

Summary Report

UBCM 2009 Economic Development Survey of Local Governments



UNION OF
BRITISH
COLUMBIA
MUNICIPALITIES

November 2010

Overview

This report provides an overview of the key findings from a survey of UBCM members on economic development administered in June of 2009 - a more detailed and comprehensive analysis that includes information on best practices and case studies can be found in the companion report, *Evaluating the Economic Development Roles of BC Local Governments: A Snapshot of Community Effort and Opportunity* (available on the UBCM website at www.ubcm.ca).

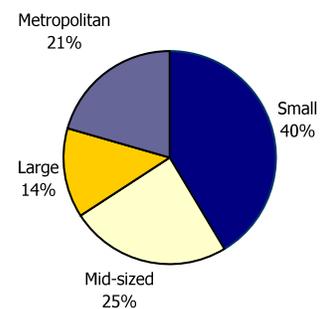
The link to the survey was sent electronically to all UBCM Members and the survey remained open for a three-month period in the summer of 2009 (July – August). Follow-up emails and calls were made to local governments to encourage responses.

Response Rate

124 of 189 local governments completed the survey from a representative cross-section of local governments, equaling a 65 percent response rate. 21 regional districts (out of a possible 29) completed the survey, representing a 72 percent response rate for this group.

Local governments have been placed in the following categories based on how they identified themselves in the survey:

- **Small** communities (less than 5,000 population);
- **Mid-size** communities (5,000 – 20,000 population);
- **Large** communities (20,000 – 50,000 population); and
- **Metropolitan** communities (50,000 + population).



There are five area associations in the province. In April 2010, the data set was given additional functionality that allowed the data to be isolated and analyzed by two distinct sub-groups: regional districts and area associations. Appendix 1 lists the respondents to the survey by area association. Listed below is the number of responses received from each area association.

- Association of Kootenay and Boundary Local Governments (AKBLG) - 15
- Association of Vancouver Island and Coastal Communities (AVICC) - 34
- Lower Mainland Local Government Association (LMLGA) - 28
- North Central Local Government Association (NCLGA, previously referred to as NCMA) - 22
- Southern Interior Local Government Association (SILGA) - 25

Themes

There were 27 qualitative and quantitative questions in the survey that explored eight key themes. A summary for each question is provided in this document under the themes identified below.

- Delivery models
- Budgets and funding
- Economic development plans
- Priorities and activities
- Barriers
- Partnerships
- Best practices
- Foundations for success

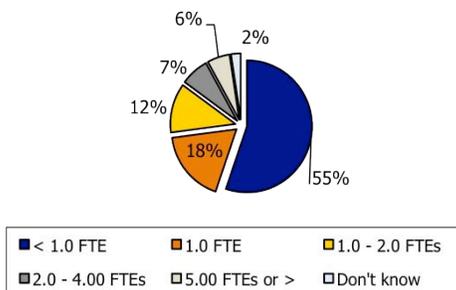
Survey Limitations and Explanatory Notes

- A similar survey of local government economic development practices was undertaken in 2005 and where possible a comparison of data has been provided. A direct comparison was not possible in many cases because many questions from the 2005 survey were refined for clarity and accuracy.
- Of the 27 questions asked in the 2009 survey, two have not been analyzed and included in this report. These questions provided mainly contextual information for the researcher.
- Many regional districts have been categorized in this survey as “metropolitan” because their population is over 50,000. It is recognized, however, that for many regional districts this category does not adequately reflect the rural nature of their population base or geography.
- Respondents were not required to answer all questions and, as a result, the response rate for some questions may be lower than the overall survey response rate of 65 percent.
- Responses were reviewed after the survey was closed to the public and duplicate and spoiled responses were deleted.
- This report provides a greater analysis by population size than its companion report, *Evaluating the Economic Development Practices of BC Local Governments*. However, large communities (20,000 – 50,000 popn) are slightly underrepresented in the survey results with only 17 local governments of this size completing the survey. Since respondents were not required to answer each question, there are instances where the response rate in this population category is even lower and this data should be interpreted with caution.
- Where possible data responses by area association have also been included. As with respondents in the “large communities” category, AKBLG and NCLGA had lower-than-average response rates and the data should be interpreted with caution.

Delivery Models

1. How many full-time staff or full-time equivalencies (FTE's) does your local government devote to economic development? (n=124)

How many full-time equivalencies (FTE's) does your local government devote to economic development? (n=124)



General Trends (all local governments):

Approximately 73 percent of local governments are devoting one full-time equivalency or less to economic development. There is an almost equal number of local governments employing 1-2 FTEs (12%) as there is 2-5 FTEs or greater (15%).

By Population: The majority of small and large communities, as well as regional districts, employ less than one full-time equivalency. As indicated in the table on the next page, mid-sized and metropolitan communities gave equal weight to two categories.

By Region: There was no differentiation by area association.

	Small 0-5,000	Mid- 5,000 – 20,000	Large 20,000 – 50,000	Metropolitan 50,000 +	Regional Districts
<1 FTE	75%	48%	47%	29%	52%
1-2 FTE's	21%	48%	41%	17%	29%
2-4 FTE's	2%	0%	0%	29%	14%
>5 FTE's	0%	3%	6%	21%	5%

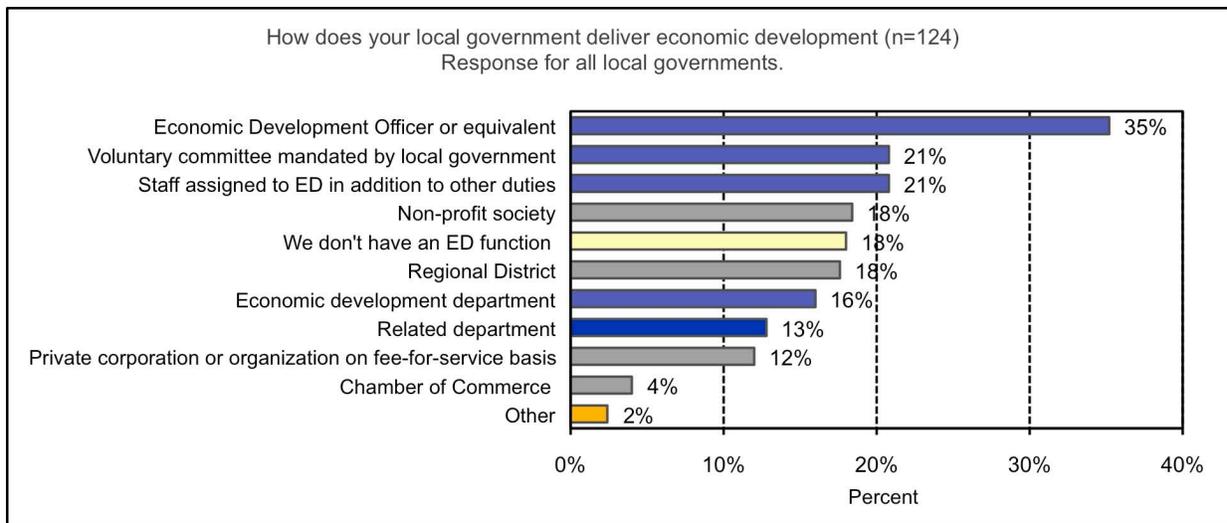
Please note: All numbers have been rounded up.

2. How does your local government deliver economic development? Tick all that apply¹. (n=124)

General Trends: The majority of local governments rely on some combination of in-house delivery models, with approximately one-third of all local governments (35%) employing an EDO (see chart below). A significant percentage of local governments (18%) still do not have an economic development function. Only 16 percent of survey respondents identified having a separate economic development department.

By Population: Arms-length delivery models such as the non-profit society and the private corporation were more prevalent among the 5,000 – 20,000 and 50,000 + population categories. Further analysis by population was not possible given the extent of manual tabulation that was required for this question (see footnote, bottom of page).

By Region: There was a range of answers within each area association and no general trends were evident.



Please note: Blue represents in-house options and grey represents arms-length options. Percentages do not add to 100, as multiple choices were allowed.

