



CUMBERLAND

Economic Development Strategy

Community Forum

Summary Report

MARCH 16, 2018



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Event description

Purpose

On March 8th, from 5-8pm, a Community Planning Forum was held at the Village Council Chamber in Cumberland. This event was part of the process of developing the Cumberland Economic Development Strategy and Implementation Plan, which will coordinate initiatives and guide economic activity in Cumberland over the next five years.

This event was part of the “Actions & Strategies” phase of this project, in which stakeholders were invited to help develop action ideas and to evaluate and prioritize these ideas. The Forum built on what was previously heard from the community through the Community and Business Survey, and led residents through the following three objectives:

1. Learn about what’s been done so far;
2. Review and think about the objectives that came out of the survey; and
3. Help brainstorm ideas about how to create the kind of economy that is wanted in Cumberland

Overview

The forum was held in an open house format, organized around a series of interactive stations to meet the above three objectives. They were arranged as follows:

- “Where We Want to Go”:
 - Station 1: welcomed and signed in participants, introduced them to the project, and directed them through the rest of the forum
- “The Big Opportunities”
 - Station 2: explained the vision, and allowed people to review, confirm, comment, and prioritize the objectives using dotmocracy
 - Stations 3-6: allowed participants to discuss opportunities and challenges of four of the ‘big topics’ that have emerged so far. These included:
 - Linking a healthy environment with economic activity
 - A Cayet development that works for Cumberland
 - Industrial lands, Cumberland-style
 - Culture, creativity, and entrepreneurialism
- “Your Big Ideas”
 - Station 7: the “Innovation Station” invited participants to add any remaining action or strategy ideas by using ThoughtExchange or writing on a poster.
 - ThoughtExchange was left open for a week following the forum for those who couldn’t attend the event to add their comments.

The event overall had roughly 25 participants, 22 who live in Cumberland, 11 who work in Cumberland, and 8 own a business in Cumberland.

Results Summary

Results below are summarized for each station. While some reorganization of comments was done, no comments were altered.

Station 1: Vision and objectives

Objective	Count	Comments
<i>Enhance local quality of life for all Cumberlanders</i>	4	<ul style="list-style-type: none"> • Quality of Life; not Village as playstation • Resource base industry that is conscious of enviro impact, eg, renewable energy • Food and nutrition, housing, safety, sense, aspect of QoL • Rotary Bike lane to the lake: Approve it! Support it! For locals and Tourists • Enhance and promote – be a destination for music/theatre (woodstove festival, fringe festival)
<i>Deepen sense of place/ community identity</i>	12	<ul style="list-style-type: none"> • Keep it affordable for artists/ low income • Culture and heritage: Conservation and product development • Keep the history alive, protect heritage • Deeper, grittier, complex heritage, not just pretty buildings • Revamp No 6 mine park: bigger slide, swings, rock climbing wall • Biogeoclimatic, social, political, economic, industrial, indigenous, history needs to be part of it
<i>Enhance our environmental assets</i>	12.5	<ul style="list-style-type: none"> • Balance ec dev + enviro conservation re : increased use of natural areas • Ecotourism, ie Tofino Uclulet direction • Need to protect/stop cutting trees
<i>Increase diversity of employment opportunities</i>	6.5	<ul style="list-style-type: none"> • Keep it affordable for artists/ low income • Arts, Culture and heritage has huge potential for job creation and tax revenue; infrastructure/support needed to strengthen cultural economy • More jobs in Cumberland • Need to have opportunity for young people
Increase resilience of the economy	10	<ul style="list-style-type: none"> • Make sure income streams are not dependent on one sector • Eco Industrial Village: Could that be our image? In partnership with CCFS, UROS and CCSS
Increase Village revenue	5.5	<ul style="list-style-type: none"> • Tourism is seasonal, need for industrial manufacturing • Need tax for infrastructure, we need to take care of it TODAY • Light industry critical: appropriate charges/fees for developers directed to infrastructure • Recycling – soft plastics and more, can we lead the way for this for the North Island?
Anything crucial being missed here?	1.5	<ul style="list-style-type: none"> • Recognize and support the volunteerism that has contributed to recent economic growth and diversification • Culture and heritage: Conservation and product development • Need more affordable housing/ homeless housing • We have lots of arts and culture, we don't have affordable housing to suit our current needs, nevermind future needs • Support homeless people

