



# Local Economic Development in B.C. 2016 Survey

Technical Report: Results Tables  
June 2016



Ministry of  
Jobs, Tourism  
and Skills Training



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## About the Survey

### Overview

The 2016 Local Economic Development in B.C. survey was a follow-up to the 2009 version issued by the Union of BC Municipalities (UBCM). For 2016, a partnership was established between UBCM, the Ministry of Jobs, Tourism and Skills Training (MJTST) and the BC Economic Development Association (BCEDA) to ensure that all three organizations were involved in the development of the survey questions, approach and interpretation of findings in order to provide coordinated, relevant and timely support to B.C. communities. The survey was sent to current Economic Development Practitioners (EDPs), elected officials and local government staff across the province based on the membership and mailing lists of each respective organization; it was open from March 9 – April 1, 2016.<sup>1</sup> The survey broadly looks at the following areas:

How approaches to economic development work are **structured** across communities

The level of **support and resources** accessible to EDPs and local leaders/staff

How economic development work is **planned** and **monitored**

The types of local economic **activities** communities are undertaking, and in which ways they are **collaborating**

The key **challenges** and **opportunities** for local economic development in B.C.

The degree to which B.C. communities see themselves as economically **resilient** and **diverse**

### Response

The survey was sent to over 1700 contacts, and recipients were encouraged to forward the invitation to relevant stakeholders. For privacy reasons, the survey was anonymous and thus not trackable to individual communities. In addition, some communities had multiple stakeholders complete the survey while others designated one respondent; as a result, a specific response rate calculation does not apply. There were 414 valid<sup>2</sup> responses to the survey.

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<sup>1</sup> As this combined list was not comprehensive (particularly in regards to local government staff), recipients were encouraged to forward the invitation to all relevant stakeholders in their communities.

<sup>2</sup> Valid refers to those who consented to the survey's privacy terms and completed at least the first full section of the questionnaire.

## Comparability

The current survey had approximately 70% consistency with the previous survey that was fielded by UBCM in 2009. While the original intent was to compare the time periods directly, the respondent group size (414 in 2016 versus 124 in 2009) as well as the change to privacy approach (anonymous in 2016 versus targeted to individual communities in 2009) means any direct comparison should be made with caution.

Within this technical report, the following demographics are presented for comparison<sup>3</sup> on the various survey questions, broken down into the following categories:

- Role
  - Economic Development Practitioners (EDPs)
  - Elected officials
  - Local government staff
- Community size
  - Small (under 5,000)
  - Mid-sized (5,000 – 50,000)
  - Large (over 50,000)
- Area Association

## Additional Reports

A summary report of the 2016 survey is available that draws out the key trends of the survey results. This report presents the results by question and does not contain any analysis. [gov.bc.ca/economicdevelopment/resources](http://gov.bc.ca/economicdevelopment/resources)

## Questions?

The survey data was compiled and analyzed by the Economic Development Division of MJTST. If you have any questions or would like more information about any aspect of the survey, please send a note to [economicdevelopment@gov.bc.ca](mailto:economicdevelopment@gov.bc.ca).

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<sup>3</sup> These categories are not exhaustive; for each there are other excluded categories, as well as the option to select "don't know/not applicable". Results may not sum to 100% due to rounding.

## Respondent Profile

Please identify the Area Association you work within:	2016 Percent	2009 Percent
Association of Kootenay and Boundary Local Governments (AKBLG)	12%	12%
Association of Vancouver Island and Coastal Communities (AVICC)	24%	27%
Lower Mainland Local Government Association (LMLGA)	17%	23%
North Central Local Government Association (NCLGA)	17%	18%
Southern Interior Local Government Association (SILGA)	21%	20%
Don't know/Not applicable	10%	--

2016 n=414; 2009 n=124

In which Economic Region in B.C. are you located?	2016 Percent
Cariboo	5%
Kootenay	12%
Lower Mainland/Southwest	19%
Nechako	6%
North Coast	5%
Northeast	4%
Thompson/Okanagan	22%
Vancouver Island/Coast	26%

2016 n=414

What is the population of your community?	2016 Percent
Under 1,000	8%
1,000 – 5,000	26%
5,001 – 10,000	16%

What is the population of your community?	2016 Percent
10,001 – 20,000	17%
20,001 – 50,000	9%
Larger than 50,000	23%
Not applicable	1%

2016 n=414

Population - Combined comparison	2016 Percent	2009 Percent
Small (under 5,000)	34%	40%
Mid-sized (5,000 - 20,000)	33%	25%
Large (20,000 - 50,000)	9%	14%
Metropolitan (over 50,000)	23%	21%

2016 n=414; 2009 n= 124

Note: the comparisons of population below are based on small, mid-sized and large communities as outlined in the introduction.

