



Selecting a New Model for Economic Services Delivery

THE VILLAGE OF CUMBERLAND



FINAL REPORT

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1. Introduction

In 2015, the Village of Cumberland withdrew from the Comox Valley Economic Development service provided by the Comox Valley Economic Development Society (CVEDS). The Village is now moving forward with the 2016 Council strategic priority of developing a new model of economic development service, receiving a grant from the BC Rural Dividend Fund to do so. EcoPlan International (EPI) was hired by the Village of Cumberland to assist them in exploring their options.

EPI worked with the Village to undertake a facilitated engagement process with the Village Council and community, and to evaluate Cumberland's economic development service options in terms of fit and feasibility. Specifically, EPI considered the questions of:

- What economic development service model best meets the needs of the Village of Cumberland?
- What model will be efficient in its use of Cumberland's resources?
- What model will reflect the values and objectives of the Cumberland community?

This document provides an overview of the research and engagement conducted by EPI, as well what was learned throughout the process. Six economic development service model options were initially considered, and using the information gathered, narrowed to three. An analysis of these three models, a recommendation of a preferred model, and an implementation roadmap are provided.

2. Process

Three phases of work contributed to determining which economic development model will best meet the needs of Cumberland: preparation, engagement, and analysis and reporting. The specific tasks within each phase are listed below. EPI worked closely with Village staff to ensure relevant information was not missed and revisited previous phases and tasks as needed.

Phase 1: Preparation September	Phase 2: Engagement October	Phase 3: Analysis & reporting November
<ul style="list-style-type: none">• Kick-off meeting• Background research & review• Engagement planning	<ul style="list-style-type: none">• Stakeholder interviews• Online survey• Council Session• Public Open House	<ul style="list-style-type: none">• Engagement analysis and synopsis• Preferred models evaluation• Draft report• Presentation to Council•

2.1 Background Research and Preliminary Assessment

EPI reviewed a variety of plans, policies, studies and data to develop an understanding of Cumberland's context as it relates to economic development. This included a review of the following:

- Village of Cumberland Official Community Plan (OCP)
- Village of Cumberland 2016 Corporate Strategic Priorities
- Employment and Industrial Lands-Based FDI Strategy
- CVRD Economic Development Service Delivery Review
- CVRD Economic Development Service Function Review
- Village of Cumberland Zoning Bylaw No. 1027
- Discover Comox Valley Website
- Cumberland Chamber of Commerce Website

Based on this research, and input from Village staff, EPI conducted initial options research to understand the potential models that might fit Cumberland's needs and support more focused engagement.

2.2 Community Engagement

A crucial piece in determining the appropriate economic development service model options involved the discussions EPI had with stakeholders, community members, local businesses, elected officials and Village staff. This was accomplished through the following activities:

Stakeholder Interviews

Six key business stakeholders, representing a cross section of local businesses and sectors, were engaged through one-on-one phone calls.

Online Survey

Cumberland business owners and residents were invited to participate in an online survey which ran from October 11, 2016 to October 31, 2016. The survey received 58 responses.

Community Open House

Cumberland community members and business owners were also invited to a community open house that was held on October 25, 2016. Approximately 38 people were in attendance.

Mayor and Council Engagement Session

Mayor and council were engaged through an in-camera presentation on October 24, 2016. They provided high level direction on priorities, constraints, and the purpose of Cumberland's new model.

A summary of input from these activities is included in Appendix A: Engagement Summary.

During engagement, participants were asked to explore six models of economic development service delivery considered the most feasible and realistic options for Cumberland. Detailed in Appendix B, these options were developed by EPI combining best-practice research with priorities identified through stakeholder engagement and the community survey. Participants worked through the six alternatives by answering questions about the four key components of economic development service delivery:

- **Services:** What activities, programming and projects will support local business and grow Cumberland's economy?
- **Governance:** How are directions set and decisions made?
- **Implementation:** Who does the daily work?
- **Funding:** What ways can it be paid for?

2.3 Options Evaluation

Following engagement, three preferred models were identified. EPI then conducted a SWOT analysis for each of these models, which was then used to support a structured, multi-criteria assessment. In addition to drawing from the SWOT analysis, the criteria used in the assessment were drawn from key factors identified during engagement. See Section 4 for a list of these criteria and their associated scales.

The multi-criteria assessment also informed recommendations in Section 5 - Implementation Roadmap, which outlines a suggested course of action for the Village of Cumberland.

3. What Was Learned

3.1 Key Engagement Themes

In initial phone calls with key stakeholders, a significant amount of useful information was provided which allowed EPI to narrow the model options and focus the topics of discussions during later engagement. Generally, people felt that Cumberland's withdrawal from CVEDS was the correct decision and many agreed that Cumberland's values, objectives and needs were overlooked in CVEDS' service provision. It was also emphasized that these values and objectives would need to be reflected moving forward with economic development in Cumberland.

The following are other key themes from the engagement sessions and survey (see Appendix A for a full account of engagement input):

- Council and the community generally agreed that Cumberland's top service needs are for economic development planning and attracting new investment. Revenue generation was important to Council; coordinating and facilitating local groups to work together and village promotions were identified as important to the community.

- Many felt that council should be making decisions around Cumberland's economic development, with input from a steering committee.
- The community generally preferred an in-house model while there was interest from council in exploring a revenue generating Economic Development Corporation.
- There was general agreement that someone should be hired to provide service delivery in a more centralized way. However, there were also concerns over the expense of hiring designated economic development staff.

Overall, there was recognition that any new economic development service model would require stable funding and if this is to be the case, the funding will most likely need to come from municipal taxation. As a result, many felt that oversight and final decision-making power should lie with mayor and council, as they are the elected officials given the authority to do so. Many also felt that a committee representative of the community should provide input with regards to the decisions that council is making on economic development.

Discussions with Village staff revealed that Cumberland has an established practice of advisory committees. These include the Accessibility Select Committee, the Homelessness and Affordability Select Committee, the Heritage Committee and the Advisory Planning Commission, among others. However, these committees are relatively new, with many bringing forward their first initiatives in the coming months. Though these advisory committees are a valuable way in which to encourage community input on economic development initiatives and the decisions that are made and implemented in the Village, their success and the ease in which they work and integrate with municipal and council practices are yet to be seen.

In addition, many of those who participated in the community survey seem to be of the assumption that the potential economic development committee would be providing direction to staff with regards to economic development initiatives. This is not standard Village practice, and if an Economic Development Officer were to be hired, it is expected that they would receive direction from the Chief Administrative Officer (CAO) or another Village staff manager. There is an existing municipal structure and protocol that needs to be honoured as a new economic development service is developed.

3.2 Model Options

There are a range of economic development service models that could help support local business and economic growth in Cumberland. Six general options -- deemed to be the most realistic, feasible and aligned with the community priorities -- were presented to the community and council during engagement to support discussion. These six options (detailed in Appendix B) fall under three broad categories:

In-House Models

In-house models involve economic development services that are established within the local government and offer strong linkages and connections between economic development and other municipal departments.

Arm's Length Models

Arm's length models involve economic development services in which the local government provides funding to an outside organization, offering the benefit of legal separation from the mayor

and council and the municipality. The difference between arm’s length models and in-house models can be as simple as a legal definition.

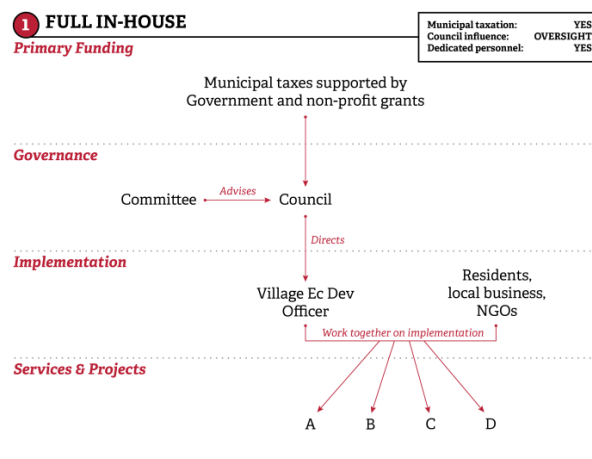
Blended Models

Blended models offer a variety of economic development services, with some offered through in-house means (council, village staff, etc.) and others through arm’s length means (existing organizations like local Business Improvement Associations (BIAs) and Chambers of Commerce).

