



# CUMBERLAND

Economic Development Strategy

**2018 - 2023**



APRIL 2018



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# 1. Executive Summary

## ABOUT THE CUMBERLAND ECONOMIC DEVELOPMENT STRATEGY

Cumberland's Economic Development Strategy and Implementation Plan will guide economic development initiatives and decision-making in Cumberland over the next five years. It provides a long-term vision and implementation framework for economic development work in Cumberland that can be completed between 2018 and 2023.

## OUR PLANNING PROCESS

Cumberland's Economic Development Strategy was developed between December 2017 and April 2018, following a four-phase strategic planning process:

### **Phase 1: What is happening?**

*Preparation and Context*

### **Phase 2: What matters most?**

*Visioning, issues and objectives*

### **Phase 3: How do we get where we want to go?**

*Actions and strategies*

### **Phase 4: Have we arrived?**

*Implementation and monitoring*

Community and stakeholder engagement was at the core of the planning process and took place throughout each of the four phases of work. The Economic Development Strategy Steering Committee (EDSSC), a 13-member committee appointed by Council to represent the business and general community, provided input and guidance to the consultants. Over 320 people answered the Community and Business survey, and about 25 residents attended our Community Planning Forum. The timeline below provides more details on community engagement.



## Engagement Timeline

- **December 12, 2018:** EDSSC Meeting #1 – The first EDSSC meeting touched on the following: project introduction, expectations and committee role, engagement activities and timeline, key issues and next steps.
- **February 6, 2018:** EDSSC Meeting #2 – The second EDSSC meeting touched on initial survey results, upcoming community engagement, and initial vision, issues and objectives for the Strategy.
- **January 15, 2018 – February 18, 2018:** Community and Business Survey – Developed with input from Cumberland staff and the EDSSC, the survey was made available both online and in paper, and was distributed through the Village of Cumberland's webpage, by EDSSC members, and advertised through social media and a newsletter delivered to every house in Cumberland. Over 320 responses were received and helped to inform the strategies and actions that are included in this strategy.
- **March 8, 2018:** Community Planning Forum – A three-hour Community Planning Forum was held at the Village Council Chambers. At the forum, the community was asked to provide input on a preliminary set of objectives and potential economic development opportunities. The community was also asked to share their ideas about how to improve Cumberland's economy.
- **March 20, 2018:** EDSSC Meeting #3 – The final meeting of the EDSSC focused on developing the Economic Development Strategy, based on survey results and community planning forum feedback.





## VISION

Cumberland's Economic Development Strategy takes its direction from the vision provided in Cumberland's Official Community Plan (OCP). Below are excerpts from the OCP explicitly related to economic development:

### ***OCP Community Vision Statement***

"The Village of the future is managed in a sustainable and orderly fashion with full public participation. It has a thriving, resilient and diversified economy based on tourism and other industries and businesses that are compatible with community values and provide jobs to residents."

### ***3.1 The Village of Cumberland in 2030***

"The Village Provides a range of resource efficient products, foods and services to the local community and the region. In support, infrastructure, economic development, and social well-being have been strategically improved to ensure that the quality of life is not compromised while achieving managed growth."

### ***3.3 The Village Centre***

"The historic Village centre continues to be the vibrant focal point of the community with an enviable mix of historic, commercial, residential, civic and cultural activities...Many residents and visitors come to enjoy our parks, festivals, open markets, and community events."

### ***Goal 6 – Economic Development***

"The Village will develop a robust local economy by capitalizing on the natural environment and promoting a greater diversification within the local economy, including environmentally-friendly innovative industry technologies, federally licensed medical marijuana production facilities, live/work units, and continue to allow home-based businesses."

## OBJECTIVES

Cumberland's Economic Development Strategy objectives outline what is important to the Village of Cumberland when thinking about the changing economy:

- **Enhance local quality of life for all Cumberlanders:** Economic activities should support the creation of new cultural events, entertainment, local services, or access to recreation for locals.
- **Deepen sense of place/community identity:** Economic activities should support Cumberland's identity as a creative, diverse, accessible, inclusive Village with a rich history and heritage.
- **Enhance our environmental assets:** Economic activities should minimize the impact to Cumberland's environmental assets or, where possible, support a more sustainable relationship with the environment.
- **Increase diversity of employment opportunities:** Cumberland's economy should support diverse employment options for people of all ages, capabilities, backgrounds and needs.
- **Increase Village revenue:** Economic activities should contribute to the Village's non-residential tax-base to support funding of infrastructure.

These objectives are used to guide decision-making and assess how well specific actions help us achieve our vision.

## STRATEGIES

The role of the Village in supporting the local economy, as with any local government, is to help catalyze and leverage the energy and resources bound up in the private and non-profit sectors. This is accomplished in this strategy by the work to be conducted by a hired coordinator with guidance from an Economic Development Steering Committee. This happens in two ways:

### ***Ongoing services***

In addition to funding for developing this strategy, Cumberland secured short-term funding to hire a coordinator to support implementation and provide ongoing economic services. The coordinator will become the main point of contact for business and non-profit, and offer ongoing services that support the retention and expansion of existing local business.

### ***Strategies***

The following strategies have been built upon Cumberland's assets, strengths and opportunities. They have been shaped by the concerns, ideas, and values of the community. They have been prioritized with input from the EDSSC based on how they were felt to impact the economic development objectives. The strategies are:

- 1. Conduct investment attraction**
  - 1-A. Create a detailed and creative investment attraction plan
  - 1-B. Conduct targeted investment attraction for interchange lands
  - 1-C. Conduct targeted investment attraction for industrial lands
- 2. Leverage industrial assets**
  - 2-A. Conduct "pre" feasibility study of the end-use of landfill gas
  - 2-B. Scope development options on industrial lands
- 3. Support creation of a community development corporation/investment fund**
  - 3-A. Hold information session on community cooperative investment options
  - 3-B. Support community to establish preferred investment mechanism
- 4. Support arts and culture as an economic driver**
  - 4-A. Hold workshop with arts and culture community
  - 4-B. Develop Arts & Culture Action Plan
- 5. Expand accommodation options in the Village**
  - 5-A. Develop an Accommodation Strategy
- 6. Village core improvements**
  - 6-A. Explore establishment of a BIA
  - 6-B. Research policy/incentive options to support active use of vacant properties
  - 6-C. Update Cumberland's Enhancement Study
- 7. Create a more business friendly environment**
  - 7-A. Provide clear communications on permitting/approvals processes
  - 7-B. Streamline permitting/licensing processes
- 8. Support diversification and better packaging of tourism opportunities**
  - 8-A. Facilitate better communication among tourism sector to better link or expand offerings
  - 8-B. Support development of a tourism focused online tool or better utilization of existing platforms

## 2. About the Strategy



## PROJECT BACKGROUND

*In early 2016, the Village of Cumberland withdrew from the Economic Development service of the Comox Valley Regional District (CVEDS). In the fall of 2016, the Village selected a new model of economic development – a distributed model that will allow Cumberland to hire economic development services on a project-by-project basis. As part of this work, the community identified economic planning as a core service of the new model; creating an Economic Development Strategy was a recommended first step.*

Developing the strategy also provides an opportunity to “pilot” or test out Cumberland’s new model of economic development service delivery: a community-based steering committee guiding the work of a hired contractor (not Village Staff), providing recommendations to the Village Council. At the project launch, the Economic Development Strategy Steering Committee (EDSSC) was formed and guided the work of the project consultant.