Station 2a: Linking a healthy environment with economic activity

Tourism

- Be a tourist in your own town – education
- Motel on Union Road
- Prioritize eco tourism as a focus
- Packaging of activities in Cumberland
- Camping as a tourism accommodation
- Advertise Accessibility
- More beds needed – How?
- More accommodation for visitors marketed at Mtn Bikers, skiers visiting Mt. Washington and visitors to Strathcona park...others?
- Retreats
- Visitors Centre in Cumberland
 - In the Downtown Core at the Ambulance Station when it moves to the new fire hall
- Places for Tourists to stay in the downtown core

Educational Opportunities

- Target school
 - Private schools
 - International schools/students
- Exploring biogeoclimatic, industrial, climate, water....as experiential learning opportunity
- Conservation education
- Leadership education
- Educational Sessions led by biological knowledge experts
 - Fee
 - Through Cumberland Rec?
 - Forest/conservation related

Recreation/Outdoors Infrastructure

- Public investment in recreational infrastructure, trails, etc.
- Walking path to downtown
- Bird watching boardwalks
- Food Kiosk needs to be upgraded
- More camping opportunities
- Investment in Lake Park
- Expand camping
- Make more accessible trails
- Advertise accessibility – make more accessible trails
- Identify locations for accessible wilderness Attractions
- Infor KIOSKS at trail heads featuring local wilderness adventure businesses sponsored by the Village

Conservation

- All ec dev should be viewed through environ lens
- Promote Cumberland as a “Conservation Capital”
- Linking enviro conservation w heritage conservation
 - Huge potential
- Look at Ministry of Agriculture Innovation Program (Agri-innovation)

Other

- Markets other than mountain biking
- Identify and promote PMFL land for future industry
- Keys:
 - Multi-stakeholder processes
 - Non-residential tax revenue
 - Better partnerships with provincial gov’t
 - Access funding opportunities
 - Ministry of Forests, lands NRO (MFLNRO) local development, rural development
- Mental help – make more affordable for the poor
- Develop a Cumberland “App”
- Affordable housing community living

Station 2b: A Cayet development that works for Cumberland

Community Facilities & Programs

- Some kind of Granville Island or Combs style complex featuring local artisans, businesses, food, etc along highway
- WeWork style co-working spaces
- Build Assisted Living Complexes (Cool ones!) and own them as a community
- Home workers lunch and learn
- Tech community events
- Community Food Hub?
- Collective Food Processing/ community kitchen
- Kids activity centres
- More daycare space

Business Ideas

- Green tech companies? Look at other small communities – what have they done?
- Social enterprise or what we could run/build/ make money as a community
- Funeral & Crematorium Business Opportunity next to cemetery
- Anchor business is key, cluster like business
- Need a small hotel or more places for visitors to stay
- Tech sector w/ remote workers
 - Attracting workers with families

Development and Investment

- Do Investment Attraction Differently
- Innovative Investment Attraction Marketing
- Create a social/enviro/ investment fund – community-based
- How (rules?) as a community can we best leverage our money (public and community)
- Let Cayet happen – focus ec dev resources elsewhere
- Deliberately targeting the business and developers we want
- Style and tone and values of investment attraction tactics
- Community Economic Development Corporation
- Start a community economic development corporation and develop
- Get deeper on our investment attraction values
 - Complex system
 - Interrelationship
 - What/how we build
- Investment Attraction
- Finding the right development partner
- Start a real process for specific Investment Attraction Planning
- Whatever gives us the most tax base without wrecking everything
- Pursue Amenity Funding
- Make Downtown Cumberland attractive: encourage more business into our downtown core
- Don't just sit back and let the market do it!!! We can create the economy we want.

