-type: none"> ▪ A better understanding the role of business has in the success of any community.
<ul style="list-style-type: none"> ▪ Elect officials who are progressive, creative, passionate about the community and who listen to the people. Government needs to be proactive in encouraging new business to town.
<ul style="list-style-type: none"> ▪ Local government getting better and beginning to catch up.
<ul style="list-style-type: none"> ▪ Designated economic development function. More diverse leadership. Transparency and information sharing. More than lip service paid to local initiatives.
<ul style="list-style-type: none"> ▪ Government should provide resources to bridge the gap between small business and town operations.
<ul style="list-style-type: none"> ▪ When a new business starts up, rather than list all the restrictions, they should meet with the owner and see how they can help to make the transition easier and more successful. Give a contact list of other organizations that would be helpful for a new business to know about.
<ul style="list-style-type: none"> ▪ Focus on economic development is on the housing development, which should attract small business. More effort required on advertising Strathmore as a good place to own a business.
<ul style="list-style-type: none"> ▪ Some of the roles of the town councils are unclear, so I believe more and useful communication would be great.
<ul style="list-style-type: none"> ▪ Business seems to be generated more by proximity to Calgary. Town has benefited from the boom, marking the town could increase business even more.
<ul style="list-style-type: none"> ▪ More promotion for industry to set up shop in Strathmore. Too much keep this town small thinking from council (new bypass no one is dealing with that big issue including town council)
<ul style="list-style-type: none"> ▪ There should be a more favourable approach from council to small business. It should not be solely focused on attracting big box stores to the exclusion of everyone else.
<ul style="list-style-type: none"> ▪ Provide funding for networking events and leadership seminars.
<ul style="list-style-type: none"> ▪ Sell our community
<ul style="list-style-type: none"> ▪ More open relationships between municipal government and local organizations/business. Think tank style policy development forum.
<ul style="list-style-type: none"> ▪ more open houses, comm. Meetings, where citizens have opp q & a, & can give feedback
<ul style="list-style-type: none"> ▪ Business development office
<ul style="list-style-type: none"> ▪ Having a business person on council may help

<ul style="list-style-type: none">▪ Organizations are fine. Actions speak louder than words. Town gov't say they care but I see no action.
<ul style="list-style-type: none">▪ A more pro-active and transparent council. A strong marketing drive to attract more commercial business to the area. Drop the small town mentality and start admin with future growth in mind.
<ul style="list-style-type: none">▪ People in positions of authority need to be more knowledgeable & have an open door policy for easy access.
<ul style="list-style-type: none">▪ Should concentrate on bringing businesses into the downtown rather than along the hwy.
<ul style="list-style-type: none">▪ Town needs to be willing to listen and be proactive.
<ul style="list-style-type: none">▪ Not the role of gov't to promote business, their job is to provide basic infrastructure & certain social needs. Business will start if there is a Market without any gov't involvement except developing minimum standards.

3.8 Section G: Capital and Funding (48 out of 100)

- 
The ability of the community to financially support entrepreneurs by ensuring access to capital and by educating businesses about financial management and supports.

The Capital and Funding section scored eighth for Strathmore out of 10 sections. This section is distinguished by an extremely high incidence of “don’t know” responses (see Figure 16, below).

Figure 15 and Table 23 show the questions in this section divided into two subsections.

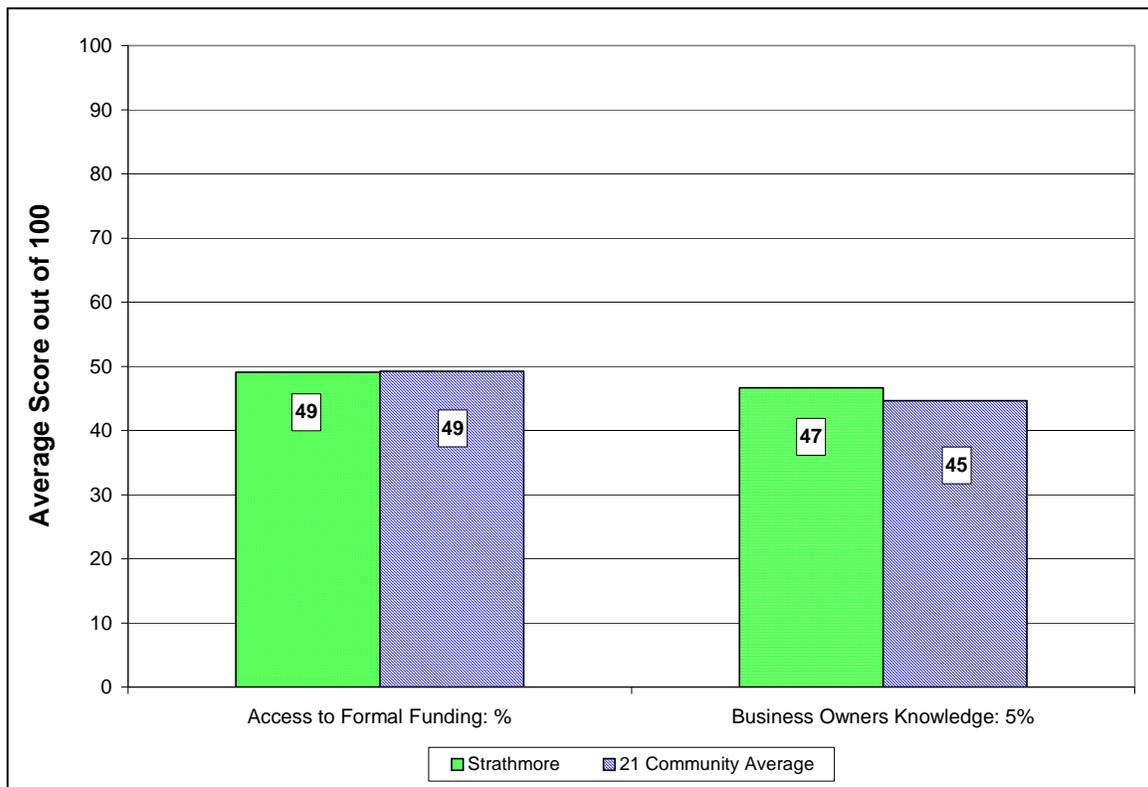


Figure 15: Capital and Funding Subsection Scores

- Both subsections scored similarly at 49 and 47, both very close to the community average.

Table 23: Capital and Funding-- Individual Question Scores

The highest and lowest scores in terms of the 21-community average are shaded in green and red, respectively, below. The highest and lowest scores for Strathmore are in large bold type.

Subsection	Question	Score out of 100		
		Strathmore	21 Community Average	% Difference
Access to formal funding	1. Lenders are willing to take chances based on individual character and good business ideas	49	47	5%
	2. Local businesses can easily access formal investors (venture capital or equity funding).	45	54	-17%
	3. Costs of capital (e.g. Interest, application fees) are manageable for entrepreneurs.	53	48	11%
Business Owners' Knowledge	4. Local business can access informal investors.	43	43	-1%
	5. Businesses have a firm understanding of financial management (e.g. cash flow, reading financial statements).	50	46	9%
Section Score		44	43	0%