Development of the strategy is funded through the Village’s successful application to the Rural Dividend Fund. Following completion of the strategy, the Village will hire a contractor to support implementation and provide other economic services using the remainder of the awarded funds.

## PURPOSE AND APPROACH

Through the hard work of local non-profits, countless volunteers, and strategic Village support, Cumberland has become an exemplar of successful community economic development in British Columbia. The Cumberland Community Forest and an extensive community-built trail network have become the core of the Village’s economic renewal after primary resource industries subsided in past decades. The Village’s reputation and identity have become tied to this creative and values-based approach to growing the economy.

This strategy attempts to build on this tradition, supporting existing efforts, catalyzing new ones, and finding creative ways

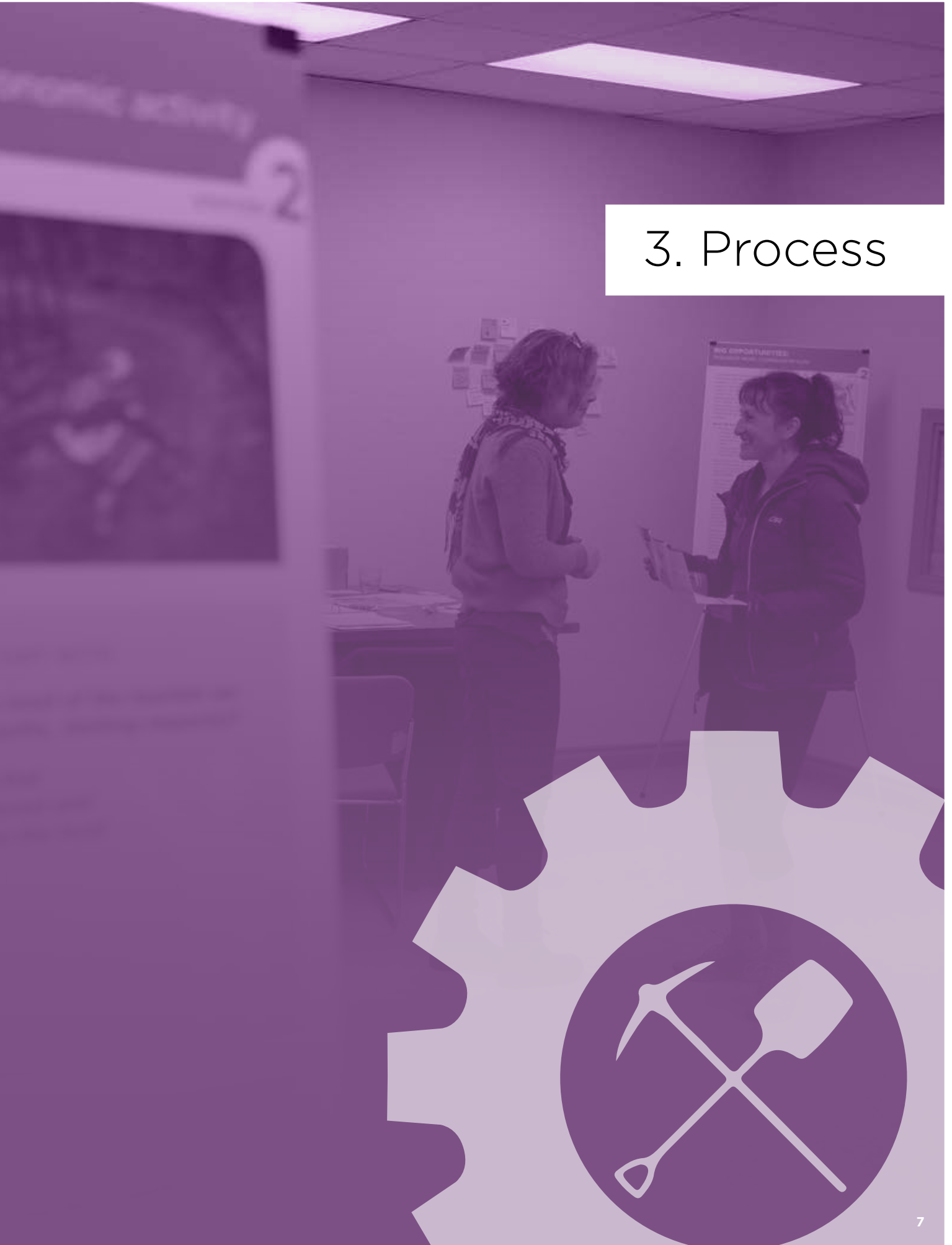
to leverage the energy and resources (both public and private) across the community. As an asset-based approach, it builds on Cumberland’s considerable strengths.

The Village of Cumberland’s Official Community Plan (OCP) gives a rich and detailed vision of multiple aspects of Cumberland’s future, including economic development. This Strategy supports the OCP and is aligned where needed with the policy direction it provides with regards to economic development in Cumberland. While this strategy does not provide direction on land use or land development, many of its actions can support the OCP. Similarly, other plans and policies (e.g., Zoning Bylaw, Heritage Master Plan, Parks and Greenways Master Plan) will inform how this strategy is implemented.

The Economic Development Strategy will guide economic development initiatives and decision-making by the Village of Cumberland over the next five years. It provides a direction and plan for an Economic Coordinator to work through between 2018 and 2023.



### 3. Process





## OVERVIEW

Between December 2017 and April 2018, the Project Team (Village of Cumberland staff and consultants from EcoPlan International), supported by the Economic Development Strategy Steering Committee (EDSSC), worked to develop the Village of Cumberland's Economic Development Strategy. This process took place across four phases of work, each answering a guiding question:

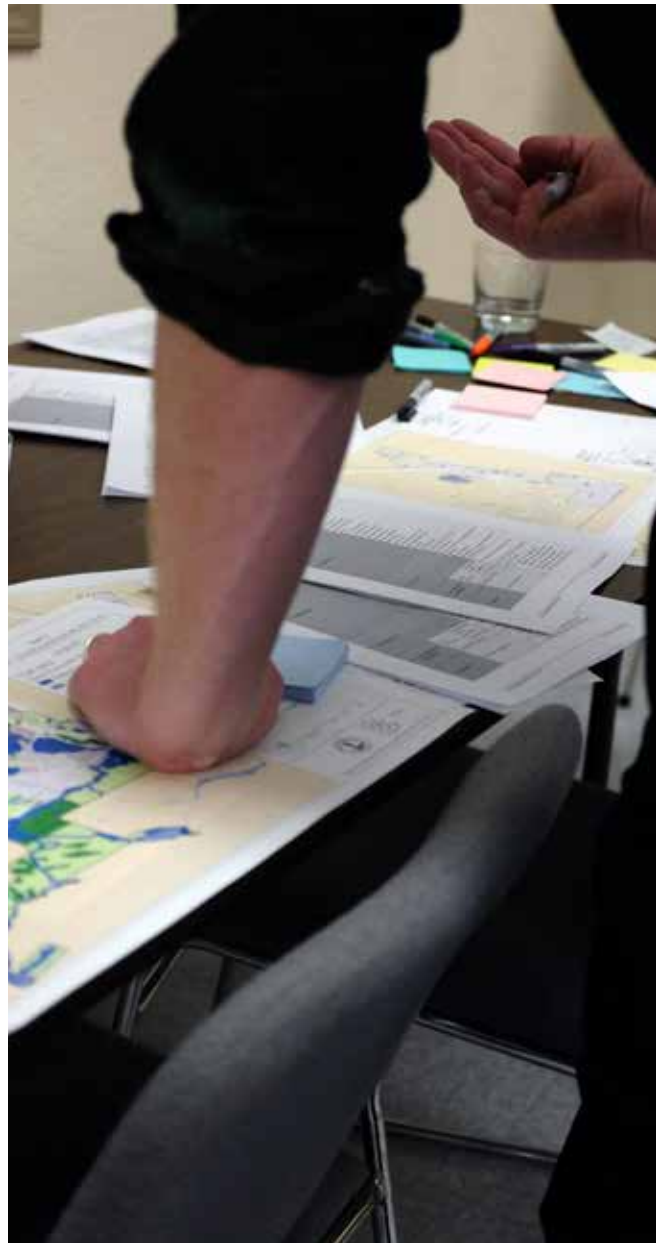


## RESEARCH AND ANALYSIS

Data from the Canadian Census, Statistics Canada and the Cumberland Trails Survey was gathered in order to provide a “snapshot” of the Cumberland economy. Using this compiled information, a brief Economic Profile about Cumberland’s economic situation was created in order to support a better understanding of the context in which Economic Development will take place.