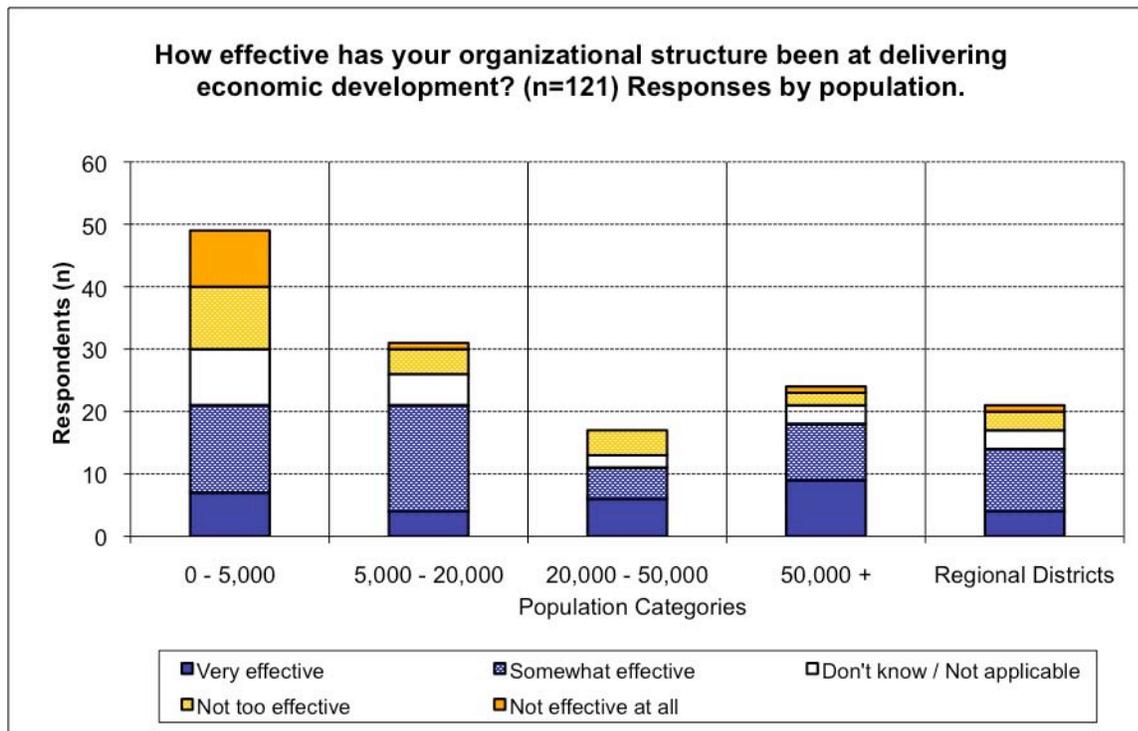
¹ While every effort was made to provide a comprehensive list of delivery models when designing the survey question, there were many responses in the "other" category that had to be manually tabulated into categories that more adequately described them. Due to the extent of manual tabulation it was not possible to provide significant analysis by population or region. While the variety in responses makes it difficult to draw conclusions about delivery models it does underscore the diversity and uniqueness of approaches being pursued, suggesting that local governments are increasingly embracing a blended approach to economic development.

3. If you utilize an EDO, please indicate if it is full-time, part-time or shared position. (n=60)

General Trends: Of those local governments that employ an EDO, 72 percent employ a full-time EDO, 20 percent share an EDO with another local government or economic development organization and 10 percent are employing a part-time EDO. An EDO can be both full-time or part-time and shared with another organization, resulting in percentages that do not add to 100.

By Population/Region: There was no differentiation by population (including regional districts) or by region, with the predominant response in all categories being a full-time EDO.

4. In your opinion, how effective has your organizational structure (as identified in question 2 of the summary report), been in delivering economic development? (n=121)



General Trends: The majority of local governments (37% or n=45) noted that their organizational structure was “somewhat effective”. Fifteen percent (n=19) chose “don’t know/not applicable”.

By Population/Region: There was differentiation by population category, with “highly effective” being the primary response for large and metropolitan communities and “somewhat effective” being the predominant response for small and mid-size communities as well as regional districts. The most common response for all area associations was “somewhat effective”.

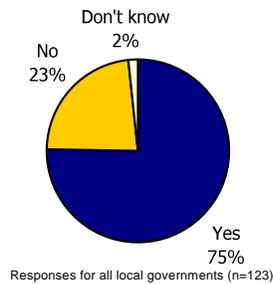
5. What are the reason(s) you believe that your organizational structure (as identified in question 5) has or has not been effective in delivering economic development?

Respondents identified a number of criteria that influenced either positively or negatively on the effectiveness of their delivery model:

- Amount of staff;
- Quality of staff;
- Financial commitment;
- Contact with stakeholders;
- Support of council;
- Support of community;
- Evidence of partnerships;
- Presence of a regional approach.

Budgets and Funding Levels

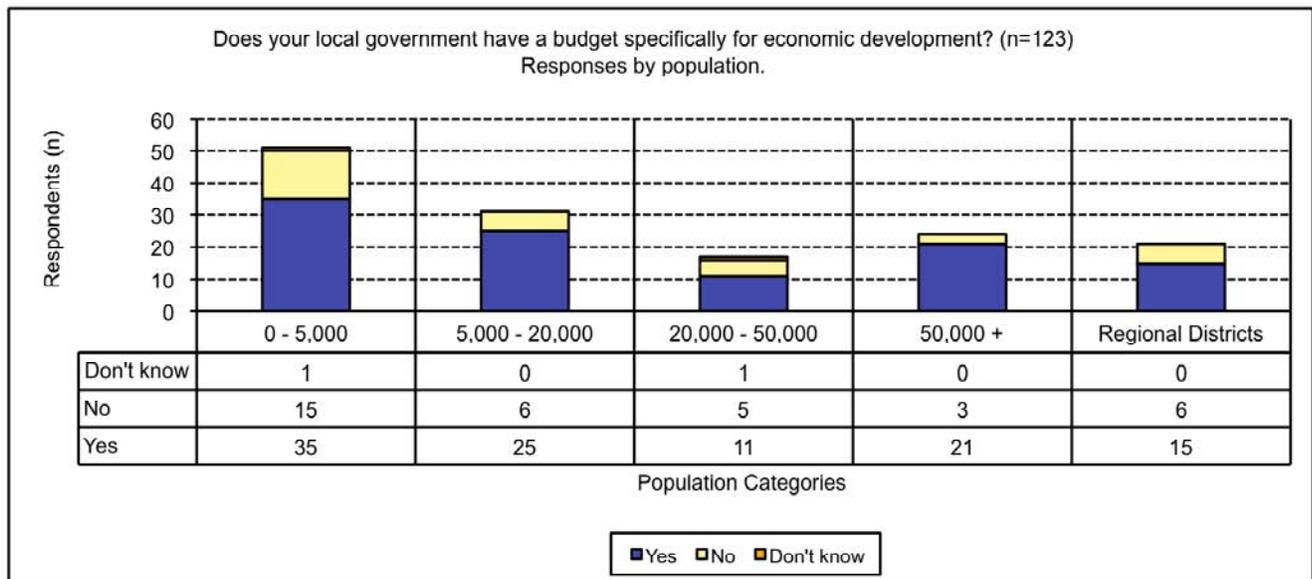
6. Does your local government have a budget specifically for economic development?² (n=123)



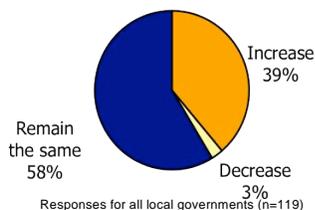
General Trends: Seventy-five percent of respondents noted having an economic development budget. This represents an increase from 66 percent in 2005.

By Population: More small and mid-sized communities indicated that they had economic development budgets than large and metropolitan communities, as indicated in the table below.

By Region: There was no differentiation by region – the majority of local governments in each region indicated that they had an economic development budget.