Which of the following best describes your role as related to local economic development?	2016 Percent
Elected official	31%
Local government staff	22%
Economic development officer/manager/director (local, regional or arms-length)	18%
Chamber of Commerce	9%
Other (please specify)	7%
Community Futures	6%
Not-for-profit organization	5%
Employee within an economic trust or agency	2%

2016 n=414

How long have you been working in a position related to local government and/or economic development?	2016 Percent
Less than a year	7%
1-3 years	24%
4-7 years	22%
8-10 years	11%
More than ten years	34%
Prefer not to say	3%

2016 n=303

To what age group do you belong?	2016 Percent
21-30	5%
31-40	14%
41-50	17%
51-60	32%
Over 60	26%
Prefer not to say	6%

2016 n=303

With what gender do you identify?	2016 Percent
Female	44%
Male	53%
Prefer not to say	3%

2016 n=303

## Structure

How many full-time staff or full-time equivalencies (FTEs) does your local government devote to economic development?	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large	2009 Percent
None	19%	1%	44%	29%	33%	15%	9%	55%
Less than 1.0 FTE	24%	10%	38%	36%	35%	23%	14%	
1.0 – 2.0 FTE	30%	29%	32%	14%	25%	42%	25%	30%
2.1-4.0 FTE	13%	29%	18%	18%	2%	9%	30%	7%
Greater than 4.0 FTEs	8%	31%	13%	6%	1%	5%	17%	6%
Don't know/Not applicable	5%	5%	14%	5%	4%	6%	5%	2%

2016 n=414; 2009 n=124; "None" was not an option in the 2009 survey.

How many full-time staff or full-time equivalencies (FTEs) does your local government devote to economic development?	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
None	19%	42%	34%	6%	6%	15%
Less than 1.0 FTE	24%	29%	24%	23%	24%	27%
1.0 – 2.0 FTE	30%	19%	27%	17%	52%	34%
2.1-4.0 FTE	13%	0%	7%	41%	11%	9%
Greater than 4.0 FTEs	8%	8%	5%	10%	3%	9%
Don't know/Not applicable	5%	2%	3%	3%	4%	5%

2016 n=414

How does your local government undertake economic development work? Please select all that apply.	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large	2009 Percent
Economic Development Officer or equivalent	41%	69%	33%	26%	27%	49%	49%	35%
Staff assigned to economic development in addition to other duties	34%	22%	30%	54%	43%	29%	30%	21%
Chamber of Commerce	32%	16%	32%	26%	30%	38%	29%	4%
Regional economic organization or collaborative	29%	27%	32%	26%	21%	39%	25%	--
Economic development department	22%	34%	12%	20%	6%	15%	46%	16%



How does your local government undertake economic development work? Please select all that apply.	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large	2009 Percent
Voluntary committee mandated by local government	20%	19%	22%	17%	21%	23%	14%	21%
Non-profit society	16%	26%	10%	4%	9%	17%	22%	18%
Related department (non-economic development specific)	10%	10%	9%	12%	6%	13%	13%	13%
Community Futures	9%	0%	10%	11%	13%	7%	4%	--
Private corporation or consultant	2%	3%	3%	1%	1%	2%	5%	12%

2016 n=414; 2009 n=124

How does your local government undertake economic development work? Please select all that apply.	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Economic Development Officer or equivalent	41%	19%	28%	41%	68%	42%
Staff assigned to economic development in addition to other duties	34%	27%	30%	39%	37%	41%
Chamber of Commerce	32%	35%	30%	26%	25%	35%
Regional economic organization or collaborative	29%	25%	34%	13%	37%	31%
Economic development department	22%	2%	16%	54%	20%	14%
Voluntary committee mandated by local government	20%	13%	23%	23%	14%	24%
Non-profit society	16%	10%	13%	10%	10%	24%
Related department (non-economic development specific)	10%	8%	7%	14%	14%	11%
Community Futures	9%	27%	10%	1%	4%	6%
Private corporation or consultant	2%	0%	2%	4%	1%	2%

2016 n=414

In your opinion, how effective has this approach been in delivering economic development support to your community?	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large	2009 Percent
Somewhat/very effective	61%	89%	53%	56%	46%	62%	76%	58%
Not too effective/not effective at all	34%	9%	41%	35%	48%	35%	18%	27%
Don't know/Not applicable	5%	1%	6%	9%	6%	3%	6%	15%

2016 n=414; 2009 n=121

In your opinion, how effective has this approach been in delivering economic development support to your community?	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Somewhat/very effective	61%	37%	48%	87%	60%	67%
Not too effective/not effective at all	34%	48%	46%	12%	34%	29%
Don't know/Not applicable	5%	15%	6%	1%	6%	4%