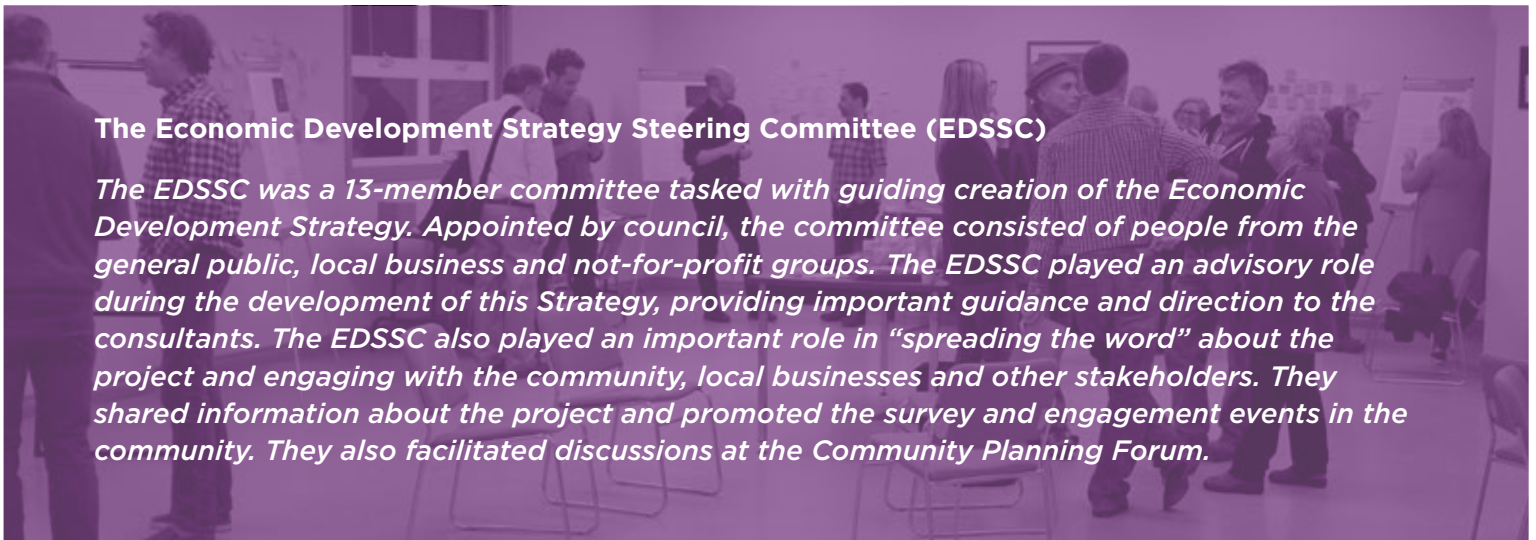
A review of recent and relevant plans and initiatives was then conducted, to understand key issues, priorities, trends, work already underway and potential gaps. The following documents were reviewed:

- Official Community Plan Bylaw No.990 (2014)
- Zoning Bylaw No.1027 (2016)
- 2017 Village of Cumberland Corporate Strategic Priorities (2017)
- Employment and Industrial Lands-Based FDI Strategy (2016)
- Cumberland Trails Survey Report (2016)
- Heritage Management Plan (2016)
- Parks and Greenways Master Plan (2014)
- Cayet Master Plan (2011)
- Cumberland Enhancement Strategy (2008)



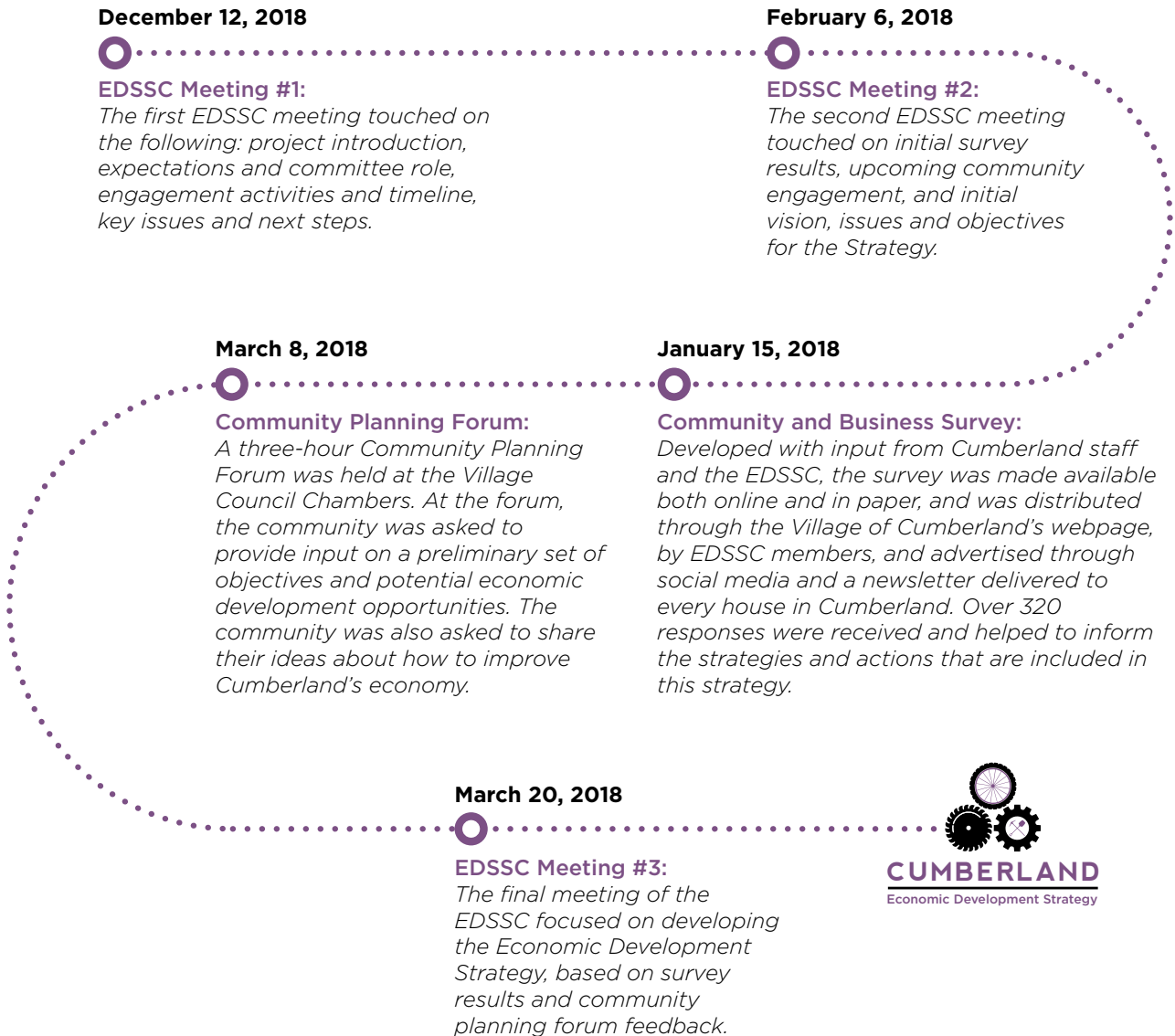
## The Economic Development Strategy Steering Committee (EDSSC)