7. Is there an expectation that your local government's economic development expenditures will increase, decrease or remain the same in the next three to five years? (n=119)



General Trends: In 2005 and 2009 the majority of local governments (57% and 59% respectively) anticipated their funding levels for economic development would remain the same in the next three to five years. In 2005 no local governments anticipated a decline in funding. In 2009 two percent of local governments anticipated that their funding of economic development would decline in the next three to five years.

By Population/Region: In 2009 there was no differentiation by population (including regional districts), with “funding remaining the same” chosen as the most prevalent response regardless of community size. The majority of respondents in AVICC, NCLGA, LMLGA and SILGA chose “funding remaining the same”. The majority of AKBLG respondents indicated that they anticipated an increase in funding; however, the overall response rate by AKBLG members was lower-than-average for this question (n=14) and results should be interpreted with caution.

² This includes core funding (i.e., stable year to year funding from general revenues), project funding and/or tourism funding.

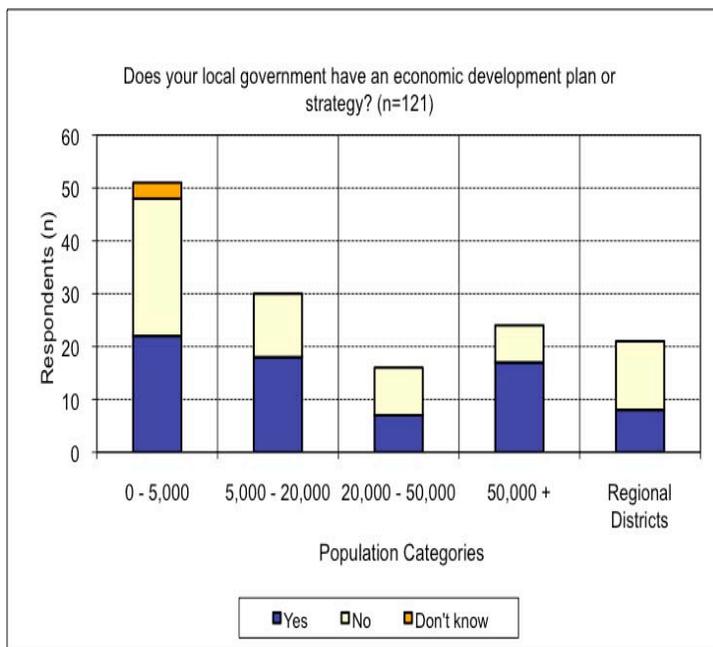
b. If you anticipate an increase in funding, are there specific initiatives or funding sources that this additional spending is linked to? (n=52)

Increases in funding were linked with the following priorities: human resources (salaries and staffing); implementation of an economic development plan/strategy; strategic planning or marketing; business retention, expansion and attraction programs; and job creation programs.

Sources of additional funding that were mentioned included sponsorships, grant funding, a partnership approach to sharing costs and leveraging monies, regional trusts, federal and provincial governments, fee-for-service contracts, and property taxes.

Presence of an economic development plan

8. Does your local government have an economic development plan or strategy? (n=121)



General Trends: The majority of local governments (53% or n=64) indicated that they have an economic development strategy.

By Population: The majority of local governments in the small (0 - 5,000) and large (20,000 – 50,000) population categories, as well as regional districts indicated that they did not have an economic development strategy. Only eight regional districts (or 38%) identified having an economic development strategy.

By Region: The majority of communities in LMLGA, NCLGA, and SILGA all indicated that they had an economic development strategy. The majority of communities in AKBLG and AVICC indicated that they did not have an economic development plan.

	AKBLG	AVICC	LMLGA	NCLGA	SILGA	Response Rate Overall
Yes	33% (5)	38% (13)	68% (17)	73% (16)	52% (13)	53%
No	60% (9)	62% (21)	32% (8)	32% (6)	40% (10)	45%
Don't know	7% (1)	0% (0)	0% (0)	0% (0)	8% (2)	3%

Please note the response rates and interpret results with caution where the number of responses is low. All numbers have been rounded up.

9. If your local government has an economic development plan how often is it updated? (n=75)

General Trends: Most local governments update their plans only when the need arises (32%), followed by annually (23%) and every 2-4 years (23%)³.

By Population: There was no consensus by population category, with a range of responses being present in each group. There was also no consensus for regional districts; only 10 out of the 21 regional districts that completed the survey answered this question.

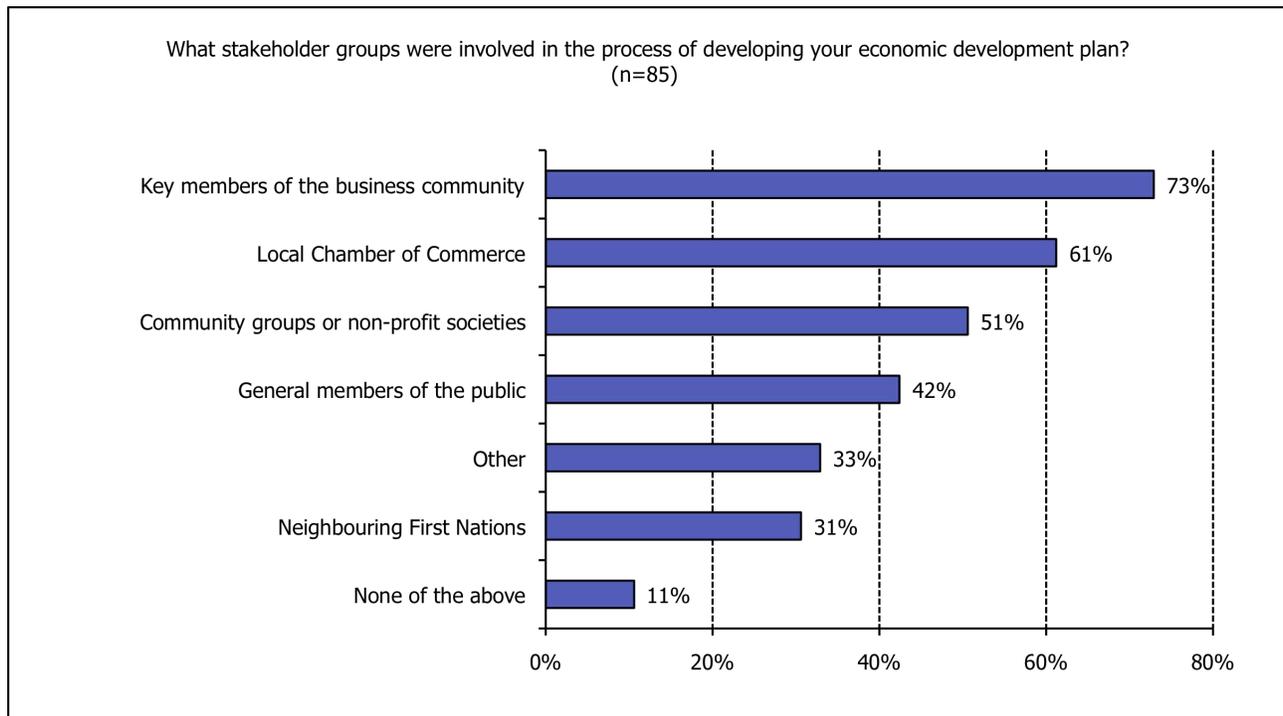
By Region: There was no consensus by region due to the range of responses.

10. What stakeholder groups were involved in the process of developing your economic development plan? (n=85)

General Trends: Local governments appear to have the same priorities with respect to consultation, with key members of the business community identified as the most common stakeholder. Listed under “other” were the following stakeholders: universities/educational institutions, health authorities, other local governments, local Community Futures Development Corporations, and community champions.

By Population: Data for this question is not reported on by population category because there were only nine respondents for large communities, which was not considered an adequate response rate to extrapolate trends.