Using information gathered during both research and community engagement, EPI further narrowed the six initial options to the three detailed below. The descriptions provided are an overview of each potential model. There is a great deal of nuance in what these options may specifically look like; they may be adjusted and adapted to meet Cumberland’s specific needs. A key message from engagement was that getting this nuance right would be critical, and would rely on a thoughtfully developed Terms of Reference for associated decision-making bodies and staff.

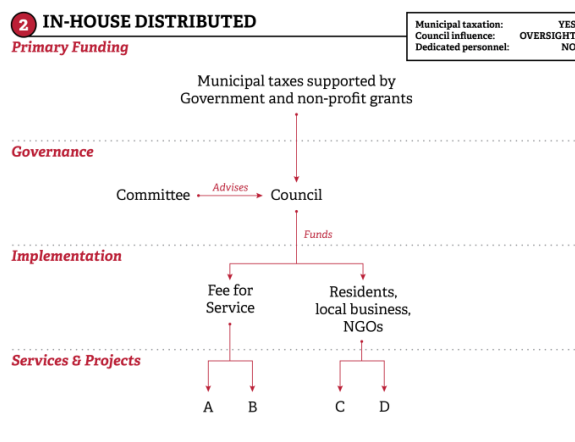
1. Full In-House

A full in-house model involves an economic development committee that advises council and has dedicated economic development personnel within the Village. Council provides oversight and direction.



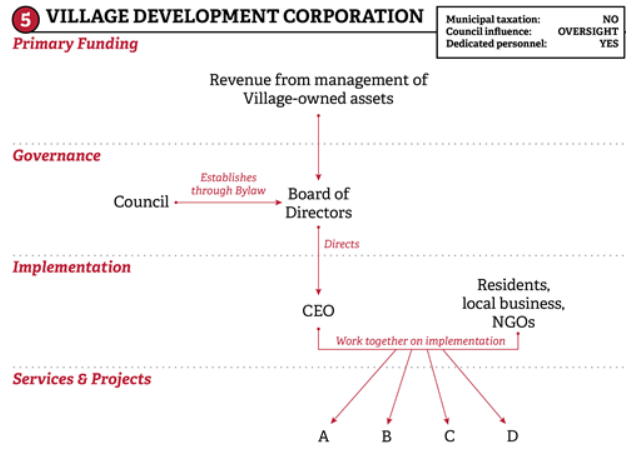
2. In House-Distributed:

An in-house distributed model also involves an economic development committee that advises council, but instead of dedicated personnel within the Village, hires consultants (including a long-term contractor) on an as-needed basis. Council again provides oversight and direction.



3. Village Development Corporation

A for-profit development corporation model is primarily funded from the management of Village owned assets. It is established through a council bylaw and council provides oversight. It has a CEO that works with residents, local business, and NGOs on implementation.



4. Options Analysis

The three models described above were evaluated using a SWOT analyses and a multi-criteria assessment.

4.1 SWOT Analysis

The following analysis provides a summary of the key Strengths, Weaknesses, Opportunities and Threats (SWOT) of the three potential economic development models.

Table 1: Full In-House SWOT

1. Full In-House	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• Oversight from council (governed by elected officials)• Community involvement through advisory committee• Encourages strong linkages and connections between municipal departments and economic development• Dedicated personnel to focus on economic development• Likely perceived by community as more accountable• Ability to share municipal resources and support staff	<ul style="list-style-type: none">• Cost of Village Economic Development Officer position (full time or part time)• May be more difficult to engage private sector because of connection to municipality• Politics can constrain activities more than with an arms-length model (e.g., active support of certain sectors over others)
OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• Tailor economic development position to meet community and municipal needs• Stronger opportunity for collaboration between Municipal departments	<ul style="list-style-type: none">• Inability to sustain the cost of economic development position in the municipality• Advisory committee new concept for Village – its success is yet to be seen

Table 2: In-House Distributed SWOT

2. In-House Distributed	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Low financial risk • Direct oversight from council (governed by elected officials) • Community involvement through advisory committee • Flexible and cost effective (pay for services on an as-needed basis) • Likely perceived by community as more accountable 	<ul style="list-style-type: none"> • No dedicated personnel to oversee and undertake economic development within Village – economic development may be overlooked in favour of other Village priorities • Other municipal issues may take priority as work not tied to permanent staff • Politics can constrain activities more than with an arms-length model (e.g., active support of certain sectors over others)
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Desired skills and expertise can be hired as needed • As a low-commitment choice, can be used as a 'Pilot' for exploring what works (e.g., could grow into a full in-house model over time, or other options) 	<ul style="list-style-type: none"> • Risk involved with hiring services from company/organization the Village has not worked with previously • Advisory committee new concept for Village – its success is yet to be seen

Table 3: Revenue Generating Economic Development Corporation SWOT

3. Revenue Generating Economic Development Corporation	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Legal separation from municipality provides protection to Village • Can engage in a wider range of business opportunities than traditional economic development organizations • May liaise well with private businesses • Lower tax burden (with potential for revenue generation) 	<ul style="list-style-type: none"> • Lack of municipal control over day-to-day operations • Services focused on revenue generation and specific sector support, less focused on other aspects of economic development services (business retention and expansion) • Costly as compared to in-house models (additional support staff, office 'infrastructure')
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Grow community assets • Increase municipal revenue • Focus on emerging opportunities • Access funding not available to municipalities 	<ul style="list-style-type: none"> • Market dependent; exposed to risk and competition • Cost to municipality depends on success in generating revenue

4.2 Multi-Criteria Alternatives Assessment

The above SWOT analysis supported the development of a multi-criteria assessment, and helped to generate the appropriate criteria for the assessment and associated measures. Most of these criteria (excluding cost) require a constructed scale, detailed in the table below.

Evaluation Framework

Table 4: Multi-Criteria Assessment Scale

Criteria	Scale		
	High (H)	Medium(M)	Low (L)
Operation Costs*	Dollar value for annual salary and other direct expenses		
Stakeholder & Community Involvement	Community and stakeholders have input in most economic development initiatives and decisions.	Community and stakeholders are consulted on major projects and issues.	Community and stakeholders have little or no say in economic development initiatives and decisions.
Municipal Control and Accountability	Mayor and council provide direct oversight of model and have final decision making power.	Mayor and Council provide mandate and direction for model but little involvement in day-to-day decisions.	Mayor and Council are not involved
Investment Exposure	Zero exposure to investment loss.	Moderate exposure to moderate investment.	Significant exposure to high-risk investment.
Revenue Generation	Dollar value of annual revenue generated		
Efficacy	Delivers many services effectively.	Delivers some services adequately.	Delivers few services with challenges.

*Operation cost assumptions:

- Includes in-kind and cash costs
- Full-In House employs full time worker of moderate experience
- In-House Distributed employs consultants on two mid-sized projects
- Village staff includes benefits and pension
- Non-village staff have higher operating expenses
- Full In-House option saves on operating expenses (e.g. phone lines, internet, printing, etc.)
- Village staff share support staff

Alternatives Evaluation

The following alternatives evaluation is based on input from the community, council and village staff, along with best-practice research and expert interviews. Interviews were conducted with economic development staff in the following communities:

- Prince George, BC
- Campbell River, BC
- Chilliwack, BC
- Valemont, BC

The following documents were referenced:

- Comparing Economic Development Corporations and Internal Department Models: Service Delivery in Southern Ontario; Paul Parker and Evonne Donaher, University of Waterloo
- Report to Council on Economic Development Governance Structure
City of Halifax
- The Evolution of Local Economic Development in Canada
Federation of Canadian Municipalities
- Structuring an Economic Development Organization
Economic Development Association of BC
- Evaluating the Economic Development Role of BC Local Governments
Union of BC Municipalities
- Launching and Maintaining a Local Government Corporation: A Guide for Local Officials 2006
BC Ministry of Community Services

1. Full In-House

Table 5: Full In-House Alternatives Evaluation

Criteria	Score	Rationale
Operation Costs*	\$109,000	Costs for one new Full Time (FT) Village staff member, including benefits, pension, equipment and related expenses.
Stakeholder & Community Involvement	H	An advisory committee is directly involved in economic development decisions and initiatives.
Municipal Control and Accountability	H	Mayor and council will approve mandate and direction (through CAO + Corporate Strategic Priorities + Budget) for initiatives undertaken.
Investment Exposure	H	Does not include investment thus no investment exposure.
Revenue Generation	\$0	Will not generate revenue for the Village.
Efficacy	H	A FT position will enable the Village to offer many economic development services. Located within the Village, the position will be well-integrated with other municipal departments and functions.