2016 n=414

## Support

How are local economic development activities supported by your local government (in the form of dedicated funding and/or inclusion in planning)? Please select all that apply.	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large
Inclusion in the Official Community Plan	51%	63%	53%	62%	54%	46%	50%
Dedicated, consistent funding	50%	73%	50%	42%	33%	57%	63%
Access to additional project-based funding where required	42%	59%	39%	41%	33%	49%	43%
Advocacy by local government for continued work of economic development function	40%	51%	46%	44%	40%	43%	38%
Regular inclusion in community planning efforts	36%	41%	41%	37%	32%	43%	35%
Co-delivered projects or activities with government staff and/or elected officials	33%	51%	28%	36%	24%	37%	38%
Sporadic/as-required inclusion in community planning efforts	30%	39%	25%	36%	27%	34%	30%
Inclusion in senior management meetings	26%	37%	24%	33%	15%	31%	33%
Don't know	12%	6%	8%	6%	15%	13%	10%
Other	7%	4%	7%	5%	8%	6%	6%

2016 n=369

How are local economic development activities supported by your local government (in the form of dedicated funding and/or inclusion in planning)? Please select all that apply.	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Inclusion in the Official Community Plan	51%	48%	50%	60%	49%	48%
Dedicated, consistent funding	50%	33%	36%	74%	55%	58%
Access to additional project-based funding where required	42%	24%	39%	48%	44%	48%
Advocacy by local government for continued work of economic development function	40%	36%	43%	43%	35%	44%
Regular inclusion in community planning efforts	36%	10%	30%	46%	37%	51%
Co-delivered projects or activities with government staff and/or elected officials	33%	21%	29%	43%	32%	35%
Sporadic/as-required inclusion in community planning efforts	30%	40%	25%	39%	32%	25%
Inclusion in senior management meetings	26%	14%	26%	43%	21%	28%

How are local economic development activities supported by your local government (in the form of dedicated funding and/or inclusion in planning)? Please select all that apply.	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Don't know	12%	17%	15%	2%	11%	9%
Other	7%	17%	8%	3%	3%	4%

2016 n=369

How much influence does local economic development work have on your community's planning and direction?	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large
Strong influence	22%	26%	25%	24%	19%	29%	20%
Moderate influence	38%	53%	36%	37%	38%	34%	44%
Limited influence	28%	19%	29%	28%	31%	28%	26%
No influence	7%	1%	6%	7%	9%	6%	4%
Don't know	4%	1%	4%	4%	3%	4%	6%

2016 n=363

How much influence does local economic development work have on your community's planning and direction?	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Strong influence	22%	10%	22%	23%	19%	32%
Moderate influence	38%	33%	34%	54%	41%	31%
Limited influence	28%	40%	29%	18%	31%	28%
No influence	7%	14%	6%	3%	7%	4%
Don't know	4%	2%	8%	2%	3%	5%

2016 n=363

Is there an expectation that your local government's economic development expenditures will increase, decrease or remain the same in the next three to five years?	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large	2009 Percent
Increase	35%	32%	48%	36%	38%	32%	37%	39%
Remain the same	45%	59%	38%	48%	44%	46%	44%	58%
Decrease	4%	3%	2%	5%	3%	7%	3%	3%

2016 n=359; 2009 n=119; there was not a "don't know" option available in 2009, and thus 2016 responses do not sum to 100%.

Is there an expectation that your local government's economic development expenditures will increase, decrease or remain the same in the next three to five years?	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Increase	35%	29%	41%	37%	23%	43%
Remain the same	45%	45%	34%	53%	60%	38%
Decrease	4%	7%	7%	2%	5%	4%

2016 n=359; 2016 responses do not sum to 100% as "do not know" was an option.

## Planning, Measurement and Reporting

Does your local government/organization have an economic development plan or strategy?	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large	2009 Percent
Yes, we currently have and actively use an economic development strategy	38%	62%	31%	35%	23%	40%	51%	--
Yes, we currently have an economic development strategy but don't actively use it	14%	10%	15%	16%	18%	13%	12%	--
<b>YES</b>	<b>52%</b>	<b>72%</b>	<b>46%</b>	<b>51%</b>	<b>41%</b>	<b>53%</b>	<b>63%</b>	<b>53%</b>
No, a strategy has been created in the past but it is not current	18%	19%	15%	16%	17%	17%	21%	--
No, economic development work is done on an as-needed/requested basis	21%	6%	32%	27%	33%	21%	8%	--
<b>NO</b>	<b>39%</b>	<b>25%</b>	<b>47%</b>	<b>43%</b>	<b>50%</b>	<b>38%</b>	<b>29%</b>	<b>45%</b>
Don't know/Not applicable	9%	3%	8%	7%	9%	9%	8%	3%