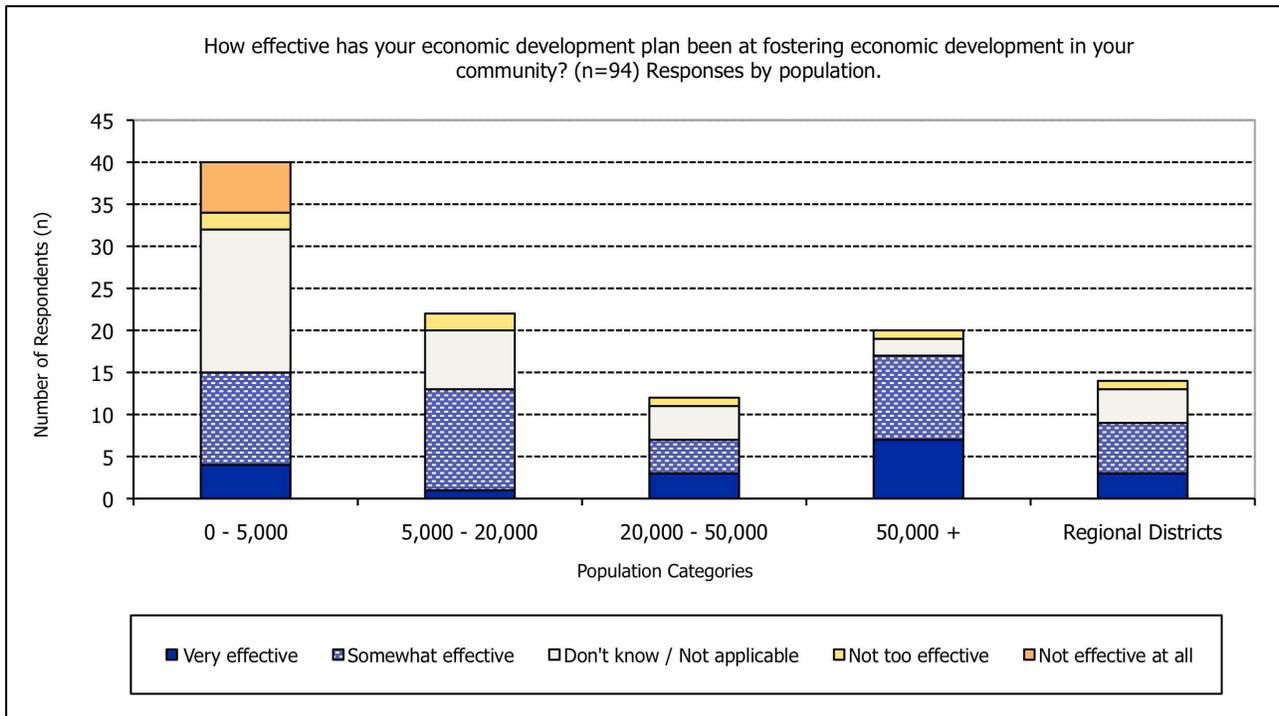
By Region: Overall, communities in each of the area associations followed the same predominant trend and ranked key members of the business community first. However, AKBLG and SILGA gave equal weight to both key members of the business community and the local Chambers of Commerce.



³ There was a lower response rate for this question (n=75). As well, four percent of local governments (n=3) noted that their economic development plans were not intended to be updated – given the low response rate this category was not included in the chart.

11. In your opinion, how effective has your economic development plan been at fostering economic development in your community? (n=94)

General Trends: While 55 percent of respondents (of n=52) indicated that their economic development plans were either “very effective” or “somewhat effective” at fostering economic development in their communities, only 16 percent considered their economic development plans to be “very effective”. A significant percentage of respondents chose “don’t know” (32%). This suggests that it can be difficult to gauge the effectiveness of plans and it may be a possible area for improvement.



By Population: When considered by population (table above) the data reveals lower-than-average response rates for large communities (n=12). Overall, however, the trends are consistent with that of the aggregate data for all local governments, with “somewhat effective” being the predominant response across categories.

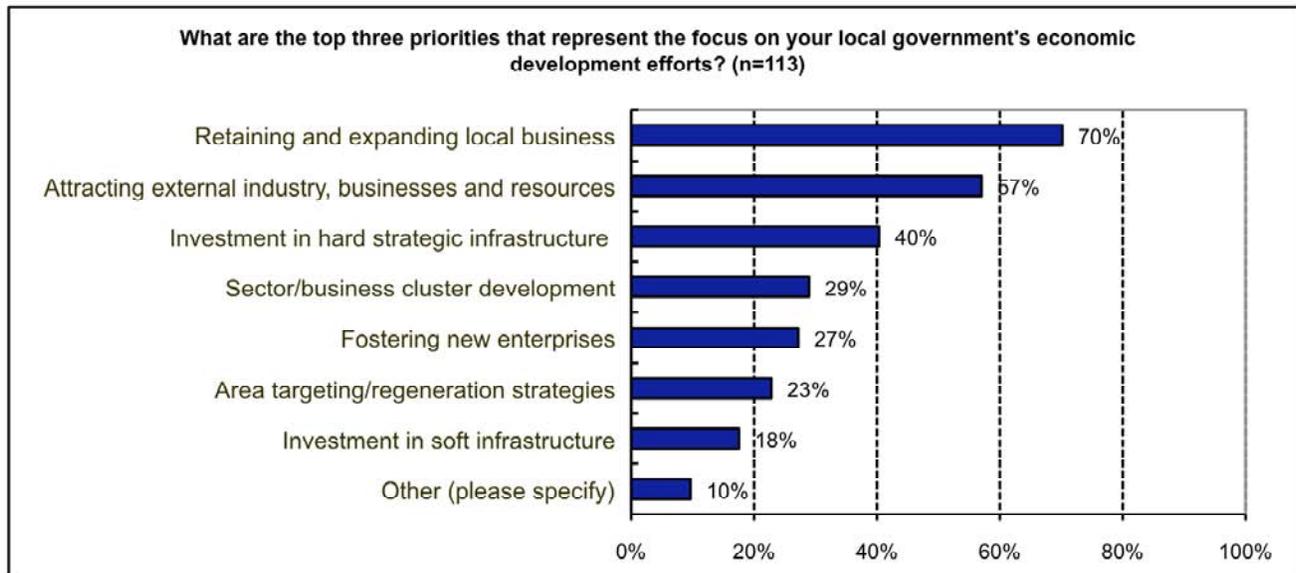
By Region: Responses aligned with the general trends with four out of the five area associations identifying “somewhat effective” as their main response. AKBLG was the only area association with a different primary response, with 58 percent (n=7) choosing “don’t know/not applicable”.

12. What are the reason(s) you believe that your local government’s economic development plan has or has not been effective? (n=74)

There was a 60 percent response rate to this question, with a variety of answers from communities of all sizes. Reasons noted for plans that were considered “not too effective” included: plans that were too ambitious; plans that were not strategic; difficulty in engaging stakeholders; inadequate resources; lack of a champion or focus; difficulty in mobilizing partners; and an inability to update a plan on a regular basis. The survey also identified a number of factors that contributed to effectiveness, including: a strategic approach; a focused effort; a plan that was integrated with other planning processes and documents; a plan that had a level of community involvement and stakeholder participation reflective of the size of the economic development effort; and a plan that was flexible to allow for changing economic times and emerging opportunities.

CURRENT PRIORITIES AND ACTIONS

13. What are the top three priorities that represent the focus of your local government's economic development efforts? (n=113)



General Trends: Approximately 70 percent of respondents (n=80) identified retaining and expanding local business among their top three priorities. Attracting external industry, business and resources and investment in hard strategic infrastructure ranked second and third respectively⁴.

