



Centre for
Innovative &
Entrepreneurial
Leadership



Beyond Economic Survival:

97 Ways Small Communities Can Thrive

A Guide to Community Vitality

July 2009

by Mike Stolte & Bill Metcalfe

The Centre for Innovative & Entrepreneurial Leadership
604 B Ward St., Nelson, BC CANADA V1L 7B1
1.250.352.9192, 1.888.352.9192 (toll-free)
www.theCIEL.com, info@theCIEL.com





Beyond Economic Survival

97 Ways Small Communities Can Thrive—A Guide to Community Vitality

By Mike Stolte & Bill Metcalfe

TABLE OF CONTENTS

Introduction	3
B. What Is Community Vitality?.....	6
C. What Influences the Vitality of a Community?	7
D. Indicators of Community Vitality	8
E. The CVI's 97 Indicators: Origins and Rationale	10
1. Personal and Economic Security.....	11
2. Life-Long Learning	13
3. Wellness.....	15
4. Leadership, Teamwork, and Networking	17
5. Environment	19
6. Arts and Culture	21
7. Sense of Community	23
8. Community Entrepreneurship and Innovation	26
9. Physical Space.....	28
F. Additional CVI Survey Questions and Indicators	30
Open-Ended Questions.....	30
Statistics.....	30
G. Select Bibliography	32
H. Annotated Bibliography	34
Canadian Sources.....	34
International Sources	41
Other Documents and Articles.....	48
I. More About the CVI	50
J. Sample Section from CVI Assessment Report.....	51
K. Advisory Committee (2005-2007) CVI	56
N. About CIEL.....	59
O. About the Authors	61

Introduction

It used to be that jobs and economic opportunities drew migrants. No longer. Today's populations are more mobile than ever. Armed with information and freed by technology, today's migrants choose their communities much more carefully than ever before. Therefore, communities must be savvy in the retention and attraction of people. In fact, if communities don't inspire their citizens they run the risk of becoming failed communities.

Beyond Economic Survival identifies important quality of life factors that can help communities improve themselves in areas that really matter. While such things as unemployment rates, income per capita and air quality are all important and available statistics, they do not always give a complete picture of the vitality of the community. Perceptions matter too.

When my wife and I decided we wanted out of the big city, we short-listed a dozen small communities across the country. We decided to relocate our home to Nelson, BC by the smiles we received from strangers while walking down main street, the buzz and energy on the streets on a Friday afternoon and the welcoming attitude of the community to be a part of the important organizations in the community (we didn't have to be a fourth generation citizen to be invited into the key community organizations). It's the little things, the 'hard to quantify' seemingly 'immeasurable' things, that often make the difference. This guide offers 97 of those immeasurable things that communities should be considering – and an effective way to measure them.

In 2005, I was approached by CEDTAP, a national organization that helps communities thrive¹ to develop a community vitality index for communities in Quebec that measured not only statistics, but those seemingly immeasurable things that I had first observed in choosing Nelson.

Previously, we had developed a similar index to measure the business friendliness of communities ([Business Vitality Initiative](#)) and the [Communities Matrix](#), a conceptual framework to measure the readiness of communities, a sort of Maslow's Hierarchy of Needs for communities that's been used in more than a dozen countries (see two versions of the Matrix in Sections L and M). In both of these, we relied heavily on the perceptions of leaders and citizens in measuring where the community was at as a starting point for focus and community action.

The **Centre for Innovative & Entrepreneurial Leadership** (CIEL – www.theCIEL.com), a newly formed non-profit organization, was up for the challenge of developing a 'community vitality index'. We assembled a crack research team of Bill Metcalfe, Sally Smith and I to scour material on quality of life, vitality, wellness, community health and so on. From the Utne Reader's "feisty

¹ CEDTAP - Community Economic Development Technical Assistance Program with support from Bell Canada and Canada Economic Development for the Quebec Region

local media” to academics touting the importance of “social capital” (social glue), we assembled 97 important indicators for small and rural communities (fewer than 30,000 people). A strong advisory committee was formed spanning small community expertise (Ray Bollman from Statistics Canada, the Federation of Canadian Municipalities, the federal government’s Canadian Rural Partnership) to community well-being and indicator experts (Mark Anielski) to, most importantly, people who worked with and in the communities (see Section K for full list of advisory committee members).

Since the [Community Vitality Initiative’s](#) (CVI) successful debut, CIEL has worked with more than 50 communities in four countries. We’ve seen what works and what doesn’t. Although each community is distinct, we’ve assembled indicators that we believe are universally helpful. This guide lists the indicators, explains why they’re important and documents the indicators’ sources.

If you’re interested in having your community’s vitality measured you have several options:

1. You can do it yourself using the guide or the mini-CVI available on our [web-site](#).
2. If you’re interested in more, we can provide an on-line survey, community facilitation, an analysis, and a comparison to other communities we’ve worked with.
3. The full CVI begins with engaging the full community (important organizations, citizens, formal and informal leaders) using the assessment. This is only the first step. After we have done the analysis and created the CVI report, we hold a ‘Focus’ meeting that the whole community is invited to. The community selects actions through a process that measures the energy and appetite the community has for short-listed strategic actions. To learn more about CIEL’s ASSESS – FOCUS – ACT methodology for the CVI visit our web-site at <http://www.theciel.com/cvi.php>. For a sample of CVI reports please follow this link: http://theciel.com/pub_community.php

We’d love to hear your feedback on this guide. Please contact us. Remember, the fate of your community is in the hands of its residents.

“We are the leaders we have been waiting for”
- Hopi Elder

Mike Stolte
July 2009
Nelson, BC CANADA

mstolte@theCIEL.com

Beyond Economic Survival - 97 Ways Small Communities Can Thrive—A Guide to Community Vitality

The three 'pillars of prosperity' for future communities, whether they be urban, regional or rural, are ways of living that are economically profitable, ecologically sustainable and socially desirable.
 --Centre for Rural & Regional Innovation (Australia)

We live in an increasingly global world and we also live in tiny individual worlds. The in-between layer, the community, gets lost. The CVI helps us to fill that gap and instill a sense of community.
 --Community Vitality Initiative (CVI) participant (Quebec)

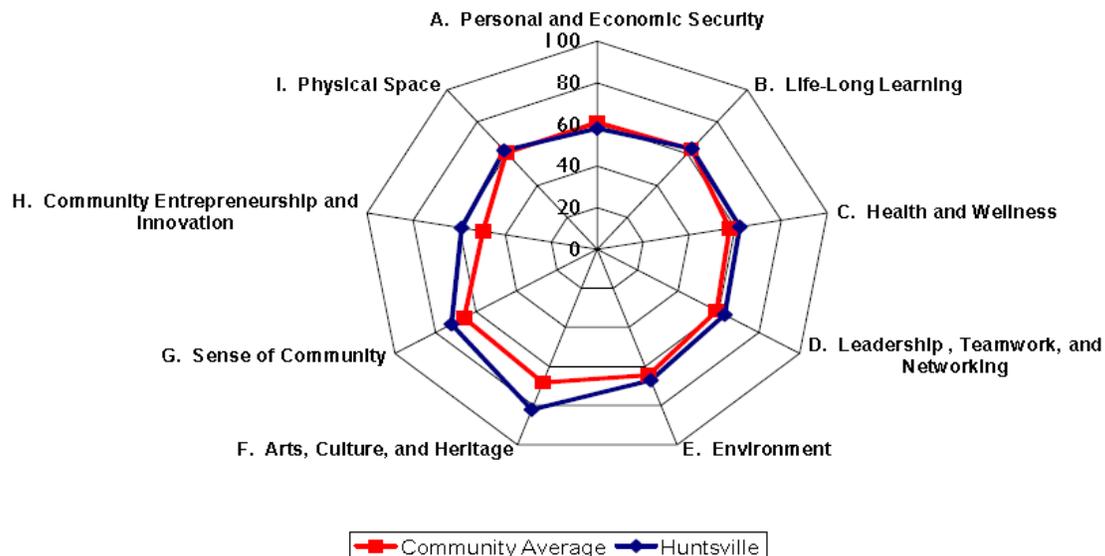
A. Measuring Quality of Life: An Introduction to the Community Vitality Initiative (CVI)

How's the quality of life in your community? Is your community thriving, or merely surviving? Some people think quality of life is determined by the employment rate. Some believe outdoor recreation is the key. Others say it's about the arts, or public safety, or access to health care.

Whatever "quality of life" means, does your community have a good enough supply of it to attract new citizens with varying interests, retain its existing citizens, and inspire them all?



CIEL's Community Vitality Initiative (CVI) measures community leaders' and citizens' perceptions about the quality of life in their community and compares the scores to those from other communities using a unique graphic index (the Community Vitality *Index*). Here is a sample of one of many graphs that appear in a final CVI report along with other visuals and written analysis.



B. What Is Community Vitality?

Measuring prosperity using the Gross Domestic Product, the number of housing starts, or the unemployment rate is no longer enough. Perhaps it never was. Communities which appear wealthy according to such measures may nevertheless have a poor quality of life-- a ruined natural environment, high crime rates, debilitating traffic congestion, or stagnant local political processes. On the other hand, some communities which do not appear rich on paper might have a vibrant and satisfying community life.

In the past, people looking for jobs in rural areas tended to gravitate toward towns with a major industry—a pulp mill, a mine, a smelter. There are fewer of those towns now, and many of them are having trouble re-defining themselves after the loss of major industries. It is becoming clear that trying to attract a new factory or smelter or mill may not be the most productive use of a community's time and energy.

With the advent of the “knowledge economy” and the global internet economy, more and more jobs can be done anywhere. As this trend continues, people looking for a place to settle down and raise a family are less likely to look for a place where there are lots of jobs. Instead, they will move to a place they like, and they will do their job from there, or create a job there.

What kinds of places do such people want to move to? Our research shows that young adults who are starting families want many or all of these things:

- a vibrant cultural life
- a diversity of education options for themselves and their children
- a diversity of health care options
- a diversity of different kinds of people (interests, backgrounds, occupations)
- progressive and open local government (no “old boys clubs”)
- a clean environment
- an entrepreneurial mindset, where new ideas are valued

In other words, many young adults are looking for a place with a high level of community vitality. And they are the ones communities need, because they are the ones who are starting families and businesses.

Another group that small rural towns and cities need to attract is their own youth. Many community leaders have told us that they need to find a way to stop youth from moving away. While it is true that the availability of jobs may be an important part of this equation, our research and experience also tells us that youth want to live in an interesting community which has a variety of lifestyles, culture, and recreation, along with a positive sense of community.

C. What Influences the Vitality of a Community?

The CVI assessment questionnaire asks questions based on indicators known to influence community vitality. The indicators are based on:

- an extensive literature review (more than 60 Canadian and international studies on community quality of life, wellness, health, vitality, etc.)
- the experience of CIEL's research team who have now worked with more than 50 communities in four countries
- Input from a national advisory committee made up of leading experts in community life and rural and small-town Canada supplemented by practitioners in Quebec (the CVI was first developed for Quebec communities and modified for a broader audience - see appendices for Advisory Committee members).

There are nine key areas to community vitality:

1. **Personal and economic security.** There is adequate and diversified employment, a range of types of affordable housing, and personal safety.
2. **A learning culture.** A spirit of life-long learning, and a hunger for knowledge and wisdom, pervades the community. There is a variety of modes of learning for all age groups.
3. **A culture of wellness.** Supported by adequate health facilities, citizens take responsibility for their own health. The leadership of the community actively encourages fitness, wellness, and prevention.
4. **Innovative leadership.** The formal and informal leadership of the community encourages discussion, participation, and new ideas in public affairs and in business. There is an energetic flow of ideas and opinions, and there are many active groups.
5. **A clean environment.** The water, air, and land are healthy.
6. **Vibrant arts, heritage, and culture.** There are galleries, concerts, and celebrations. There are many people working in cultural and creative occupations.
7. **Sense of community.** The community is home to a diversity of types of people: ages, occupations, races, languages. They talk to each other, and there is a strong sense of belonging.
8. **Community Entrepreneurship.** The community supports entrepreneurs and is looking strategically for opportunities. New ideas are encouraged.
9. **Physical Space.** The built environment is beautiful and pedestrian-friendly, with an unhurried, neighbourly feeling.

D. Indicators of Community Vitality

In many of the nine areas listed above, success can be difficult to measure or prove. How can you tell, for example, whether there is a strong sense of community in your town, or innovative leadership? How can you gauge the vibrancy of your community's arts and culture, and how can you compare it to other communities?

In other words, what are the *indicators* of community vitality?