2. In-House Distributed

Table 6: In-House Distributed Alternatives Evaluation

Criteria	Score	Rationale
Operation Costs*	Variable (\$20,000 - \$60,000)	Services are hired on an as-needed basis, allowing the Village flexibility in the amount of money spent, controlling the cost of projects it chooses to pursue.
Stakeholder & Community Involvement	H	An advisory committee is directly involved in economic development decisions and initiatives.
Municipal Control and Accountability	H	Mayor and council will approve mandate and direction (through CAO + Corporate Strategic Priorities + Budget) for initiatives undertaken.
Investment Exposure	H	Does not require investment thus no investment exposure.
Revenue Generation	\$0	Will not generate revenue for the Village.
Efficacy	M	Does not include dedicated Village staff, inhibiting its ability to offer a full-range of services and full integration with the other Village departments and initiatives.

3. Economic Development Corporation

Table 7: Economic Development Corporation Alternatives Evaluation

Criteria	Score	Rationale
Operation Costs*	\$170,000*	As a separate body from the Village, will include higher operating costs (rental space, equipment, support staff, etc.)
Stakeholder & Community Involvement	M	Will involve stakeholder involvement from a Board of Directors, but as separate from the Village, will not likely emphasize public engagement when undertaking its initiatives.
Municipal Control and Accountability	M	Mayor and council will legally create an economic development corporation and a mandate for the organization, however the CEO and its Board of Directors will be responsible for decisions around initiatives and day-to-day operations.
Investment Exposure	L to M	Investment will be required for revenue generation and risk will be necessary, but highly variable and dependent on specific investments.
Revenue Generation	Variable	Highly variable and dependent on specific investments.
Efficacy	2	With a focus on revenue generation, offering economic development services will not be a priority. Revenue generation may conflict with the interests of other economic development services more traditionally offered by non-revenue generating models.

*Revenue generation potential of an Economic Development Corporation could off-set costs. However, it is unlikely that the first two years of operation would generate a profit.

Evaluation Summary

The following table ranks model options based on the criteria defined above using the following scale:

- High = 5
- Medium to High = 4
- Medium = 3
- Medium to Low = 2
- Low = 1

The scores given are an unweighted priority ranking, meaning all criteria have the same importance in this technical scoring.

Table 8: Multi-Criteria Assessment

Assessment							Score (without dollar values)
	Operation Cost	Stakeholder /Community Involvement	Municipal Control/ Accountability	Investment Exposure	Revenue Generation	Efficacy	
Full In-House	\$109,000	5	5	5	\$0	5	25
In-House Distributed	Variable (\$20,000 - \$60,000)	5	5	5	\$0	3	22
Ec. Dev. Corporation	\$170,000	3	3	1-3	Variable	2	10-12

The multi-criteria assessment, with the highest score of 25, demonstrates that a Full In-House Model best meets the needs of Cumberland with regards to economic development, as defined by the scored (unweighted) criteria. The In-House Distributed model is expected to perform as well across all criteria except efficacy, as a full-time Village staff can be expected to benefit from additional resource support and integration with other Village activities. However, this comes at a price. The main trade-off, then, is the additional cost of increased efficacy in service delivery. Using the scoring for a rough “cost-benefit” calculation, the distributed in-house model provides similar benefits at approximately half the cost of the full in-house model.

An Economic Development Corporation received the lowest score of 10-12 and has the most significant costs associated with it. However, it may also offer the greatest potential in terms of revenue generation. The rough “cost-benefit” calculation for a development corporation shows almost half the benefit for a significantly higher cost (excluding potential revenue generation).

From interviews with economic development service purveyors around the province, there was a distinction made between revenue generated development corporations and non-profit development corporations supported by municipal funding (essentially a society). While the revenue generating model can provide some services (e.g., support and promote certain sectors associated with municipal

assets), it was suggested that the different mandate, with a focus on revenue generating, could be at cross purposes with general economic development services delivery.

The other model (non-profit), as a standalone organization, was often found to be an expensive way to deliver services; at two of the communities interviewed (Prince George and Campbell River), the non-profit development corporation had been recently absolved, and their services absorbed into the municipalities (with Prince George saving approximately \$500,000 per year). It was suggested that Cumberland is likely too small to support a separate development corporation.

5. Implementation Roadmap – Recommended Model

As Cumberland withdraws from CVEDS' services, and as it continues to pay \$40,000 a year into the regional economic development service for 2016, 2017, 2018 and 2019, cost is crucial when considering an appropriate model of economic development. Thus, it is recommended that the Village take an incremental approach to moving forward to ensure that what is selected is a sustainable and realistic option for Cumberland.

As a result, EPI recommends that Cumberland begin with an in-house distributed model of economic development. This model requires the lowest financial commitment of the three options, and provides a stepping-stone as Cumberland further develops funding and capacity.

The flexibility of an in-house distributed model will allow Cumberland to hire services through consultants or organizations on a project-by-project basis in a way that accommodates changing budget realities. For example, Cumberland could use remaining funds dedicated to economic development (i.e., those leftover after the annual payment to CVEDS) to support existing staff in doing a variety of small activities known to be internal priorities (e.g. website updates, community calendar) while submitting grants for larger projects. If a grant is successful, and there is a surge of work, the distributed model would allow a scaling of resources to match needs (this is sometimes known as surge capacity).

A recommended grant application is for conducting an Economic Development Strategy. An Economic Development Strategy would provide a long-term vision and implementation framework for economic development work in the community and may be an especially important project since economic development planning was identified as one of Cumberland's top service needs during engagement, both by the community and Council.

Further, as mentioned above, Cumberland's experiences with advisory committees are relatively new. Thus, developing an Economic Development Strategy will provide an opportunity for Council to form a project-specific economic development advisory committee, strictly for the purposes of undertaking the strategy, and an opportunity to 'pilot' the committee's functions and Terms of Reference (ToR). This will also serve as an opportunity for Council and Village staff to learn from other experiences, and adjust for the formation of a future, more long-standing economic development advisory committee.

An Economic Development Strategy, including hiring a temporary project manager and other costs, is also a feasible project to put forward for funding from the Rural Dividend Fund's Project Development Stream during its Spring 2017 intake. Also, as part of the application Cumberland could reach out to the Ministry of Jobs, Tourism and Skills Training to act as a 'pilot' community for the Ministry's new *Strategic Planning Toolkit* for economic development – the application could identify feedback for the toolkit as

one of the project actions. While the Ministry is providing no funding, their support could make for a stronger application.

In addition, a key action of the Economic Development Strategy may be to explore the feasibility and community support for a Village Economic Development Corporation - a model that Council expressed interest in. Focusing on revenue generation, an Economic Development Corporation could provide complimentary but separate functions and services to those of the in-house economic development model.

Finally, when Cumberland has better established its economic development model, functions, and services, Cumberland may be in the position to transition to a full in-house model of economic development service, with designated staff to offer services.

Appendix A: Engagement Summary

In determining a new model of Economic Development Service for the Village of Cumberland, residents were invited to participate in an online survey, running from October 11, 2016 to October 31, 2016 and a Community Open House, held on Tuesday, October 25, 2016. A Council Session was also held on Monday, October 24, 2016. The online survey received 58 responses, and approximately 38 people attended the open house. The purpose of the survey and engagement sessions were to confirm community objectives and priorities and to evaluate economic development model options.