14. Which of the following business retention, expansion and attraction activities does your local government or local economic development organization engage in? Tick all that apply. (n=111)

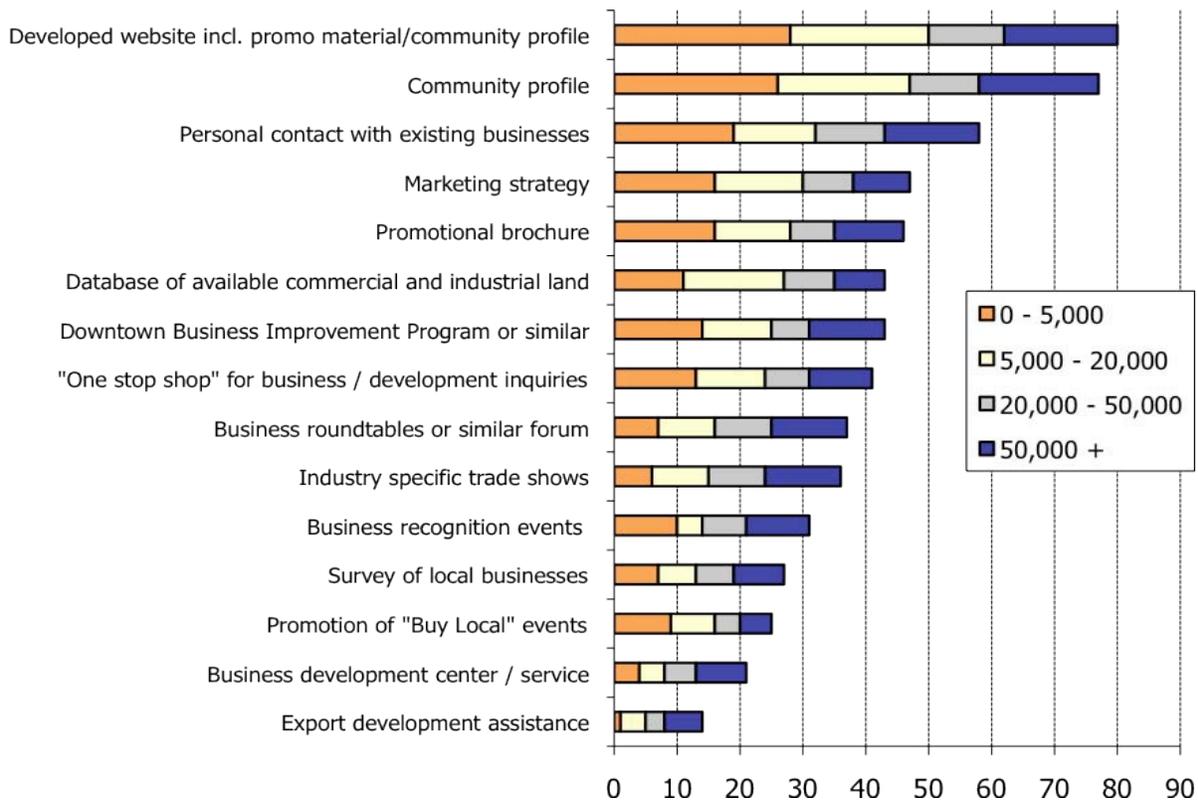
The top three business retention and expansion (BRE) and attraction activities identified were: developed website, including promotional material (72%); community profile (68%); and personal contact with existing businesses (52%) followed closely by a marketing strategy and promotional brochure. Together, these represent the core BRE and attraction activities being pursued by BC local governments (see table on next page).

There were 31 responses in the “other” category. Seven of these indicated that none of these activities were being pursued or they were unaware of what activities were being pursued. There were quite a few responses for tourism, tourism-related activities and branding, as well as downtown stimulus or revitalization programs and/or activities involving the local Chamber of Commerce.

Other responses included: research, training, and access to capital for the business community; collaborating with other local governments; development of an opportunities map; gap analysis; broadband; film; foreign service worker program/medical service worker program; capacity building for the non-profit sector; youth entrepreneurship; initiatives targeting the building of a complete community and quality of life; and a friendship city initiative.

⁴ An analysis by population and region was not possible due to the high level of manual tabulation that was required to place responses in the appropriate category. This is the result of a large number of responses that were placed in the “other” category but aligned better with one of the other response options for this question.

Which of the following business retention, expansion and attraction activities does your local government or local economic development organization engage in? Please tick all that apply. (n=111)



15. What is the most significant economic development project your local government plans to undertake in the next two years? Please leave blank if none. (n=84)

There were 84 responses for this question and a range of both small and large-scale projects were identified. This information was used primarily to inform key informant interviews for the main report. There were similarities however in the types of projects identified, with the top three types of activities being:

- Development /refinement of economic development function or strategy;
- Business retention and expansion, including downtown revitalization; and
- Foreign investment/attraction, including marketing.

Barriers to Economic Development

16. From the list below, please identify the top two internal barriers to economic development in your community? (n=107)

General Trends: The two most commonly identified internal barriers were the lack of financial resources/funding (67%) and the lack of human resources (57%), followed closely by the lack of formal economic development plans/mandate (graph is under Q17).

By Population: All population categories, including regional districts, identified the same top three internal barriers in the same order as noted under general trends, with the exception of small communities where equal weight was given to both the lack of human resources/staffing and the lack of financial resources/funding.

By Region: Four of the five area associations identified the same top three internal barriers in the same order. In contrast, the LMLGA identified equally the lack of financial resources/funding and the lack of human resources as their top barriers (with 18 responses for each category).

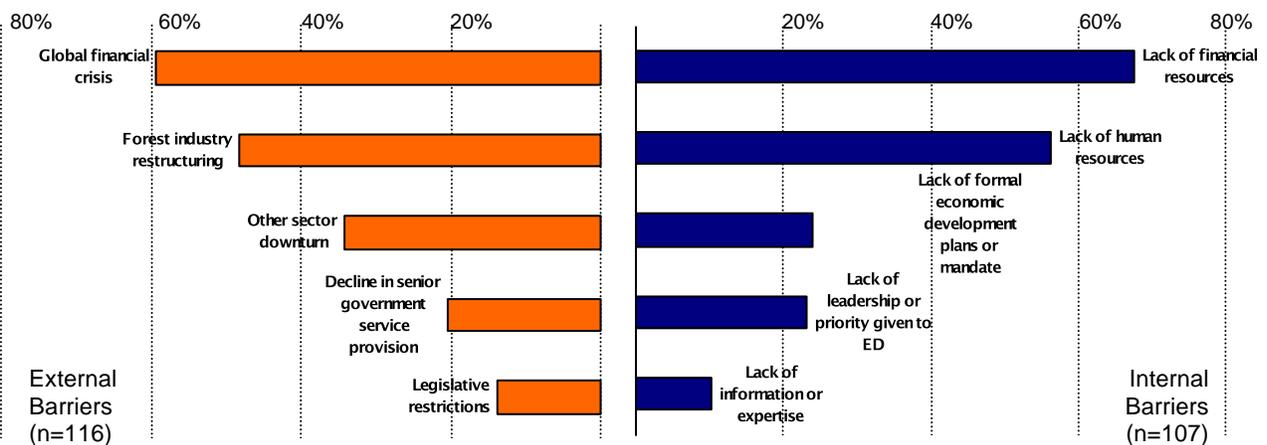
17. From the list below, please identify the top two external barriers to economic development in your community? (n=116)

General Trends: Local governments identified the global financial crisis (60%) followed by forest industry restructuring (49%) as the top external barriers to economic development in their communities.

By Population: There was differentiation by population with respect to barriers, with small communities and regional districts identifying forest industry restructuring as their top external barrier (57% and 70% respectively). All other population categories aligned with the general trends.

By Region: AKBLG and NCLGA identified forest industry restructuring over the global financial crisis as their number one priority. AVICC, LMLGA and SILGA responses aligned with the general trends, with the global financial crisis identified as the number one barrier, followed closely by forest industry restructuring.

Top internal and external barriers to economic development as identified by survey respondents (Responses for all local governments)

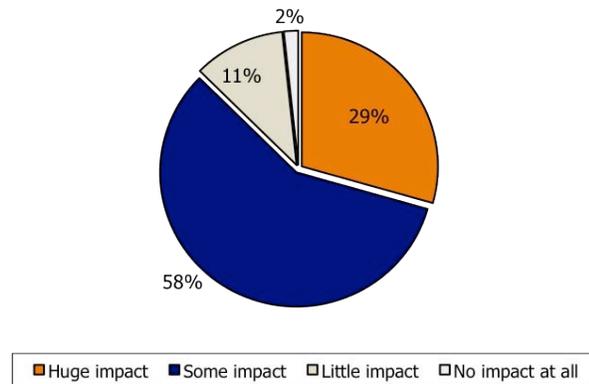


18. What strategies if any are you using to address the barriers identified in Questions 16 and 17? (n=73)

A number of strategies were identified and can generally be categorized into the following four areas: strategy development and refinement; advocacy and relationship building; organizing an effort (where one did not exist before); and fund leveraging. For a greater discussion of these areas, please see the main report, *Evaluating the Economic Development Role of BC Local Governments*, at www.ubcm.ca.