Most projects that have set out to define and measure quality of life are statistical report-cards: they gather figures available from various government bodies, or they carry out surveys to develop their own statistics. They report numerically on a range of environmental, social and economic matters using statistical indicators. For example, the numbers of certain categories of crimes can be measured and compared with previous years' numbers and with other communities. Examples of other indicators that can be statistically measured and compared might be air quality, house prices, or the number of teenage pregnancies.

The CVI does use a number of such statistical indicators. But we have found that statistics give a limited picture, and that citizens have difficulty engaging with statistics or being inspired by them. Also, in difficult-to-measure areas such as sense of community or arts and culture, statistics often seem contrived. What does *number of visits to art galleries* or *library use* really tell us, and how do we find those numbers in a standardized enough form to compare them with other communities? Does the restaurant that hangs paintings by local artists qualify as a gallery? Does library use include childhood reading programs and attendance at author readings, or just books borrowed?

So the CVI relies more on *perceptual indicators*-- citizens' thoughts and feelings about their community. We have found that perceptions, even though they do not provide a "scientifically accurate" analysis, offer an excellent starting point for reflection and action by communities.

The CVI collects and analyzes citizens' perceptions on such things as the pride people feel in their heritage buildings, the adequacy of small business start-up capital, the town council's interest in environmental protection, the ease of finding volunteers for community projects, and the quality of a community's cooperation with neighbouring communities.

Participants in the CVI are presented with 97 statements about the community and asked to indicate their degree of agreement or disagreement with each one. The questions are all derived from the nine areas of community vitality listed above.

Here are twelve sample perceptual indicators, taken from different categories of the CVI. We call these the “Gut-Check 12”. Try answering them for your community.

THE “GUT-CHECK 12”		Completely Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Completely Disagree	Don't Know
A	Local middle-income earners can afford to buy a house in this community. (From the <i>Personal and Economic Security</i> section.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B	Young adults age 25-34 consider the community to be a desirable place to live. (From <i>Personal and Economic Security</i> .)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C	There are friendly public spaces where a variety of kinds of people feel welcome: parks, squares, fountains, outdoor cafes, benches, playgrounds. (From <i>Physical Space</i> .)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D	You see many active, healthy-looking seniors in this community. (From <i>Wellness</i> .)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E	For newcomers to the community and those who wish to, there are meaningful opportunities to get involved and make a difference. (From <i>Wellness</i> .)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F	On divisive community issues, there is civilized debate, a good flow of information, and inclusive, respectful consultation. (From <i>Leadership, Teamwork, and Networking</i> .)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G	The air is clean. (From <i>Environment</i>)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H	The community considers environmental sustainability in its community planning. (From <i>Environment</i>)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I	There is at least one public festival that generates a feeling of magic and excitement. (From <i>Arts, Heritage, and Culture</i>)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J	Residents are proud of this community. They are always promoting it to outsiders. (From <i>Sense of Community</i>)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K	There are formal and informal forums (conferences, workshops, meetings) on business innovation, technology and technology applications. (From <i>Community Entrepreneurship</i>)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L	There is a vibrant town centre or community core. (From <i>Physical Space</i> .)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

E. The CVI's 97 Indicators: Origins and Rationale

To develop our list of 97 perceptual indicators, we consulted dozens of projects from around the world in which people have attempted to measure quality of life. As discussed above, we found that most of them involved gathering statistics. In some cases, we re-framed a statistical indicator and expressed it as a perceptual one. For example, instead of searching out an air quality index number, we ask citizens about their agreement with the statement, "The air is clean." Whether the air is clean is, to some extent, a matter of perspective: If I have just moved to the community from a polluted city, I may think the air is clean; if I have come from a cabin in the wilderness, I might not think so. However, if the question is asked of a number of people, it is surprising how much agreement there is. And if there are divided opinions, we use this division as a starting point for discussion.

For another example, rather than (or in addition to) using statistics about violent crime, we used three perceptual statements:

- Women consider it safe to walk alone downtown at night.
- The community is a safe place to live.
- Car, home, and business break-ins are not a big problem in the community.

Some of the indicators in the CVI originated at CIEL, based on our own observations and reading about quality of life. For example, we created this one: "Young adults age 25-34 consider the community to be a desirable place to live." Those young adults are the people who are buying houses and starting businesses and families—if they are attracted to your town, that's a good sign. The need to attract those young adults is at the heart of the concept of community vitality. They move to a community because they are attracted by its vitality, and they further enhance community vitality by moving there.

Many of those young adults have jobs that can be done anywhere, because the economy is increasingly global and internet-based. Their choice of community may not depend on whether or not they can get a job there. Instead, they are likely to base their choice on a combination of other factors such as culture, recreation, diversity, physical beauty, a variety of health care alternatives, a clean environment, responsive local government, a sense of community, and public safety—in other words, on the characteristics of community vitality contained in the CVI. Each of those characteristics, if it is present in a community, serves as an attractant to new residents and as an incentive for current residents (especially young people) to stay.

The sources listed in each category can be found in the Select Bibliography, below.

1. Personal and Economic Security

Traditional measures of wellbeing usually overplay the importance of the economy at the expense of many other measures. So we decided to devote just one section of the CVI directly to economics. We have included public safety, as part of an overall indication of security.

In addition to responding to each indicator, respondents are also asked to write about their community's greatest strength in terms of economic and personal security, and the most important step that could be taken to improve it.

Personal and Economic Security Indicators

- a. Local middle-income earners can afford to buy a house in the community.
- b. Homelessness is not a problem here.
- c. Those with skills and education can find a well-paying job in the community.
- d. There are adequate job opportunities for young people age 15-24 in the community.
- e. The community is not dependent on a small number of employers.
- f. The community is a safe place to live.
- g. Car, home, and business break-ins are not a big problem in the community.
- h. Women consider it safe to walk alone downtown at night.
- i. There are effective & successful crisis intervention programs such as crisis lines and affordable counseling services.

Rationale

a,b: Lack of affordable housing is linked to a decrease in sense of community. Without affordable housing, citizens are not able to afford other basic good and services and are therefore more prone to health and employment problems. People who may have to move frequently are less able to integrate into and contribute to their communities. This also creates difficulties for children and youth, and can affect their health and education. Food bank usage, unemployment rate, income equity, and the hours required to meet basic needs at minimum wage are related to housing affordability.

c,d: Unemployment is associated with higher crime rates, lower levels of education, lack of educational opportunities, poor physical and mental health, inability to afford housing, and decreased levels of community involvement. If there are adequate jobs in the community, young people have a choice about whether or not to leave the community to find work.

e: A town with a small number of employers is vulnerable if even one of them closes down. A diversity of employers can mean more employment stability. Diversity of employers also leads to diversity of worker skills and attitudes in the community.

e: "Single industry towns lack variety and depth in their activities and their thinking."
(Queensland)

f,g,h: Safety is one of the main criteria for young families and the elderly in choosing a place to live. Fear and mistrust undermines a positive sense of community. Crime is linked with unemployment, lack of affordable housing, and low education levels. Fear leads to over-use of the automobile and reluctance to take part in community events.

f,g,h: "The perception of safety, which may or may not correlate with actual safety or the crime rate, is critical to one's quality of life in a community." (Jacksonville)

i: Crisis intervention services indicate conscious efforts at leadership and collaboration for the sake of both the victims and perpetrators of violence

Sources

Seattle, Calgary, Reed, Smart Growth, Phoenix, PHAC, Jacksonville, FCM, CIEL, Queensland, Minneapolis
(see Select Bibliography below for details on each source)

2. Life-Long Learning

Education level is an important determinant of health, sense of community, and income. In this section, we use indicators that reflect community attitudes toward life-long learning and opportunities for it.

In addition to responding to each indicator, respondents are also asked to write about their community's greatest strength in terms of lifelong learning, and the most important step that could be taken to improve it.

Life-Long Learning Indicators

- a. Citizens are motivated to learn new skills and develop existing ones.
- b. Citizens have access to a variety of learning modes: on-line, college, distance, etc.
- c. Businesses and educational institutions collaborate to train for the employment skills needed by the community.
- d. There are good schools for our children in the community.
- e. Parents are welcome in the schools and the schools are involved in the community.
- f. Citizens are interested in national and international news and public affairs.
- g. There is adequate access to high speed internet.

Rationale

a,b,c,g: Education level is an important determinant of health, sense of community, and income. To adapt to technological and social change, adults need to keep learning, and they require a variety of methods beyond traditional credit courses and formal classrooms. High speed internet puts essential educational resources at an individual rural learner's fingertips.

d,e: Good schools are one of the main criteria used by young families looking for a community in which to settle. Those families are often looking for a diversity of schooling options.

d,e: : Community vitality is characterized by public agencies (in this case schools) that communicate with citizens and listen to them.

f: Community vitality is strengthened by a citizenry which understands the economic, social and environmental links between the community and the rest of the world. This global interest indicates a community eager to gain new ideas from the outside world. Interest in national and international affairs may also indicate higher levels of education, another characteristic of community vitality.

Sources
CIEL, Queensland, Phoenix, Seattle (see Select Bibliography below for details on each source)



3. Wellness

To develop health-related indicators, we looked at attitudes toward health, the perception of the quality of health services, and the social determinants of health.

In addition to responding to the indicators, respondents are also asked to write about their community's greatest strength in terms of wellness and health, and the most important step that could be taken to improve it.

Wellness Indicators

- a. Citizens are committed to wellness, fitness and healthy lifestyles.
- b. A good recreation facility with a gym, fitness centre, and a swimming pool is accessible and affordable.
- c. You see many active, healthy-looking seniors in this community.
- d. Healthy food is available in school cafeterias and vending machines.
- e. A high-quality health care facility is accessible.
- f. There are enough doctors, nurses, and other health professionals.
- g. There is a diversity of alternative health care available (eg chiropractors, naturopaths, acupuncturists, massage therapists, etc.)
- h. There are opportunities for inclusion and support for the mentally and physically disabled.
- i. The community deals with drug and alcohol issues with effective and accessible education, counseling and intervention programs.
- j. For newcomers to the community and those who wish to, there are meaningful opportunities to get involved and make a difference in the community.
- k. The community is supportive of its least fortunate citizens.
- l. Most people in my community are happy.
- m. There is effective, accessible pre-natal and post-natal education and counseling.

Rationale

a,b,c,d: While conventional health care will always play an important role in treating disease and injury, a vital community will also adopt practices that promote wellness and reduce the need for more intrusive health interventions.

e,f,g: Availability of expertise and diversity of services are both important. Diversity of services will help to attract new residents and give a sense of choice to current residents.

i: Alcohol and drug abuse are linked to poverty, crime, unemployment, high health costs, and the undermining of a sense of community.

j: Community involvement, or a feeling of belonging, is a social determinant of health.

h, k: Community vitality is characterized by inclusiveness—a feeling that everyone, regardless of their physical or mental health, is welcome to participate.

h,k: "Because of a social stigma that has long accompanied people with disabilities, they are particularly vulnerable to poverty, isolation, and segregation. A society that cannot help its most vulnerable citizens meet their basic needs is not a strong society." (Calgary)

m: A healthy start in life influences later employment, income, and educational achievement.

Sources

PHAC, CIEL, Phoenix, Calgary, Queensland, Minneapolis
(see Select Bibliography below for details on each source)

4. Leadership, Teamwork, and Networking

In a vital community, the formal and informal leadership encourages discussion, participation, and new ideas in public affairs and in business. Leaders do not hoard power. There is an energetic flow of ideas and opinions, and there are many active groups. Our indicators for this section reflect this need for collaborative leadership.

Respondents are also asked to write about their community's greatest strength in terms of leadership, teamwork, and networking, and the most important step that could be taken to improve it.

Leadership, Teamwork, and Networking Indicators

- a. This town believes in itself. We think that with enough support, we can do anything.
- b. On divisive community issues, there is civilized debate, a good flow of information, and inclusive, respectful consultation.
- c. Municipal council represents a diversity of the community's citizens.
- d. Citizens and local government have an active dialogue. Citizens feel welcome to participate in local government processes and decisions.
- e. There is a development plan for the community. The community follows it, and it is updated periodically.
- f. There is a good balance between new ideas and a respect for tradition and history.
- g. There are opportunities to develop volunteers and emerging leaders.
- h. Youth & seniors are heard and truly count in community decision-making.
- i. Groups with similar interests form alliances and co-operate to achieve goals.
- j. There is a pool of talented leaders with diverse skills, cultural experiences and backgrounds who are available for leading community initiatives.
- k. Cooperative and joint community initiatives are encouraged and respected.
- l. Community values and unique qualities are articulated and given

consideration in community planning.

m. This community cooperates with its neighbouring communities.

n. It is easy to find volunteers for community projects.