2016 n=355; 2009 n=121

Does your local government/organization have an economic development plan or strategy?	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Yes, we currently have and actively use an economic development strategy	38%	12%	28%	56%	35%	46%
Yes, we currently have an economic development strategy but don't actively use it	14%	14%	15%	12%	18%	13%
<b>YES</b>	<b>52%</b>	<b>26%</b>	<b>43%</b>	<b>68%</b>	<b>53%</b>	<b>59%</b>
No, a strategy has been created in the past but it is not current	18%	19%	21%	16%	25%	14%
No, economic development work is done on an as-needed/requested basis	21%	48%	21%	11%	16%	25%
<b>NO</b>	<b>39%</b>	<b>67%</b>	<b>42%</b>	<b>27%</b>	<b>41%</b>	<b>39%</b>
Don't know/Not applicable	9%	7%	14%	5%	7%	3%

2016 n=355

How often is the plan updated?	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large	2009 Percent
More than once a year	3%	2%	6%	0%	4%	3%	3%	--
Annually	43%	43%	49%	26%	30%	51%	46%	23%
Every 2-4 years	26%	41%	22%	24%	28%	27%	26%	23%
Less often than every four years	9%	8%	8%	18%	8%	2%	16%	7%
Only when the need arises	11%	4%	14%	21%	20%	11%	4%	32%
Don't know	8%	2%	2%	11%	10%	6%	6%	12%

2016 n=185; 2009 n=75

How often is the plan updated?	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
More than once a year	3%	9%	5%	0%	3%	4%
Annually	43%	55%	46%	28%	30%	58%
Every 2-4 years	26%	9%	22%	36%	30%	27%
Less often than every four years	9%	9%	11%	18%	7%	2%
Only when the need arises	11%	9%	5%	13%	23%	6%
Don't know	8%	9%	11%	5%	7%	2%

2016 n=185

What stakeholder groups were involved in the process of developing your economic development plan? Please select all that apply.	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large	2009 Percent
Local elected leaders	80%	84%	84%	79%	76%	90%	76%	--
Members of the business community	72%	78%	70%	71%	68%	71%	77%	73%
Local government staff	70%	67%	64%	79%	60%	77%	71%	--
Local Chamber of Commerce	62%	69%	66%	55%	50%	71%	64%	61%
Community groups or non-profit societies	56%	69%	50%	55%	60%	60%	53%	51%
General members of the public	45%	49%	46%	53%	60%	47%	34%	42%
Neighbouring First Nations	38%	63%	32%	24%	32%	48%	36%	31%
Youth	18%	29%	14%	16%	22%	21%	13%	--

What stakeholder groups were involved in the process of developing your economic development plan? Please select all that apply.	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large	2009 Percent
Other	10%	12%	12%	5%	14%	6%	11%	33%
Non-resident property owners	5%	6%	6%	8%	8%	5%	4%	--
None of the above	1%	0%	2%	0%	2%	0%	1%	11%

2016 n=185; 2009 n=85

What stakeholder groups were involved in the process of developing your economic development plan? Please select all that apply.	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Local elected leaders	80%	82%	84%	79%	83%	81%
Members of the business community	72%	64%	73%	82%	57%	72%
Local government staff	70%	64%	70%	74%	67%	70%
Local Chamber of Commerce	62%	73%	59%	72%	47%	70%
Community groups or non-profit societies	56%	36%	65%	56%	43%	68%
General members of the public	45%	36%	46%	41%	47%	51%
Neighbouring First Nations	38%	9%	41%	28%	37%	57%
Youth	18%	0%	24%	18%	7%	23%
Other	10%	9%	8%	8%	7%	13%
Non-resident property owners	5%	0%	3%	8%	10%	4%
None of the above	1%	0%	0%	0%	0%	4%

2016 n=185

In your opinion, how effective has the economic development plan been at fostering economic development in your community?	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large	2009 Percent
Very effective	23%	31%	19%	18%	11%	20%	32%	16%
Somewhat effective	53%	63%	46%	50%	49%	54%	55%	39%
<b>Effective</b>	<b>75%</b>	<b>94%</b>	<b>65%</b>	<b>68%</b>	<b>60%</b>	<b>74%</b>	<b>87%</b>	<b>55%</b>
Not too effective	17%	6%	31%	18%	28%	17%	10%	6%
Not effective at all	5%	0%	4%	3%	6%	7%	0%	6%



In your opinion, how effective has the economic development plan been at fostering economic development in your community?	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large	2009 Percent
<b>Not effective</b>	<b>22%</b>	<b>6%</b>	<b>35%</b>	<b>21%</b>	<b>34%</b>	<b>24%</b>	<b>10%</b>	<b>12%</b>
Don't know/Not applicable	3%	0%	0%	12%	6%	2%	3%	32%