Design

- Limit unit size
- Places/businesses that don't need Village shop front
- Function Junction in Whistler as example
- Development with Feng Shui
- TinTown Model – light industrial/residential
- Encourage non-motorized transport (bike paths) and connections to the Village Core
- Surface Permeability!!! DP
- No chains/big box stores
- Yurt Village

Other

- Follow our EDPA and the Interchange DP and fight for it
- Have to Follow-EDPA process (Two "Likes" of this comment)
- Feature people already in community
- What does heritage mean?
 - Indigenous
 - Biogeoclimatic
 - Industrial

- Political/social
- Listen to the land
 - Businesses attracted to this
- Leverage the cool
- LEAD – sell the lands to people we want to do the building

Station 2c: Industrial lands, Cumberland-style

Industries & Enterprises

- Animal based agriculture
- Agri-forestry
- Marijuana production
- Marijuana greenhouses
- We should grow weed as a community enterprise
- Bio waste energy production
- Value-added wood products
- Social enterprise/community owned enterprise?
 - Pot?
 - Secondary Manufacturing?
- Artisan village
 - Blacksmithing, pottery, goat cheese
- Start a community ec dev corporation
 - Grow pot, etc.
- Community investment Co-op
- Manufacturing Village
- Do what CVEDS failed to do: Tech Hub, Innovation, New Tech
- On land aquaculture
 - Yes!(Second sticky)
- Greenhouses
- Gas capture
- Hog fuel

Land Use & Infrastructure

- Integrated with housing?
- Septic = wells – unserviced
- Recycling plan – full service for north island that includes all recycling
 - Yes! (Second comment)
- How do we get Trilogy to pay for servicing of industrial lands?
- Mixed industrial-residential (upstairs)
 - Cool the ???
 - TinTown, Whistler Function Junction
- Add housing! With walking trails/trams back to Village
- District energy system to serve a light industrial dev't?
- Intensive waste stream diversion

Financing & Investment

- If an individual business can't afford infrastructure costs alone, need a forum or mechanism for them to connect and pool resources
- Investment attraction informed by values and actually done
- No idea if possible, but could we attract a big loan from province (or private) which individual businesses could buy in to over time?

Environment

- Save the Morrison Headwaters!
- Ensure ecological (EDPA) protection of wetlands, maple lake, morrison headwaters

Station 2d: Culture, Creativity, and Entrepreneurialism

Funding

- Part of ED funds to go to "Grant in Aid" for Arts & Culture events
- What funding is available through Ministry of Sports, Arts, Cultural Development?
- Prioritize event infrastructure grants
- Tax payer money should not go to businesses
- Wave fees on rental of Village Square for non-profits (regular events, i.e. market)
- Create an economic development corporation to invest in cultural development
- Arts and culture tax grants or exemption
- Seed money for Central web/app portal to connect tourists to programming
- Event income capture
 - Visitor accom/food
 - Skills developments
 - Equip supply/central
 - Catering
- Village insures all events

Leadership & Capacity

- Fund a Cultural Roundtable to Advise on Arts & Culture
- Volunteer base suffers, which is hard for events/NGOs. They all need to make money to live here
- Too much reliance on volunteers – not sustainable
- Use heritage commission to make a difference
 - Be sophisticated, complex, colourful

Infrastructure & Space

- Remove parking in-lieu – Roadblock to ED
- Support infrastructure for overall arts society with capacity to strengthen cultural economy.
- Ensure majority of "parking in lieu" goes to creating more parking
- Improve the infrastructure to encourage arts and culture
- Protect older houses and limit large housing

- Ensure affordable housing for artists or you'll drive them all away

Facilities & Events

- Interpretive signage (storytelling)
 - Eco, cultural, historical
- Make the cultural centre an actual cultural centre
 - Remove the drop ceiling
- Public washrooms in village core, see Qualicum
- Destination Cultural Attraction is possible. Support :
 - facilities
 - Live music events
 - Tour development
 - Museum
- Restore the Ilo Ilo
 - Dinner Theatre using Masonic Hall. Like Chemainus (but more fun!)
- Work with Community Future to offer Cumberland Specific workshops
- Have more local talent events – 'Open Stage' style

Supporting Cumberland Arts & Culture

- Heritage is more than replication and quaint BS, it's about stories.
- People take culture and arts for granted
- Strengthen communication through Newsletters
- Need to find our identity before we find a way to support it
- We need to support all economic drivers in the arts and cultural community, profit and non-profit
- Culture and heritage reflects land, industrial history, indigenous, biogeoclimatic history....don't be old lady town
- Make Cumberland a "slow community"
- Someone to say "How can I help you?" in Village staff

Station 3: ThoughtExchange

The ThoughtExchange platform was prepopulated with approximately 40 action ideas from the community survey. After a week, ThoughtExchange had a total of 103 "thoughts" (actions, ideas, comments) and 239 ratings from from 22 people. Below are the top 20 rated thoughts.