*The EDSSC was a 13-member committee tasked with guiding creation of the Economic Development Strategy. Appointed by council, the committee consisted of people from the general public, local business and not-for-profit groups. The EDSSC played an advisory role during the development of this Strategy, providing important guidance and direction to the consultants. The EDSSC also played an important role in “spreading the word” about the project and engaging with the community, local businesses and other stakeholders. They shared information about the project and promoted the survey and engagement events in the community. They also facilitated discussions at the Community Planning Forum.*



## ENGAGEMENT

Community input was critical to creation of the strategy, especially for determining what people cared about – their vision, values, and major concerns. The following engagement activities were used to drive development of the Strategy.





## 4. Findings



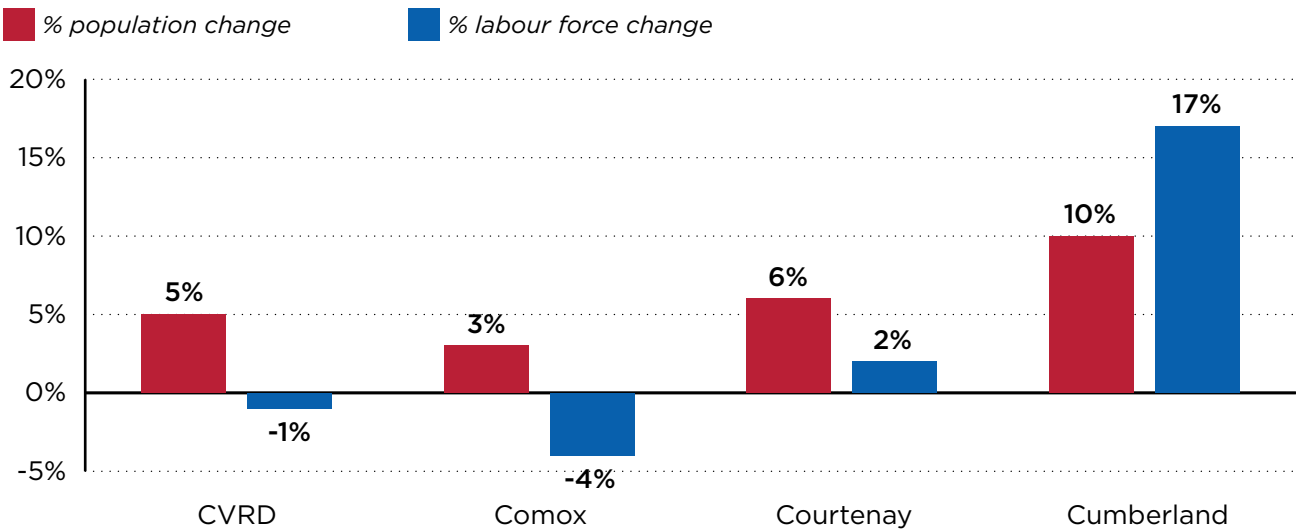
*This section summarizes key findings from a review of background materials, research, and engagement. More detailed findings can be found in the Cumberland Economic Profile, Community and Business Survey Summary Report, and Community Planning Forum Event Report.*

Cumberland has a lot of great assets upon which an economic development strategy can be built. Each of the assets represents a different kind of opportunity, with its own strengths, limitations, and ways it can be leveraged to fulfill our economic development objectives. Here is what we know about these key assets:

- **Cumberland is growing fast, and many residents are concerned about what that could mean:** Even compared to the strong growth in the Comox Valley, Cumberland stands out. Cumberland’s population grew by 10% between 2011 and 2016, and its labour force by 17%. This means there are 300 more residents in the labour force and 355 more residents in the community. In the community survey, impacts from fast growth was identified as one of the biggest concerns, with respondents worried about environmental impacts, land conservation, as well as protecting the unique village culture and its strong
- **Tourism:** Cumberland’s tourism sector has a strong base and seems to be growing well. The recent increase in tourist traffic is substantially driven by the successful development of Cumberland as a destination for mountain biking. However, there is a concern that tourism comes with some impacts (i.e. to local trails), that there is not as much economic benefit as there could be, and that Cumberland should not rely too much on a single sector. From July to August 2016 there were a total of 35,031 trail users in Cumberland, with a monthly average of 8,757 and a daily average of 292.

sense of community. Generally, there is a strong sense that not all growth is good growth. Taking a measured, sustainable approach is paramount, especially as the conservation and trail network responsible for much of Cumberland’s recent success could be directly threatened by unchecked growth.

**POPULATION AND LABOUR FORCE GROWTH 2011 - 2016**





- **Industrial lands and land fill gas capture:**

The industrial land around Bevan Road represents 84% of the vacant industrial land in the Comox Valley. However, it is currently poorly serviced (i.e., there is no sewer or water, and only basic electrical) limiting the type of user that could operate until further investment can be made. Further, while the current land owner is open to discussions about how this land could be used to support community objectives, they are currently content to continue to operate the land as a forestry asset.

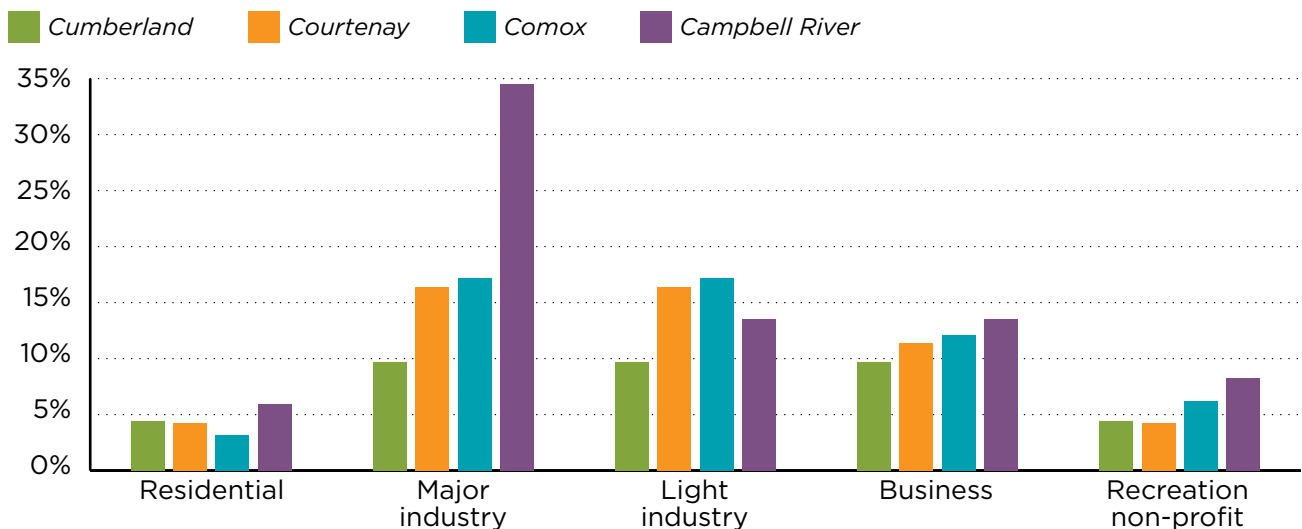
Within these industrial lands is a gas capture system that has been installed on the landfill by Comox Strathcona Waste Management (CSWM). As part of negotiations around expansion of the landfill, there is a Memorandum of Understanding (MOU) with CSWM granting the Village a first option to utilize the gas from this system (at market rates) as a source of green energy. Through the MOU, the gas capture system could be leveraged to attract industrial users consistent with the community's environmental values and generate revenue for the village. While there is no specific timeline, it is expected that the Village will need to decide on this option in the near future.