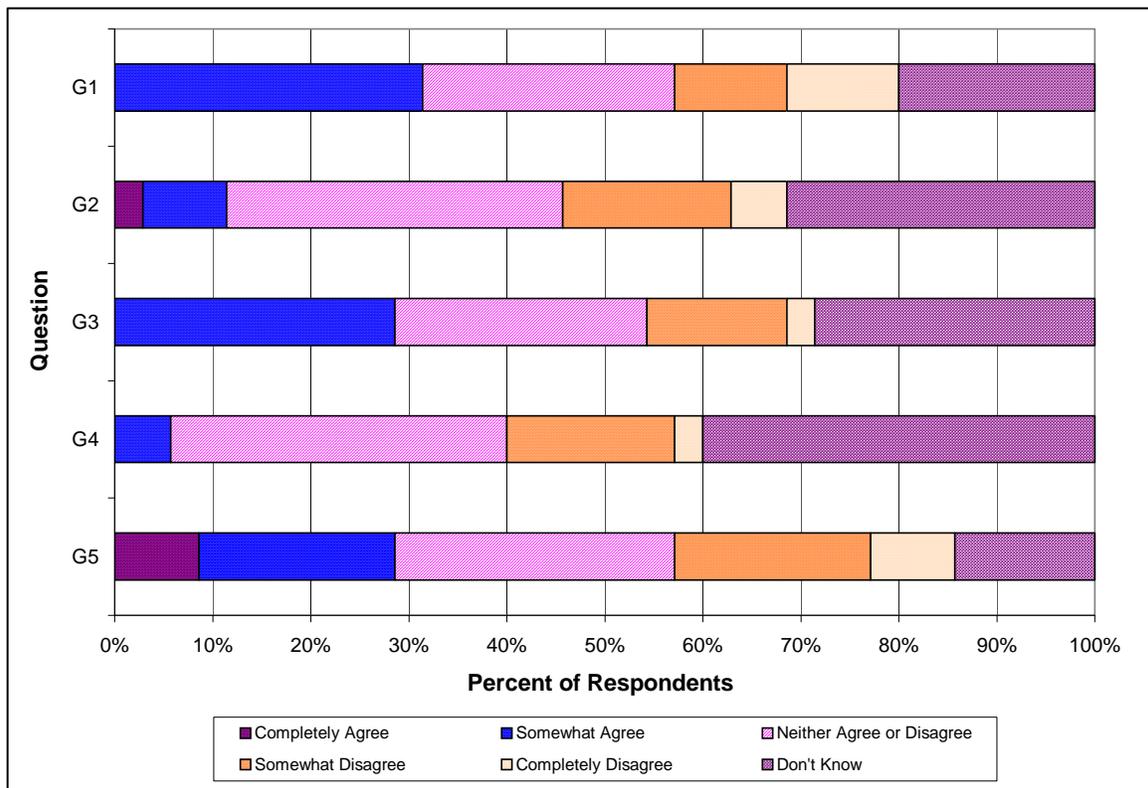


Figure 16: Capital and Funding Question Response Distribution

- **Highest level of agreement with the question:** G1 (Lenders willing to take chances) at 32%
- **Lowest level of agreement with the question:** G4 (Informal investors) at 6%.
- **Highest level of “Don’t know” responses:** G4 (Informal investors) at 40%.
- **Questions with significant polarization (approximately equal amounts of disagreement and agreement):** G5 (businesses understand financial management).

Table 24: Capital and Funding-- Improvements

Participants were asked to state in writing how the community could be improved in the area of capital and funding.

<ul style="list-style-type: none"> ▪ Wild Rose BDC an excellent platform, not understood by many community members. Somewhat limited by government policies on not establishing competitive business even when need for mote than one business of the same type exists.
<ul style="list-style-type: none"> ▪ The words faith and trust have been removed from lenders vocabulary.
<ul style="list-style-type: none"> ▪ more marketing of what avenues are available. Opportunities for linkages with venture capitalist investors.
<ul style="list-style-type: none"> ▪ Seek additional grant funding. Raise taxes if needed.
<ul style="list-style-type: none"> ▪ Town has suffered financially losses due to provincial decisions. This has meant less money towards projects that the people want, not sure how to fix.
<ul style="list-style-type: none"> ▪ Need more of this so we can have more industry set up here in Strathmore
<ul style="list-style-type: none"> ▪ Attract professional people
<ul style="list-style-type: none"> ▪ better marketing programs for available resources and programs. Viable support structure implementation (collaboration of relevant entities)
<ul style="list-style-type: none"> ▪ Workshops on accessing grants
<ul style="list-style-type: none"> ▪ Local owners should take financial mgmt courses on reading , understanding and the importance of financial statements
<ul style="list-style-type: none"> ▪ I believe funding and capital are available, the amount of paper work involved is sometimes just too much for small business people who are often "Hands On" in every aspect of their business
<ul style="list-style-type: none"> ▪ Local financial institutions need to become more proactive in assisting new business and entrepreneurs.
<ul style="list-style-type: none"> ▪ More education.
<ul style="list-style-type: none"> ▪ Investors & Entrepreneurs are responsible for educating themselves. Many resources are available. Not community responsibility to provide funding-- business seeks "own" capital & venture capital.

3.9 Section H: Infrastructure and Business Services (38 out of 100)

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

This section was the sixth highest scoring section for Strathmore.

Figure 17 and Table 25 show the questions in this section divided into three subsections.

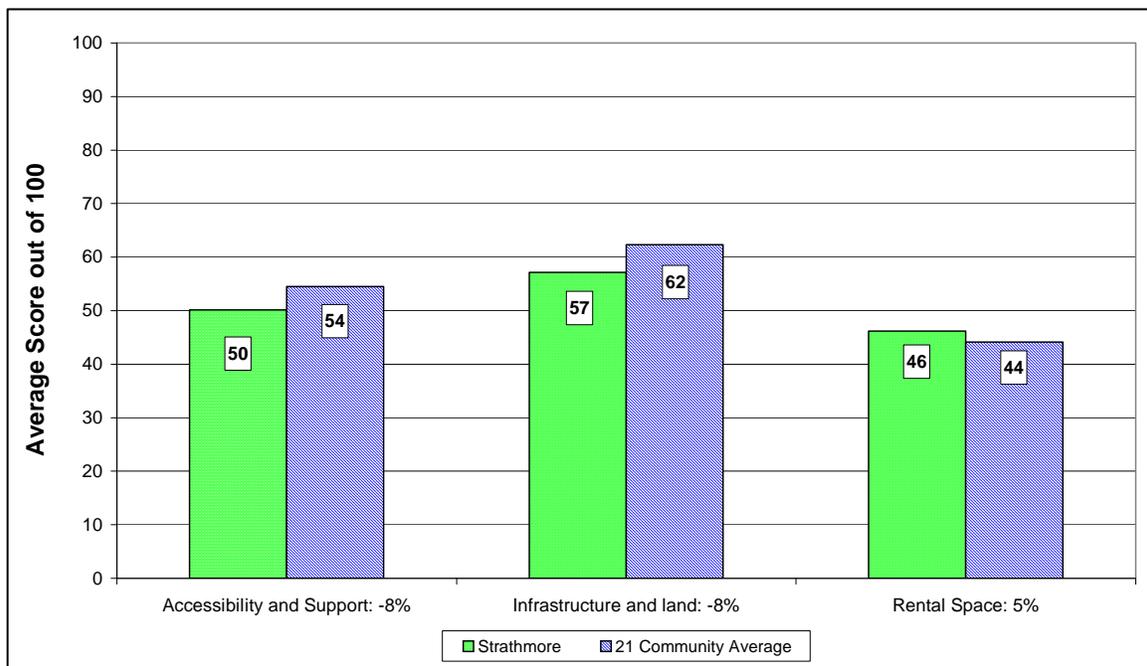


Figure 17: Infrastructure and Business Services Subsection Scores

- The 'Infrastructure and Land' subsection was the highest scoring subsection of the section with a score of 57 (8% below average).
- The 'Rental Spaces' subsection was the lowest scoring subsection with a score of 46 (5% above average).

Table 25: Infrastructure and Business Services-- Individual Question Scores

The highest and lowest scores in terms of the 21-community average are shaded in green and red, respectively, below. The highest and lowest scores for Strathmore are in large bold type.