Rationale

a: "Towns with the highest level of innovation have a 'How can we?' mindset, whereas the less innovative towns were likely to be asking 'Why don't they?' The essential agreement for success, bar none, is self-belief. The most innovative towns have it; the least innovative do not" (Queensland)

b,d,h,i: Mature discussion of issues is one sign of a vital community. Without it, decisions are either stalled or they serve only part of the community. Such discussion includes all groups and is encouraged and modeled by people in leadership positions. For local government to contribute to community vitality, it must be seen to embody communication, accessibility, listening, curiosity, inclusiveness, innovation, and participation.

c: A council dominated by a particular interest group (an "old boys club," for example) will have "blind spots"-- areas of community life they do not recognize or consider important, and their decisions will reflect this, resulting in many people feeling left out. Those people may respond by ignoring municipal politics entirely.

f: "Effective change agents have empathy for the past and those who want to hang on to it. People with new ideas need to give recognition to a conservative majority and the legitimacy of its perspective." (Queensland)

m: Communities cannot exist in isolation as they once could. Rural municipalities belong to larger regions, and many services, such as health and environmental protection, are carried out on a regional basis and require coordination. Marketing of tourism, business, and cultural events may be more effective if done for an entire region.

e,m: "The least innovative towns deal with the future, by implication, as though it is a hoped-for recovery of a more glorious past. The more innovative towns are active in pursuit of their vision; the least innovative towns are passive, expecting salvation through government largesse or the return of ailing industries." (Queensland)

g,j,n: If community leadership is concentrated in one group or in one part of the community, people outside that group will not want to be led, and it is less likely they will want to volunteer. A diverse pool of leaders makes a high level of volunteerism more likely, and those leaders will foster a greater variety of community projects, giving new leaders more opportunities to gain experience.

Sources

Queensland, Jacksonville, CIEL, Calgary
(see Select Bibliography below for details on each source)

5. Environment

A healthy environment is an essential underpinning of community vitality. Our indicators focus on community-wide commitment to the environment, as well as perceptions of the health of the environment.

Respondents are also asked to write about their community's greatest strength in terms of the environment, and the most important step that could be taken to improve it.

Environment Indicators

- a. For people in this community, the integrity of the environment is a priority.
- b. There are opportunities for people with differing opinions to have constructive discussions about the environment.
- c. There is at least one person on the municipal council who regularly advocates on behalf of local environmental integrity.
- d. Local government actively supports the reduction of domestic and industrial waste through recycling and other means.
- e. The air is clean.
- f. The drinking water is clean and it tastes good.
- g. There is good public transit within the community, with bus shelters and convenient schedules and routes.
- h. The community considers environmental sustainability in its community planning.
- i. Wetlands and other sensitive areas are protected from residential and industrial development.

Rationale

- a: If there is no community-wide commitment to it, there is likely to be only "lip service" to environmental protection.
- b: Environmental protection often gets mired in endless polarizing debates. This may be avoided with skilful communication about the issues.
- c: An environmental advocate on council will ensure that municipal councils discuss environmental issues in depth and give them adequate priority.
- d: This is an indicator of leadership in a key environmental area in which any householder can

easily participate. The handling and disposal of waste materials is an economic drain. Increased waste generation requires more land for landfills and demands more tax dollars.

e,f: Water and air quality are determinants in whether young families want to move to a community, or whether tourists decide to visit it. Air and water pollution are a major contributor to respiratory infections, asthma and cancer. Health Canada estimates that 5,000 Canadian die prematurely each year from health problems related to air quality. Air and water quality affect human health and comfort, soil, water, vegetation, animals and visibility, as well as the economy. (Calgary)

g: "The primary effect of low transit usage is high personal automobile usage, resulting in more congested and dangerous roads, air and noise pollution, the creation of greenhouse gases, and the loss of valuable land to roads and parking lots. Making communities more transit friendly by providing bus shelters, benches, and pleasant and safe pedestrian environments can increase ridership and promote positive interaction among community members. Transit also allows people who do not have a private automobile to participate in the social and economic opportunities offered in the city. " (Calgary)

h: A municipality that does not consider environmental issues in community planning will have to deal with them later in the form of polarized conflict among citizens and possibly in the form of a degraded environment.

i: Historically, wetlands have been treated as an obstacle but are actually crucial to such things as waterfowl habitat, groundwater supply, flood control, water purification, biological nutrient retention, and biological energy flow. One-seventh of Canada's wetlands have been destroyed, including 83% of the wetlands around the Great Lakes. Agriculture and urban sprawl are the most common causes.

Sources

CIEL, Queensland, Calgary, PHAC, Phoenix, Jacksonville, Reed
(see Select Bibliography below for details on each source)

6. Arts and Culture

In a vital community there are galleries, concerts, and celebrations. There are people working in cultural and creative occupations. It is becoming widely recognized that a rich cultural life attracts talented, educated new residents with young families. A diverse arts scene is part of the quality of life they are seeking for themselves and their children. Festivals and cultural events are linked to a greater sense of community.

Respondents are also asked to write about their community's greatest strength in terms of arts and culture, and the most important step that could be taken to improve it.

Arts and Culture Indicators

- a. We celebrate the arts and support local artists.
- b. The community has adequate displays of public art: sculptures, murals, etc.
- c. There are numerous opportunities to see local live theatre, and live music in a variety of genres: (classical, folk, hip-hop, choral, jazz, etc.)
- d. There is a pleasant and inviting venue for theatre and other special events that is open to people of all ages.
- e. There are numerous opportunities, in and out of school, for children to learn the arts (dance classes, etc.)
- f. There are adequate opportunities and venues for local artists and craftspeople to display and sell their work.
- g. We have at least one public festival that generates a feeling of magic and excitement.
- h. We are aware of and celebrate local history.
- i. The library is valued by the community.
- j. The community has a distinct culture and heritage that is appreciated by the community.
- k. The community has a distinct culture and heritage that is appreciated by visitors to the community.

Rationale

a-g: It is becoming widely recognized that a rich cultural life attracts talented, educated new residents with young families. A diverse arts scene is part of the quality of life they are seeking for themselves and their children. Festivals are linked to a greater sense of community.

a-g: "Studies have revealed that the arts and culture sector is a potent one for economic spin-off. It creates jobs, enhances tourism and general quality of life, and results in spending in other sectors. The arts also promotes community pride and offers healthy opportunities for participation by people of all ages, from children to seniors." (Smart Growth B.C.)

a-g: "Support for artistic development gives citizens... the opportunity to develop their imagination, creativity, and awareness." (Calgary)

i: "A library is a repository of material for life-long learning, arts, culture, and heritage... an inclusive and democratic institution. All citizens are welcome to use its resources, regardless of age, ability, cultural background, or income." (Calgary)

h,j,k: Community pride is indicated by an interest in local history. Tourists and new residents are attracted by events, architecture, and attitudes that show a heritage or cultural identity that goes beyond malls, highway retail, and box stores.

Sources

Calgary, Queensland, Seattle, Minniapolis, Ontario, Florida, CIEL, Jacksonville
(see Select Bibliography below for details on each source)

7. Sense of Community

A vital community has a diversity of types of people: ages, occupations, races, and languages. They talk to each other, and there is a strong sense of belonging. A strong sense of belonging is one of the social determinants of health.

Sense of Community Indicators

- a. Citizens are committed to this community—they have a strong sense that they belong here.
- b. Most people know the individuals in at least three neighbouring households by name.
- c. Newcomers are welcome in the community.
- d. Highly educated people want to move here from other places.
- e. Young adults age 25-34 consider the community to be a desirable place to live.
- f. Residents are proud of this community. They are always promoting it to outsiders.
- g. We have identified something positive that is unique to this community, and we promote it well.
- h. Local newspapers, newsletters, community websites, etc. are hungrily devoured and discussed.
- i. There is a variety of positive, challenging, and active things for young people to do in the community (recreation, sports, culture, entertainment)
- j. Citizens greet people on the street, regardless of whether they know them.
- k. This community has an optimistic spirit.
- l. In general, there is a high level of trust between individuals in the community.
- m. In general, there is a high level of trust between groups in the community.

Rationale

a,b,j,k: "A feeling of belonging or membership, having influence on your community, being able to

meet most of your needs through your community, and being emotionally connected with and committed to your community-- we recognize it in neighbourly and friendly actions like waving, chatting, visiting, and borrowing and lending items, and assistance. These types of interactions often help us feel at home in our neighbourhoods and rooted within the larger city spheres of life.

a,b,j,k: "A strong sense of community is related to greater feelings of safety and security and increased levels of voting, recycling, helping others, volunteering, lower mental illness and suicide rates, less child abuse, higher quality of child rearing, physical improvements in neighbourhoods, reduced crime, and greater 'hardiness' among individuals." Individuals with higher sense of community are shown to be happier and less worried, and have a greater sense of competence." (Calgary)

c: Newcomers who are made to feel welcome will settle in more quickly, become better neighbours, and invest time and money in the community.
Communities "with great diversity are understood as places where people from different backgrounds can easily fit in—reflecting a high degree of openness....Richard Florida and colleagues have found that those places that offer a higher quality of life and best accommodate diversity enjoy the greatest success in talent attraction/retention..." (Ontario)

d,e: "The most innovative communities have the highest average level of education." (Queensland)

d,e: "The most successful ...regions are the ones that have a social environment that is open to creativity and diversity of all sorts." (Ontario)

d,e: Young adults age 23-34 are the people who are starting careers and families-- potential long-term citizens.

f,g: Visitors and new residents are attracted to a vital community by the informal marketing that takes place when citizens tell their families and friends from elsewhere about it, and through focused marketing by the community as a whole.

f,g: "Coupled with self-belief, innovative towns draw on resources from the larger world, attracting ideas, visitors, and investment. They do this by shamelessly promoting themselves and their attributes at every opportunity." (Queensland)

h: Information flow is a vital ingredient of innovation. Communication between groups is essential to coordinate timetable clashes between community events. Citizens are intensely interested in the community, and not always turned toward individual pursuits and entertainment.

i: Helping teenagers find positive ways to express their talents avoids abandoning them to boredom and the media. Adults who are not involved in the community are less likely to try to provide community leadership to young people.

l,m: Trust is one of the ingredients of a sense of community. Trust leads to (and is in turn engendered by) increased volunteerism. Lack of trust undermines community vitality by polarizing the community, blocking creativity, and reducing volunteerism. A trusting community allows for partnerships with multiple sources of energy and influence.

l,m: "People are firstly social animals whose past experiences with each other determine their willingness to enter into future experiences together. Establishing positive interpersonal experiences increases the probability of future cooperation." (Queensland)

Sources

Calgary, PHAC, Seattle, Phoenix, Minneapolis, Queensland, Ontario, CIEL
(see Select Bibliography below for details on each source)

8. Community Entrepreneurship and Innovation

A vital community supports entrepreneurs and is looking strategically for opportunities. New ideas are encouraged. For some communities, the ability to create a new economy is crucial. Being open to innovation and new opportunities is a mind-set that can be developed and nurtured.

Community Entrepreneurship and Innovation Indicators

- a. Innovation is valued and recognized in the community.
- b. The community is capable of identifying and acting upon new, unconventional or changing business opportunities.
- c. There are formal and informal forums (conferences, workshops, meetings) on business innovation, technology and technology applications.
- d. Business capital is available to anyone committed to a venture with market support and a good business plan.
- e. People travel away from the community and bring new ideas back.
- f. Businesses in the community/region market their products and services as a group.
- g. The community has a distinctive or unique brand or marketing image.
- h. There are a variety of business training opportunities and information resources available locally for those wishing to start a business.
- i. Entrepreneurial ventures and business creation are encouraged and supported by citizens and local governments.
- j. People prefer to purchase local products & services before those from out of the area.
- k. A pool of motivated employees is available to meet business needs.
- l. A pool of skilled employees is available to meet business needs.
- m. There are adequate opportunities (informal & formal) where business people and entrepreneurs can network with each other.