- **Interchange lands:** The proposed development of the lands along the Highway 19 interchange, known as Cayet, has been the source of considerable controversy in Cumberland. People are quite concerned on the potential ecological impact of development, as well as how the types of uses and form of development (e.g., big box stores, corporate chains, and strip malls) would be out of alignment with the Village identity and values. There are aspects of the project that were decided more than ten-years ago and cannot be changed now, and other aspects (i.e. ecological impacts) that can only be addressed through a committed application of existing guidelines in future stages of the development approval process.

However, the project also represents a big opportunity in terms of economic development for Cumberland. Under the proposed zoning, there is a diversity of permitted uses that could support a range of businesses and employment as well as an important source of non-residential tax revenue for the Village. Further, there may be non-regulatory ways to use this strategy to shape the type of development that happens there.

- **Strong Village identity:** Cumberland is attracting a lot of new, young residents. It is growing faster, and attracting a much younger population than, anywhere else in the region. Cumberland's reputation has also supported the attraction of businesses consistent with local values and is part of "Cumberland" branded exports out of the community.
- **Competitive and fairly business friendly:** Cumberland's tax rates for business, light industry, major industry, and recreation/non-profit are some the lowest in the Valley. In the community survey, local business gave the Village a fairly positive rating in terms of business friendliness. However, there are some concerns around onerous government processes and whether permit levies are consistent with economic development objectives.
- **Committed and creative Cumberlanders:** Many great local assets in Cumberland have been built on the committed efforts of a robust non-profit sector and volunteers from across the community doing creative and ambitious work, such as making land conservation an economic driver. Cumberland has become an example used across the province for what grassroots community development can accomplish. However, some have suggested that the volunteer base can only be stretched so far and that they will need support in the future. Especially at a time when the growth that their efforts have successfully attracted brings new pressures that threaten the values at the core of their work.

#### 2017 MUNICIPAL TAX RATES





## 5. Vision and Objectives

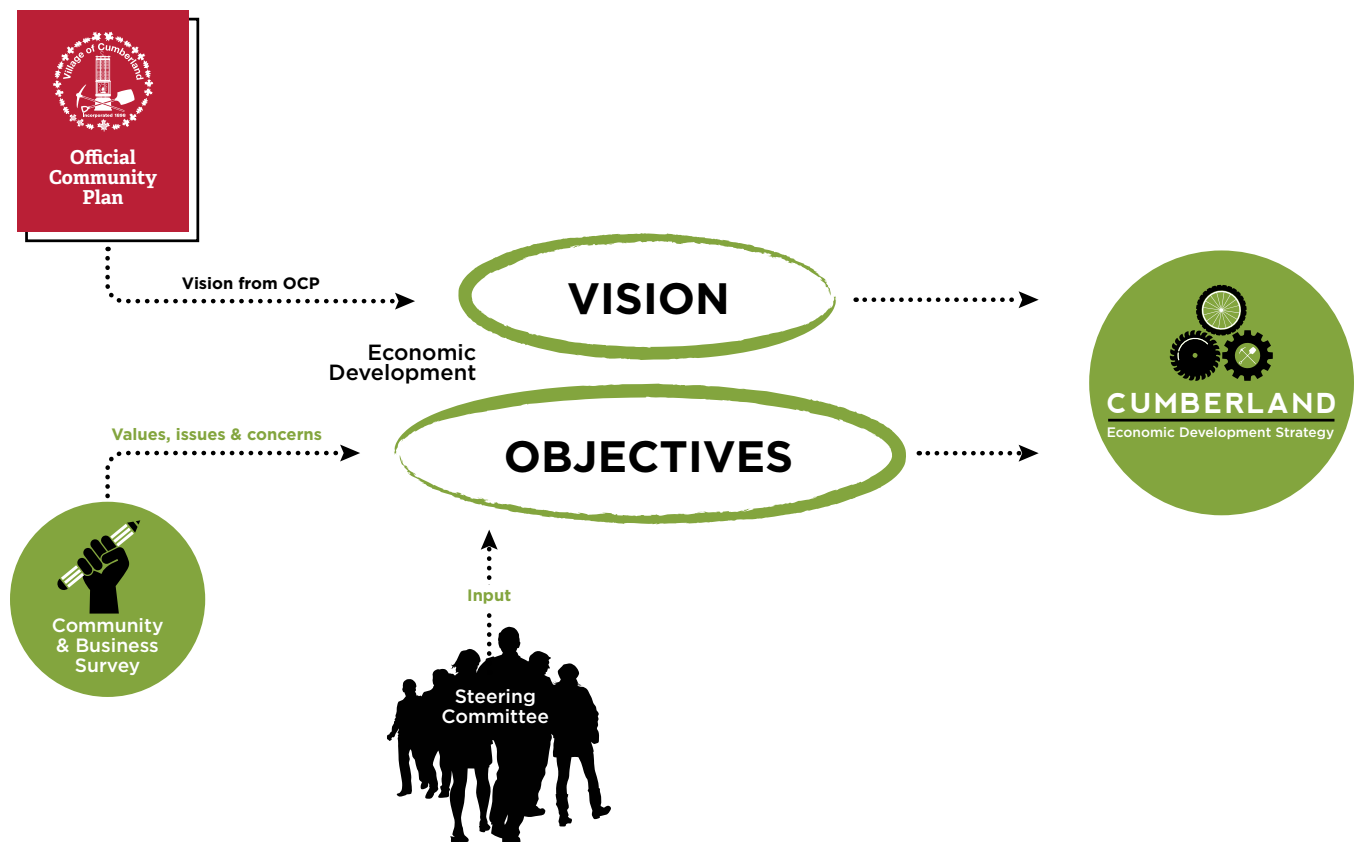




*The Village of Cumberland's Official Community Plan (OCP) is the overarching strategic document for the Village's growth and development. The OCP gives a rich and detailed vision of multiple aspects of Cumberland's future, and the community values that are at the basis of this economic development strategy.*

While the long-term vision for economic development comes from the OCP, the more detailed objectives for this strategy are pulled from community engagement and steering committee input, as shown in the diagram below.

Together, the vision and objectives provide direction to the Village of Cumberland's Economic Development Strategy – they shaped development of the strategies and actions and will be used in the future to assess the progress being made.



## VISION

### *The OCP*

The following excerpts from the OCP constitute the vision for the Economic Development Strategy.

#### ***OCP Community Vision Statement***

“The Village of the future is managed in a sustainable and orderly fashion with full public participation. It has a thriving, resilient and diversified economy based on tourism and other industries and businesses that are compatible with community values and provide jobs to residents.”