The following are key findings from these sessions:

- Council and the community generally agreed that Cumberland's top service needs are for economic development planning and attracting new investment.
- Many felt that council should have either oversight of, or participation in a new economic development service for Cumberland, with input from a steering committee (with representation from community members and local businesses, non-profits, etc.).
- The community generally preferred an in-house model, while there was some interest from council in an economic development corporation.
- Council and the community felt that there should be shared responsibility for the "doing the work" in providing economic development services.
- There was also general agreement that someone should be hired to provide service delivery in a more centralized way and at least a part of funding should come from taxation. However, there were also concerns over the expense of hiring staff.

Six Interviews were also conducted with stakeholders chosen by the Village of Cumberland, representing a variety of local businesses. These interviews helped identify priorities, guide research and develop the online survey and community and council engagement sessions. A member of the project team also attended Cumberland BS, a local business social, to discuss the project and gather initial input.

The following are key findings from the stakeholder interviews and from Cumberland BS:

1) Withdrawal from CVEDS was the correct decision

- Values and objectives were not representative of Cumberland
- Cumberland was overlooked in service provision (a small community lost in a larger picture)
- CVEDS' organizational structure was not efficient and not producing expected results for Cumberland

2) Keys services/roles for a new model

- An intermediary and advocate between the village and local businesses and prospective businesses
- Village and tourism promotion
- Business Retention and expansion
- Advocacy
- Investment attraction
- Community capacity building and skills development

3) Priority values and characteristics for a new model

- Transparency should be a top priority
- Integrity (follow-through)
- Consistency and stability
- Community driven
- Adaptability
- Cost-effectiveness

4) Preferred models

- Generally in-house, though arm's length could work if it is reporting to Village
- Final responsibility should reside with Village
- Village staff (new part-time or additional duties for existing staff)

5) Funding as main challenge, as well as

- Capacity and skills building
- NIMBYism and village culture
- Balancing relationships and interests
- Community participation and trust

Survey Questions and Results

The following provides an overview of the results from the Council Session, the Community Open House and the Community Survey. The top answers from each group are highlighted in green.

What economic development services does Cumberland need?

Response	Council	Community Survey	Community Session (Posters)
Economic Development Planning	33%	15.5%	29.6%
Revenue Generation	27%	6.9%	3.7%
Attracting new investment	27%	19.3%	18.5%
Coordinating and facilitating local groups to work together	7%	15.0%	18.5%
Business networking	7%	2.8%	0%
Business advocacy	0%	2.8%	9.3%
Village promotions	0%	15.1%	11.1%
Removing obstacles to doing business	0%	14.5%	5.6%
New business support and training	0%	5.8%	3.7%
Other	0%	2.2%	0%

Who should be making the decisions around Cumberland's economic development?

Response	Council	Community Survey
A mix of some or all of the above	60%	59%
The Village council with input from a Steering Committee	40%	17%
Other	0%	10%
Members/citizens	0%	7%
An arm's length economic development commission	0%	3%
Local business	0%	2%
The Village Council	0%	2%

Who should be doing the work in providing economic development services?

Response	Council	Community Survey
A mix of some or all of the above	40%	60%
A new organization	20%	2%
Existing local non-profits and business organizations	20%	0%
A village staff member	20%	12%
Consultants hired as needed	0%	10%
Members/citizens	0%	3%
Other	0%	12%

Where should funding for these services come from?

Response	Council	Community Survey
A mix of some or all of the above	38%	69%
Government grants	28%	10%
Self-generated revenue (of a new organization)	20%	7%
Taxation	7%	5%
Membership fees	6%	0%
Members/citizens (fundraising)	0%	2%
Other	0%	7%

What will be the challenges to making this work?

Response	Council	Community Survey
Balancing relationships between the Village, local business and the community	34%	13.7%
Stable and sufficient funding	33%	20.2%
Local capacity and knowledge for making informed decisions	13%	9%
An efficient and effective organization	7%	21.3%

Balancing areas of focus (not pulling all efforts in one sector)	7%	9.5%
Maintaining public trust	6%	4.5%
Slow bureaucratic or political processes	0%	11.4%
Buy-in/active participation from the community	0%	9.7%
Other	0%	0.6%

Funding: Should regular taxation (not BIA) provide at least part of the funding for services?

Response	Council	Community Clickers	Community Posters
Yes	100%	75%	85.7%
No	0%	25%	14.3%

Governance: What degree of influence should council have?

Response	Council	Community Clickers	Community Posters
Oversight	60%	62%	53.8%
Between oversight and participation	-	-	23%
Participation	40%	33%	15.3%
Minimal	0%	5%	7.7%

Implementation: Should someone be hired to support service delivery in a more centralized way?

Response	Council	Community Clickers	Community Posters
Yes	100%	77%	84.6%
No	0%	23%	15.4%

What models of those presented here do you prefer? Choose three in order of importance?

Response	Community Clickers	Community Posters
Full In-house	39%	23.1%
In-house distributed	30%	38.5%
Village Development Corporation	13%	0%
Independent and distributed	12%	0%
Between independent and distributed and community org. high capacity	-	23.7%
Community organization- high capacity	6%	0%
In between community org. low capacity and village development corporation	-	15.4%
Community organization- low capacity	0%	0%
Other	0%	0%

Survey Comments

What best describes you?

- Cumberland Resident (64%)
- Cumberland business owner and resident (24%)
- Cumberland business owner (2%)
- Employed in Cumberland (2%)
- Other, please specify (9%)
 - Live and work in the Village of Cumberland - but not a business owner
 - Comox Valley business owner
 - Valley resident who comes to Cumberland for recreation and entertainment
 - Resident AND employed in Cumberland
 - Non-Profit Employee

What best describes your knowledge of economic development related service delivery models?

- I know a lot (7%)
- I know a little bit (72%)
- I don't know much (17%)
- No idea what you are talking about (3%)

You said there are "other" services that Cumberland needs. Please specify.

- A plan to explore expansion of opportunities based on the Arts, Recreation, Heritage and the unique "feel" of Cumberland.
- It is important for businesses to work on their own behalf and not expect tax payers to do it for them.
- Heritage restoration
- More trail cleaning, races, bikejoring
- Plans to include arts and culture within the economic development framework. "Public and private assistance can facilitate the growth of arts and culture as a strong, interconnected, and legitimate industry. Municipalities that adopt community and cultural economic development frameworks have observed a significant increase in success in the arts and culture through closer connections between arts and business."

Anything to add about the type of economic development services offered?

- I think that one of the current problems local businesses face is the extremely low rental market. There is nowhere for young entry level, service style job seekers to live. There are help wanted signs all over Cumberland.
- Development of a comprehensive tourism plan to attract non-polluting dollars and promote the arts, recreation and heritage.
- Would be interested to see which services are offered in environments similar to Cumberland and what are some emerging models that the Village could capitalize on, e.g., Is there anything interesting coming out of academia or other scholarly projects?
- Promote and encourage the types of businesses that have already made Cumberland their home and have found success here.
- No
- Eco Tourist

- Diverse base, not all focused on one area of investment.
- Village champion popular projects
- Industry generating ecologically sound and creating jobs e.g. co-op grocery store, bicycle manufacturing, glass products
- It's not just business that contributes to economic development. Non-Profits do too like the Museum and Archives. Workforce housing is important too.
- "Museums are, above all, cultural destinations but they are also tourist destinations and thus have an impact on economic activity." The Cumberland Museum and Archives brings approx. 3000 visitors p/ year through our doors. In addition, we produce 6 events (3 large scale), a guided walking tour series, and several one-off events throughout the year. The museum is often the gateway through which visitors discover our heritage sites, which lead them to further explore the Village and extend their visits. We believe that there are great possibilities to further support heritage tourism in Cumberland, and to draw even larger numbers of heritage tourists to Cumberland through Economic Development partnerships.
- Development that fits with our OCP - plan it, promote us, search them out and make it easy for them
- Sustainable, ecologically green, non-global warming, polluting or noisy businesses.