Subsection	Question	Score out of 100		
		Strathmore	21 Community Average	% Difference
Accessibility and Support	1. There are vibrant, active downtown areas or community cores.	28	48	-42%
	2. Core business areas are easily accessible by all users (e.g. parking, sidewalks, crosswalks, etc.).	59	61	-2%
	3. Adequate business services (e.g. printing services, computer help, graphic design, etc.) are available.	73	58	25%
Infrastructure and Land	4. Existing infrastructure (e.g. local roads, water, power) is of good quality, well maintained, serviced, and modern.	59	68	-13%
	5. A variety of buildings and commercial land is available to accommodate business expansion, attraction, or creation.	55	55	-1%
Rental space	6. Affordable rental space is available to accommodate business needs.	47	44	8%
	7. Quality rental space is available to accommodate business needs.	45	45	2%
Section Score		51	54	-5%

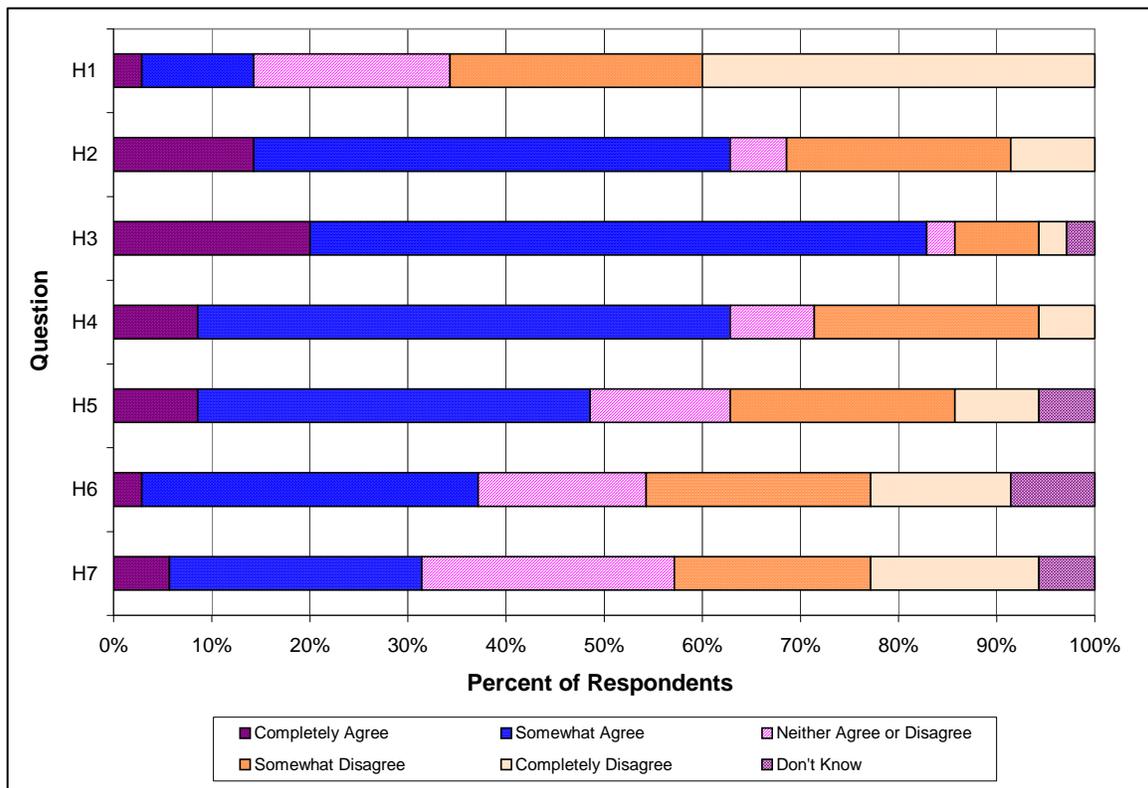


Figure 18: Infrastructure and Business Services Question Response Distribution

- **Highest level of agreement with the question:** H3 (Adequate business services) at 83%
- **Lowest level of agreement with the question:** H1 (Vibrant downtown core) at 13%
- **Highest level of “Don’t know” responses:** H6 (affordable rental space) at 8%.
- **Questions with significant polarization (approximately equal amounts of disagreement and agreement):** H6 (affordable rental space).

Table 26: Infrastructure and Business Services-- Improvements

Participants were asked to state in writing how the community could be improved in the area of infrastructure and business services.

<ul style="list-style-type: none"> ▪ Some form of transportation system would greatly increase service utilization by aging population. A need perhaps for incubator business development.
<ul style="list-style-type: none"> ▪ Appreciation for the arts. A home for our artistic community. At a reasonable cost.
<ul style="list-style-type: none"> ▪ Improve cooperation of business in core to work together to improve draw downtown.
<ul style="list-style-type: none"> ▪ Ensure infrastructure is in place before growing too much. Look to future.
<ul style="list-style-type: none"> ▪ Revitalize downtown core. Many local roads are in disrepair. Poor signage to downtown core needs to improve.
<ul style="list-style-type: none"> ▪ More quality space/affordable space. Light industrial space. Why doesn't town act on information available.
<ul style="list-style-type: none"> ▪ Develop a community strategic plan (10 years) to address infrastructure shortages (fire police) buildings manpower and equipment.
<ul style="list-style-type: none"> ▪ Would be good to coordinate new development to a common theme, to put a stamp on the town.
<ul style="list-style-type: none"> ▪ Very expensive for small businesses to set up shop here.
<ul style="list-style-type: none"> ▪ Downtown core need revitalization. Not very attractive. Businesses seem to be leaving downtown.
<ul style="list-style-type: none"> ▪ Define a downtown area. Create a gateway to downtown. High visibility signage for downtown on main highway. Create an urgency to improve local business aesthetically.
<ul style="list-style-type: none"> ▪ Sell our community
<ul style="list-style-type: none"> ▪ Investment in key development projects. Incentives for business to provide high value and reputable service.
<ul style="list-style-type: none"> ▪ create overlay district with architectural controls
<ul style="list-style-type: none"> ▪ Downtown is dying we need a theme such as railroad, old western
<ul style="list-style-type: none"> ▪ Infrastructure can't be improved without money.
<ul style="list-style-type: none"> ▪ Improve/construct a proper service road on either side of Trans- Can HWY, similar to Red Deer. More serviced commercial land should be made available.
<ul style="list-style-type: none"> ▪ More advertising for Strathmore for business to open here.
<ul style="list-style-type: none"> ▪ Downtown revitalization
<ul style="list-style-type: none"> ▪ More affordable housing & rent breaks for new business
<ul style="list-style-type: none"> ▪ Town should create a "plan"; provide infrastructure. Start to plan. Business services have nothing to do with gov't. Responsibility of business--if there are no services it's because it's not viable for a business to provide.

3.10 Section I: Communication and Connectivity (62 out of 100)


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

The Communication and Connectivity section is the third highest scoring section of the survey with a score of 62. It contains the third-lowest scoring question in the survey (I4: public transportation) and the fourth-highest (I3: quality communication services). See Appendices A and B.

Figure 19 and Table 27 show the questions in this section divided into three subsections.