#### ***3.1 The Village of Cumberland in 2030***

“The Village Provides a range of resource efficient products, foods and services to the local community and the region. In support, infrastructure, economic development, and social well-being have been strategically improved to ensure that the quality of life is not compromised while achieving managed growth.”

#### ***3.3 The Village Centre***

“The historic Village centre continues to be the vibrant focal point of the community with an enviable mix of historic, commercial, residential, civic and cultural activities...Many residents and visitors come to enjoy our parks, festivals, open markets, and community events.”

#### ***Goal 6 – Economic Development***

“The Village will develop a robust local economy by capitalizing on the natural environment and promoting a greater diversification within the local economy, including environmentally-friendly innovative industry technologies, federally licensed medical marijuana production facilities, live/work units, and continue to allow home-based businesses.”







## OBJECTIVES

These objectives, created based on results from the community survey and input from the Steering Committee, outline what is important to the Village of Cumberland when thinking about the changing economy. These objectives were used to formulate, evaluate and prioritize the strategies discussed below. They will also provide an ongoing framework to guide decision-making and track the plan's impact.

- **Enhance local quality of life for all Cumberlanders:** Economic activities should support the creation of new cultural events, entertainment, local services, or access to recreation for locals.
- **Deepen sense of place/community identity:** Economic activities should support Cumberland's identity as a creative, diverse, accessible, inclusive Village with a rich history and heritage.
- **Enhance our environmental assets:** Economic activities should minimize the impact to Cumberland's environmental assets or, where possible, support a more sustainable relationship with the environment.
- **Increase diversity of employment opportunities:** Cumberland's economy should support diverse employment options for people of all ages, capabilities, backgrounds and needs.
- **Increase Village revenue:** Economic activities should contribute to the Village's non-residential tax-base to support funding of infrastructure.



These are the draft economic development objectives for our strategy. These are what is important to us when thinking about our changing economy. They were created based on results from the community survey and input from the Steering Committee. They will be used to help create good alternatives, guide decision-making and evaluate economic actions to make sure they suit Cumberland.

Take a few minutes to review them, then use sticky dots and notes to prioritize them.

**Where do you see the biggest opportunities for positive change in Cumberland?**

## 6. Strategies

**OBJECTIVES**

Place a sticky dot beside the objective you care the most about

**Enhance local quality of life for all Cumberlanders:** Economic activities should support the creation of new cultural events, entertainment, local services, or access to recreation for locals.



**Deepen sense of place/ community identity:** Economic activities should support Cumberland's identity as a creative, diverse, accessible, inclusive Village with a rich history and heritage.



**Enhance our environmental assets:** Economic activities should minimize the impact to Cumberland's environmental assets or, where possible, support a more sustainable relationship with the environment.



**Increase diversity of employment opportunities:** Cumberland's economy should support diverse employment options for people of all ages, capabilities, backgrounds, and needs.



**Increase resilience of the economy:** Cumberland's economy should not be built on a single sector. Businesses from a diverse range of sectors will make the economy more resilient to unexpected changes in the larger context.



**Increase Village revenue:** Economic activities should contribute to the Village's non-residential tax-base to support funding of infrastructure and amenities.



**Anything crucial being missed here?**  
If you see important gaps, let us know



## OVERVIEW

*The role of the Village in supporting the local economy, as with any local government, is to help catalyze and leverage the energy and resources bound up in the private and non-profit sectors. This is accomplished in this strategy by the work to be conducted by a hired coordinator with guidance from an Economic Development Steering Committee. This happens in two ways:*

### **ONGOING SERVICES to support what's already working**

Cumberland's local business, non-profit sector, and burgeoning entrepreneur community are already the engine of the local economy. With funding already in place to hire an Economic Coordinator, this strategy has a leg up on providing the kinds of ongoing services that support the retention and expansion of these groups. These services include:

- Support with permitting and licensing
- Facilitating partnerships between business, non-profits, investors, and area partners
- Connecting groups with available resources, such as:
  - Export navigator program
  - Small business BC services
  - Business Development Bank of Canada
  - Community Futures
  - Innovation island Technology Association – Venture Acceleration Program
- Research (best practices, etc.)
- Grant writing support for non-profits and other economic development initiatives

While some of these ongoing services have cross-over with the strategies described below, their focus is on supporting the existing groups and assets that are already the core of Cumberland's economic success. The strategies focus on encouraging new economic development initiatives in the Village.

### **STRATEGIES to start something new**

The following strategies have been built upon Cumberland's assets, strengths and opportunities (described in Section 4). They have been shaped by the concerns, ideas, and values of the community. They have been prioritized with input from the EDSSC based on how they were felt to impact the economic development objectives. The strategies and associated actions are:

#### **1. Conduct investment attraction**

- 1-A. Create a detailed and creative investment attraction plan
- 1-B. Conduct targeted investment attraction for interchange lands
- 1-C. Conduct targeted investment attraction for industrial lands

#### **2. Leverage industrial assets**

- 2-A. Conduct "pre" feasibility study of the end-use of landfill gas
- 2-B. Scope development options on industrial lands

#### **3. Support creation of a community development corporation/investment fund**

- 3-A. Hold information session on community cooperative investment options
- 3-B. Support community to establish preferred investment mechanism

**4. Support arts and culture as an economic driver**

4-A. Hold workshop with arts and culture community

4-B. Develop Arts & Culture Action Plan

**5. Expand accommodation options in the Village**

5-A. Develop an Accommodation Strategy

**6. Village core improvements**

6-A. Explore establishment of a BIA

6-B. Research policy/incentive options to support active use of vacant properties

6-C. Update Cumberland's Enhancement Study

**7. Create a more business friendly environment**

7-A. Provide clear communications on permitting/approvals processes

7-B. Streamline permitting/licensing processes

**8. Support diversification and better packaging of tourism opportunities**

8-A. Facilitate better communication among tourism sector to better link or expand offerings

8-B. Support development of a tourism focused online tool or better utilization of existing platforms



## STRATEGY DESCRIPTIONS

Each strategy contains multiple actions. Some strategies are more fully developed with multiple actions and a clear sequence, others depend on circumstances that are still unfolding or require further work with key stakeholders before a detailed action plan can be developed. The latter is part of the work that will be undertaken by the Economic Coordinator.

### Sequencing

The sequencing of the actions and strategies below attempts to balance a clear workplan for the Economic Coordinator (i.e. not just a laundry list) with staying flexible enough to respond to unexpected opportunities (e.g., government funding, private sector investment, community champions). The goal is to give direction on where to start and what are the priorities, not a prescriptive schedule. Where important timing constraints existed (e.g., a decision on gas-capture), these have been incorporated and noted into the sequencing.

Action timing is organized as follows:

- **Work driven by the Economic Coordinator:**
  - **Quickstart** = A project that can be quickly and easily completed within a few months to build momentum
  - **Priority** = Work for the coordinator to focus on as soon as possible. These are more complex actions prioritized due to how they contribute to community objectives and timing considerations (e.g., a decision that will need to be made, or a closing window of opportunity).
  - **Short term** = Work to be initiated following priority work, ideally within the first two years.
  - **Medium term** = Work that the coordinator will focus on after

quickstarts are completed and short-term actions have been at least initiated.

- **Work supported by the coordinator but driven by a larger stakeholder group**
  - These strategies and actions are not prioritized ahead of others and will be driven by the stakeholder groups involved (with support from the coordinator). Timing is undetermined, as they depend on external factors. These are often preceded by a QuickStart where the coordinator assembles the necessary stakeholders for more detailed action planning or an information session.