Rationale

a,b: Innovation may be defined as: *a creation (a new device or process) resulting from study and experimentation*. Especially for communities who have recently experienced the loss of a major source of employment, the ability to create a new economy is crucial. Being open to innovation and new opportunities is a mind-set that can be developed and nurtured. It is the opposite of waiting for help to arrive from the outside or expecting lost industries to start up again.

a,b: "Ideas are, in their early stages, fragile and easily discouraged, particularly by people in the strongest position to discourage them." (Queensland)

c,d,h,i,m: Effective community support for new and innovative businesses takes tangible forms such as meetings, conferences, training, networking, capital, and local government support. The existence of these supports indicates a high level of community entrepreneurship.

c,d,h,i,m: "Councils in more innovative towns see themselves as incubators and catalysts. They see a need, or one is drawn to their attention; they work in partnership with community groups to respond to the need..." (Queensland)

e,f: "Innovative communities exchange information with the outside world, effectively reinventing themselves as they blend their attitudes with those of the external world." (Queensland)

g: A recognizable "brand" or marketing image can be designed to encapsulate the strengths and positive features of the community. It expands marketing from the verbal to the visual and the symbolic.

j: " Purchasing goods and services locally keeps money and therefore employment in the town. When people have to leave town to buy specialist goods and services, such as medical treatment or higher levels of education, they also make other purchases whilst they are absent." (Queensland)

k,l: A skilled workforce indicates high levels of education and training, one of the components of community vitality. A motivated workforce may mean that workers are committed to finding work so they can stay in the community.

Sources

CIEL, Ontario, Queensland, Seattle, Ontario, Minneapolis, Calgary
(see Select Bibliography below for details on each source)

9. Physical Space

In a vital community, the built environment is beautiful and pedestrian-friendly, with an unhurried, neighbourly feeling.

Respondents are also asked to write about their community's greatest strength in terms of physical space, and the most important step that could be taken to improve it.

Physical Space Indicators

- a. There is good public transit to neighbouring communities.
- b. The community is physically beautiful and distinctive: It does not look like any other town in the area.
- c. The downtown is laid out in such a way that most goods and services are accessible on foot.
- d. It's easy and safe to get around by bicycle.
- e. There are friendly public spaces where a variety of kinds of people feel welcome: parks, squares, fountains, outdoor cafes, benches, playgrounds.
- f. There is a vibrant town centre or community core.
- g. A variety of real estate is available to accommodate business expansion, attraction or creation (eg. light industry, office, downtown core).
- h. Infrastructure (telecommunications, roads, transportation) is reliable, well maintained, and modern.
- i. The community takes pride in its heritage buildings.
- j. Citizens take pride in their homes and yards.

Rationale

a,c,d,h: " The more we use our cars or build our communities to support the movement of the automobile, the less livable the city becomes. The primary effect of low transit usage is high personal automobile usage, resulting on congested and dangerous roads, air and noise pollution, the creation of greenhouse gases, and the loss of valuable land to roads and parking lots."
(Calgary)

b,f,e,g: "Individuals and families are discovering the pleasures of pedestrian-friendly, mixed-use communities where shops, services, and recreational and cultural amenities are close at hand. Preserving pedestrian friendly, vital commercial cores, with heritage storefronts where these

exist, is also important for maintaining a community's sense of identity and enhancing its attractiveness to tourists. Outdoor cafés and a visually interesting streetscape are key here, along with a variety of small unique businesses that help keep money in the community..." (Smart Growth B.C.)

i,j: Pride in both personal and public property means both will be taken care of well, resulting in greater attractiveness to potential new residents and businesses, and greater satisfaction for existing residents.

Sources

Phoenix, Minneapolis, Seattle, CIEL, Reed, Ontario, Smart Growth, Florida
(see Select Bibliography below for details on each source)

F. Additional CVI Survey Questions and Indicators

Open-Ended Questions

In addition to the questions listed above, CVI respondents are also asked to answer some open-ended questions about their role in the community, and we also ask for some anonymous demographic data (age, sex, income, length of time in the community, educational level, and so on).

That information can be used to create a profile of the group, and to find correlations between respondents' demographic information and their CVI responses.

And finally, they are asked to give written answers to these three questions:

- Give three words, phrases, or adjectives that best describe your community.
- What are the three greatest strengths of your community?
- What are three things that could improve your community?

Statistics

The CVI uses some statistical indicators to round out the impressions gathered by the perceptual indicators. It's a way of adding depth to the picture.

In attempting to provide meaningful statistics for rural communities we have encountered a number of obstacles. For example, many statistics do not exist for small rural communities. For example, health statistics for some provinces exist only at the regional level and not for individual communities. Also, certain local statistics are not available with any consistency: they may be available for one municipality but not for another, or expressed in different terms.

The table below shows some examples of useful statistics which can be compared with other communities or for the same community over time. The education, income, and population numbers can be obtained from Statistics Canada tax filer data, and the crime statistics can be obtained from police or the courts.

Selected Quality of Life Statistics	Rationale
1. Number of lone parent families Sources: Reed , FCM, PHAC	In a 2004 study by the Federation of Canadian Municipalities, the average income of all families was nearly twice that of lone-parent family incomes. "One of the report's main findings is that an increase in this gap ultimately diminishes quality of life for all residents at both ends of the income spectrum." (FCM)
2. Number of Low Income Families Sources: Reed, Phoenix, Seattle, FCM , PHAC	"Health status improves at each step up the income and social hierarchy. High income determines living conditions such as safe housing and ability to buy sufficient good food. The healthiest populations are those in societies which are prosperous and have an equitable distribution of wealth." (PHAC)
3. Median family income Sources: Reed, Phoenix, FCM , PHAC	
4. People with employment income (not including EI) Reed, Seattle, FCM , PHAC	"Employment has a significant effect on a person's physical, mental and social health. Paid work provides not only money, but also a sense of identity and purpose, social contacts and opportunities for personal growth.... Unemployed people have a reduced life expectancy and suffer significantly more health problems than people who have a job." (PHAC)
5. Median employment income Sources: Reed, Seattle, PHAC	
6. Crimes against the person per 1000 people Sources: Reed, Phoenix, Calgary	Crime is linked with unemployment, lack of affordable housing, and low education levels. Fear of crime leads to over-use of the automobile and reluctance to take part in community events.
7. Property crimes per 1000 people Sources: Reed, Phoenix, Calgary	"Crime directly decreases the quality of life of victims through financial loss, physical injury, emotional trauma and alienation. The repercussions of a crime spread beyond the immediate victim; parents, children, friends, co-workers, witnesses and the community also suffer. Crime costs millions of dollars each year and therefore affects the community's economic development in areas hard hit by crime, housing prices drop, and people who can afford it move to other neighbourhoods. Businesses bypass high crime areas." (Calgary)
8. College degree or certificate Sources: Smart Growth, Queensland, Jacksonville, PHAC	"Health status improves with level of education. Education is closely tied to socioeconomic status, and effective education for children and lifelong learning for adults are key contributors to health and prosperity for individuals, and for the country." (PHAC)
9. University degree Sources: Smart Growth, Queensland, Jacksonville, PHAC	



G. Select Bibliography

In the compendium of indicators in the previous pages, we have made reference to the following primary sources. A complete annotated bibliography follows this section.

Calgary

Sustainable Calgary: *Sustainable Calgary: State of our City Report 2004*. Calgary 2004 www.sustainablecalgary.ca

CIEL

Centre for Innovative & Entrepreneurial Leadership (CIEL): *Business Vitality Index and Communities Matrix*, Nelson, B.C. 2004. <http://www.theciel.com>

FCM

Federation of Canadian Municipalities: *Quality of Life Reporting System*, 2004

Florida

Florida, Richard: *The Rise of the Creative Class: And How It's Transforming Work, Leisure, Community and Everyday Life*. Basic Books, New York 2002

Jacksonville

Jacksonville Community Council Inc.: *2004 Quality of Life Progress Report: A guide for building a better community, 20th Anniversary Edition*. Jacksonville 2004. www.jcci.org

Minneapolis

Crossroads Resource Center and the Urban Ecology Coalition: *Neighborhood Sustainability Indicators Guidebook: How To Create Neighborhood Sustainability Indicators in Your Neighborhood*. Minneapolis 1999. xrc@iqc.org; <http://www.crcworks.org/nsip.html>

Ontario

Ontario Ministry of Enterprise, Opportunity and Innovation & the Institute for Competitiveness and Prosperity: *Competing on Creativity: Placing Ontario's Cities in North American Context*, Toronto 2002.

Phoenix

Morrison Institute for Public Policy: *What Matters in Greater Phoenix: Indicators of Our Quality of Life, 1999 Edition*. Arizona State University, Tempe, AZ, 1999 www.asu.edu/copp/morrison; <http://www.asu.edu/copp/morrison/public/QOL99.pdf>

PHAC (Public Health Agency of Canada)

Public Health Agency of Canada, *The Social Determinants of Health*
<http://www.phac-aspc.gc.ca/ph-sp/phdd/determinants>

Queensland

Plowman, Ian, Neal M. Ashkanasy, John Gardner, and Malcolm Letts: *Innovation in Rural Queensland: Why some towns prosper while others languish*. University of Queensland, St Lucia, Australia, 2003.

Reed

Reed, Paul: *Developing Civic Indicators and Community Accounting in Canada*. Centre for Applied Social Research, Carleton University, 2000.
<http://www.cedworks.com/benchmarks.html>

Seattle

Sustainable Seattle: *Indicators of Sustainable Community, 1998: A status report on long-term cultural, economic, and environmental health for Seattle/King County*. Seattle, 1998. www.sustainableseattle.org

Smart Growth

Smart Growth B.C., *B.C. Sprawl Report 2004*, Vancouver, 2004
www.smartgrowth.bc.ca/downloads/Sprawl2004.pdf

H. Annotated Bibliography

Canadian Sources

Centre for Innovative & Entrepreneurial Leadership (CIEL): *Business Vitality Index and Communities Matrix*, Nelson, B.C. 2004.
<http://www.theciel.com>

The Business Vitality Index was designed to help communities assess their capacity to work with and support entrepreneurs, and to foster small business growth. The index measures the perceptions of community leaders, business people and citizens about the current business environment in their community. The Matrix assesses communities' characteristics and capacity to progress, finding innovative ways to help communities realize their full potential.

Federation of Canadian Municipalities *The FCM Quality Of Life Reporting System:*

- Highlights Report 2004: Quality of Life in Canadian Municipalities
- Theme Report #2 Dynamic Societies and Social Change
- Definitions of Data Terms and Concepts

“This is the third in a series of reports on quality of life prepared by the Federation of Canadian Municipalities (FCM) using information derived from a variety of national and municipal data sources. The first report, published in 1999, addressed the social effects of the severe economic recession of the early 1990s, focusing on the period 1991 to 1996. A second report, published in 2001, identified the beginning of an economic recovery that took place in the second half of the 1990s.

“The statistics used in this report are drawn from a larger reporting system containing hundreds of variables that measure changes in social, economic and environmental factors. These variables are structured into 75 indicators of the quality of life in 20 Canadian municipalities from 1990 to 2002. Taken together, these data form the Federation of Canadian Municipalities' Quality of Life Reporting System (QOLRS).”

Fraser Basin Council: *A Snapshot on Sustainability: State of the Fraser Basin Report January Vancouver, B.C. 2002 and 2004.* www.fraserbasin.bc.ca

This report is designed to assess and manage “social well-being supported by a vibrant economy and sustained by a healthy environment” in an area that encompasses urban centres and extends out to distant rural areas. The basin covers 25 per cent of the province of British Columbia and includes several

Aboriginal populations, embracing Vancouver and the Lower Mainland, Williams Lake, Prince George, Fort St. James, Burns Lake and east to Kamloops, Revelstoke and Salmon Arm.

“The project’s intention is to track sustainability over time using comparative statistics to examine overall well-being along the Fraser River and its tributaries. However, the report also asks qualitative questions that are geared to education and getting citizens thinking about where their responsibilities lie. Sixteen sections include community engagement, Aboriginal and non-Aboriginal relationships, water and air quality, forestry, economic diversification, agriculture, flooding and fish and wildlife.”

GPI Atlantic & Atkinson Foundation: *Canadian Index of Wellbeing*

<http://www.atkinsonfoundation.ca/ciw/>

The group developing the CWI “includes representatives from Statistics Canada, Environment Canada, and researchers from eight universities and six non-government research organizations across Canada... It aims to assess whether Canadians are better off or worse off than they used to be—not just materially or based on how fast the economy is growing, but in terms of their overall wellbeing. By doing so, it will become Canada’s core, central measure of progress, and it will relegate the Gross Domestic Product to the function for which it was originally designed and intended: measuring the overall size of the market economy.”

The CIW will release its first report in the fall of 2005, on three core areas of wellbeing that matter to Canadians: healthy populations, living standards and time use.

McGill School of Urban Planning: *The Montreal Urban Indicators System Project: Penultimate list of candidate sustainable community indicators, Montreal 2005.* www.ecoplan.mcgill.ca

“This project draws from six major North American sustainability projects. It is divided into three themes: environment, community and economy.”

McGill School of Urban Planning, the Urban Ecology Centre, & the Woodcock Foundation

The Montreal Urban Indicators System Project, Montreal 2003.

www.ecoplan.mcgill.ca

As a result of the Montreal City Summit of 2001’s decision to create an urban sustainable development plan, this study was undertaken. It is a partnership of

the city and McGill to quantify performance, measuring key trends in the environment, social systems, economy and human well-being.