Who should be making decisions around Cumberland's economic development?

Other:

- If there is capacity, the Council with input from a Steering Committee or other similar body.
- A mix, mainly made up of local business owners. Citizens who do not own business or who do not bring relevant expertise to the table should not be making economic decisions on behalf of the Village.
- Local business and council
- Could be an arms-length non-profit tied to the Village as well as a staff person who could do economic development and housing.
- Ultimate decision making authority must rest with elected council which has a mandate.
- Consider including Arts and Culture representation as tourism drivers?

Anything to add about how decisions will get made?

- It is important to gather together a brain's trust of individuals from the community AND BEYOND who have a keen interest in guiding policy to success.
- Collaborative decision-making with final approval from Council
- Keep it Simple
- The Council should be the final decision making body but considerable input, such as evidence and advice, could come from a committee briefed by citizens and stakeholders and reporting information and non-binding recommendations to Council. The committee could be made up from members of the community - both reserved and open seats - as well as at least one member of council.
- Any group needs a mandate from the whole community and effective oversight and transparency. Only government can do that

- For contentious issues or major change to the climate of the community, the community members itself should be consulted.
- It's going to require collaboration. Cumberland is not swimming with resources to throw at it.
- No
- Referendum
- Opportunity for community input at each stage of the decision-making process.
- Frequent short polls to gauge public opinion
- Keep the decision-making group small, made up of folks selected for their expertise and who are grounded. Sometimes these kinds of groups get distracted by interests that have well-intentioned social or plain political interests versus sticking to the economics.
- Decisions will be made by business, the Village and other agencies where appropriate. Residents should have a say too.
- Could also be Ec Dev commission but in either case needs to be streamlined and with low overhead. The budget will be low.
- Collaborating, transparency and discussion within community, on basic needs to be met
- Allow for community input/ideas

Who should be doing the work in providing economic development services? Other:

- A Mix is ideal - But it would be advantageous to have a village staff working with the community on Economic Development. The conversation between the public, business owners and the Village would be smoother and allow for action to be taken and supported more easily. If you look at the Outdoor recreation coordinator position and how it has allowed the land access agreement to move forward, similar relationships, credibility and backing can work to the community's advantage.
- Arm's length non-profit organization capable of independent fund raising.
- Village staff, and consultants hired for specific projects with that expertise
- I'm not sure. Is there someone on staff with the knowledge? Is there money in the budget to hire someone?
- A staff member and a new organization.
- An elected staff member of the village.
- No new staff; no (new) expenses; a part-time position/job.

Anything to add about how work will get done?

- The village staff member would work with the business community and a dedicated group as well as consultants from time to time to develop and implement ec dev initiatives. Reports would be made to council on a monthly basis by that staff indicating the progress and support needed.
- Brainstorming, planning, policy development, pilot projects, reassessment and implementation.
- Having a champion always helps
- First figure out what is meant by EDS.
- We can't afford, so search for Volunteers.
- At this point, at the end of the day, I think that the services could be provided out of the Village Hall or by an arm's-length commission.

- Led by a Village staff member, tasked with administering funds, grant preparation, contracting for service with local providers
- Research other small developing communities/loading to see what worked or didn't work
- Consultant might work to get the ball rolling, but someone on staff might be needed for the long haul.
- No
- NOT consultants, but esp. if they're from Vancouver.
- Priority should be to welcome bids from local business/BC companies/Canadian firms - in that order.
- This should definitely include a paid, well-qualified staff member or consultant, who should be given the necessary resources to do the job. While volunteers are an important piece of the puzzle, free labour is not adequate to do this job well. I stress the part about the person being well-qualified, as bringing someone on with enthusiasm but no entrepreneurial or business experience will result in a PR role, not a EDS role.
- If there's no staff presence, it's like wanting to build a house and not wanting to hire a builder. Doesn't work.
- Ideally a staff member, but budget likely won't support a high caliber person. So, contract work may need to be required. Some areas like tourism promotion should likely be done by an external entity.
- Depending on business find out how others did it
- Should not be a full-time job; share position with one/some existing employees
- Village should create a new position to organize economic development.

Where should the funding for these services come from?

- Initially, especially during brainstorming and planning, any group may need direct input from the village CEO.
- Business needs to pay.
- A mix of the above.
- Grants and taxes.

Anything to add about funding?

- A method has to be found to direct available government funding to the business planning body.
- As many grants as possible.
- They can apply for grants.
- Short term tax breaks for the new business.
- Some of the funding options are necessarily related to specific decision-making and service provider options; it's difficult to connect the dots at this point.
- Core funding from taxation as now - the ex CVEDS funds - magnified by grants. Ec Dev isn't a business association, so it's not fee or member based.
- It'll probably come down to taxation, but if ED is successful, the tax roll should grow. Hopefully a net gain. There are probably grants available as well.
- No.
- Don't hire consultants who just talk and don't do.

- I think use taxation and membership fees to hire/contract an EDS with experience in grant-writing and fundraising, who can start strategic planning while seeking out funding opportunities. They should be given a reasonable time frame to do so.
- Let's get creative!
- Keep services accessible for not for profits and community groups. When not for profits cannot afford to partake in economic development initiatives, everyone loses.
- Look at tax appropriation that would have accrued to CVEDS plus a small increase in business tax/levy. Look at a MRDT if more accommodation properties are established (need a critical mass).
- Volunteering, fund raising.
- This should not be a full-time position; should not be an expensive component of Village budget.

What will be the challenges to making this work? Other:

- Meeting a variety of ec dev objectives; that are supported by other plans (OCP) and Village objectives.

Anything to add about challenges to making this work?

- Local capacity and knowledge from the current business sector in attracting new forms of Ec Dev will be a challenge if left to an arm's length group of community members.
- The Village has a tendency to use Consultants to advise on such issues. However, a careful choice of qualified volunteer individuals should be able, with brainstorming, to come up with plans that expand the economy of this unique village in a unique way. Consultants tend to reiterate a format that they have presented before, take their money and we never see them again.
- Success will come if the group is able to both, agree on specific goals and set a clear path to achieve them.
- These are all challenges, difficult to choose just three.
- Cumberland has infrastructure challenges that need to be addressed to attract and maintain businesses in the Village
- Important to know the best practices and lessons learned by other jurisdictions taking on such a challenge. An expert's services may be necessary for the first few stages of this process. Pilot projects and multi-phased approaches can work well. Evidence-based and proven approaches also work the best.
- Community involvement.
- No
- It is always hard to be successful without doing the usual thing. This town's people are not the usual thing, so best to listen less to outside investors who want to cash in on a Cumberland development boom and more to people who will still be living here in 30 years.
- Buy-in from the community could/should be an asset, not a deterrent.
- The number one challenge will be to hire the right person or organization for the job. If you get someone who is passionate about Cumberland but has no tangible experience in economic development beyond a single sector, you may end up with a glorified tourism spokesperson with no long-term plan or metrics to quantify progress.
- #4 slow bureaucratic or political processes

- High effort to maintain transparency and effective communication by phone, website & meetings
- What would a measure of success be? How do you measure ec dev success?

Do you have any other comments about this project?