2016 n=177; 2009 n=94

In your opinion, how effective has the economic development plan been at fostering economic development in your community?	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Very effective	23%	10%	15%	29%	7%	28%
Somewhat effective	53%	50%	50%	58%	55%	52%
<b>Effective</b>	<b>76%</b>	<b>60%</b>	<b>65%</b>	<b>87%</b>	<b>62%</b>	<b>80%</b>
Not too effective	17%	30%	24%	13%	21%	15%
Not effective at all	5%	0%	6%	0%	7%	4%
<b>Not effective</b>	<b>22%</b>	<b>30%</b>	<b>30%</b>	<b>13%</b>	<b>28%</b>	<b>19%</b>
Don't know/Not applicable	3%	10%	6%	0%	10%	0%

2016 n=177

Do you have a specific performance measurement or monitoring strategy in place to track your economic development activities?	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large
Yes, we have a performance measurement strategy in place and regularly collect information and report out	16%	29%	12%	10%	8%	17%	23%
Yes, we have a performance measurement strategy in place, though we do not have a regular schedule for information collection and reporting	16%	24%	15%	11%	8%	16%	23%
No, we do not have a specific strategy but provide information as needed	32%	32%	38%	35%	37%	32%	28%
No, we do not have a specific strategy and are not asked to provide performance-related information for our economic development activities	20%	3%	21%	32%	28%	18%	10%
Other (please specify)	6%	9%	5%	7%	9%	5%	4%
Don't know	10%	3%	8%	6%	9%	12%	10%

2016 n=344

Do you have a specific performance measurement or monitoring strategy in place to track your economic development activities?	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Yes, we have a performance measurement strategy in place and regularly collect information and report out	16%	7%	15%	18%	11%	19%
Yes, we have a performance measurement strategy in place, though we do not have a regular schedule for information collection and reporting	16%	10%	8%	31%	16%	21%
No, we do not have a specific strategy but provide information as needed	32%	32%	41%	29%	30%	29%
No, we do not have a specific strategy and are not asked to provide performance-related information for our economic development activities	20%	39%	19%	11%	20%	21%
Other (please specify)	6%	7%	5%	4%	11%	4%
Don't know	10%	5%	13%	7%	13%	6%

2016 n=344

Is the overall budget allocation for economic development activities linked to reporting/performance measurement, either formally or informally?	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large
Yes, formally	12%	21%	8%	13%	8%	18%	10%
Yes, informally	21%	30%	24%	13%	21%	20%	23%
No	54%	42%	61%	69%	62%	50%	52%
Don't know	13%	7%	8%	6%	10%	12%	14%

2016 n=339

Is the overall budget allocation for economic development activities linked to reporting/performance measurement, either formally or informally?	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Yes, formally	12%	12%	6%	11%	11%	18%
Yes, informally	21%	15%	25%	17%	22%	19%
No	54%	66%	57%	63%	51%	53%
Don't know	13%	7%	12%	9%	16%	10%

2016 n=339

How often are local economic development efforts reported on (regardless of whether there is a monitoring plan in place)?	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large
Ad hoc/as requested	21%	9%	30%	32%	32%	17%	14%
Quarterly	19%	25%	20%	16%	11%	22%	24%
Monthly	18%	33%	15%	14%	21%	19%	15%
Annually	16%	19%	13%	16%	14%	14%	19%
Don't know	10%	3%	4%	4%	6%	12%	12%
Never	6%	0%	4%	12%	9%	4%	4%
Semi-annually	6%	7%	9%	1%	3%	5%	10%
Less than once per year	3%	0%	6%	3%	3%	4%	2%
Weekly	1%	3%	0%	1%	0%	3%	1%

2016 n=336

How often are local economic development efforts reported on (regardless of whether there is a monitoring plan in place)?	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Ad hoc/as requested	21%	24%	18%	19%	25%	23%
Quarterly	19%	5%	16%	25%	31%	19%
Monthly	18%	12%	12%	25%	15%	23%
Annually	16%	12%	16%	17%	11%	22%
Don't know	10%	12%	17%	6%	5%	1%
Never	6%	24%	9%	2%	0%	1%
Semi-annually	6%	5%	8%	8%	5%	5%
Less than once per year	3%	5%	5%	0%	5%	1%
Weekly	1%	0%	0%	0%	2%	3%

2016 n=336

What form(s) does reporting on your economic development efforts take? Please select all that apply.	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large
Formal reports	57%	75%	59%	64%	49%	60%	63%
Website for municipality/region	25%	34%	27%	30%	20%	30%	27%
Public events	24%	33%	22%	23%	24%	24%	22%
Social media	23%	39%	19%	25%	14%	28%	27%
Website for economic development organization	21%	36%	14%	14%	8%	25%	30%
e-newsletters	17%	30%	15%	16%	9%	14%	30%
Other	17%	22%	15%	17%	21%	14%	17%
Printed newsletters	12%	16%	12%	13%	15%	13%	8%