“Sustainability indicators are...instrumental in policy making and assessing policy implementation. If sustainability is a coherent policy goal, it must be possible to measure whether we are moving towards or away from this direction.” The project is still in draft form, with 11 categories. It gives a historical context for each category, a rationale, interpretation of the results and sources.”

New Rural Economy Project, Canadian Rural Revitalization Foundation:

See websites for a list of their published documents to date.

<http://nre.concordia.ca>, www.crrf.ca

The New Rural Economy (NRE) project is a five-year (so far) research and education project examining the changes taking place in rural Canada as a result of globalization, centralization and privatization, including the challenges they present and the opportunities emerging from them.

“Since its beginning in 1998, the NRE project has established a network of more than 32 rural communities, 30 partners, 25 researchers, and 14 universities in all parts of Canada. Through the efforts of this network and the cooperation of community members, the NRE is working to help rural communities revitalize. Research gathered over the five-year period will be analyzed and passed along to rural people, policy-analysts, researchers, the business community and government agencies at all levels to identify and address important rural issues. Through its parent organization, The Canadian Rural Revitalization Foundation, the NRE facilitates annual conferences and workshops to bring together rural people, policy-makers, and researchers from over a dozen countries.”

New Rural Economy Project, Phase 2 of the Canadian Rural Revitalization Foundation

Economic Capacity Profiles 2004 Update, Montreal 2004.

<http://nre.concordia.ca>, www.crrf.ca.

This report summarizes the work completed and insights gained from updating Economic Capacity Profiles for the New Rural Economy2 (NRE2) sites listed above. The initial set of Profiles was based on the 1996 Census and 2001 NRE site profiles data. The updated Profiles are based on 2001 Census data and 2003 NRE site profiles data.

Nova Scotia Government: *Municipal Indicators – Statistical*, Halifax 2004.

<http://www.gov.ns.ca/snsmr/muns/indicators/public/default.asp>

This is a set of 41 indicators that looks at the health of a community in terms of the revenues and expenses of the civic government as well as the resources and drains on the community. For example, resources/drains include average household income, voter turnout, change in population, municipal elections candidates (willingness of residents to serve in an elected capacity), succession planning (when staff leave the organization a certain amount of corporate history is lost and with it some efficiency and effectiveness), police services per capita, water main breaks and recycling costs.

Ontario Healthy Communities Coalition, *Signs of Progress, Signs of Change*, Toronto 2003.

http://www.healthycommunities.on.ca/about_us/healthy_community.htm

The Ontario Healthy Communities provides a range of tool kits for building healthy communities, intended for use by laypeople. It provides a set of qualitative principles and characteristics that define a healthy community, including interrelated social, environmental and economic factors. The document provides guidance on how to measure community health, and includes a set of pre-established indicators intended to be supplemented by the user.

“People cannot achieve their fullest potential unless they are able to take control of those things which determine their well-being,” states one of the OHCC principles. It encourages a grass roots approach where people of all walks of life share their knowledge, expertise and perspectives, working together to develop policies that promote a broad definition of health (quality of life). Their definition includes aspects such as peace, equality, supportive workplaces, strong local cultural and spiritual heritage, diverse and vital economy, as well as a clean and safe physical environment.”

Ontario Ministry of Enterprise, Opportunity and Innovation & the Institute for Competitiveness and Prosperity: *Competing on Creativity: Placing Ontario’s Cities in North American Context*, Toronto 2002.

Written by Richard Florida among others, this study analyses ‘quality of place’ for a group of regions in Ontario. It looks at the role of human capital, and diversity in technology-based economic development in Ontario. It uses two novel new measures, the Bohemian Index to reflect creative capital, and the Mosaic Index to reflect openness and diversity. It suggests that there will be a relationship between openness to creativity and diversity and the ability to support high-tech industries and economic development based on talented workers.

Ontario Government, Ontario Community & Economic Development Resource.

<http://www.cedr.gov.on.ca/cedr/ecds.nsf/home>

This website was developed through an Ontario government partnership of ministries involved in delivering community and economic development programs and services. It includes general information on strategies, information on provincial programs and services, specific examples of the strategies in action, and possible next steps including web site locations and contacts for further Ontario government information.

Ontario Prevention Clearinghouse: *Count Me In! Tools for an Inclusive Ontario.* Toronto 2004 <http://www.opc.on.ca>

This document describes a health promotion strategy that highlights inclusiveness as a key to health and community well-being, arguing that community partnerships and interactive neighbourhoods are cost-effective because they drastically reduce the weight on the public purse and increase productivity in numerous ways. "Being part of a community promotes good health and makes us feel we belong. People who feel lonely and isolated often face health problems like stress, pain or illness. Belonging is part of a healthy community." The workbook shows community leaders how to help groups find factors that influence belonging, and how to create indicators, strategies, and targets to build more inclusive organizations, schools, and communities.

Reed, Paul: *Developing Civic Indicators and Community Accounting in Canada.* Centre for Applied Social Research, Carleton University, 2000. <http://www.cedworks.com/benchmarks.html>

Reed analyzes several reports and indices on community health and social development. He then develops his own set of recommended civic indicators with appendices sourcing each one. He also discusses the *Genuine Progress Indicator* and the *Index of Social Health*.

"The insightful work of feminist economist Hazel Henderson presents the world of human activity as a layered cake, a cake that crumbles if any of the layers becomes deeply flawed. A hierarchy of necessity means that upper layers are dependent on how the lower layers are made. The bottom layer is the natural world, the environment that provides all resources, recycles waste, and absorbs pollution if not overloaded. The next layer is the world of unpaid work; childcare, eldercare, housework, do-it-yourself maintenance, volunteer work, subsistence gardening and farming—what we might call private or informal social infrastructure. The next layer is the public sector, locus of formal public

infrastructure like roads, schools, sewers, defence, health care, all made available through government spending using our pooled resources of taxes. The top layer is the private sector, which can only exist by being supported by the preceding three layers. This is the layer of buying and selling, savings and investments, jobs, incomes and accumulated assets.

“Currently our most credible and widely accepted systematic measurements are primarily economic. Their focus is principally on the top layer, or the private sector, and secondarily on exchanges in the public sector—clearly insufficient to explain fully what is going on in our nation and in the world. Indeed, a good deal of the frustration that has given rise to many of the indicator projects that exist today derives from the divergence between reported and experienced reality...

“There are certain undisputed ‘master measures’ that are accepted as the key indicators for major areas of life and which carry much symbolic weight. They define the form and content of public debate. Gross Domestic Product (GDP), the unemployment rate, the consumer price index, and more recently, fiscal measures such as debt as a proportion of GDP, all lie at the heart of important public policy issues. Yet there is widespread acknowledgement of the inadequacy of these master measures in managing our society.”

Rural Development Institute: *Rural Community Health & Well-Being: A Guide to Action*. Brandon University, Brandon, 2002.

<http://www.brandonu.ca/rdi>

In his forward to this publication, Bill Reimer writes, “[This guidebook] provides key tools for groups to identify the nature of the issues they face, gather appropriate information, transform it into knowledge, and mobilize themselves and others to meet the new demands. It supports a knowledge culture that promises to empower communities and produce innovations in social organization that will prepare all of us for the surprises and demands of the new century.”

The guidebook includes more than 100 health and well-being indicators divided into 10 categories.

Social Planning & Resource Council of B.C.: *Tools for Change: BC Community Indicators Resource Guide*. Vancouver, 2004.

www.sparc.bc.ca

This publication provides information about a wide range of exciting indicator-related projects taking place across BC and highlights a number of national and global initiatives and other valuable resources. It contains a wealth of academic, national and international links.

Statistics Canada

- ***Neighbourhood insights – available from Small Area guide to the statistical information and Administrative Data Division, Statistics Canada 2006***
- ***2006 Census Dictionary***
- ***Handbook in the livelihood and well-being of the rural household: Statistics on rural development and agricultural household income***
- ***Health Indicators Databases, Vol. 2005, No. 2***
www.statcan.ca

Statistics Canada publishes a variety of documents that sort and classify the vast range of stats available through census and tax information. Also available on the Internet are a series of free community statistics from which to draw. The Census Dictionary is particularly useful when searching out specific statistics, and the variety of information that can be gleaned from them.

Sustainable Calgary: *Sustainable Calgary: State of our City Report 2004.* Calgary 2004 www.sustainablecalgary.ca

Sparked by the 1992 Earth Summit in Rio de Janeiro, Brazil, (as many of these projects are) the report looks at measuring progress toward goals that were adopted by nearly every nation in the world in the form of international treaties and agreements. In the same vein as Sustainable Portland and Seattle, it moves beyond conventional economic indicators and focuses on a broad range of social, ecological and economic indicators. One of the goals of the report is to show the interaction between indicators. Using simple and compelling facts and figures, the report is informative, insightful and easy to follow. It uses 36 statistical indicators, six per category.

International Sources

Australian Centre on Quality of Life: *Australian Unity Wellbeing Index: Special Report on Cities*. Deakin University, Melbourne, 2004.

<http://acqol.deakin.edu.au>

“There are a plethora of objective measures that relate to quality of life and wellbeing. There is, however, a lack of subjective measures that are rigorous, comprehensive and systematic.

The Australian Unity Wellbeing Index is designed to fill this niche. It has the aim of promoting greater public and political awareness of the social factors underpinning wellbeing, as well as enhancing scientific understanding of subjective wellbeing.”

Calvert Group Ltd. & Hazel Henderson *Calvert-Henderson Quality of Life Indicators: A New Tool for Assessing National Trends*. Hazel Henderson, Jon Lickerman & Patrice Flynn, eds Bethesda, MD. 2000. <http://www.calvert-henderson.com>

The initial volume of statistical indicators developed to measure quality of life and livable communities across the U.S. “The first national comprehensive assessment of the quality of life in the United States using a systems approach.” The document examines the changes and restructuring that society and the economy are undergoing in the face of an emerging “New Economy” based on globalization. It also looks at the debates about indicators and indexes of national wealth, progress, health and well-being.

“This book and our ongoing Calvert-Henderson Quality of Life Indicators will enable the reader the peek into the minds of a wide range of experts on trends in our economy, society, and environment.”

City of Portland Office of Sustainable Development: *Sustainability Benchmarks: Portland & Selected U.S. Cities, Data Tables*. Portland, 2004 http://www.sustainableportland.org/stp_benchmarking.html

This study compares 10 U.S. cities using selected sustainability indicators divided into 10 categories, and identifies issues that are important to urban communities. All measures are statistical and are compared historically as well as geographically. Brief rationales and data sources are provided.

Corporation for Economic Development (CFED): *Development Report Card for the States*. Washington 2004. <http://drc.cfed.org/>

The *Development Report Card* (DRC) framework stems from research about the dynamics of development and economic growth in today's economy. The framework and measures were reviewed by technical advisors including economic experts and representatives from business, labor, government, and community development organizations. CFED also draws upon its own hands-on experience in technical assistance and strategic policy design. To present a revealing portrait of each state economy and to make it possible to see the "big picture," CFED has developed 68 measures organized into a three-index framework: Performance, Business Vitality, and Development Capacity. Since the DRC is driven by what needs to be known, not just what is readily known, it sometimes utilizes proxy measures—indirect ways of getting answers to important questions.

Crossroads Resource Center and the Urban Ecology Coalition: *Neighborhood Sustainability Indicators Guidebook: How To Create Neighborhood Sustainability Indicators in Your Neighborhood*. Minneapolis 1999. xrc@igc.org; <http://www.crcworks.org/nsip.html>

"Working with residents, we selected 104 key indicators of neighborhood sustainability. These include 10 "Data Poetry" indicators, 25 "Core" indicators, 45 "Background" indicators, and 24 "Deep Sustainability" indicators. We believe these make an excellent starting set for any community to consider using, revising them according to local issues, local capacities, and local needs. In Seward neighborhood, these indicators are being compiled for use in long-term planning for neighborhood development. Our pioneering indicators work has informed and inspired similar efforts in Pittsburgh, Oakland, Baltimore, and Burma."

While many of these indicators are derived from tailored community surveys, the rationales make a thought-provoking read.

Department for Environment, Food and Rural Affairs: *Local Quality Of Life Counts: A Handbook for a Menu of Local Indicators of Sustainable Development*. Environment Protection Statistics and Information Management Division, London 2002
<http://www.sustainable-development.gov.uk/indicators/local/index.htm>

This handbook offers some ideas for measuring sustainable development and quality of life in local communities." It gives a menu of 29 indicators, developed jointly by DETR, the LGA, IDeA, Audit Commission, local authorities and Local

Agenda 21 groups, and tested in about 30 local authorities. The indicators are based on local versions of some of the national indicators of sustainable development, including some of the 15 'headline' indicators, and also on a number of other indicators developed by local authorities and LA21 groups.