### Implementation

Many of the actions described below will be primarily driven by the Economic Coordinator, with support from Village staff and Steering Committee. For some of these activities, it may make sense to hire a specialist, in which case the coordinator's role will be securing additional funding specific to the activity and supporting Village staff in managing the project.

For other activities, the community will be the driving force. In these cases, the Economic Coordinator will help initiate the activity and provide ongoing support as needed.

Notes on implementation, including lead and support personnel and resource options are included with each action.



# 1. Conduct investment attraction

Cumberland's growth is strong, so developable land in the interchange lands and Bevan Road, and vacant lots in the downtown will likely be filled over time. The community has expressed a lot of concern about how these lands will develop. This can be left to the market dictate, or Cumberland can be proactive and attract businesses, development, and other investment more aligned with community values. Targeted attraction of the right kind of businesses could help:

- *Make better use of our industrial lands*
- *Potentially shape Cayet development*
- *Fill vacant storefronts in downtown*

While investment attraction is a common economic development initiative, in many other rural contexts the goal is simply to attract any investment or business. Cumberland is attempting to do this in a more targeted way, looking for the right kind of business and development partners.

This strategy would involve a set of promotional and outreach activities guided by an Investment Attraction Plan. Through the investment attraction plan, the work will prioritize shaping development of key properties (i.e. interchange lands) sectors (e.g. health care, light industrial), and gaps in the economy (e.g. accommodations).

It is important to note that Investment attraction also includes working with local business to find opportunities to expand or start new ventures, not only attracting new players from outside. Groups currently doing business in town likely already understand the vision this strategy is working to achieve.

This work has been prioritized given the expected timeline around development of the interchange lands.

## ACTIONS

### 1-A Create a detailed and creative investment attraction plan

**Timing: Priority – begin as soon as possible and complete within approximately 3 months**

An action plan for investment attraction identifying values/expectations for new investment and business, priority areas (lands for development, sectors), and tactics.

The values and expectations can be drawn from the OCP, economic development objectives developed as part of this strategy, and other findings from the community survey. After reviewing with the steering committee, it can be determined whether additional engagement will be necessary.

The following priority areas were identified during creation of the economic development strategy and provide a good place to start in creating the action plan:

- Shaping development of Interchange lands by attracting developers who have done work aligned with Cumberland's values
- Attracting a hotel or other accommodation to the downtown core, interchange lands, or other appropriate locations (e.g., camping in lands designated for recreation)
- Attracting appropriate industrial tenants to Bevan Road industrial lands (later stage work that will be affected by the outcomes of actions 2-A and 2-B)
- Attracting entrepreneurs to the community

Tactics can either be general promotional activities or more targeted. General activities include, but are not limited to, things like

development of promotional materials, a business portal on the website, and destination marketing to leverage tourism as a channel by which to attract entrepreneurs and business owners. It is important that these materials maintain consistent messaging and properly represent Cumberland. Often additional community branding is necessary, but Cumberland already has a strong identity that can help drive clear messaging around values, expectations, and the appeal of investing in the Village.

More targeted activities will need to be shaped to fit the priority areas, but involve identifying target sectors/markets, researching specific businesses/investors, and contacting prospects that match objectives (in this case, businesses and developers that align with Cumberland's values).

Communicating to a target sector or business can be done in a number of ways, ranging from booths at tradeshow or advertisements in trade magazine to phone calls with key personnel. While these are the more common methods, investment attraction tactics can be much more creative. Careful consideration and thoughtful brainstorming around priority areas could produce a broader set of tactics that leverage Cumberland's unique assets.

### ***Implementation***

Creation of the Investment Attraction Action Plan will be driven by the Economic Coordinator with support from the Steering Committee and staff as appropriate. The Business Attraction Toolkit for B.C. Communities produced by the provincial Ministry of Jobs, Trade and Technology (formerly Ministry of Jobs, Tourism, and Skills Training) has a document titled "Steps to Creating an Investment Attraction Strategy" that outlines the process for developing a basic investment attraction plan.

Alternatively, the Economic Coordinator could seek further grants to engage a specialist to support the plan's development.

In either case, an Investment Attraction Action Plan need not be a major undertaking, and it should be completed within two to three months and some planning sessions with the steering committee, supplemented by additional community engagement as needed.

Conducting investment attraction for two high priority areas have been separated out as their own actions to ensure the Economic Coordinator's time has been appropriately budgeted. It will likely make sense to phase work on different priorities given the demands and context that surround them. For example, understanding opportunities on Bevan Road will depend on the feasibility study of the gas-capture system and should probably involve exploring the opportunity with the current land holder and CVRD, both of whom have interests in the land.

### ***Linkages***

- Identifies messages, tactics and target sectors/investors for investment attraction actions (1-B and 1-E).

### **1-B Conduct targeted investment attraction for interchange lands**

**Timing: Short term – begin within 3 to 6 months**

Targeted investment attraction will help to shape the development of the interchange lands in a way that is aligned with Cumberland's values and identity, influencing the types of uses and form of development.

As the land is undeveloped, the likely focus of investment attraction will be the real estate development sector, though this will be explored during creation of the Investment Attraction Plan.

#### **Implementation:**

Activities will be led by the Economic Coordinator and based on the actions defined in the Investment Attraction Action Plan.

#### **Linkages**

- Gap analysis from the Accommodation Strategy (5-A) could support making the business case for attracting a hotel.
- A community development corporation (Strategy 3) could be an active partner in shaping the interchange lands

### **1-C Conduct targeted investment attraction for industrial lands**

**Timing: Short term**

With the current land owner content to continue to operate Cumberland's industrial lands as a forestry asset, it is likely that the Village will need to be proactive in seeking business and investment for the lands to facilitate a change of use to benefit the Village. This activity should also involve working closely with the current land-holder and the CVRD to see if co-marketing or some other partnership can be developed, and what the commitments of the different parties would be.

Suggestions made during the development of this economic development strategy include:

- Animal-based agriculture
- Agri-forestry
- Marijuana production and greenhouses
- Value-added wood products
- Social enterprises
- An artisan village
- A manufacturing village
- A Recreation Technology (Rec/Tech) hub

Target sectors should be consistent with the OCP which provides for the attraction of marijuana facilities and industrial development involving "industries that are aimed at mainstreaming environmental, climate, and social considerations into the operations of enterprises."

#### **Implementation:**

Activities will be led by the Economic Coordinator and based on the actions laid-out in the Investment Attraction Action Plan.

#### **Linkages**

- Tactics will be detailed in the Investment Attraction Action Plan (1-C).
- Details will also be largely dependent on the outcome of the gas-capture feasibility study (2-A) as well as options discussed with the current land holder (2-B).

## 2. Leverage industrial assets

The Bevan Road industrial area is a huge piece of mostly vacant industrial land, zoned for heavy industry (I-2), waste facilities (I-4), and for silviculture or medical marijuana facilities (IGR, or Industrial Greenways Reserve). The area is not serviced (except some minimal servicing to the landfill), but the Village has the first right-of refusal on the use of gas from a gas-capture facility that has been installed on the landfill by Comox Strathcona Waste Management (CSWM), which could be used to produce green energy on site.

The decision around whether to utilize the gas-capture system represents a major opportunity for Cumberland, but likely involves a large investment with potentially significant risks and rewards. If successful, the system could become a revenue generating, green utility owned by the Village, and the centrepiece for attracting green industries to the Bevan Road industrial area.