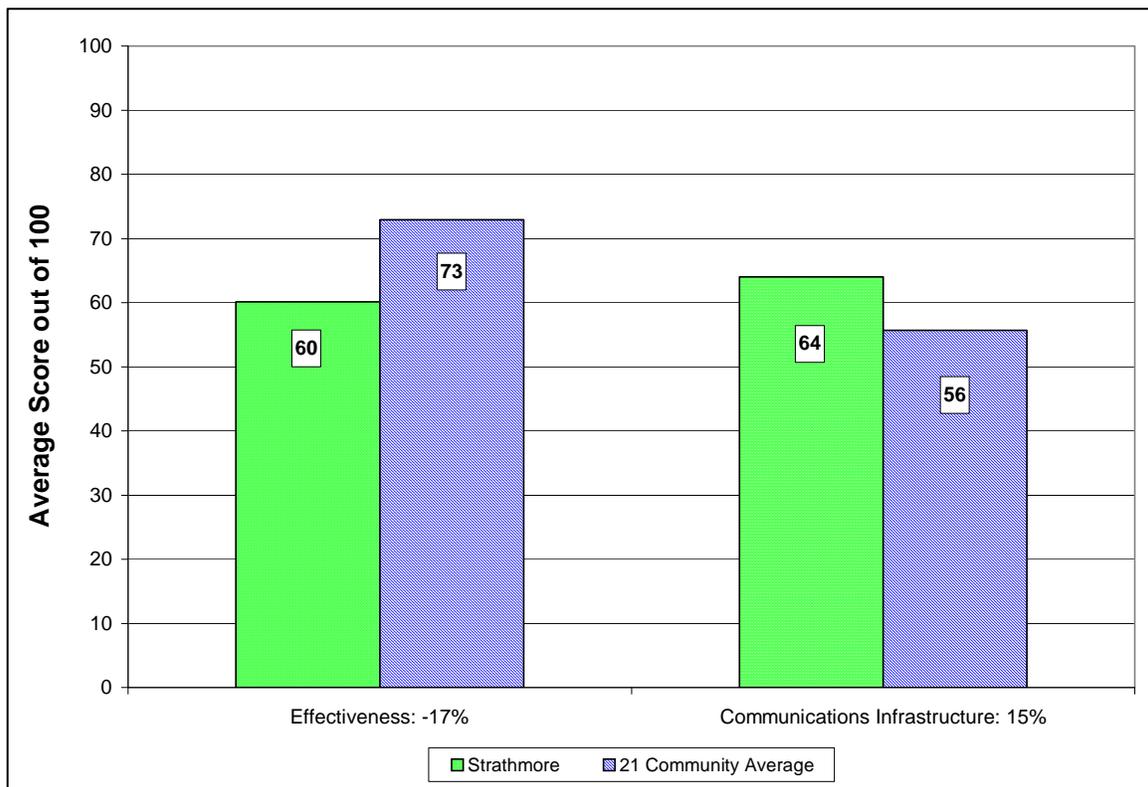


Figure 19: Communication and Connectivity Subsection Scores

- Both subsections scored similarly with scores of 60 and 64, with the 'Effectiveness' subsection scoring 17% below average.

Table 27: Communication and Connectivity-- Individual Question Scores

The highest and lowest scores in terms of the 21-community average are shaded in green and red, respectively, below. The highest and lowest scores for Strathmore are in large bold type.

Subsection	Question	Score out of 100		% Difference
		Strathmore	21 Community Average	
Effectiveness	1. Informal business communication (word of mouth) is highly effective.	65	87	-25%
	2. Formal business communication (e.g. newspaper, radio, etc.) is highly effective.	54	56	-3%
Communications Infrastructure	3. Quality communication services (phone, cell phone, high speed internet, etc.) are adequate for business.	80	61	32%
	4. Public transportation within the area is adequate.	27	31	-13%
	5. Shipping and freight services into and out of the area are affordable to businesses.	65	63	3%
Section Score		62	63	0%

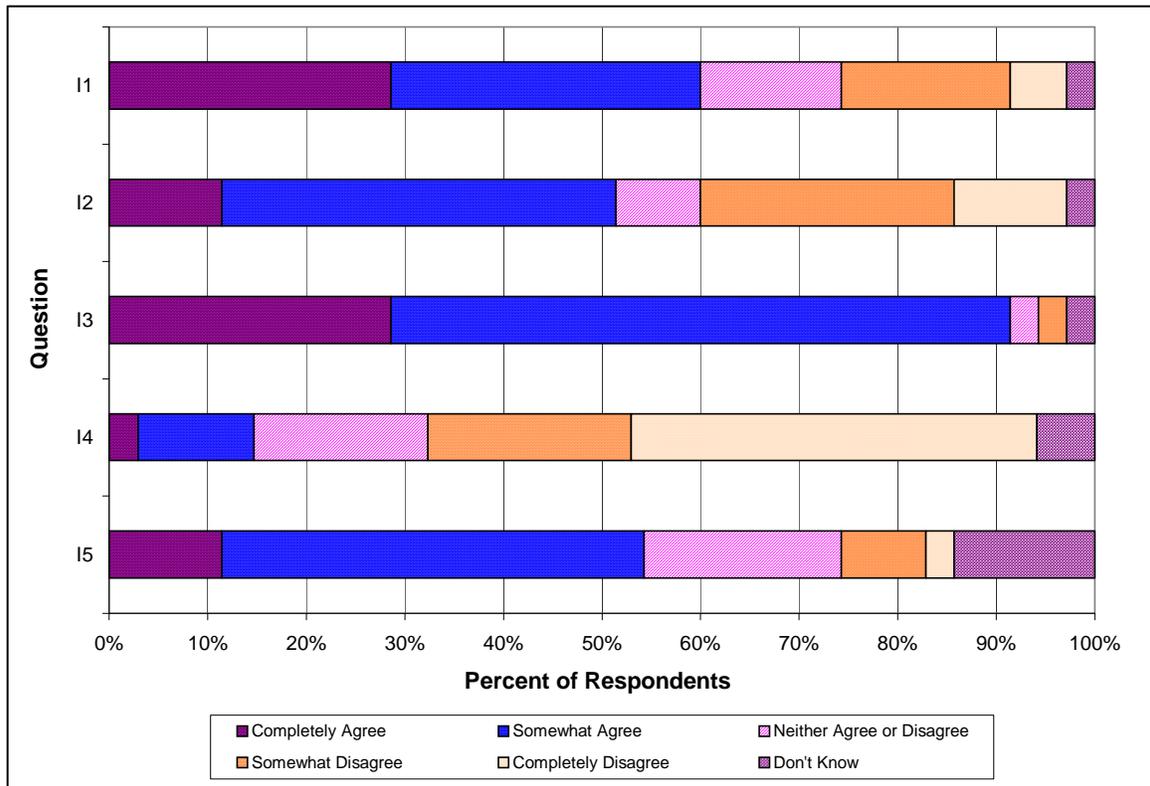


Figure 20: Communication and Connectivity Question Response Distribution

- **Highest level of agreement with the question:** I3 (communication infrastructure) at 92%.
- at 81%.
- **Lowest level of agreement with the question:** I4 (public transportation) at 14%.
- **Highest level of “Don’t know” responses:** I5 (Shipping and Freight Services) at 14%.
- **Questions with significant polarization (approximately equal amounts of disagreement and agreement):** none.

Table 28: Communication and Connectivity-- Improvements

Participants were asked to state in writing how the community could be improved in the area of communication and connectivity.

<ul style="list-style-type: none"> ▪ Transportation (public system). Newspaper not well used, word of mouth too limited.
<ul style="list-style-type: none"> ▪ Less stringent bylaws to allow affordable advertising to local business. Trust in business owners.
<ul style="list-style-type: none"> ▪ Encourage people to use newspapers. Encourage social networking for communications.
<ul style="list-style-type: none"> ▪ More bulletin boards around town.
<ul style="list-style-type: none"> ▪ Transportation plan in infancy, no public transit, needs to be addressed.
<ul style="list-style-type: none"> ▪ Use web more, train community leaders to use electric media efficiently
<ul style="list-style-type: none"> ▪ Very expensive freight here from Calgary. No shuttle service that is reasonably priced from here. No public transportation here at all, it would be nice to have some sort of shuttle service to the airport that is reasonably priced.
<ul style="list-style-type: none"> ▪ Unified media sources and reliable medium for business communication
<ul style="list-style-type: none"> ▪ group marketing strategies
<ul style="list-style-type: none"> ▪ Free Wi-Fi in the downtown core.
<ul style="list-style-type: none"> ▪ Connectivity is fine. A better sense of community would improve communications.
<ul style="list-style-type: none"> ▪ Downtown revitalization. Public transit to Calgary would be valuable to Strathmore's long-term viability.
<ul style="list-style-type: none"> ▪ Just supporting others
<ul style="list-style-type: none"> ▪ Responsibility lies with the business itself. No steps should be taken. No place for final comment. The base philosophy needs to re-examined. No gov't money should be spent promoting business--business is responsible for itself.