**Directorate General Press and Communication, European Commission:
Eurobarometer 62: Public Opinion In The European Union. Brussels 2004
http://europa.eu.int/comm/public_opinion/index_en.htm**

This is a survey of public opinion in 30 European territories on the quality of life and future outlook as the EU develops. A huge undertaking and comprehensive report that uses perceptual indicators to measure the mood and social context of a broad range of demographic and culturally varied groups about how they feel their country is affected by its membership in the EU.

Florida, Richard: *The Rise of the Creative Class: How It's Transforming Work, Leisure, Community and Everyday Life*. Basic Books, New York 2002

"Richard Florida's groundbreaking book has led to important discussions among leaders across the county about creativity and the role of the arts in community development. This ongoing communication has enlightened some and fortified others, leading to critical policy change at the local level. The Rise of the Creative Class provides great insight into the design of liveable communities and how creativity relates to economic growth. Through this book and the conversations that surround it, we can clearly see that investing in the cultural development of our nation's cities and neighbourhoods helps them establish unique identities and allows them to not only survive, but flourish."

--Robert L. Lynch, President & CEO, Americans for the Arts

Florida's Creative Class includes scientists, engineers, artists, musicians, designers and knowledge-based professionals.

Georgia Department of Community Affairs: *Georgia Community Indicators*.
Atlanta, 2004
<http://www.dca.state.ga.us/commind/default.asp>

This document consists of ninety standard statistical indicators broken down into 9 categories: demographic, economic, fiscal, education, health, social, environmental, civic participation & revenue sources. The document includes brief and useful rationale and data sources.

International Labour Organization: *Key Indicators of the Labour Market*. Geneva, 2005

<http://www.ilo.org/public/english/employment/strat/kilm/>

This is an internationally recognized source of labour market statistics that provides a reference for more than 200 countries since 1980.

Jacksonville Community Council Inc.: *2004 Quality of Life Progress Report: A guide for building a better community, 20th Anniversary Edition*. Jacksonville 2004. www.jcci.org

Jacksonville began compiling quality of life indicators in 1984-85. Their pioneering work has led to a sophisticated annual progress report that uses quantitative trend information beyond the traditional economic indicators. They report that this was what companies considering moving into the Jacksonville market were requesting. The report includes expansive explanatory information, rationales, historical contexts, graphs, priorities and targets, linkages where one indicator influences the trends of others, sources, and in index of indicators. Thorough, informative and easy to understand, the report takes nine target areas and breaks it into a group of related indicators for each.

Metro Chicago Information Center (MCIC): *MCIC Community Vitality Index: A catalyst for community engagement and capacity building for the metropolitan Chicago area*. <http://www.mcfol.org/cvi/>

“CVI empowers users, from a policy and action perspective, by creating and comparing detailed neighborhood profiles and highlighting areas of opportunity to leverage community assets for positive change...A community’s vitality—or well-being—can be measured in a variety of ways. In creating CVI, MCIC began with fundamental optimism about community assets, even in traditionally overlooked communities. We sought indicators that would enhance traditional economic measures of vitality and also embrace the human and cultural potential of neighborhoods in the region...The MCIC Community Vitality Index (CVI) uses multidimensional indicators to quantify the relative potential of neighborhoods and geographic communities in the Chicago metropolitan region. The CVI is a percentile score (1:100) indexed at the census tract level for all tracts in the six-county region.”

Morrison Institute for Public Policy: *What Matters in Greater Phoenix: Indicators of Our Quality of Life, 1999 Edition*. Arizona State University, Tempe, AZ, 1999 www.asu.edu/copp/morrison;
<http://www.asu.edu/copp/morrison/public/QOL99.pdf>

This is a simple, unique presentation of public perception (survey) data compared with regional statistical data. It documents three years of public surveys comparing public perception with actual statistics to address quality of life issues within Phoenix. The report uses about 80 indicators divided among 10 categories and compares data with other American cities and changes over a three-year period within Phoenix. It also rates the change in residents' ranking of the most important categories, and alerts local government to three things: what the most pressing areas are compared with other urban centres, and what its residents value most, and what they're most concerned about.

Northeast Regional Center for Rural Development Community Vitality: *Some Conceptual Considerations (Rural Development Paper No. 6) DRAFT*. Pennsylvania State University, University Park 2004. www.cas.nercrd.psu.edu

This document attempts to define 'community vitality' via a discussion of themes that run through vitality literature. It cites a comprehensive list of relevant websites and other references plus annotations describing those "most relevant to the community vitality literature." It also includes a draft list of selected social indicators. All are statistical; some are based on survey sources and most provide a rationale and source.

Northwest Environment Watch: *Cascadia Scorecard: Seven Key Trends Shaping The Northwest*. Seattle, 2005.
<http://www.northwestwatch.org/scorecard/>

This report provides an in-depth look at seven carefully chosen trends or indicators that are applicable to the Pacific Northwest (Cascadia)—Washington, British Columbia, Oregon and Idaho.

Data is compared among the four states/provinces as well as with nation-wide and international trends. Historical trends are also analyzed.

Oregon Progress Board & the Governor's Oregon Shines Task Force: *Oregon Shines II: Updating Oregon's Strategic Plan and Oregon Benchmarks*. Salem 2005 <http://egov.oregon.gov/DAS/OPB>

Oregon Shines II was published in 1997 as an exploration of what made the state a good place to live. Sparked by recovery from an economic recession, *Oregon Shines* was a blueprint to jumpstart the state's economic recovery and establish a vision of the next two decades. From this emerged *Oregon Benchmarks: an extensive, well-researched list of 90 benchmarks (indicators) and corresponding data analysis*. For rationales explaining why each indicator was chosen, see Appendix A of *Oregon Shines II*.

Plowman, Ian, Neal M. Ashkanasy, John Gardner, and Malcolm Letts: *Innovation in Rural Queensland: Why some towns prosper while others languish*. University of Queensland, St Lucia, Australia, 2003.

This study of how some rural areas in Australia are adjusting, or not adjusting, to social and economic, and environmental pressures is an innovative and thought-provoking document. Examples of its recommendations for rural areas include:

“encourage diversity in every dimension; encourage the public celebration of creativity and achievement; encourage continuing education, formal and informal, for all residents; encourage the development of home-grown talent; encourage the concept of “leadership” and discourage the concept of “leaders”; encourage any mechanism that helps newcomers feel needed and welcome; encourage travel away from town to bring new ideas back; encourage the development of a vision for the town and the planning and activity to get there...”

This is a study not only of the conditions necessary for community vitality, but also of the quality of leadership required including the individual traits of leaders.

Redefining Progress: *The Genuine Progress Indicator 1950-2002 (2004 Update): Measuring the Real State of the Economy*. Washington 2004.
www.RedefiningProgress.org

The GPI is an alternative measure of progress to the Gross Domestic Product. It explains how the GDP is a false indicator of economic welfare as warned in 1934 and 1962 by one of its developers, the Nobel Prize winning economist Simon Kuznets. Higher health care and education costs, longer commute times to work, increasing pollution, clear-cut forests, paved-over open space, and increased use of fossil fuels can all add to the “positive-only” ledger accounting of the GDP.

The GPI includes more than twenty positive and negative aspects of our economic lives. It takes from the GDP the financial transactions that are relevant to well-being then adjusts them for aspects of the economy that the GDP ignores. The GPI thus reveals the relationship between factors conventionally defined as

purely economic and those traditionally defined as purely social and environmental.

Scottish Executive Environment Group: *Meeting the Needs...Priorities, Actions and Targets for Sustainable Development in Scotland*. Edinburgh 2002.

<http://www.scotland.gov.uk/library5/rural/mtnsd-00.asp>

This brief and basic document reports on Scotland's commitment to sustainable development. It contains 24 statistical indicators in four categories.

Sustainable Measures

Guide to Sustainable Community Indicators

<http://sustainablemeasures.com/Database/index.html>

This online database contains hundreds of indicators sorted into 12 categories. The measures cover mostly statistical sources from all levels of government. They do not, however, provide rationales and detailed sources for each indicator within the database. Sustainable Measures develops indicators that measure progress toward a sustainable economy, society and environment. Their definition of 'sustainable indicators' is: "ways to measure how well a community is meeting the needs and expectations of its present and future members." Sustainable Measures works with communities, companies, regional organizations and government agencies at all levels helping with indicator projects.

Sustainable Seattle: *Indicators of Sustainable Community, 1998: A status report on long-term cultural, economic, and environmental health for Seattle/King County*. Seattle 1998. www.sustainableseattle.org

*An international award-winning document that has inspired similar efforts in communities around the world, this is the prototype from which many other quality of life reports have sprung. It presents 40 indicators, divided into five categories that are linked and inter-related. The report seeks to address how to balance concerns for social equity, ecological integrity and economic vitality. Spurred by a volunteer citizen's network, it is written by a group of 250 people from all walks of life. Evaluates long-term trends in the region. "Sustainability" is defined here as "meeting the needs of the present without comprising the ability of future generations to meet their own needs," as established by the internationally recognized Brundtland Commission's report, *Our Common Future*, released in 1987 by the United Nations' World Commission on Environment and Development.*

Walljasper, Jay: “Reimagining the Good Life” and “A Quality-of-Life Checklist,” *Utne Reader* May/June 2001. <http://www.utne.com/magazine>

Walljasper has composed a checklist of perceptual indicators that “highlight some of the social, cultural, aesthetic, spiritual, political and ecological factors that enrich our lives...”

- *good, old-fashioned storytelling that rekindles local history*
- *an interesting array of idiosyncratic businesses: friendly diners, bookstores outfitted with old sofas, affordable antique dealers, record stores with clerks who know their stuff...*
- *places far from the maddening crowd: quiet sanctuaries where you can watch sunsets and see stars shining brightly in the night sky*
- *bowling leagues, book clubs, religious congregations and active chapters of the Bobby Darin fan club...*
- *lovable eccentrics: the sculptor whose medium is used baling wire; the world’s leading authority on Mr. Magoo cartoons; the old couple that spends five weeks decorating their yard for Hallowe’en...*

Other Documents and Articles

Anielski, Mark (2004) *Genuine Wealth Accounting: Measuring the Sustainability of Communities*, Anielski Management Inc, Edmonton, AB

Australia Institute & Newcastle City Council (2000) *Indicators of a Sustainable Community: Improving Quality of Life in Newcastle*, Discussion Paper Number 28, The Australia Institute and Newcastle City Council, Newcastle, Australia

Cameron, Silver Donald (May 29, 2005), “Forget GDP, Let’s Measure Gross National Happiness,” *The Halifax Herald*, Halifax, Nova Scotia

City of Toronto (Oct. 20, 1999) excerpt from: *The City of Toronto Environmental Task Force Sustainable Transportation Workgroup Final Report*, Toronto, ON, www.city.toronto.on.ca

Ernsberger, Richard Jr. (2004) “Can Poor People be More Self-Satisfied than the Rich? New clues to an Old Mystery,” *Newsweek International Edition*, www.newsweek.com

Frank, Flo & Anne Smith for Human Resources Development Canada (1999) *The Community Development Handbook: A Tool To Build Community*

Capacity, *Minister of Public Works and Government Services Canada*,
Hull, PQ,

<http://www.hrdc-drhc.gc.ca/community>

Jesinghaus, Jochen (1999) *Case Study: The European Environmental Pressure Indices Project* (prepared for the workshop Beyond Delusion: Science and Policy Dialogue on Designing Effective Indicators of Sustainable Development hosted by the International Institute for Sustainable Development in Costa Rica), European Commission, Joint Research Centre, Ispra, Italy

Office for National Statistics (UK) (2002) *People's perceptions of their neighbourhood and community involvement — results from the social capital module of the General Household Survey 2000*, UK;
www.statistics.gov.uk

Sense of Community Partners (2004) *Exploring Sense of Community: An Annotated Bibliography*, Sense of Community Partners, Calgary, AB

Wall, Ellen, Dave Connell, and Tony Fuller *Profitable Associations: The Role of Social Capital in Rural Community Economic Development*, University of Guelph (paper to be presented at the CEF conference, *Rural/Urban Differences in Economic Development*, Laurentian University, Sudbury, ON, 2000.