2016 n=336

What form(s) does reporting on your economic development efforts take? Please select all that apply.	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Formal reports	57%	41%	39%	70%	71%	68%
Website for municipality/region	25%	7%	22%	32%	35%	31%
Public events	24%	12%	19%	23%	29%	32%
Social media	23%	12%	16%	34%	25%	30%
Website for economic development organization	21%	10%	17%	28%	24%	19%
e-newsletters	17%	10%	17%	30%	7%	21%
Other	17%	20%	17%	15%	18%	17%
Printed newsletters	12%	2%	10%	9%	18%	16%

2016 n=336

## Priorities and Activities

What are the top three priorities that represent the focus of your local government's economic development efforts?	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large	2009 Percent
Local business retention and expansion	65%	67%	67%	65%	66%	60%	71%	70%
Tourism and cultural activities (e.g., local attractions, events, arts/culture/heritage)	48%	30%	55%	50%	62%	52%	27%	--
Attracting external industry, businesses and resources	41%	50%	42%	41%	34%	43%	47%	57%
Fostering new enterprises/entrepreneurial development	25%	35%	22%	20%	24%	24%	28%	27%
Investment in hard strategic infrastructure (e.g., public works, utilities, telecommunications)	21%	17%	24%	29%	26%	27%	12%	40%
Resident attraction	21%	15%	27%	18%	30%	20%	13%	--
Sector/business cluster development (including resource sectors)	21%	35%	16%	20%	8%	20%	37%	29%
Workforce development	14%	23%	8%	9%	12%	11%	18%	--
Investment in soft infrastructure (e.g., education, health, recreation)	11%	12%	14%	8%	13%	12%	8%	18%
Area targeting/regeneration strategies (e.g., revitalization programs, stimulus programs)	11%	9%	10%	12%	7%	13%	14%	23%
Other	10%	6%	6%	14%	5%	8%	16%	10%

2016 n=332; 2009 n=113

What are the top three priorities that represent the focus of your local government's economic development efforts?	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Local business retention and expansion	65%	61%	56%	80%	67%	70%
Tourism and cultural activities (e.g., local attractions, events, arts/culture/heritage)	48%	54%	56%	29%	37%	59%
Attracting external industry, businesses and resources	41%	34%	35%	53%	44%	36%
Fostering new enterprises/entrepreneurial development	25%	27%	32%	29%	20%	19%
Investment in hard strategic infrastructure (e.g., public works, utilities, telecommunications)	21%	29%	19%	14%	28%	26%
Resident attraction	21%	24%	21%	4%	22%	26%

What are the top three priorities that represent the focus of your local government's economic development efforts?	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Sector/business cluster development (including resource sectors)	21%	12%	19%	45%	15%	14%
Workforce development	14%	17%	11%	16%	6%	18%
Investment in soft infrastructure (e.g., education, health, recreation)	11%	7%	7%	4%	28%	11%
Area targeting/regeneration strategies (e.g., revitalization programs, stimulus programs)	11%	10%	11%	8%	17%	8%
Other	10%	10%	18%	10%	7%	5%

2016 n=332

Which of the following business retention, expansion and attraction activities does your community engage in?	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large	2009 Percent
Community profile	70%	86%	67%	70%	63%	74%	77%	68%
Developed website including promo material/community profile	64%	83%	57%	63%	54%	69%	73%	72%
Personal contact with existing businesses	56%	78%	51%	45%	46%	57%	67%	52%
Business Walks program	45%	60%	47%	34%	40%	50%	45%	--
Promotional brochure	44%	62%	40%	39%	36%	48%	52%	39%
Promotion of "Buy Local" events	44%	45%	47%	44%	46%	43%	43%	19%
Marketing strategy	43%	58%	42%	38%	32%	42%	57%	40%
Downtown business improvement program or similar	41%	38%	51%	31%	33%	37%	56%	37%
Survey of local businesses	41%	52%	40%	25%	24%	46%	52%	22%
Business recognition events	33%	38%	28%	34%	21%	34%	47%	25%
Business roundtables or similar forum	32%	48%	30%	28%	14%	39%	45%	32%
"One stop shop" for business/development opportunities	29%	55%	19%	27%	11%	28%	49%	35%
Industry specific trade shows	28%	49%	21%	25%	16%	29%	43%	30%
Database of available commercial and industrial land	27%	40%	22%	28%	15%	33%	35%	37%
Business development support (e.g., incubation, co-working spaces)	17%	25%	15%	14%	11%	13%	30%	15%
Export development assistance	12%	37%	4%	2%	1%	8%	31%	8%
Not applicable/Don't know	5%	2%	3%	13%	4%	6%	4%	--
Other	6%	3%	5%	5%	5%	6%	5%	28%