3.11 Section J: Markets and Marketing (44 out of 100)

- ◆
The ability of businesses to capture and expand markets locally, regionally, and outside the region, thus keeping and building local wealth.

This section ranks ninth out of ten sections for Strathmore. Appendix B, which lists the lowest scoring questions in the survey, includes the two lowest scoring questions in Strathmore's survey: J3 (local marketing, at 45% below community average), and J4 (local products reasonably priced at 53% below average).

Question J2 (brand or marketing image) scored 58% above the community average.

Figure 21 and Table 29 show the questions in this section divided into two subsections.

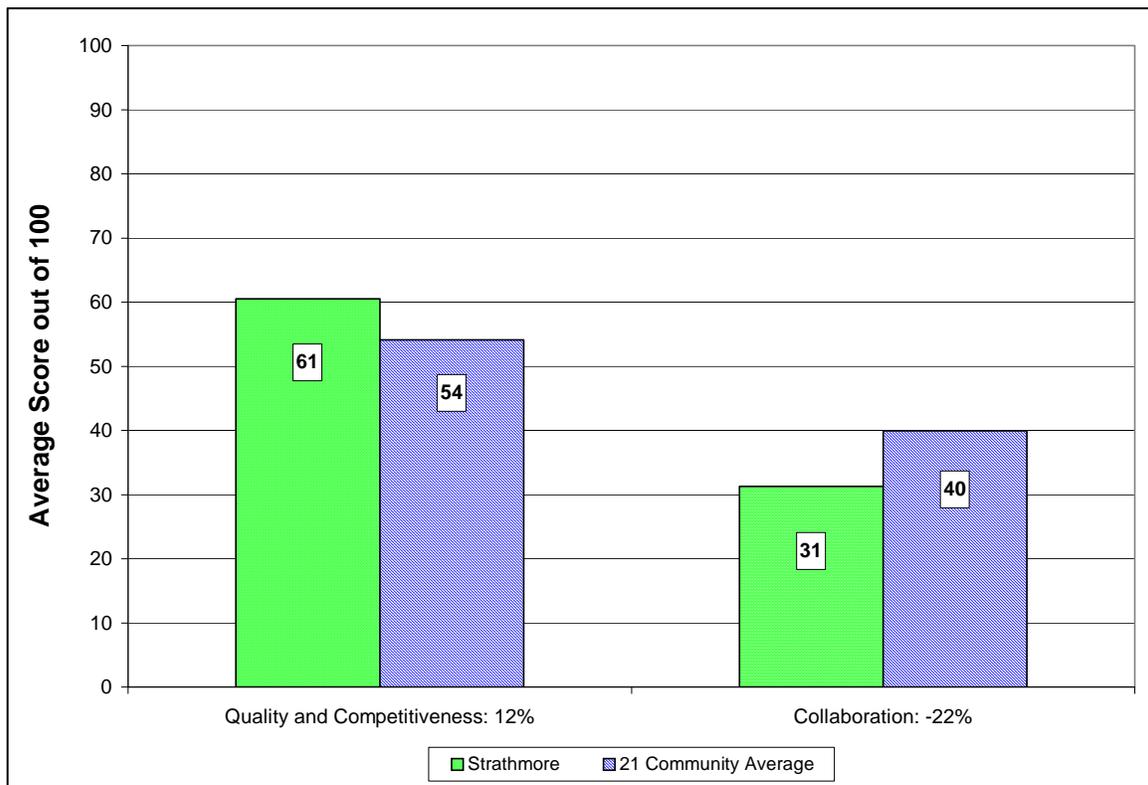


Figure 21: Markets and Marketing Subsection Scores

- The 'Quality and Competitiveness' subsection scored highest at 61 (12% above average).
- The 'Collaboration' subsection scored lower, with a score of 31 (22% below average).

Table 29: Markets and Marketing-- Individual Question Scores

The highest and lowest scores in terms of the 21-community average are shaded in green and red, respectively, below. The highest and lowest scores for Strathmore are in large bold type.

Subsection	Question	Score out of 100		
		Strathmore	21 Community Average	% Difference
Quality and Competitiveness	1. The area has a reputation for high quality products and/or services.	53	54	-2%
	2. Products and services are reasonably priced in comparison to regional and big city competitors	71	54	33%
Collaboration	3. The area has a distinctive or unique brand or marketing image	17	45	-62%
	4. Businesses in the area /region jointly market their products and services as a group, locally and in other regions.	26	31	-16%
	5. People prefer to purchase local products and services.	46	42	9%
Section Score		45	44	1%

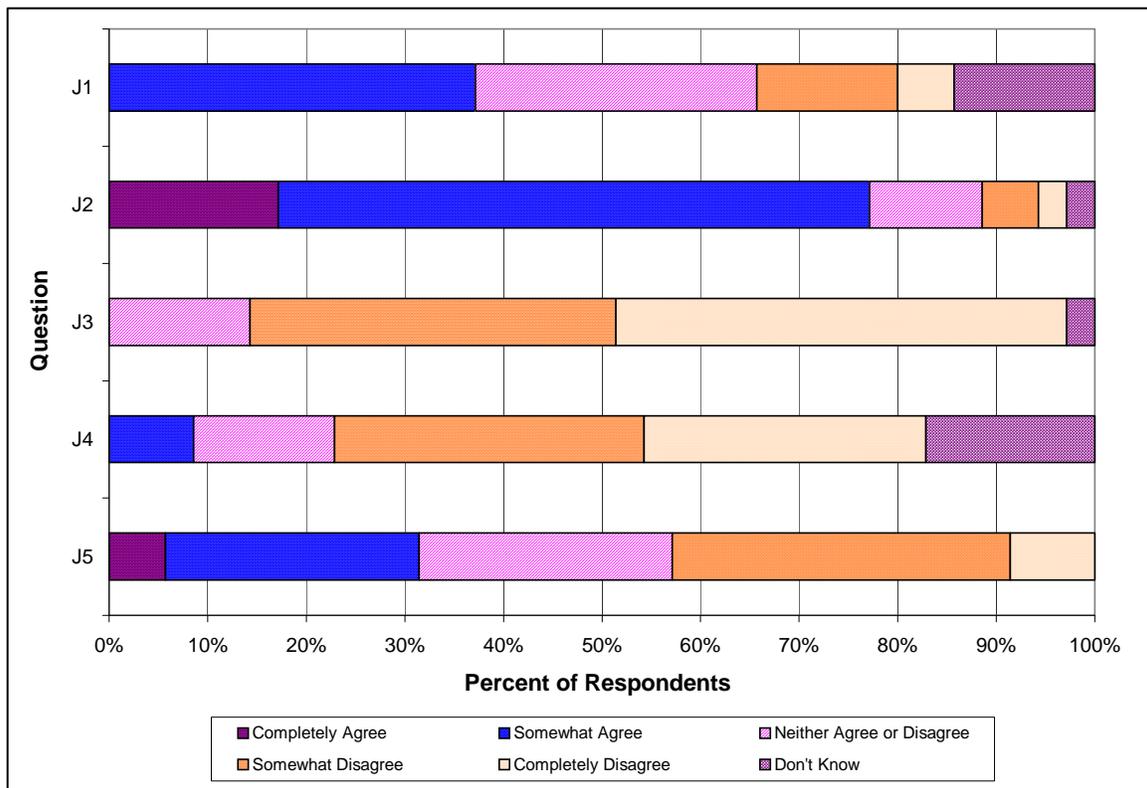


Figure 22: Markets and Marketing Question Response Distribution

- **Highest level of agreement with the question:** J2 (Products and Services Reasonably Priced) at 77%.
- **Lowest level of agreement with the question:** J3 (Distinctive Brand) at 0%.
- **Highest level of “Don’t know” responses:** J4 (marketing as a group) at 18%.
- **Questions with significant polarization (approximately equal amounts of disagreement and agreement):** none

Table 30: Markets and Marketing-- Improvements

Participants were asked to state in writing how the community could be improved in the area of markets and marketing.