19. In your opinion, what impact has the current global financial crisis had on your community?

In your opinion, what impact has the current global financial crisis had on your community? (n=118)
Responses for all local governments.



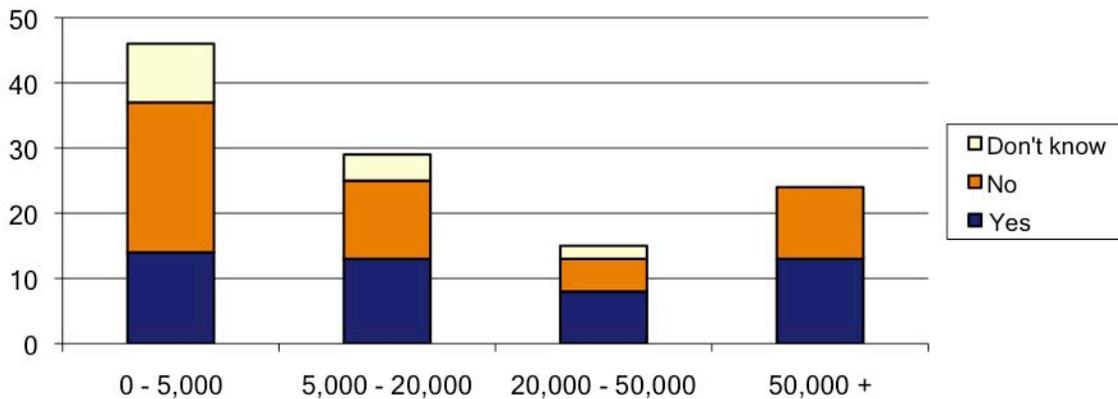
General Trends: When asked if the global financial crisis had an impact on their community, 29 percent of respondents noted it had a “huge impact” and 58 percent noted it had “some impact”.

By Population: Most population categories (incl. regional districts) responded similarly, choosing “some impact” as their response. Large communities were the exception, with the majority indicating that the global financial crisis had a “huge impact”. Please note, however, that the response rate for large communities was lower-than-average with only 15 responses in total.

By Region: All area associations followed the general trends with the exception of NCLGA. 54 percent of NCLGA respondents felt that the global financial crisis had a “huge impact” on their communities.

20. Have you had to change your approach to economic development in light of the current global financial crisis? (n=114)

Have you had to change your approach to economic development in light of the current global financial crisis? (n=114)



General Trends: Responses were split on this question, with 42 percent of respondents indicating that they have had to change their approach to economic development in light of the current global financial crisis and 45 percent stating that they have not had to change their approach.

By Population: When analyzed by population the majority of respondents in all population categories, with the exception of rural communities (0 – 5,000), indicated that they have changed their approach to economic development in response to the current global financial crisis. The majority of communities in the 0 - 5,000 population category indicated that they have not changed their approach. Twenty regional districts responded to this question and a similar split was evident, with 40 percent answering yes (n=8) and 45 percent answering no (n= 9).

By Region: Answers were not the same by area association. Those area associations that responded “yes” were LMLGA and SILGA. Those area associations that overall responded “no” were AKBLG and AVICC. There was an equal split in responses for NCLGA.

21. If you have had to change your approach to economic development in light of the global financial crisis, briefly describe how? (e.g., decrease/increase in budget, a return to basics, focus on fewer priorities etc). (n=59)

General Trends: There were 59 responses to this question, with responses from all population categories and from all area associations. While there was variety in the responses, common themes also emerged.

The majority of respondents noted the need to focus on fewer priorities - priorities that are actionable and measurable – and the need to return to basics, such as local business retention and expansion. Some local governments noted that they have scaled back their efforts in light of budget shortfalls, in some cases even returning to the delivery of core services only. Others, however, noted that they were ramping up their efforts in response to the financial crisis with an expanded budget to undertake activities such as the hiring of new staff or the delivery of a stimulus program. Another common response was the need to maintain focus on long-term objectives, as noted by the following local governments:

“If we imagine the city as a sailboat, the economic forces outside of our control would be the wind. Although we cannot control the wind, we can set a course and trim the sails to respond to the changing wind conditions.”

“The global financial crisis is a temporary event and a predictable trough in the normal business cycle. It doesn’t change the inherent advantages or disadvantages of the area for investment and wealth creation.”

“It is all the more important in the current financial crisis that we stay focused on our medium-term economic diversification strategy – short-term problems should not lead to short-term thinking!”

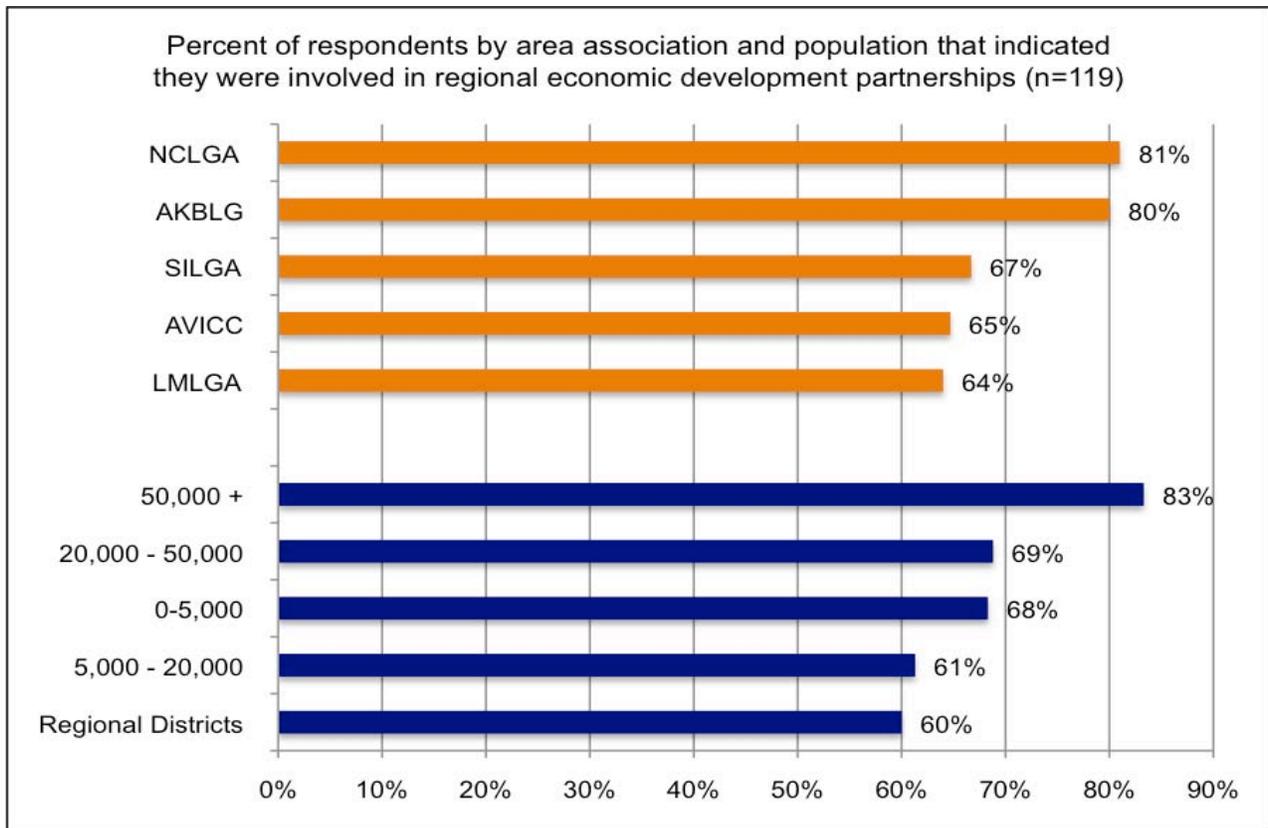
Partnerships

22. Communities are increasingly working collaboratively on a regional basis to increase capacity for economic development. Is your local government involved in any regional economic development partnerships? (n=119)

General Trends: Approximately 70 percent of local governments (n=83) indicated that they were involved in regional economic development partnerships, reflecting the trend toward a partnership approach to economic development.