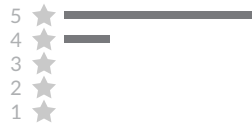
Here are 20 thoughts that received the highest star ratings

Offer a limited time only property tax break to developers of industrial, light industrial (including live/work), and commercial properties.

Spur development that creates employment opportunities; and diversifies the Village's property tax base

4.8 ★★★★★ (5 👤)

Ranked #1 of 20



More mountain bike trails

This is the future!

4.0 ★★★★★ (6 👤)

Ranked #2 of 20



Downtown Beautification

3.8 ★★★★★ (6 👤)

Ranked #3 of 20



Support local businesses with an effort to fill store front rather than in home businesses

The more store front that is filled, the more it attracts people to our community and spend the day.

3.7 ★★★★★ (6 👤)

Ranked #4 of 20



Complete liquid wastewater management plan and upgrade wastewater treatment to current permit requirements

Who wants to invest in a Village with rundown infrastructure that does not meet environmental regulations

3.6 ★★★★★ (5 👤)

Ranked #5 of 20



Make sure residents understand who the economic development staff/consultant/Council are, and what they do

Performance of the Strategy should be measurable and have S.M.A.R.T. objectives

3.6 ★★★★★ (5 👤)

Ranked #6 of 20



We need to capitalize on the attractions here and grow businesses that support the kinds of activities that bring people into our Village
We want people who come to visit the Village to be able to spend their time/dollars here.

3.6 ★★★★★ (5)

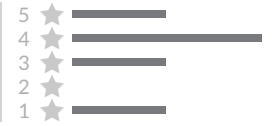
Ranked #7 of 20



Distinguish between community development, and economic development, objectives and activities and what is developed using public \$, or private \$
You can not direct someone to create a new business such as a mid-size grocery store if there is not a sufficient sized customer base for one.

3.4 ★★★★★ (5)

Ranked #8 of 20



Foster an Entrepreneurial environment
Promote business ideas development/sharing by providing events/space for exchange, co-development, partnerships, investment

3.4 ★★★★★ (5)

Ranked #9 of 20



More non-residential taxpayers
Need diverse revenue

3.4 ★★★★★ (5)

Ranked #10 of 20



Be more lenient to what businesses can operate downtown so that the existing spaces stay occupied

3.3 ★★★★★ (6)

Ranked #11 of 20



Advertise accessibility!
Develop an app of Cumberland and all of the great things to visit and see and include details around accessibility for all!

3.2 ★★★★★ (6)

Ranked #12 of 20



Have tons of events where the population all come out together. Street parties, volunteer neighborhood clean ups

3.2 ★★★★★ (5)

Ranked #13 of 20



Legislate how many rental places can be on Airbnb, we have very little rental housing

3.0 ★★★★★ (6)

Ranked #14 of 20



Thoughtful growth in residential areas: allow for mixed use zoning in many parts of town, not just downtown

3.0 ★★★★★ (5 👤)
Ranked #15 of 20



Mix the elderly with the youth days like they do in Norway and Japan

2.8 ★★★★★ (6 👤)
Ranked #16 of 20



Celebrate the 'small' wins

Always an opportunity to show progress and maintain momentum

2.8 ★★★★★ (5 👤)
Ranked #17 of 20



Prepare an economic disaster recovery plan

What happens after a major earthquake; how does our local and regional economy 'bounce back' ?

2.8 ★★★★★ (5 👤)
Ranked #18 of 20



Housing like the Whistler Housing Authority to help locals stay local

2.5 ★★★★★ (6 👤)
Ranked #19 of 20



Make it easier, by changing bylaws or offering incentives, to create legal rental suites

2.5 ★★★★★ (6 👤)
Ranked #20 of 20