- Potentially this is the most exciting project the village can embark on. If, as I suspect, there is an economic downturn on the horizon then such planning will be vital to the future.
- Although there is a tendency to focus on what is popular i.e. ecotourism -mtn biking trails, it is best to have a diversified economy and promote desirable industrial business as well as local boutique shops.
- This survey needs to ascertain what is meant by EDS before asking for input.
- There have been proposals brought before council in the past, but have met with a less than welcoming attitude. It is time to do away with the "CAVE" mentality (citizens against virtually everything)
- There is loads of local knowledge and experience to offer feedback and advice. It may require making direct contact with some people, rather than a general call, and an appointed steering committee may be necessary to launch the project, i.e., business and political leaders, experts and academics, VOC staff.
- Good Luck! Take time and be thoughtful. Cumberland has lots of potential.
- No
- Keep the big brands out of town, because without them the place has unique character, with them we are like anywhere else in North America.
- Thank you for encouraging community input.
- Great to be asked! Thanks for the flyer and the opportunity.
- Poll and or survey the Village residents to obtain local areas of expertise. I.e. see who lives who has some of the needed expertise. Hire specific needed expertise if it is not resident.
- Some people live in Cumberland and never go downtown. It's a shame.
- Excited about the possibilities!
- What message to prospective businesses and residents does the condition of Cumberland Road send?
- Thoughtful economic development, not development at any price, please. This community is quite unique; it would be shameful to ignore or lay waste to our many positive attributes.
- Growth in a green, environmentally friendly way, first have basic needs met such as groc.
- A small village cannot afford a full-time position; use Council, existing staff and citizen volunteers
- Any thoughts about development should be long term. How to make our village great now and 100 years from now!

Open House Comments

Component 4: Funding

- Preamble missing. Currently tax \$ allocated for this. Continue and spend locally or no tax money.
- High taxes all ready- still have sewer etc. water rate up...

Component 5: A Range of Possible Models

- Having a trial period to get the right person. OCP is values filter ToR is place and process for decisions. Trip bottom line - ToR - Environment, Economy, social. Non-village staff is more flexible. ToR is critical to get it right. Committee needs enough authority to get things done, flexibility. Council acts as check to represent OCP. Mostly 2. There is 2b to be discovered - through unique ToR. Coord is good, can be coordinator excluding staff contracts.
- On fully independent and distributed model- we're not big enough yet

Other Comments

- Need arts and culture representation
- 2. Hire someone project by project
- Attest Culture input participation
- Some funding from municipal taxation- maybe not all
- Structure and scope of advisory committee is critical
- Could be non-profit staff, but still needs to connect to village
- Staff from village for coordinating various groups
- Implementation- short-medium contract to find the right person to execute
- 1-2 The terms of reference- the rules by which we operate
- Fully independent model is challenging - requires dedicated volunteers and time
- Ec Dev model should reflect values of the village
- I like the idea of Village Dev. Corp
- Ec dev has a 20-year horizon- requires council oversight
- Notes: raise the minimum age to \$15 hour
- Funding: limited time incubation
- Governance- participation
- Must be relevant to industrial base
- Support us home-based self-employed businesses!!
- We need more housing for low-income workers!
- Have a village of Cumberland minimum wage! \$15/hr
- Process for determining priorities: OCP (check); Other?
- High taxes already - still have sewer etc., water rate increasing...
- Implementation- when we can afford it, and managed by council to agreed objectives and scope
- From museum: important that arts and culture are included in these conversations. Could do much more with economic development support. Struggle to reach beyond the Valley but heritage tourism has huge potential. Museum as gateway through which visitors discover Cumberland heritage sites. Believe there are greater possibilities to further support heritage tourism in Cumberland. Would like to include one representative for arts and culture as the conversation moves forward.

Council Comments

What economic development services does Cumberland need?

- “Revenue Generation” understood by group as related to building the tax base (e.g., through attracting new tenants to industrial lands)

Who should be doing the work in providing economic development services?

- “Village Staff member” understood as necessarily being new staff

What will be the challenges to making this work?

- Keep in mind where we are coming from
 - Long-outstanding grievances with CVEDS
 - Sense of not being heard (little fish in a big pond)
 - Important for the public to feel heard
- Expectation from Community that we can do a lot better – not sure that we can
 - Unrealistic expectations about what can be accomplished on available resources (budget constraints need to temper expectations)
- NIMBYism, balance relationships
 - Reflects changing community, growing divide between old and new Cumberland (although some disagreement over whether that divide is growing or disappearing)
 - “industrial tenants need to see they are appreciated
 - Finding industry that fits community objectives

Governance: What degree of influence should Council have?

- Cumberland has many committees and they work very well
- Funding (i.e. from Village) must come with accountability
- Could have an independent body with accountability built in
- If someone is hired, they need to be well connected with Village staff
- A committee, whether new staff is hired or not, creates extra work for existing staff
- Setting up a separate new society would require some amount of work (ToR, constitution, establishing processes and protocols, etc.)
- Skills building for community (in terms of governance, etc.) might require a staff person, though workshops have been put on in the past using a fee-for-service model (not Village staff)

Discussion of models:

- No matter what model, there will be challenges and obstacles to be dealt with – no perfect solution
- Finding the right person will be critical no matter what model
- People won’t like the idea of using tax dollars on ec dev
- Push back around staffing & bureaucracy – perception issue
- Ec Dev corp:
 - Village has MoU that gives right to use gas from landfill. Could be used revenue generator and means of enticing tenants in newly zoned industrial land
 - Who are the shareholders – Village majority or minority?

Possible considerations for evaluating models

- Risk
 - Financial (including risk v reward considerations)
 - Risk to Village reputation
- OCP alignment/ Strategic Priorities
- Cost
- Stability, sustainability
- Adaptability
- Efficacy

Stakeholder Interview Notes

Withdrawal from the Comox Valley Economic Development Service (CVEDS)

Interviews

- Critic of CVEDS and way of operating, and the value that drive its operations and way of relating to community.
- CVEDS did not represent foundational community values.
- CVEDS had role to provide marketing and promotion/ investment attraction for community but was way off base.
- Benefits of leaving include:
 - Being able to develop a grassroots value driven model for community economic development model
 - Having triple bottom line as foundational
 - Opportunity to build social justice, eco-sustainability, diversity, participatory decisions-making into foundation, informing economic development (sustainable economic development)
 - The types of investment attraction can be consistent
 - Having conversations around values driven economic development
- All three communities should leave – doesn't see the value for their money and the return on their money (budget).
- Not an effective use of a full operation.
- 2 of the smallest contributors to employment- tourism and agriculture, provide the least amount to employment, but are the ones that the economic development commission are meant to attract.
- CVEDS represents the whole region/valley.
- Within its budget from all of its various sources—a 4% contribution goes Cumberland.
- Does perceive it to be transparent and questions have been raised about the way it spends its money (doesn't release its spending).
- Dominated by those who make their money when stuff is built but not when stuff is operated – e.g. new Visitors Centre- 3 million dollar building but actual operation of it is on a shoestring.
- CVEDS doesn't serve Cumberland well because it isn't going to be a major manufacturing/retail centre or massive single resort area- CVEDS approach seems to be about larger things.
- They need to be going after large returns and rewards.
- Representation is not what they want.
- Positive that Cumberland left.
- Worried that CVEDS wanted to capitalize on Cumberland, but drive money to Courtenay.

- Thinks a small community gets lost in the bigger picture.
- Concern was a lack of funding for Cumberland coming from CVEDS.
- Development of light industrial land not important, but important that Cumberland stays on the course that has grown organically from comm. Organizations.
- Tourism focus: mountain biking, but arts and culture has grown along with it.
- Places like Squamish have grown rec tourism, but are culturally void.