By Population: The majority of local governments in each population category (including regional districts) indicated that they were involved in regional economic development partnerships (see table next page). Generally, the response rate in favour of partnerships was in the range of 60-70 percent in each of the population categories. Metropolitan communities had a slightly higher response rate, with 83 percent of respondents answering positively.

By Area: All area associations had the same primary response, answering yes to being involved in one or more regional economic development partnerships. As illustrated in the chart below, NCLGA and AKBLG had the highest positive response to this question, with 81 and 80 percent respectively.



23. If your local government is involved in regional economic development partnerships, please provide the following information: the name of the partnership if applicable; the partners involved; and the reasons for collaboration. (n=85)

There were 85 responses to this question, providing a significant amount of qualitative data. The information from this question was primarily used to guide the researchers interviews and research into best practices. Many of the partnerships identified in this question are elaborated on in the main report, available at www.ubcm.ca.

In general, the responses suggest that local governments are increasingly using a partnership model to deliver economic development. Partners include other local governments, local Chambers of Commerce or Community Futures Development Corporations, and community and business organizations. Regional economic development alliances or entities are evident across the province within all area associations.

Number of responses to survey question by area association and population

Area Association		Population Category	
AKBLG	11	0 – 5,000	34
AVICC	24	5,000 – 20,000	21
LMLGA	16	20,000 – 50,000	11
NCLGA	19	50,000 +	19
SILGA	15	Regional Districts	13

Best Practices

24. Describe in the space provided any economic development initiatives being spearheaded by your local government that you feel are particularly innovative and other communities would benefit knowing about. If there are none, leave blank. (n=35)

There were 35 responses to this question from communities with different populations and from all of the area associations. Responses are provided below along key thematic lines⁵. The information from this question aided in the development of the community snapshots found in the main report.

<i>Business Retention, Expansion and Revitalization</i>	<i>Marketing and Attraction</i>	<i>Planning and Process</i>	<i>First nations Relations</i>
<ul style="list-style-type: none"> • City of Richmond – Mobile business licenses for Lower Mainland (in partnership with City of Surrey). • District of Kent/Agassiz – Agricultural Area Plan to encourage farming. • City of Langley – Downtown Master Plan; Business Recruitment and Retention Strategy. • District of Metchosin – Approach to home-based business regulations. • District of Sooke – Sooke Town Centre Stimulus Program. • City of Penticton – Downtown revitalization program and economic incentives strategy. • Corporation of Delta – Redevelopment of DLC site. • District of Port Hardy – Stink Creek Park Revitalization. • District of Summerland – P3 development for cultural precinct redevelopment. • City of Port Moody – The "Hidden Box" retail concept in Suter Brook development and the development of a pedestrian-oriented retail complex. District of Chetwynd – Improved container transport. 	<ul style="list-style-type: none"> • City of Nanaimo and Regional District of Central Okanagan – Foreign Skilled Worker Program. • City of Nanaimo / District of Clearwater – Medical and Health Care Professionals Attraction Strategy. • City of Vancouver – With other local governments, the strategy to bring in 100 decision makers from 50 companies for the Olympics. • District of North Vancouver – Local Trade Development Centre and approach to trade and investment in general. • City of Surrey – Economic Investment Action Plan. • City of Coquitlam – Q-net – a city-owned fibre-optic network that provides high bandwidth to locations across the city. District of Maple Ridge – Discover Maple Ridge Weekends; Focus on Advanced Tech Summit. • Regional District of Fraser-Fort George – Golden Raven Experience - A culture and heritage marketing strategy. • City of Grand Forks – Regional branding. • Cowichan Valley Regional District – Clean Technology Sector Diversification Strategy • Regional District Kitimat-Stikine – Minerals North Conference – an example of key sector forum. 	<ul style="list-style-type: none"> • District of North Vancouver – Integration of economic policies in Official Community Plan. • City of Burnaby – Burnaby Economic Development Strategy 2020. • City of Port Alberni – ReDiscovering the Alberni Valley – an event that mobilized community champions in all economic sectors. • District of Squamish – Economic development corporation model and construction of adventure centre. • Columbia Shuswap Regional District – Regional economic development function with four electoral areas and two local governments. • Town of Sidney – Ocean Discovery Days – Example of local governments working together to leverage funding. • Town of Gibsons – Effective public process for development of geothermal neighborhoods. • District of Summerland – Youth entrepreneurship. City of Prince George – Economic development model and process. 	<ul style="list-style-type: none"> • City of Prince Rupert – Success achieved through Community-to-Community Forum program with nearby First Nations. • Regional District of Mount Waddington – Framework agreement with the Winalagalis Treaty Group. • Village of Alert Bay – The Alert Bay Accord. • District of Logan Lake – Signing of MOU with First Nations for partnership in new single-family residential development.

⁵ Some respondents identified best practices within other local governments. Best practices in the table have for the most part not been researched (the exception being those that were used as a community snapshot in the main report) and are presented for the purpose of providing a starting point for further investigation.

25. Please indicate your level of agreement with the following statements regarding the delivery of economic development in your local government. Please tick the appropriate box for each statement. (n=116)

General Trends: When looking at aggregate data for all local governments, “agree” was the predominant response to all of the twelve criteria (noted below) except for two: the presence of an economic development strategy and the presence of staff expertise to deliver economic development. For these two criteria the majority of respondents indicated some level of disagreement with the statement provided, suggesting that these criteria may be lacking within their local government. Differences were evident when analyzed by population size as noted in the table below.

	0 - 5,000	5,000 - 20,000	20,000 - 50,000	50,000 +	Regional Districts
Public-private partnerships are used where possible to deliver ED					
Strongly Agree	11% (5)	13% (4)	13% (2)	30% (7)	10% (2)
Agree	38% (18)	43% (13)	53% (8)	39% (9)	30% (6)
Disagree	17% (8)	30% (9)	33% (5)	13% (3)	50% (10)
Strongly Disagree	13% (6)	7% (2)	0% (0)	4% (1)	5% (1)
Don't know	21% (10)	7% (2)	0% (0)	13% (3)	5% (1)
Regional collaboration occurs for the delivery of ED					
Strongly Agree	9% (4)	10% (3)	20% (3)	48% (11)	20% (4)
Agree	53% (25)	67% (20)	47% (7)	35% (8)	60% (12)
Disagree	26% (12)	17% (5)	20% (3)	9% (2)	10% (2)
Strongly Disagree	2% (1)	0% (0)	7% (1)	4% (1)	10% (2)
Don't know	11% (5)	7% (2)	7% (1)	4% (1)	0% (0)
Political will and support exists among local elected officials					
Strongly Agree	25% (12)	23% (7)	27% (4)	44% (10)	15% (3)
Agree	52% (25)	60% (18)	60% (9)	39% (9)	55% (11)
Disagree	10% (5)	10% (3)	13% (2)	9% (2)	20% (4)
Strongly Disagree	6% (3)	7% (2)	0% (0)	4% (1)	5% (1)
Don't know	6% (3)	0% (0)	0% (0)	4% (1)	5% (1)
Champions within the community exist to see projects to completion					
Strongly Agree	19% (9)	3% (1)	33% (5)	22% (5)	10% (2)
Agree	42% (20)	77% (23)	53% (8)	44% (10)	50% (10)
Disagree	23% (11)	17% (5)	7% (1)	13% (3)	25% (5)
Strongly Disagree	8% (4)	0% (0)	7% (1)	4% (1)	5% (1)
Don't know	8% (4)	3% (1)	0% (0)	17% (4)	10% (2)
A formal ED strategy or plan with a long-term vision exists					
Strongly Agree	10% (5)	20% (6)	27% (4)	44% (10)	0% (0)
Agree	25% (12)	43% (13)	13% (2)	30% (7)	40% (8)
Disagree	38% (18)	30% (9)	53% (8)	13% (3)	45% (9)
Strongly Disagree	19% (9)	7% (2)	7% (1)	4% (1)	15% (3)
Don't know	8% (4)	0% (0)	0% (0)	9% (2)	0% (0)
Community buy-in and engagement is sought					
Strongly Agree	27% (13)	10% (3)	20% (3)	35% (8)	5% (1)
Agree	46% (22)	70% (21)	60% (9)	52% (12)	60% (12)
Disagree	15% (7)	7% (2)	20% (3)	9% (2)	25% (5)
Strongly Disagree	4% (2)	7% (2)	0% (0)	4% (1)	10% (2)
Don't know	8% (4)	7% (2)	0% (0)	0% (0)	0% (0)