I. More About the CVI

Benefits

- Diagnoses community vitality in a visual way
- Finds gaps and strengths in 9 key areas with an easy-to-read graphical design
- Quantifies 97 indicators important for stimulation of community vitality
- Allows community to build common understanding and set priorities for action
- Brings citizens and leaders from all sectors together to build capacity
- Helps move a community from indecisiveness to action
- Improves a community's community vitality allowing it to maximize such things as community involvement, cultural activity, business start-ups, tourism, and environmental protection.

The Process

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

1. **Assessment**-- a 3 hour community meeting featuring a 97-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 CVI will allow communities to benchmark themselves and compare themselves to other communities using CIEL's unique graphs and scoring. Additional statistics will allow a community to assess whether its perceptions are indeed realistic.

Selection of Communities

Suitable communities for the CVI will have these characteristics:

- Rural or small community (population under 30,000)
- Easily definable as a discrete municipality—the CVI is not designed to work with large regions or partial municipalities
- Reasonably advanced in their development—dysfunctional or seriously conflicted communities will probably not benefit from the CVI (the CVI works best in communities that are at the Vision Stage on the Communities Matrix.
- There must be one (or preferably more) local organizations ready to champion the CVI and guide the process (Community Sponsor Organizations)

J. Sample Section from CVI Assessment Report

SECTION 4. Huntsville, Ont.

Leadership, Teamwork, and Networking (63 out of 100)

- ◆ In a vital community, the formal and informal leadership encourages discussion, participation, and new ideas in public affairs and in business. There is an energetic flow of ideas and opinions, and there are many active groups.

The questions in this section are divided into three sub-categories: attitudes, communication, and opportunities for leadership development. Figure 9 shows Huntsville's scores in each category, compared with the all-community average.

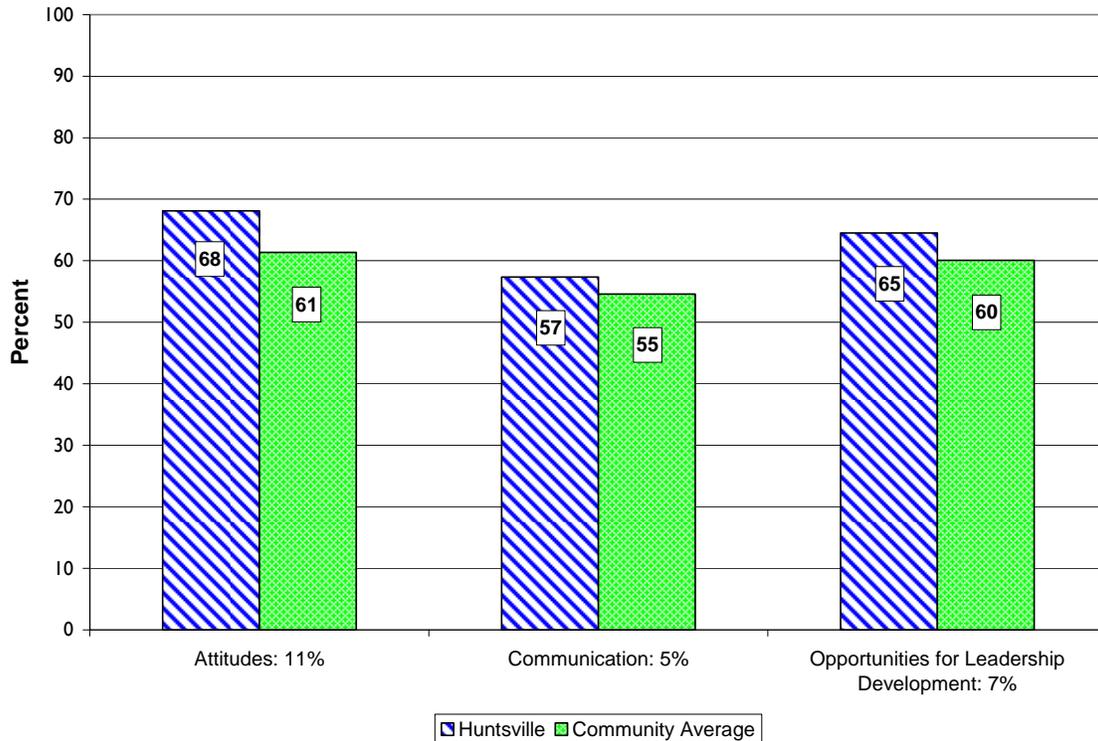


Figure 9: Leadership, Teamwork, and Networking Subsection Scores

In this section, Huntsville’s score was 8% above the all-community average. Table 20 shows the scores for each question, the all-community average for each section, and the percent difference.

The question with the highest deviation from the community average is shaded in green. The questions with the lowest deviation from the average are shaded in red.

Highest scoring questions:

- D1. This town believes in itself. We think that with enough support, we can do anything.
- D11. There are opportunities to develop volunteers and emerging leaders.

Lowest scoring questions:

- D9. Council represents a diversity of the community’s citizens.
- D5. On divisive community issues, there is civilized debate, a good flow of information, and inclusive, respectful consultation.

Table 20: Leadership, Teamwork, and Networking Individual Question Scores

Subsection	Question	Score out of 100		Percent Difference
		Huntsville	All-Community Average	
Attitudes	D1. This town believes in itself. We think that with enough support, we can do anything.	77	65	19%
	D2. There is a good balance between new ideas and a respect for tradition and history.	64	58	11%
	D3. Cooperative and joint community initiatives are encouraged and respected.	70	63	11%
	D4. This community cooperates with its neighbouring communities.	60	59	2%
Communication	D5. On divisive community issues, there is civilized debate, a good flow of information, and inclusive, respectful consultation.	47	49	-5%



	D6. Citizens and local government have an active dialogue. Citizens feel welcome to participate in local government processes and decisions.	54	53	2%
	D7. Youth & seniors are heard and truly count in community decision- making.	61	52	17%
	D8. Groups with similar interests form alliances and co-operate to achieve goals.	68	65	6%
Opportunities for Leadership Development	D9. Council represents a diversity of the community's citizens.	45	52	-13%
	D10. There is a development plan for the community. The community follows it, and it is updated periodically.	64	58	11%
	D11. There are opportunities to develop volunteers and emerging leaders.	74	65	14%
	D12. There is a pool of talented leaders with diverse skills, cultural experiences and backgrounds who are available for leading community initiatives.	70	70	0%
	D13. Community values and unique qualities are articulated and given consideration in community planning.	63	56	11%
	D14. It is easy to find volunteers for community projects.	70	58	21%
Section Score		63	58	8%

The distribution of levels of agreement or disagreement for each question further helps us understand the responses. In Figure 10, the percentage of people in agreement or disagreement with each question is shown by the length of colours and patterns in the bar. Note that the neutral position *neither agree nor disagree* is indicated by pink and white diagonal bars. All of the positive responses are to the left of that section, and the negative responses and *don't know* responses appear to the right.

Polarized responses (approximately equal amounts of agreement and disagreement):

- D5. On divisive community issues, there is civilized debate, a good flow of information, and inclusive, respectful consultation.
- D6. Citizens and local government have an active dialogue. Citizens feel welcome to participate in local government processes and decisions.
- D9. Council represents a diversity of the community's citizens.

Significant numbers of “don't know” responses:

- D14. It is easy to find volunteers for community projects.

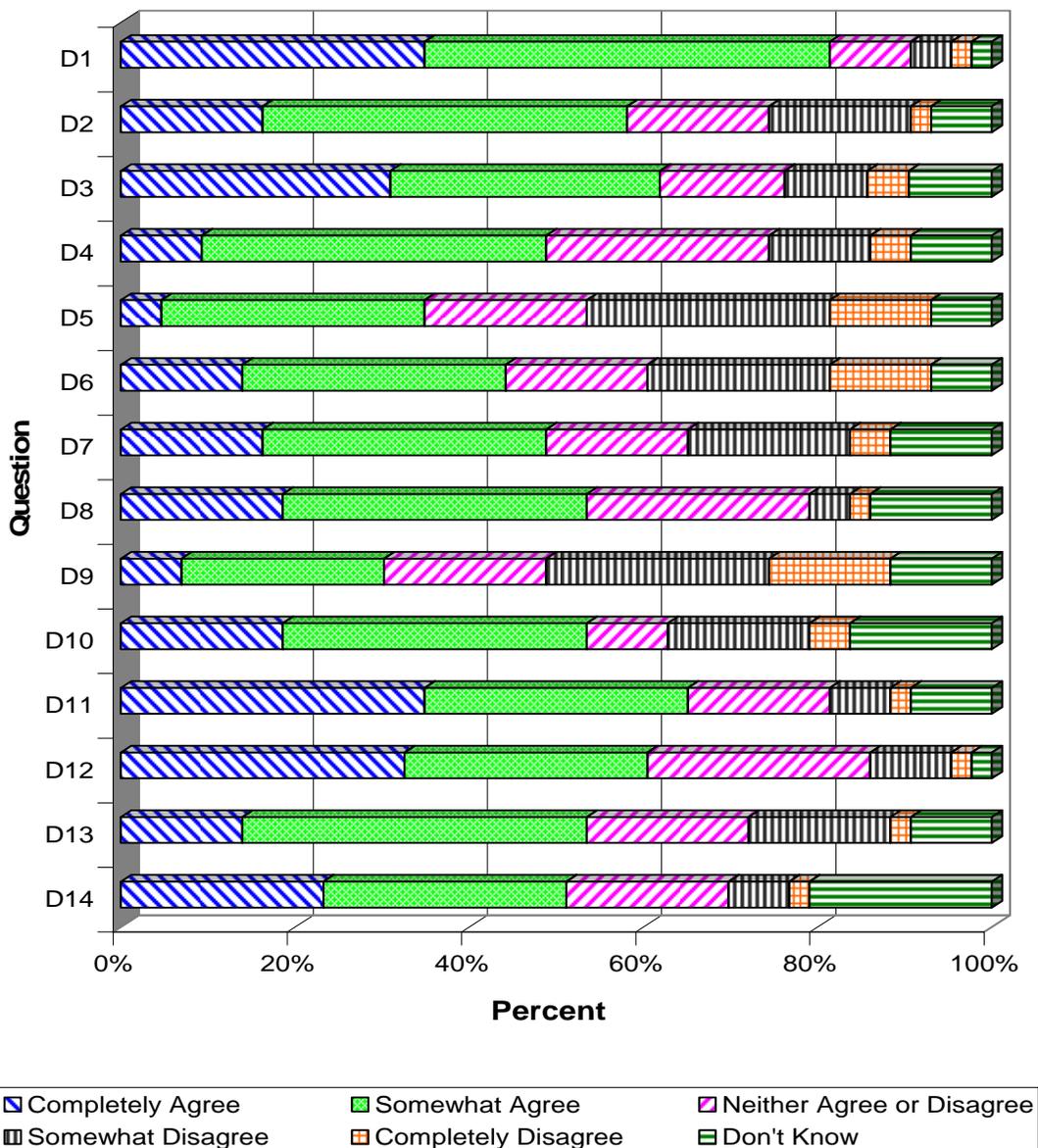


Figure 10: Leadership, Teamwork, and Networking Question Breakdown

Participants were asked to comment in writing on the greatest strengths and the improvements needed in the area of Leadership, Teamwork, and Networking (Table 21).