With the first option to utilize the gas, Cumberland's final decision will significantly affect how later development of these industrial lands is approached. This strategy will help lay the foundation for taking thoughtful action on this innovative opportunity.

Before Cumberland can make a decision regarding the gas-capture system, it is important for the Village to understand the conditions in which it makes financial sense. The Village will also want to explore options for the Industrial lands, which are largely dependent on the current land holder.

### **ACTIONS**

#### **2-A Conduct “pre” feasibility study of the end use of landfill gas**

**Timing: Priority – begin as soon as possible**

While there is still much unknown about the specifics of the landfill gas (output, rates, etc.), the Village will need to decide whether to enter into a commitment/agreement with the CVRD to utilize the landfill gas (most likely through partnerships with other entities). Making that decision depends primarily on the business-case (i.e., will the outcome of any potential partnership be a revenue generator/ economic development stimulator for the Village, and what would the risks of such an investment be?).

This feasibility study would establish the conditions under which investment in the use of the landfill gas makes sense. As financing of some sort will likely be required, the study should help establish how much debt the Village could service under different revenue streams from the use of the gas as well as other conditions affecting development (e.g., market demand for green energy on unserviced industrial land).

A key aspect of the study would be the identification of potential partners that the Village could approach on a joint initiative to use the resource.

The study should also describe the sectors that would need to be targeted as part of the investment attraction strategy around this asset.

### **Implementation**

A specialist would need to be hired to complete the a study to understand the resources financial feasibility. An analysis of potential partnerships and a strategy for approaching them could be developed by the

Economic Coordinator with support from the Steering Committee.

***Linkages:***

- Implications for investment attraction to the area (1-C) and discussions around scoping development (2-B)

***2-B Scope development options on industrial lands***

**Timing: Priority – begin as soon as possible**

The land around Bevan Road is operated as a managed forest by the current land owner. It is also the location of the Comox Strathcona Waste Management facility (i.e., the CVRD landfill). Options for how best to proceed with attracting new investment, business, and development in this area should begin with discussions with the current landowner to determine what strategic opportunities can be defined for the area.

Options could range from something as complex and involved as an industrial master plan (such as was completed in 2001), joint marketing and promotions, or simply identifying the size and locations of sites that would make the best candidate for a first phase of development. In any case, properly scoping what is feasible, supported by the current land owner, and what roles different interested parties could play will be a critical first step in leveraging these assets.

***Implementation:***

Discussions with the industrial land holder and CSWM will be led by the Economic Coordinator.

***Linkages:***

- Discussions on development options on industrial lands will depend on the decisions on the use of the gas-capture facility (2-A)
- Outcomes of this work will support more effective investment attraction (1-A and 1-C)



### 3. Support creation of community development corporation/investment fund

This strategy consists of small actions undertaken by the Economic Coordinator to support interested community members in exploring and establishing a shared investment mechanism. While the idea holds potential risk and feasibility hurdles, it could have large implications for shaping community driven economic development. Further, it would be in keeping with Cumberland's tradition of ambitious, innovative community economic development.

If successful, a community development corporation or investment fund will allow Cumberland residents to pool their resources and be involved in any number of ventures that support their community development objectives, including a values-based development of interchange lands, social enterprises, or a revenue generation that supports ongoing land acquisition for conservation purposes.

This strategy has strong links to several other strategies, as a community investment group could be a key partner in shaping development (i.e. in the interchange lands or Bevan Road industrial area) and local business growth. As a partner in development, a community-based development corporation would also have access to funding streams that no other parties (the Village or private sector) could access, such as B.C Housing funding and support for affordable housing (though this could depend on a non-profit status).

A community owned investment mechanism could take several different forms and will depend on the preference of those involved and level of interest that exists within the

community. Options include:

- A development corporation for developing land and owning revenue generating businesses
- An investment co-operative that finances local businesses and projects with an expectation of a return on investment.

This would be owned and operated by Cumberland residents, not the Village. However, the Village could play an important role in provided the support community members need to organize and start a community investment mechanism.

## **ACTIONS**

### **3-A Hold information session on community cooperative investment options**

**Timing: Quickstart**

An information session will be an opportunity to inform the community of the options that exist with regards to cooperative investment options, including examples of communities who have undertaken similar initiatives, feasibility for doing it in a place the size of Cumberland, and the risks and rewards involved.

By holding an information session, the Village can also gauge the level of interest that exists within Cumberland to undertake such an initiative and identify the ways in which the Village can provide support. Because it will be community owned and operated, it will also be important to identify community members who wish to lead the initiative. Without a champion from the community to take the lead, this initiative will not succeed.

#### ***Implementation:***

Research and the community information session will be led by the Economic Coordinator. Village staff and the Steering Committee will support promoting the event.

#### ***Linkages:***

- Depending on outcome, action 3-B is a direct next step

### **3-B Support community to establish preferred investment mechanism**

**Timing: Undetermined – depends on community lead**

Though led by the community, the village can provide the necessary research and coordination support in establishing a community investment mechanism. The Village can also connect interested community members with one another, as well as with other communities who have undertaken similar initiatives and may be able to provide advice and guidance.

#### ***Implementation:***

The Economic Coordinator can provide ongoing support, as identified by community leaders.

#### ***Linkages:***

- Depends on outcomes of the community information session (3-A).
- A community development corporation or investment fund could be involved in development of the interchange lands (1-B), Bevan Road industrial area (1-C), or any number of local business or social enterprises (strategies 4, 5 or 8).

## 4. Support arts and culture as an economic driver

Arts and culture in Cumberland make up an important aspect of the Village's identity and quality of life. While many non-profits and volunteers have been the driving force behind Cumberland's strong cultural scene, there are concerns of an over-extended volunteer base. With Village support, Cumberland's arts and culture scene has the potential to be a cornerstone of a more vital and productive tourism sector.

This strategy leverages the ongoing services of the Economic Coordinator to work with arts and culture producers in Cumberland on finding ways to support their work. While there are already indications of the kind of support needed from people in the arts and culture community, this work will need to begin with a more focused planning session with community stakeholders. A more comprehensive arts and culture plan can be developed later.

### **ACTIONS**

#### **4-A Hold workshop with arts and culture community**

##### **Timing: Quickstart**

A workshop with the arts and culture community will provide a more thorough understanding of how the ongoing services of the Economic Coordinator can be strategically used to support the arts and culture community (e.g. grant writing, research, coordination).

This workshop could also evolve into a Culture Roundtable, which was a suggestion made during the development of this strategy to establish a body that would advise on support for the arts and culture sector in the Village.

This workshop would fill that gap in supporting arts and culture until funding for a more comprehensive arts and culture plan can be funded.

##### **Implementation:**

Organized and led by the Economic Coordinator, with direction from Cumberland's arts and culture community.

##### **Linkages:**

- Supports prioritizing how ongoing services provided by Economic Coordinator can best support Arts and culture sector
- Assists in building an initial understanding of how to move forward with an Arts and Culture Action Plan (4-B).

#### **4-B Develop Arts & Culture Action Plan**

**Timing: Undetermined – depends on community lead and granting opportunities**

An Arts and Culture Action Plan will provide a more comprehensive and strategic approach to building the arts and culture sector in Cumberland.

The plan can provide a vision for arts and culture in the Village, along with strategies and actions that support the development and utilization of the arts and culture community in Cumberland. The plan can include an inventory of cultural assets in Cumberland and should be built on outreach and engagement with arts and culture community members and leaders.

The following action ideas were shared during the development of the economic development strategy:

- Arts and culture tax grants or exemptions
- