



# The Communities Matrix 4

Categories	Connectivity & Cooperation	Vitality	Community-wide Values	Leadership	Strategic Capacity	Sustainability	Community Entrepreneurship
<b>Definition</b>	The community has the ability and experience of drawing together to achieve community-wide goals.	The community has vigor to not only survive but to thrive, (celebrating successes and learning from mistakes) as evidenced by a rich & dynamic cultural and social life.	The community has a sense of common values that have developed over time and through a shared history.	On behalf of the community, individuals and groups take responsibility and action that address current and future needs.	The necessary human, physical and financial resources are available to achieve the community's vision.	The community's future is sustained by attention to the economic self-sufficiency, environment, and the welfare of its citizens and neighbors.	The community identifies and acts on opportunities, and creates fertile conditions for growth and development.
<b>Characteristics</b>	<ul style="list-style-type: none"> <li>▪ Connectors (people, places)*</li> <li>▪ External links</li> <li>▪ Ability and Willingness to Work</li> <li>▪ Networks and connections among diverse organizations and groups</li> <li>▪ Citizen Involvement in the Community / volunteerism / voter turnout</li> </ul>	<ul style="list-style-type: none"> <li>▪ Historically and Culturally aware*</li> <li>▪ Arts and creative outlets</li> <li>▪ Learning, Educational, Recreational opportunities</li> <li>▪ Energy / vitality / Well-being</li> <li>▪ Community celebrations / fun &amp; laughter</li> <li>▪ Youth – engagement &amp; empowerment</li> <li>▪ Age distribution</li> </ul>	<ul style="list-style-type: none"> <li>▪ Civic pride / commitment to community*</li> <li>▪ Authenticity / Integrity / Values</li> <li>▪ Compassion and care for less fortunate</li> <li>▪ Self-esteem, both civic and individual</li> <li>▪ Volunteerism</li> <li>▪ Image and aesthetics</li> <li>▪ Fairness and social justice</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dealing with conflict*</li> <li>▪ Democratic &amp; Diverse</li> <li>▪ Succession and continuity/ new “blood” / turnover</li> <li>▪ Governance / transparency / accountability</li> <li>▪ Youth leadership development</li> <li>▪ Participation in public office, commissions and committees</li> </ul>	<ul style="list-style-type: none"> <li>▪ Planning and budgeting*</li> <li>▪ Leveraging Resources (Human and financial)</li> <li>▪ Economic diversity</li> <li>▪ Employment opportunities match workforce</li> <li>▪ Innovation and Technology development</li> <li>▪ Infrastructure – affordable housing / lands / parks / carrying capacity</li> <li>▪ Learning culture</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment to supporting the local economy*</li> <li>• Youth opportunities for involvement &amp; mentorship</li> <li>• Champions / champion development system</li> <li>• Diversity / migration</li> <li>• Thought and attention given to neighbours</li> <li>• Food security</li> <li>• Availability of discretionary resources</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attitudes / culture of entrepreneurship*</li> <li>▪ Identification of &amp; action on opportunities at a community level*</li> <li>▪ Dynamic business support organizations</li> <li>▪ Local innovation and (technology) development</li> <li>▪ Entrepreneurial Energy</li> <li>▪ Adaptability of local businesses</li> <li>▪ Training &amp; opportunity for mentorship</li> <li>▪ Openness to new ventures</li> <li>▪ Ability to access capital</li> </ul>

\*Please see page 2 for examples of how these characteristics will look in high, medium and low functioning communities.

Example	Connectors (places)	Historically & Culturally aware	Pride	Dealing with conflict	Planning	Commitment to supporting the local economy	Attitudes / culture of entrepreneurship
<b>High Functioning</b>	Range of physical spaces exist for meeting formally and informally (cultural, athletic, youth etc.)	Artists are organized and the arts are integrated into the community; community stories and artifacts have been gathered and are publicly accessible	Communal and individual pride in the community, recognizing its vitality and a willingness to share its resources with other communities	Mechanisms in place to enable the diversity to exist, to mitigate confrontational relationships within the community	Community plan in place that is revisited throughout its life to use as a guide and baseline for assessing the community's progress	Established and sustained buy-local campaign (both formal and informal)	Entrepreneurs contribute to community and are respected and celebrated
<b>Medium Functioning</b>	Some physical locations but key groups are left out and they are inaccessible for some	Artists live in the area and may work collectively but are not integrated into the community; individuals hang on to the community's history and artifacts	Pride exists within the community but it does not embrace the whole and is difficult to convey or share with outsiders	Conflict can be disruptive but there is an attempt to address it as it arises.	Community plan exists but it is rarely consulted to assess priorities and action for the community	No conscious commitment to buying locally; price and convenience are more important	Existence of some entrepreneurs but few support mechanisms
<b>Low Functioning</b>	No connecting spaces or they are unsafe and/or in disrepair	Artists work in isolation or outside the community; no formal collection of history or artifacts on an individual nor communal level	Shame associated with the community name – children are well aware of this when they engage in school activities outside the community	Longstanding conflicts that keep some groups and/or individuals from ever being able to work together or even get together	No community plan	Little or no thought given to buying local goods and services	Traditional jobs seen as only possible economic driver

Copyright 2005 -Centre for Innovative & Entrepreneurial Leadership (CIEL)  
Version 4.0 March 31, 2005

Any Comments, Questions, or Feedback about this tool can be directed to  
Mike Stolte at the Centre for Innovative & Entrepreneurial Leadership (CIEL):



[www.theCIEL.com](http://www.theCIEL.com)

Contact Mike Stolte  
[mstolte@futures.bc.ca](mailto:mstolte@futures.bc.ca)

**Centre for Innovative & Entrepreneurial Leadership**

201 - 514 Vernon Street  
Nelson BC CANADA V1L 4E7

BUILDING ENTREPRENEURIAL INDIVIDUALS, ORGANIZATIONS & COMMUNITIES

T 250.352.1933  
Toll free 1.800.661.1395  
F 250.352.5926