<ul style="list-style-type: none"> ▪ Many of our unique businesses were lost when the multinationals (like Wal-Mart) settled - a necessary evil perhaps but we have lost some of our identity as a result. Others (Strathmore Station) have thrived, drawing outside consumers into the community.
<ul style="list-style-type: none"> ▪ Shop local. The town too.
<ul style="list-style-type: none"> ▪ Help business to promote a buy local program. Develop a joint marketing strategy. Help develop a community brand to promote local goods and services.
<ul style="list-style-type: none"> ▪ Big box stores grow before our eyes. Many people I know prefer to shop in city.
<ul style="list-style-type: none"> ▪ Develop local buying initiative. Develop local marketing strategy.
<ul style="list-style-type: none"> ▪ Promote locally more
<ul style="list-style-type: none"> ▪ Educating citizens, that shopping locally is good business. Strathmore is not known for anything. Shopping trips to Calgary are too frequent.
<ul style="list-style-type: none"> ▪ Huge leakage to Calgary. Need to redevelop brand, exploit niches. Buy local campaign targeted for specific times of year could definitely fly. Town turns 100 in 2011 - will likely become city.
<ul style="list-style-type: none"> ▪ Most people will shop around for lowest prices. Businesses have to supply something else (service) if their prices are going to be higher.
<ul style="list-style-type: none"> ▪ More advertisements in Calgary promoting our community.
<ul style="list-style-type: none"> ▪ Need more different diverse businesses here in town, everyone easily just drives to the city. Need more restaurants and different retail to draw more people here and keep them shopping here.
<ul style="list-style-type: none"> ▪ The town should encourage the use of local businesses.
<ul style="list-style-type: none"> ▪ Desperate need for a shop at home initiative
<ul style="list-style-type: none"> ▪ Work regionally not just locally. Partner with other areas/communities.
<ul style="list-style-type: none"> ▪ We need to get the whole community to work together
<ul style="list-style-type: none"> ▪ Big box stores grow before our eyes. Many people I know prefer to shop in city.
<ul style="list-style-type: none"> ▪ Become a city, promote local businesses
<ul style="list-style-type: none"> ▪ Market downtown as the financial centre of Strathmore.
<ul style="list-style-type: none"> ▪ Any marketing would be an improvement. The town does one trade fair per year. I don't remember seeing any other marketing beyond this.
<ul style="list-style-type: none"> ▪ Supporting local business--inform people of the value of this.
<ul style="list-style-type: none"> ▪ Downtown revitalization. Downtown is the key to bringing people to Strathmore. People will not come to town just to visit strip mall by the hwy.
<ul style="list-style-type: none"> ▪ Again, work with other small towns around Calgary. Combine on projects.
<ul style="list-style-type: none"> ▪ No Market. No businesses. What's the point. Marketing is the individual business responsibility. Again, keep saying we need more growth--need to re-evaluate.

Appendix A: Top 10 Highest Scoring Questions

#	Question	Score out of 100		
		Strathmore	21 Community Average	% Difference
C6	There are quality elementary and secondary schools in the area.	88	80	9%
A4	Successful businesses want to remain in the area.	83	82	1%
B1	A quality health care facility is accessible, well serviced and within a reasonable distance.	82	69	18%
I3	Quality communication services (phone, cell phone, high speed internet, etc.) are adequate for business.	80	61	32%
A6	The area is facing a significant economic opportunity.	76	61	26%
H3	Adequate business services (e.g. printing services, computer help, graphic design, etc.) are available.	73	58	25%
J2	Products and services are reasonably priced in comparison to regional and big city competitors	71	57	25%
A2	Individuals are capable of thinking creatively and developing unconventional solutions and innovative business opportunities.	70	66	7%
C1	Business skills training is available (e.g. business plan development, marketing, accounting, etc.).	68	53	28%
A5	There are employees available to meet business needs.	66	50	32%

Appendix B: Bottom 10 Lowest Scoring Questions

#	Question	Score out of 100		
		Strathmore	21 Community Average	% Difference
J3	The area has a distinctive or unique brand or marketing image.	17	41	-59%
J4	Businesses in the area /region jointly market their products and services as a group, locally and in other regions.	26	31	-17%
I4	Public transportation within the area is adequate.	27	31	-13%
H1	There are vibrant, active downtown areas or community cores.	28	48	-42%
B3	There are frequent high quality cultural events (e.g. festivals, concerts) catering to a range of ages.	34	59	-43%
E4	We collaborate and cooperate with neighbouring communities.	34	37	-10%
F5	Local regulations, policies, rules, bylaws and	40	47	-16%

	zoning are easily understood by business people, making it easy/reasonable for businesses to expand or start up.			
F4	Officials make it easy/reasonable for businesses to start or expand.	40	50	-20%
F2	The governing body is committed to recruiting or attracting businesses to the area, and uses strategies or incentives to do so.	42	56	-26%
E5	Cooperatives and joint community initiatives are encouraged and respected.	43	56	-24%

Appendix C: Top 10 Highest Positive Deviation from the 21-Community Average

#	Question	Score out of 100		
		Strathmore	21 Community Average	% Difference
D1	There are formal and informal forums (conferences, workshops, association breakfast meetings) on technology and technology applications.	53	29	78%
C5	A pool of skilled labour is available to local businesses in the area.	55	37	49%
C2	Other business education is available in the area (e.g. personal development, professional forums, etc.).	62	42	48%
A5	There are employees available to meet business needs.	66	50	32%
I3	Quality communication services (phone, cell phone, high speed internet, etc.) are adequate for business.	80	61	32%
C1	Business skills training is available (e.g. business plan development, marketing, accounting, etc.).	68	53	28%
A6	The area is facing a significant economic opportunity.	76	61	26%
H3	Adequate business services (e.g. printing services, computer help, graphic design, etc.) are available.	73	58	25%
J2	Products and services are reasonably priced in comparison to regional and big city competitors	71	57	25%
C4	The education and business communities work together to provide convenient training for businesses.	51	42	22%

Appendix D: Bottom 10 Largest Negative Deviation from the 21-Community Average

#	Question	Score out of 100		
		Strathmore	21 Community Average	% Difference
J3	The area has a distinctive or unique brand or marketing image.	17	41	-59%
B3	There are frequent high quality cultural events (e.g. festivals, concerts) catering to a range of ages.	34	59	-43%
H1	There are vibrant, active downtown areas or community cores.	28	48	-42%
F1	The governing bodies (town councils, regional district) recognize that businesses are important and valuable for the development of the area.	49	74	-34%
B2	There are no significant environmental pollution issues here.	61	83	-26%
F2	The governing body is committed to recruiting or attracting businesses to the area, and uses strategies or incentives to do so.	42	56	-26%
I1	Informal business communication (word of mouth) is highly effective.	65	87	-25%
E5	Cooperatives and joint community initiatives are encouraged and respected.	43	56	-24%
F4	Officials make it easy/reasonable for businesses to start or expand.	40	50	-20%
B4	There are plentiful and varying opportunities for involvement (e.g. arts, athletics, politics, church groups).	56	69	-19%

Appendix E: The “Gut Check 12”