	0 - 5,000	5,000 - 20,000	20,000 - 50,000	50,000 +	Regional Districts
There is an awareness of business interests and needs among staff and local elected officials					
Strongly Agree	17% (8)	3% (1)	40% (6)	17% (4)	5% (1)
Agree	66% (31)	80% (24)	47% (7)	61% (14)	65% (13)
Disagree	11% (5)	13% (4)	13% (2)	13% (3)	25% (5)
Strongly Disagree	0% (0)	0% (0)	0% (0)	4% (1)	5% (1)
Don't know	6% (3)	3% (1)	0% (0)	4% (1)	0% (0)
Business leaders are involved in the process					
Strongly Agree	13% (6)	10% (3)	40% (6)	44% (10)	10% (2)
Agree	54% (25)	73% (22)	20% (3)	39% (9)	45% (9)
Disagree	20% (9)	3% (1)	40% (6)	4% (1)	25% (5)
Strongly Disagree	4% (2)	7% (2)	0% (0)	4% (1)	10% (2)
Don't know	9% (4)	7% (2)	0% (0)	9% (2)	10% (2)
First Nations are involved in regional economic development efforts					
Strongly Agree	13% (6)	3% (1)	7% (1)	4% (1)	0% (0)
Agree	43% (20)	67% (20)	60% (9)	39% (9)	65% (13)
Disagree	13% (6)	10% (3)	27% (4)	30% (7)	15% (3)
Strongly Disagree	15% (7)	7% (2)	0% (0)	9% (2)	15% (3)
Don't know	15% (7)	13% (4)	7% (1)	17% (4)	5% (1)
There is sufficient staff expertise to deliver ED					
Strongly Agree	8% (4)	3% (1)	27% (4)	44% (10)	15% (3)
Agree	25% (12)	43% (13)	27% (4)	17% (4)	30% (6)
Disagree	31% (15)	40% (12)	40% (6)	22% (5)	35% (7)
Strongly Disagree	25% (12)	13% (4)	0% (0)	13% (3)	15% (3)
Don't know	10% (5)	0% (0)	7% (1)	4% (1)	5% (1)
Sustainability is a consideration in ED plans / projects					
Strongly Agree	21% (10)	20% (6)	20% (3)	03% (7)	5% (1)
Agree	50% (24)	63% (19)	67% (10)	48% (11)	70% (14)
Disagree	17% (8)	7% (2)	13% (2)	4% (1)	15% (3)
Strongly Disagree	2% (1)	0% (0)	0% (0)	4% (1)	5% (1)
Don't know	10% (5)	10% (3)	0% (0)	13% (3)	5% (1)
Your ED efforts attempt to foster innovation and entrepreneurship					
Strongly Agree	13% (6)	7% (2)	40% (6)	57% (13)	20% (4)
Agree	38% (18)	75% (21)	40% (6)	22% (5)	45% (9)
Disagree	15% (7)	11% (3)	7% (1)	4% (1)	5% (1)
Strongly Disagree	8% (4)	4% (1)	0% (0)	4% (1)	5% (1)
Don't know	27% (13)	4% (1)	13% (2)	13% (3)	25% (5)

Appendix 1 – Participating Local Governments by Area Association

Association of Kootenay and Boundary Governments

- Canal Flats, Village of
- Cranbrook, City of
- Elkford, District of
- Fernie, City of
- Golden, Town of
- Grand Forks, City of
- Greenwood, City of
- Kaslo, Village of
- Kimberley, City of
- Montrose, Village of
- New Denver, Village of
- Penticton, City of
- Slocan, Village of
- Radium Hot Springs, Village of
- East Kootenay, Regional District

Association of Vancouver Island and Coastal Communities

- Alberni-Clayoquot, Regional District of
- Alert Bay, Village of
- Campbell River, City of
- Central Coast, Regional District of
- Central Saanich, District of
- Colwood, City of
- Comox Valley, Regional District of
- Comox, Town of
- Courtenay, City of
- Cowichan Valley, Regional District of
- Duncan, City of
- Esquimalt, Township of
- Gibsons, Town of
- Gold River, Village of
- Ladysmith, Town of
- Langford, City of
- Metchosin, District of
- Mount Waddington, Regional District of
- Nanaimo, City of
- North Cowichan
- North Saanich, District of
- Oak Bay, District of
- Port Alberni, City of
- Port Hardy, District of
- Powell River, Regional District of
- Qualicum Beach, Town of
- Saanich, District of
- Sayward, Village of
- Sidney, Town of
- Sooke, District of
- Strathcona, Regional District of
- Sunshine Coast, Regional District of
- Ucluelet, District of
- Victoria, City of

Lower Mainland Local Government Association

- Belcarra, Village of
- Bowen Island, Municipality of
- Burnaby, City of
- Chilliwack, City of
- Coquitlam, City of
- Delta, Corporation of
- Fraser Valley, Regional District of
- Harrison Hot Springs, Village of
- Hope, District of
- Kent/Agassiz, District of
- Langley, City of
- Lions Bay, Village of
- Maple Ridge, District of
- Metro Vancouver
- Mission, District of
- New Westminster, City of
- North Vancouver, City of
- North Vancouver, District of
- Pemberton, Village of
- Pitt Meadows, City of
- Port Coquitlam, City of
- Port Moody, City of
- Richmond, City of
- Squamish, District of
- Surrey, City of
- Vancouver, City of
- Whistler, Resort Municipality of
- White Rock, City of

North Central Local Government Association

- Bulkley-Nechako, Regional District of
- Burns Lake, Village of
- Chetwynd, District of
- Fort St. James BC, District of
- Fraser Lake, Village of
- Fraser-Fort George, Regional District of
- Houston, District of
- Kitimat-Stikine, Regional District of
- Kitimat, District of
- McBride, Village of
- Northern Rockies, Regional Municipality of
- Peace River, Regional District of
- Pouce Coupe, Village of
- Prince George, City of
- Prince Rupert, City of
- Skeena-Queen Charlotte, Regional District of
- Stewart, District of
- Telkwa, Village of
- Terrace, City of
- Valemount, Village of
- Vanderhoof, District of
- Williams Lake, City of

Southern Interior Local Government Association

- Armstrong, City of
- Ashcroft, Village of
- Cache Creek, Village of
- Central Okanagan, Regional District of
- Clearwater, District of
- Clinton, Village of
- Columbia Shuswap, Regional District of
- Enderby, City of
- Kelowna, City of
- Keremeos, Village of
- Lake Country, District of
- Lillooet, District of
- Logan Lake, District of
- Lumby, Village of
- Merritt, City of
- Okanagan Similkameen, Regional District of
- Oliver, Town of
- Osoyoos, Town of
- Princeton, Town of
- Revelstoke, City of
- Salmon Arm, City of
- Sicamous, District of
- Summerland, District of
- Thompson-Nicola, Regional District of
- Vernon, City of