Cumberland BS

- Strong drive to exit CVEDS
- Spending more than value
- Historically Cumberland seeing as the distant cousin
- Not fair share of services especially tourism money
- We're more than the Crown Isle and Mount Washington
- Possibly different values
- Stall in development over the years in Cumberland
- Different values not big box or mall

Role of a new economic development service

Interviews

- DMO: Do not take over and restart what is happening well on our own
 - Aspects of DMO that are happening organically
 - DMO role for coordinating and facilitating
 - Working with and honouring all the talent and good work that are here
- Opposite of CVEDS of which poached ideas, overlapped existing events
- Always through triple bottom line lens- if we are promoting culture, we are also promoting social justice, etc.
- Small scale membership or stakeholder model
- Investment attraction
 - Critical to build our tax base, but not through sprawl
 - Need some light industry happening, but will need technical amenities
 - Absolutely has to be about employment attraction
- Business Retention and expansion
- Advocacy
- Potentially an option for small scale
- Capacity or skills building with community
 - Building our own capacity for business investment and governance, etc.
 - Building citizen engagement
- Facilitation and coordination of work with businesses and other ec. dev. agents in Cumberland might be an overarching role
- Not sure about downtown beautification
- Let businesses form BIA and advocate for business – should not be this commissions role
- The incoming economic development service or any economic driver coming in needs an advocate- a go between the village staff and themselves
- Requirements too stringent for building right now

- If they did have an economic development commissioner- should be tasked with being an advocate for businesses
 - Remove red tape
 - Anybody who expressed interest in building in Cumberland needs an advocate - a representative
 - Some people might just give up and not build in Cumberland
- User experience driven – building single tracks
- Increase in free parking, amenities, change rooms
- Infrastructure
- “Keep Cumberland Weird” strategy

Cumberland BS

- Start slowly
- Start small

Priority values and characteristics

Interviews

- Governance should be transparent – increasingly impressed with the transparency that has come to village office in the last 10 years. This should be a given.
- Long term vs. initiative by initiative- needs stability in strategies and by operation
- There needs to be a running thread through any economic development and that is usually carried by a ED or by a staff person
- Full time Ec. Dev. person not necessarily the best use of money
- Multi-year things that needs to be carried through
- Transparency is a given
- Biggest thing would have to be value for money
- In other words, if it costs 100 grand a year to run an economic development service, then there should be return on investment, which would be to the benefit of the citizen
- Would hate to see the village commit a certain amount to ED, to then 5 years later have the same amount without return
- Consistency and stability
 - CVEDS just took it away
- Clarity and transparency of roles and plans should overcome personality issues
- Integrity as central value
 - Supported by transparency, but not the only aspect
 - Integrity of processes, lining up with OCP and other core directions
 - Authenticity
- Transparency is highest priority
 - CVEDS had handpicked reps
 - Clear ToR for commission
- Consistency and stability is important
 - Part of rationale for an in-house model
 - Resources stability
- Community values at core
- Adaptability within context and reality

- Integration with other planning and infrastructure (and waste diversion, etc.) as part of maintain OCP at centre, and triple bottom line sustainability
- But this is more of the role of the APC, but make sure that the ec dev commission, APC and Village Council

Cumberland BS

- There is an apparent dichotomy of old versus new is it real are not? I reject the division
- Look instead to shared values:
 - Resilience
 - Rogue independence
 - Love and respect for and desire to have wilderness land base including bikes and hunters and birdwatchers
 - Boldness
 - Support for local economy and businesses
 - Priorities that aren't absolute wealth
 - Here from more than the money
- Autonomous character of Cumberland within the larger Valley but recognizing that we draw upon 80,000 people in the valley
- Transparency is key: I want to be on the commission but I also want to be a supplier. It should be clear any conflicts so I can recuse myself.
- Quote by CVEDS Ec Dev officer John Watson: "Values don't drive economic development, politics do". We have a fundamental disagreement with that statement
- CVEDS not willing to say sustainability, diversity, wilderness, values, social justice is able to define economic development
- Critical time now is because the population supports that
- High value on the preserved wilderness

Important Functions

Interviews

- User experience driven – building single tracks
- Increase in free parking, amenities, change rooms
- Infrastructure
- Wouldn't see a tourism promotion group starting separately from Ec. Dev.
- Cumberlandbc.org- could be developed
- Desperately need destination marketing that mostly includes web and social media to help local tourism businesses- that needs to be steered by governance body that can access funding and disperse that responsibly

Cumberland BS

- Access to timber and forests and build jobs in a balanced economy
- The village should support more of the activities that are already being undertaken by businesses
- A Cumberland job board
- Communication tools
- Training for employees
- Group advertising
- Stuff that could be handled by a BIA or chamber or other type of organization

- Land base for wilderness tourism
- Need for emerging tourism and marketing
- Facilitating development of tourism products
- But diversity as well not just tourism
- Small-scale light industry for example
- Capitalizing on local materials
- Light manufacturing
- Attracting people in the tech industry
- Pay for things that we're already doing well like Village market days, Halloween parade, advertising.
- Need for business directory
- Priority to promote Cumberland and bring traffic to Cumberland
- Current Council is doing well to promote the Village program

Best suited model for Cumberland

Interviews

- History of visitor services
- Business community is difficult to rally - can't wait for businesses, won't happen
- In favour of city staff position for ec dev
 - Village staff for implementation
- Got the infrastructure in place
- Has to be connected to the village because they are meant to represent the community's long-term needs. That's where the responsibility should lie.
- Whether or not that's a staff person in the village office- TBD
- Committee with part-time staff might be possible
- ED person embedded in office- will that be cost effective? Doesn't see it as a fulltime role
- Need to put in place the pieces that attract and incentivize
- Doesn't really see how can it be separated from government – mandate should be determined by government
- Very important to understand what's going on in the village office –in zoning and planning
- Chamber of Commerce- was on the previous Chamber's board but they decided it was unsustainable- business community too small to justify a small chamber
- When the new visitors centre was built –funding to staff old centres was removed (old staff dealt with chamber communications) without this support- the chamber became unsustainable
- As long as there is a vehicle to ask for funding and disperse it, that is something Cumberland could do
- There is a need for a small governance group – representative of business community, councillor, staff members, representative of broader community and just an ability to keep up-to-date on context and have a sensible approach and direction for staff
- Would be tricky if it has to go all the way up to council and back down
- A council committee would need a broader representation
- Small community- acutely aware of conflicts of interest
- Enough staff in the Village, although not trained in it, to provide ED services
- Or leave it up to a consultant, but they would need to prove their staff
- Voluntary committee could work
- Someone from the Village if they are interested

- In-house VoC staff
- Ec dev commission needs rigorous application process
- Needs mechanism for ongoing skills development
- Hire a wicked professional and facilitator, probably as a city staff member: time for it not to be a poorly paid non-profit staff member
- Does not need all the skills that exist in the community, but skills as facilitator and sub-contractor

Cumberland BS

- A commission of the municipality, and those that wish to be involved should apply to be part of the commission
- The commission needs to run through the village because the village has the mandate.
- Maybe an informal gathering of people to make decisions?

Decision Making

Interviews

- City Council needs some level of participation, but a mechanism for strong input from local business is a priority
- The building department the planning department, they are who new potential investors are going to run into
- Council appointed committee
 - Governance:
 - Need a commission of Council
 - Need a transparent process to be a part of
 - Need a process to link OCP to ToR for the Commission that will lay out the work and role
 - Needs a robust, high capacity, trained and supported commission
 - Can we have ToR and mechanism for allowing local business talent to be on commission's board, as well as build for services (i.e. conflict of interest guidelines)
- City Council needs some level of participation, but a mechanism for strong input from local business is a priority

Challenges and constraints

Interviews

- Biggest risks would be next election/ politics
- Moving forward there is a lot of confidence with Council
- But if new Council comes in could change direction, culture, push out key staff, change dynamic of relationships
- Ec Dev commission becoming a power silo
- Haven't been doing capacity building
- Lack of transparency, and lack of integrity, end up with business person and bureaucrat running things
- Not doing broader capacity building, so everything falls to a few people
 - Strength right now is VoC is working with and lifting these local organizers to do more
 - How can we continue to lift/ hold up celebrate encourage the activators in our community
 - Important role of ec dev coordinator is to continue to facilitate organizers to build their skills (e.g., invitation to UBCM);

- Funding- Funds for the village to come up with
- Could be a duplication of service with CVEDS or competing services
- The village is trying to become very green, this could prevent less than green development from happening
- If industrial development is proposed and is not green, it may run into more opposition than other jurisdictions
- Think we have to both- have to have light industrial development
- Would be more opposition because of village culture
- There would be a huge pushback if it was anything but fuzzy or green
- Pushback against anything that isn't tourism or agriculture
- Anything other than that would run into a problem
- NIMBYism biggest thing
- Attracting people who want to develop difficult and then keeping the NIMBYism to minimum
- Funding –at least 40k coming out of what were spending on CVEDS- should be able to be leveraged
- Challenge- what are we going to define as economic development and what is the approach we should follow and the direction we should go
- Want to be careful not to focus all attention on one thing- e.g. tourism
- Needs to be a long-term vision- think in batches of year – challenge of having a model/way of communicating that to people
- Things don't happen immediately and it takes some degree of vision to both be defined but also flexible
- Retaining confidence that money is being used in an effective manner when results take a while to flow
- A councilor on the governance is quite important because it's their job to be that check and balance
- Business community is difficult to rally
- Can't wait for businesses, won't happen
- In favour of city staff position for ec dev
- Village staff for implementation
- Got the infrastructure in place
- Funding: likely a key challenge – that's what killed it in the past (Visitor Information Centre)
- Administered by Chambers, but funding wrapped and
- Organization
- Personalities could be the biggest challenge, but clear organization and clear plan should help