Table 21: Leadership, Teamwork, and Networking Strengths and Improvements

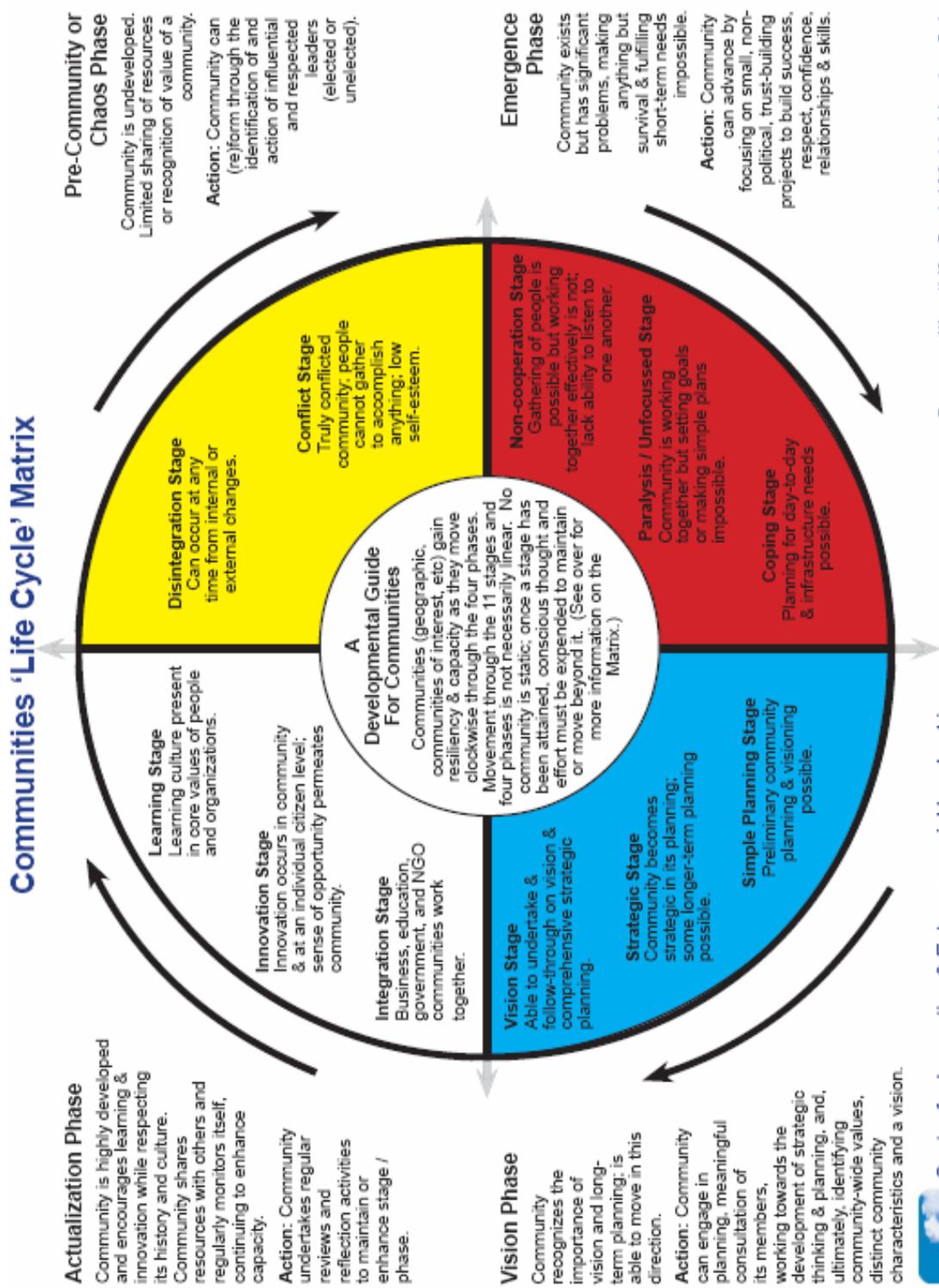
Strengths		Improvements	
Volunteers	8	Find ways to involve youth and young adults	3
Teamwork among groups	3	Better town council	3
Strong Chamber of Commerce	3	Volunteer appreciation programs	2
Innovative ideas	2	Get more people involved	2
People	2	Operate Muskoka as one unit	2
Town website	2	Transparency	1
Strong-willed people	2	Core values and mission statement	1
Experience of incoming residents	1	Find ways to involve newcomers	1
Local initiatives supported	1	Better communication between groups	1
Involvement in strategic planning	1	Attention to youth and working families rather than to seniors	1
Town council willing to listen	1	More respect for the mayor	1
Diversity of retired people	1	High speed internet	1
Good consultation for decisions	1	Communication	1
Diversity	1	Less focus on \$ and more on how people feel	1
Muskoka Heritage Trust	1	Attract wealthy retirees	1
Leadership opportunities	1	Instead of talking, do	1
		Communication between town and citizens	1

K. Advisory Committee (2005-2007) CVI

Membership

- Statistics Canada - Rural Division - Ray Bollman
- Federation of Canadian Municipalities (FCM) - Mike Buda, Erin Murphy
- Mark Anielski - Economist, Expert in Indicators, Anielski Management Inc.
- Canadian Rural Secretariat - Kate Humpage
- Community Table Secretariat – Elizabeth Kater, Grant Myers
- Canada Economic Development for Quebec Region (CEDQ) - Neila Ghribi, Louise d'Amboise
- Réseau des SADC du Québec – Helene Deslauriers
- CIEL - Mike Stolte, Ed Knight, Jenny Henri
- Resort to Work (Wakefield, PQ) – David Nobbs
- Community Economic Development Technical Assistance Program (CEDTAP) - Gail Zboch, Jacques Carriere

L. Communities Matrix – Circular Version



Centre for Innovative & Entrepreneurial Leadership
www.theCIEL.com / 1.250.352.9192 / Nelson, BC CANADA

Communities 'Life Cycle' Matrix Version 2.1
Please tell us how you use the Matrix - e-mail: info@theCIEL.com

Contact us for a free list of 69 tools, techniques & resources appropriate for your community's phase, for CIEL's full Matrix On-Line Diagnostic (MOD) or to find out about CIEL's training, technical assistance or other strategic processes.



M. Communities Matrix – Grid Version

Communities Matrix

A Developmental Guide For Communities: Communities (geographic, communities of interest, etc) gain resiliency & capacity as they move upwards through the phases. Movement through the stages and phases is not necessarily linear. No community is static, once a stage has been attained, conscious thought and effort must be expended to maintain or move beyond it. (See over for more information on the Matrix.)

Phase	Stage	Characteristics	Potential Action
Actualization	Learning Culture stage: learning culture present in core values of people and organizations	<ul style="list-style-type: none"> Reflection & scanning to see ways of learning and improving Empowered individuals and organizations Can easily come together and make decisions Integration of community, individual and business values 	<ul style="list-style-type: none"> Maintain & enhance capacity Evaluate & assess community wellness Share excess capacity, resources & models with others
	Innovation stage: innovation occurs in community & at an individual/citizen level; sense of opportunity permeates community	<ul style="list-style-type: none"> Sense of community entrepreneurship & opportunism Innovative community-sponsored opportunities & projects 	<ul style="list-style-type: none"> Build commitment to constant learning & improvement for individuals, organizations and community
Vision	Integration stage: Business, education, government and NGO communities work together	<ul style="list-style-type: none"> Co-operation among business, government, education and community to further mutual self interests Shared decision-making 	<ul style="list-style-type: none"> Foster a culture of innovation & entrepreneurship which recognizes opportunities for community
	Vision stage: Able to undertake & follow through on vision & comprehensive strategic planning	<ul style="list-style-type: none"> Regularly update comprehensive planning & visions Able to access \$ from outside the community & resources from within Able to look years in advance to determine community vision Less reacting - more proactive approach Priorities well understood by members of the community 	<ul style="list-style-type: none"> Increase networking opportunities to build social capital & to recognize synergies between community organizations and citizens
	Strategic stage: community becomes strategic in their planning; some longer-term planning possible	<ul style="list-style-type: none"> Able to take strategic decisions; significant community consultation Some reaction, more proactive approach Community recognizes its strengths & weaknesses; strategically builds on assets; sets some priorities 	<ul style="list-style-type: none"> Develop & follow-up on commitment to strategic & long-term planning & visioning
Emergence	Simple Planning Stage: preliminary community planning & visioning possible	<ul style="list-style-type: none"> Some simple planning undertaken; community still reacts Some citizen consultation Community chases funding without really recognizing its needs or setting priorities Starting to look to other communities for examples and lessons 	<ul style="list-style-type: none"> Recognize need to be strategic Develop ability to recognize community assets and priorities Seek financial resources to support planning Engage in simple planning process
	Coping stage: planning for day-to-day & infrastructure needs possible	<ul style="list-style-type: none"> Able to manage issues as they arise Little community consultation 	<ul style="list-style-type: none"> Allocate financial & human resources to meaningful planning Build commitment to move community ahead
	Paralysis / Unfocused stage: community is working together but setting goals or making simple plans impossible	<ul style="list-style-type: none"> No community plan and/or consultation No obvious direction for community; lack of shared vision Paralysis in decision-making New issues can cause crises 	<ul style="list-style-type: none"> Training in goal-setting, meeting management Leaders bring people together, outside/facilitation Assessment of where community stands Success in small projects
	Non-cooperation stage: gathering of people is possible but working together effectively is not; lack ability to listen to one another	<ul style="list-style-type: none"> Can gather but cannot work together Deep-seated divisions in values Lack ability to listen to one another 	<ul style="list-style-type: none"> Undertake small non-political projects with win-win outcomes (i.e. downtown beautification)
Chaos	Conflict stage: truly conflicted community; people cannot gather to accomplish anything; low self-esteem	<ul style="list-style-type: none"> Can't get together to accomplish anything Community has experienced extensive change Self-esteem low; no or little sense of pride People feel stuck; sense of community stagnation 	<ul style="list-style-type: none"> Conflict resolution skills development Individuals or organizations getting together Outside facilitation
	Turbulent / Disintegration stage: can occur at any time from internal or external changes	<ul style="list-style-type: none"> Pre-community stage ~ OR ~ External or internal factors bring about disruption in community 	



Centre for Innovative & Entrepreneurial Leadership
www.theCIEL.com / 1.250.352.1833 ext 105 / Nelson, BC CANADA

Communities Matrix Version 2.6
Please tell us how you use the Matrix - e-mail: info@theCIEL.com

Contact us for a free list of 69 tools, techniques & resources appropriate for your community's phase, for CIEL's full Matrix On-Line Diagnostic (MOD) or to find out about CIEL's training, technical assistance or other strategic processes.



N. About CIEL



The Centre for Innovative and Entrepreneurial Leadership (CIEL – www.theCIEL.com) 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 a non-profit 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 important, jumpstart action. Our successes 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 ([Leading Communities BC](#)) as an effective means of building capacity for rural communities in Canada. We have also created tools like the [Green Light Check-up](#) to assist in sustainability planning for communities².

CIEL continues to develop practical, engaging and innovative tools and processes that strengthen communities in addition to offering custom training and technical assistance. 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 ([follow link to MP3 interviews from Shelagh Rogers Sounds Like Canada and others](#)), Canadian Living Magazine and the Australian Broadcasting Corporation.



Contact us at info@theCIEL.com to help build a custom solution to engage your community and move it to action.

<p>Follow CIEL</p> <ul style="list-style-type: none"> ▪ Web: theCIEL.com ▪ Twitter: ciel_1 ▪ Blog: http://ciel1.blogspot.com/ ▪ Facebook: Centre for Innovative & Entrepreneurial Leadership 	 <p>CIEL's Mike Stolte co-facilitates The Future of Rural Canada - 25 Years on Think Tank in Lanark County, Ontario with the Canadian Rural Revitalization Foundation (CRRF) and the National Rural Research Network (NRRN).</p>
--	--

² featured at the 2008 Federation of Canadian Municipalities Sustainable Communities conference



O. About the Authors

Mike Stolte - Mike Stolte is CIEL's Executive Director. He is the originator and co-creator of the [Business Vitality Initiative](#), the [Community Vitality Initiative](#), the [Communities Matrix](#), the [Community Check-up](#), and the [Green Light Check-Up](#), all tools and processes to assess and strengthen communities.



Mike has spent many years working in the field of community and business development. He has facilitated several national conferences and think-tanks, and has written many articles and publications in the field.

Over the past few years Mike has made presentations in Australia, the United States, New Zealand and in many parts of Canada. His subject matter most often centres around the need and the method for creating entrepreneurial and vital communities. His work has been featured in *Canadian Living* magazine, on CBC Radio's *Sounds Like Canada*, and on the Australian Broadcasting Corporation.

Mike is the current president of the [Canadian Rural Revitalization Foundation](#). He serves on the steering committee of the [Canadian Rural Research Network](#) and is a past member of the Co-operative Development Initiative of Canada. He holds degrees from Carleton University (MA in Public Administration) and the University of Western Ontario (Economics).

Mike also writes and presents as the [Happy Economist](#), trying to bring community, quality of life, and well-being (genuine wealth) back into economics.

Mike enjoys photography, videography, kayaking, running, cross country skiing, hockey, road and mountain biking, and spending time with his family.

Bill Metcalfe - Bill Metcalfe is a writer and researcher for CIEL. In addition, he works as a broadcaster and freelance writer. He co-manages [Kootenay Co-op Radio](#) in Nelson, BC, and is the producer of that station's public affairs show *Nelson Before Nine*. In 2004 he wrote and produced *Live Here, Work Everywhere*, a series of radio documentaries about the unique social and small business climate in Nelson. Bill also produces occasional pieces for CBC radio about the arts in Nelson, and writes freelance articles. He is a published fiction writer.



Bill has spent much of his life wondering what makes groups, organizations, and communities work well. For many years he worked in the areas of human resources and organizational development, as an employee and manager of large and small organizations and as a facilitator and consultant. As a lifelong B.C. resident who has lived in many parts of the province, Bill is concerned about the future of communities that find themselves unable to continue to rely on B.C.'s traditional resource industries.