2016 n=318; 2009 n=111

Which of the following business retention, expansion and attraction activities does your community engage in?	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Community profile	70%	56%	64%	77%	81%	74%
Developed website including promo material/community profile	64%	51%	50%	70%	69%	74%
Personal contact with existing businesses	56%	44%	38%	77%	57%	67%
Business Walks program	45%	34%	24%	47%	61%	60%
Promotional brochure	44%	34%	29%	51%	54%	53%
Promotion of "Buy Local" events	44%	39%	35%	49%	61%	45%
Marketing strategy	43%	34%	29%	60%	41%	52%
Downtown business improvement program or similar	41%	24%	38%	55%	54%	34%
Survey of local businesses	41%	27%	25%	51%	35%	49%
Business recognition events	33%	27%	24%	53%	31%	33%
Business roundtables or similar forum	32%	20%	22%	60%	30%	36%
"One stop shop" for business/development opportunities	29%	22%	17%	55%	19%	36%
Industry specific trade shows	28%	15%	21%	40%	30%	36%
Database of available commercial and industrial land	27%	24%	17%	34%	31%	33%
Business development support (e.g., incubation, co-working spaces)	17%	12%	17%	30%	13%	15%
Export development assistance	12%	2%	8%	26%	7%	12%
Not applicable/Don't know	5%	7%	8%	0%	4%	4%
Other	6%	7%	6%	6%	6%	3%

2016 n=318

Is your local government involved in any regional economic development partnerships?	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large	2009 Percent
Yes	64%	67%	70%	63%	66%	73%	50%	70%
No	24%	30%	18%	27%	23%	17%	35%	Unclear
Don't know	12%	3%	12%	11%	12%	10%	15%	

2016 n=315; 2009 n=83

Is your local government involved in any regional economic development partnerships?	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Yes	64%	61%	59%	43%	78%	77%
No	24%	34%	31%	41%	7%	15%
Don't know	12%	5%	10%	15%	15%	8%

2016 n=315



## Resources

Percent who agree (strongly agree or agree) to the following statements:	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large
I have access to sufficient information-based resources, training and support for economic development work in my community.	58%	73%	60%	51%	48%	65%	62%
My community has the resources to develop and maintain economic data for potential investors.	46%	61%	43%	39%	23%	52%	64%
Access to local and current demographic, labour market and education statistics is important to economic development in my community.	86%	99%	86%	80%	79%	91%	90%
I would find additional information-based resources, training and external support valuable for my community's economic development efforts.	85%	89%	84%	86%	80%	87%	90%

2016 n=313

Percent who agree (strongly agree or agree) to the following statements:	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
I have access to sufficient information-based resources, training and support for economic development work in my community.	58%	46%	56%	69%	62%	56%
My community has the resources to develop and maintain economic data for potential investors.	46%	33%	35%	76%	45%	47%
Access to local and current demographic, labour market and education statistics is important to economic development in my community.	86%	85%	82%	93%	83%	85%
I would find additional information-based resources, training and external support valuable for my community's economic development efforts.	85%	78%	80%	91%	89%	86%

2016 n=313

## Collaboration and Communication

Percent who agree (strongly agree or agree) to the following statements:	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large	2009 Percent
Champions within the community exist to see projects to completion	75%	86%	80%	56%	69%	75%	84%	70%
Community buy-in and engagement is sought	75%	95%	77%	59%	71%	75%	78%	78%
Political will and support exists among local elected officials for ED work	73%	81%	84%	72%	71%	77%	70%	81%
Sustainability is a consideration in ED plans/ projects	73%	92%	79%	59%	68%	78%	75%	78%
ED efforts attempt to foster innovation and entrepreneurship	71%	94%	71%	61%	62%	74%	78%	66%
There is an awareness of business interests and needs among staff and local elected officials	68%	83%	71%	67%	70%	69%	66%	82%
Business leaders are involved in the process of economic development efforts	65%	75%	69%	53%	57%	70%	70%	72%
Public-private partnerships are used where possible to deliver economic development initiatives	57%	78%	59%	48%	46%	66%	58%	57%
First Nations are involved in regional economic development efforts	49%	57%	47%	45%	52%	49%	46%	58%
There is sufficient staff expertise to deliver ED initiatives	46%	73%	43%	44%	29%	50%	63%	45%

2016 n=308; 2009 n=116

Percent who agree (strongly agree or agree) to the following statements:	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Champions within the community exist to see projects to completion	75%	75%	75%	87%	72%	71%
Community buy-in and engagement is sought	75%	58%	73%	89%	74%	77%
Political will and support exists among local elected officials for ED work	73%	65%	65%	87%	79%	76%
Sustainability is a consideration in ED plans/ projects	73%	58%	73%	89%	75%	70%
ED efforts attempt to foster innovation and entrepreneurship	71%	65%	55%	93%	72%	76%
There is an awareness of business interests and needs among staff and local elected officials	68%	68%	61%	84%	66%	71%
Business leaders are involved in the process of economic development efforts	65%	65%	61%	84%	57%	69%