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

Question Number	Question	Score out of 100		
		Strathmore	21 Community Average	% Difference
A6	The area is facing a significant economic opportunity.	76	61	26%
B5	Young adults (25-34) consider the area to be a desirable place to live.	55	50	10%
A4	Successful businesses want to remain in the area.	83	82	1%

C4	The education and business communities work together to provide convenient training for businesses.	51	42	22%
A3	Citizens are motivated to learn new skills and to develop existing ones.	52	51	3%
F1	The governing bodies (town councils, regional district) recognize that businesses are important and valuable for the development of the area.	49	74	-34%
H1	There are vibrant, active downtown areas or community cores.	28	48	-42%
J2	Products and services are reasonably priced in comparison to regional and big city competitors	71	57	25%
J5	People prefer to purchase local products and services.	46	42	9%
D3	Local businesses demonstrate creativity and innovation in seeking new customers.	51	52	-2%
E6	There is a pool of talented leaders with diverse skills, cultural experiences and backgrounds who are available for leading area initiatives.	64	66	-4%
G1	Lenders are willing to take chances based on individual character and good business ideas	49	47	5%

Appendix F: Questions with High 'Don't Know' Responses

Question	Percent
G4 Local business can access informal investors.	40%
G2 Local businesses can easily access formal investors (venture capital or equity funding).	32%
G3 Costs of capital (e.g. Interest, application fees) are manageable for entrepreneurs.	28%
D4 Research done in the area or region is relevant to the area's business needs and interests.	21%
G1 Lenders are willing to take chances based on individual character and good business ideas	20%
E7 Qualified supervisors and managers (and management services) are available to small business	17%
J4 Businesses in the area /region jointly market their products and services as a group, locally and in other regions.	17%

Appendix G: Questions with a High Degree of Polarization

These questions had approximately equal amounts of agreement and disagreement.

A3 Citizens are motivated to learn new skills and to develop existing ones.
B5 Young adults (25-34) consider the area to be a desirable place to live.
C4 The education and business communities work together to provide convenient training for businesses.
D2 Support and assistance for innovative business research and development is available.
D3 Local businesses demonstrate creativity and innovation in seeking new customers.
D4 Research done in the area or region is relevant to the area's business needs and interests.
E1 Business and area groups/sectors have a voice in key local government decisions (e.g. infrastructure improvements, transportation).
F3 There is a recognized organization or individual available to assist people identify, assess, expand and/or create business opportunities.
G5 Businesses have a firm understanding of financial management (e.g. cash flow, reading financial statements).
H6 Affordable rental space is available to accommodate business needs.

Appendix H: Strathmore Assessment Session Attendance

(NOTE: An additional 10 people filled out the survey)

Mona Kado
 Ryan Parkins
 Lin Walker
 Jamie Walker
 Marcy Field
 Muir Furzer
 Sandy Watson
 Barb Froese
 Bob Sobol

Marie Bauhuis
 Glen Reiter
 Debbie Wakela
 Mike Lloyd
 Wendy Gerbrandt
 Robert Breitwieser
 Chuck Weissig
 Lorinda Weissig
 Debbie Wakelam

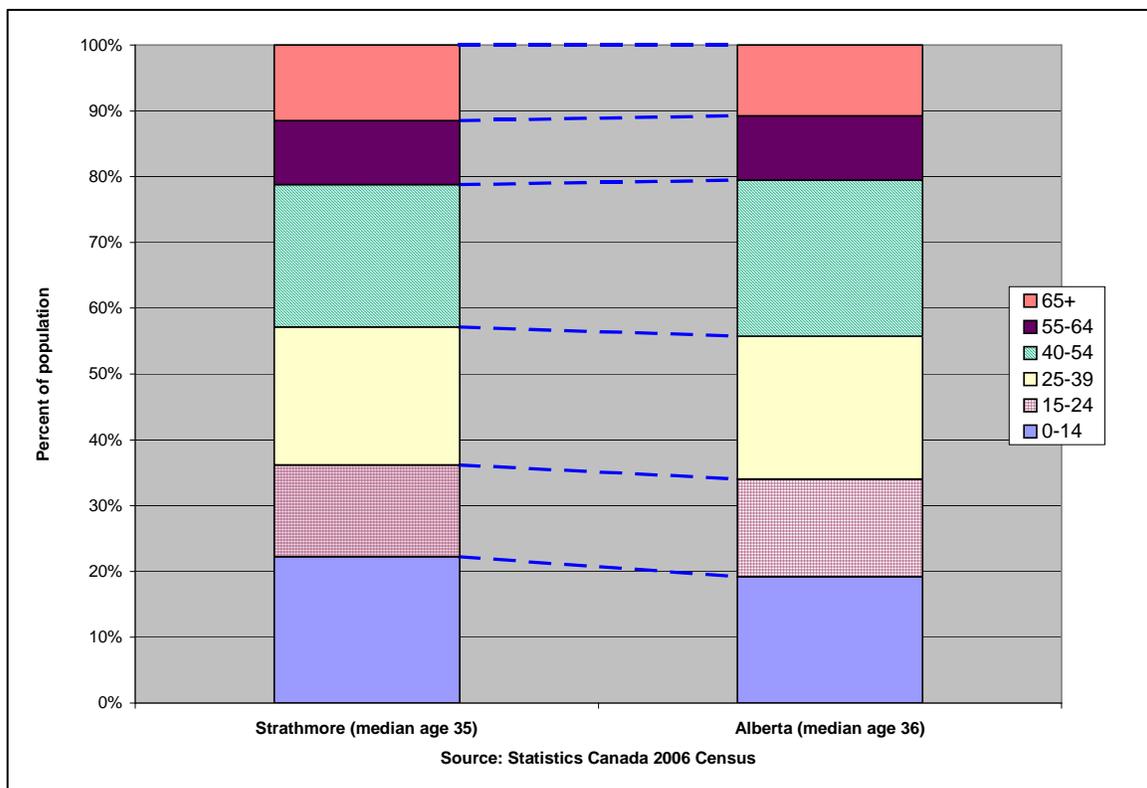
Paul Ventura
 Roger Nelson
 Stephen Johnson
 Larry Dupuis
 Wes Braden
 Ron Cox
 Kevin Keegan
 Jennifer Brooks

Appendix I: Top 5 Industries of Employment by Participation (2006)

Strathmore		Alberta	
Agriculture and other resource-based	14%	Business services	18%
Business services	13%	Agriculture and other resource-based	12%
Retail	12%	Retail	11%
Construction	10%	Health, social services	9%
Manufacturing	7%	Construction	9%

Source: Statistics Canada 2006 Census

Appendix J: Strathmore Community Profile-- Age Distribution (2006)