Other

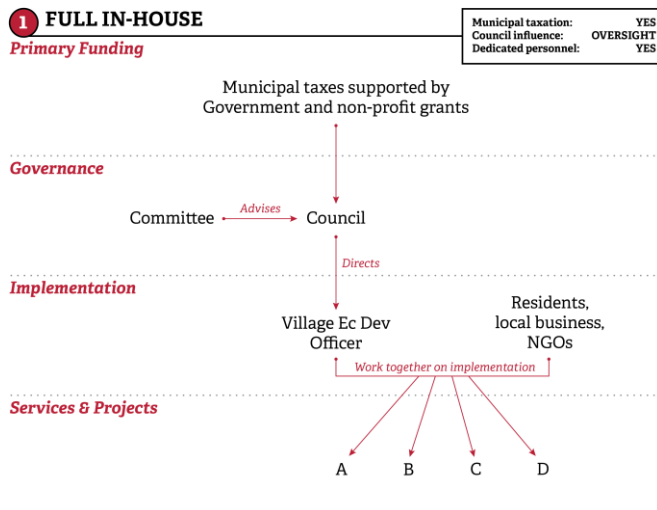
- We've still got the history that others bulldozed and it's a place people want to be.
- Cumberland has a Pioneer-town spirit
- It's the end of the road
- It's the governments job to facilitate the landscape for economic prosperity
- Live and let live is the unofficial Village motto
- There's trust with the Village
- Lots of growth
- Would like to see businesses band together
- BIA versus chamber
- Chamber didn't work
- Cumberlanders may have an aversion to structure

- It's been hard economy up until now
- So paying chamber dues was a bit of a hardship
- Maybe an informal gathering of people to make decisions
- Chamber too onerous
- It's the best in 20 years economically now in Cumberland
- The new organizing group could start out informal and then formalize

Appendix B: Economic Development Service Model Options

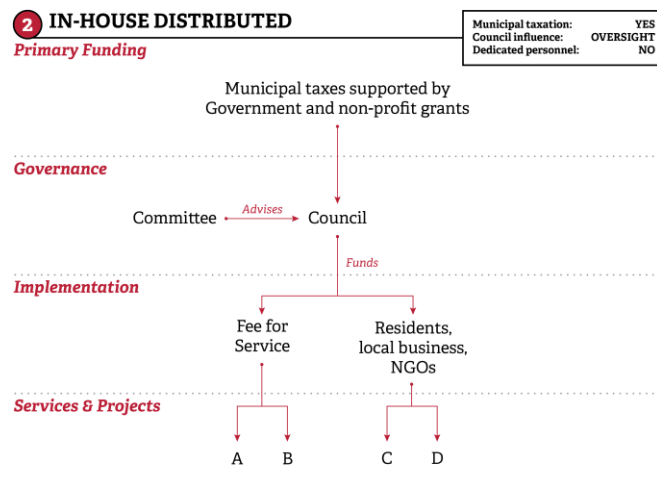
1. Full In-House

A model that involves an economic development committee that advises council and has dedicated economic development personnel within the Village. Council provides oversight and directs the economic development staff.



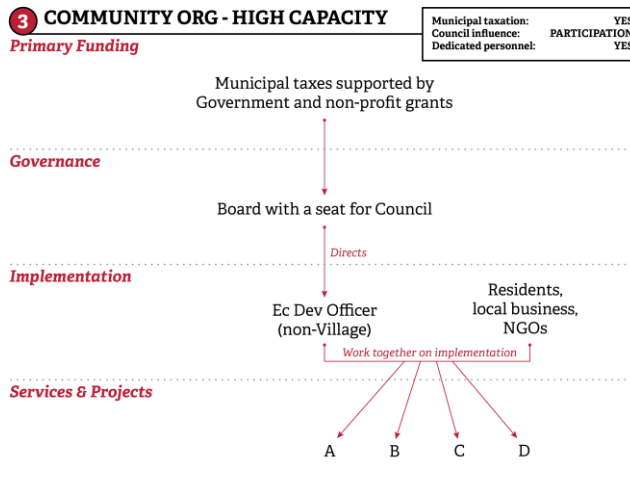
2. In House-Distributed:

A model that also involves an economic development committee that advises council, but instead of dedicated personnel within the Village, hires consultants on an as-needed basis. Council again provides oversight, directing hired consultants, residents, local businesses and NGOs as needed.



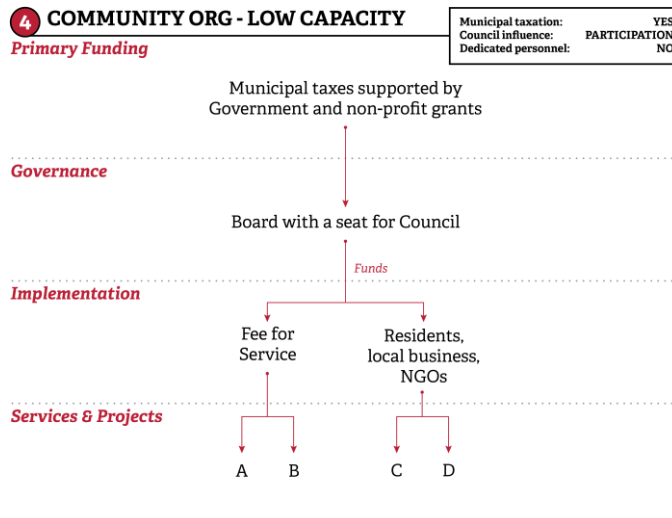
3. Community Organization – High Capacity

A model that has an economic development officer that is non-Village staff who works together with residents, local business and NGOs on implementation. Council participates in the Board of Directors.



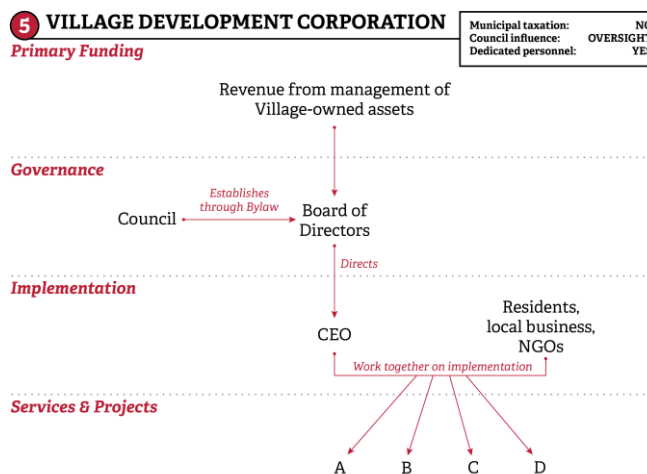
4. Community Organization- Low Capacity

A model that has a Board of Directors with a seat for a council member. The community organization hires consultants on a fee-for-service basis for implementation. Projects are also implemented by residents, local businesses, and NGOs.



5. Village Development Corporation

A model that is primary funded from the management of Village owned assets. It is established through a council bylaw and has a CEO that works with residents, local business, and NGOs on implementation. Council provides oversight.



6. Fully Independent & Distributed

A model is primarily funded through a BIA levy, community fund-raising, membership fees, accommodation tax and grants. The governance structure includes community groups, BIA, Chamber of Commerce and Industry association. Council influence is minimal and it does not have dedicated personnel.