Percent who agree (strongly agree or agree) to the following statements:	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Public-private partnerships are used where possible to deliver economic development initiatives	57%	60%	48%	64%	55%	60%
First Nations are involved in regional economic development efforts	49%	35%	54%	42%	51%	56%
There is sufficient staff expertise to deliver ED initiatives	46%	23%	27%	78%	53%	56%

2016 n=308

## Economic Diversity

Do you consider your community to be reliant on a single resource or industry for your economic activity?	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large
Yes (please specify sector)	33%	30%	27%	38%	48%	35%	9%
No	64%	68%	69%	56%	49%	62%	87%
Don't know	3%	2%	3%	6%	3%	3%	4%

2016 n=308

Do you consider your community to be reliant on a single resource or industry for your economic activity?	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Yes (please specify sector)	33%	38%	39%	9%	49%	26%
No	64%	63%	55%	89%	47%	70%
Don't know	3%	0%	6%	2%	4%	4%

2016 n=308

To what degree would you say your community is resilient to economic fluctuations?	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large
Very resilient	14%	22%	16%	13%	5%	12%	27%
Moderately resilient	29%	41%	23%	28%	24%	31%	35%
Somewhat resilient	39%	22%	51%	36%	49%	38%	27%
Not at all resilient	15%	13%	10%	19%	19%	18%	7%
Don't know	3%	2%	0%	5%	3%	0%	4%

2016 n=306

To what degree would you say your community is resilient to economic fluctuations?	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Very resilient	14%	3%	13%	36%	8%	14%
Moderately resilient	29%	43%	19%	36%	26%	29%

Somewhat resilient	39%	45%	48%	22%	49%	37%
Not at all resilient	15%	10%	19%	7%	15%	17%
Don't know	3%	0%	1%	0%	2%	3%

2016 n=306

## Challenges

From the list below, please identify the top two internal barriers to economic development in your community.	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large	2009 Percent
Lack of financial resources	52%	62%	51%	47%	61%	50%	45%	67%
Lack of human resources	46%	59%	41%	53%	52%	48%	39%	57%
Lack of leadership or priority given to economic development	34%	22%	36%	28%	32%	36%	33%	23%
Lack of formal economic development plans or mandate	28%	24%	27%	23%	25%	30%	29%	25%
Lack of information or expertise	17%	10%	14%	25%	13%	14%	24%	10%
Other	13%	19%	16%	14%	9%	14%	16%	Unclear

2016 n=306; 2009 n=107

From the list below, please identify the top two internal barriers to economic development in your community.	2016 Percent	AKBLG	AVICC	LMLGA	NCLGA	SILGA
Lack of financial resources	52%	45%	45%	49%	47%	69%
Lack of human resources	46%	28%	51%	51%	49%	49%
Lack of leadership or priority given to economic development	34%	40%	39%	16%	32%	34%
Lack of formal economic development plans or mandate	28%	48%	26%	24%	32%	19%
Lack of information or expertise	17%	18%	22%	22%	15%	10%
Other	13%	15%	7%	20%	19%	9%

2016 n=306

From the list below, please identify the top two external barriers to economic development in your community.	2016 Percent	EDPs	Elected Officials	Local Gov Staff	Small	Mid-sized	Large	2009 Percent
Lack of support (resources, funding or programs) external to local government	55%	46%	54%	52%	63%	50%	51%	--
Global economic conditions	50%	48%	52%	56%	42%	58%	51%	60%
Other resource restructuring/downturn	29%	24%	28%	33%	32%	31%	21%	35%

Legislative restrictions or policy changes	23%	27%	24%	14%	21%	22%	27%	14%
Forest industry restructuring	19%	25%	16%	25%	24%	17%	17%	49%
Other	17%	24%	16%	17%	13%	16%	22%	Unclear

2016 n=306; 2009 n=116

<b>From the list below, please identify the top two external barriers to economic development in your community.</b>	<b>2016 Percent</b>	<b>AKBLG</b>	<b>AVICC</b>	<b>LMLGA</b>	<b>NCLGA</b>	<b>SILGA</b>
Lack of support (resources, funding or programs) external to local government	55%	63%	59%	42%	43%	60%
Global economic conditions	50%	63%	43%	53%	45%	56%
Other resource restructuring/downturn	29%	35%	20%	18%	45%	26%
Legislative restrictions or policy changes	23%	15%	20%	36%	19%	21%
Forest industry restructuring	19%	10%	29%	7%	38%	10%
Other	17%	10%	20%	33%	6%	19%

2016 n=306