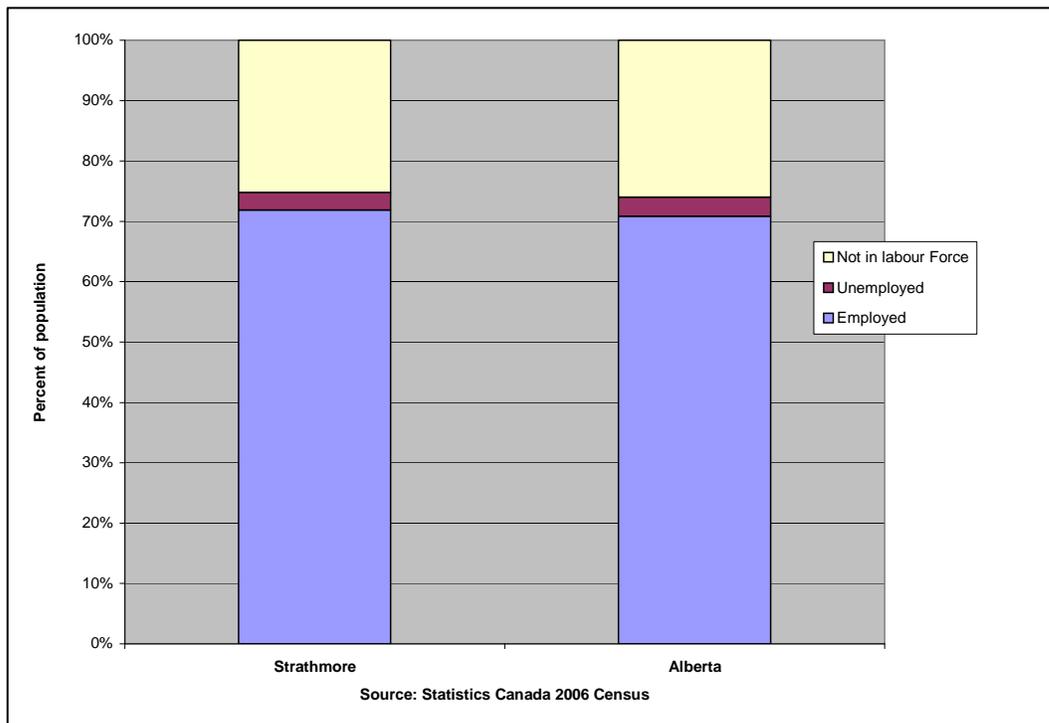


Appendix K: Strathmore Community Profile—Earnings and Income (2005)

	Strathmore	Alberta
Median Earnings (people over 15)	\$29,411	\$29,738
Percent of population in low income category after taxes	5.4	9.1
Government transfers as % of all income	8.8	7.2

Source: Statistics Canada 2006 Census

Appendix L: Strathmore Community Profile— Labour Force Distribution (2006)

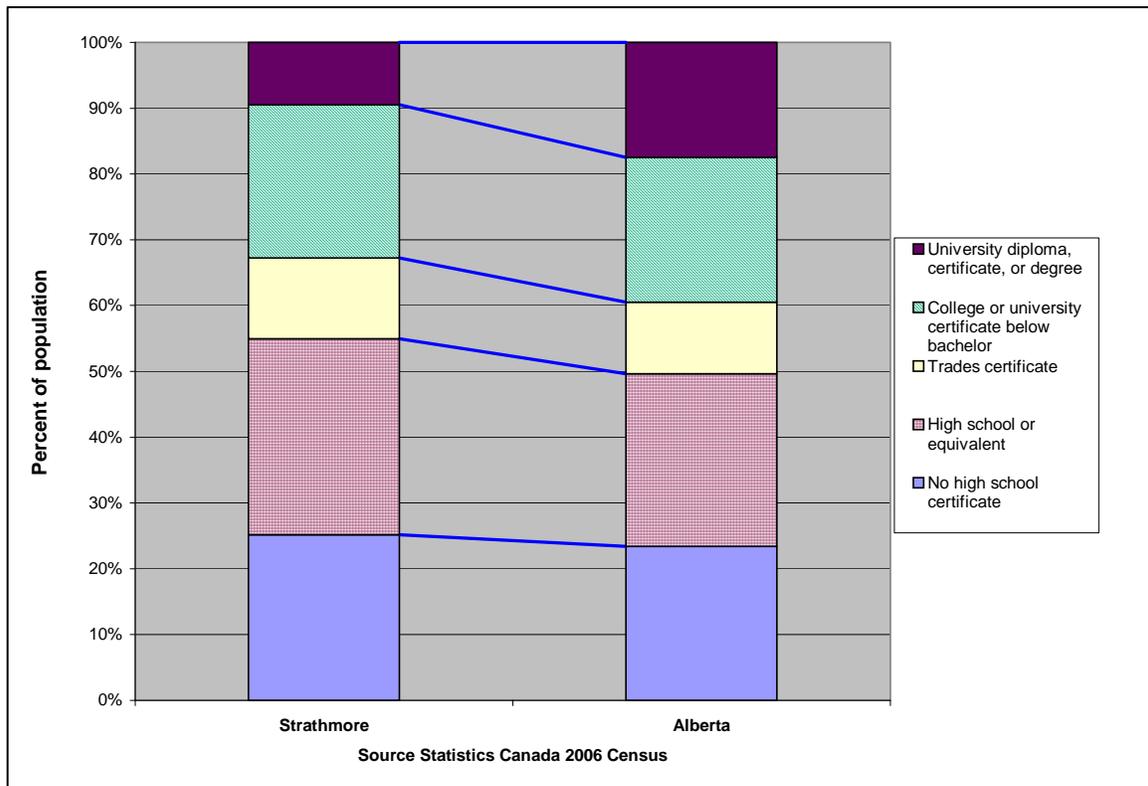


Appendix M: Population Growth (2006)

	Strathmore	Alberta
Population in 2006	10,225	3,290,350
Population in 2001	7,621	2,974,807
Percent Increase	34.2	10.6

Source: Statistics Canada 2006 Census

Appendix N: Strathmore Community Profile— Educational Attainment (Population over 15)



Appendix O: The Business Vitality Initiative

Mike Stolte, an economist and economic development manager in Nelson, B.C, developed the BVI. He knew that people have an innate need to see where they stand relative to others before taking action, and that communities have this same desire. In trying to build a tool based on available statistics to compare communities, Mike was disappointed with what was available, especially in rural areas. Mike and colleague Anne Stacey researched the keys to entrepreneurial success from academic research and CED practice from all over the world and combined it with their own experiences in the rural context to build a tool made up of 100 perceptual indicators, qualitative questions and focus groups.

BVI Principles

- Communities know best
- Communities must harness their untapped human resources & energy
- Communities must become more self-reliant
- Small steps/actions to build capacity are recommended
- Process is better when it's inclusive
- BVI is not a substitute for community planning

Why is entrepreneurship important?

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

Summary of the BVI Process

Using a combination of community meetings, focus groups, questionnaires, statistics, and written reports, the BVI guides the community through three stages:

1. Assessment --a 3 hour community meeting featuring a 95-question survey and focus groups will be accompanied by an on-line survey for those who wish to participate but cannot make the meeting.
2. Focus-- a 3 hour community meeting where survey results are reviewed, analysis is provided, possible community actions are considered, actions are selected by the community, and a reality check is performed.
3. Action-- the action stage features the community working on 3-4 top priorities or actions selected in the focus stage.

The BVI will allow communities to benchmark themselves and compare themselves to other communities using CIEL's unique graphs and scoring.

Appendix P: About CIEL

The Centre for Innovative and Entrepreneurial Leadership (CIEL) strengthens communities by helping them become more business-friendly, more culturally vibrant, and more sustainable. We also assist them in improving leadership and enhancing community involvement.

CIEL is an organization located in Nelson, British Columbia, in a region featuring many communities that are quickly having to make transitions to survive in a fast-changing global economy.

Our early work assisted small communities in the neighbouring mountain valleys. We developed innovative assessments coupled with strategic processes that helped communities focus, leverage assets and energy and, most importantly, jumpstart action. Then our ideas attracted the attention of communities farther afield, and we began working with communities across the rest of B.C. More recently we have been invited into communities across Canada, the U.S, New Zealand and Australia.

Our Communities Matrix – a one page tool for assessing stages of community readiness – has now been used in many countries across the globe. The Government of Canada contracted CIEL to research, develop and build a collaborative leadership program as an effective means of building capacity for rural communities in Canada.

CIEL continues to develop practical, engaging and innovative tools and processes that strengthen communities. In 2008, CIEL won the award for the

region's most innovative organization from the Kootenay Association for Science & Technology.

Our network of facilitators and trainers allows us to be responsive to the needs of communities across the world. CIEL's conference presentations have inspired at the local, regional, state/province and international level. Our work has been featured on the Canadian Broadcasting Corporation, Canadian Living Magazine and the Australian Broadcasting Corporation.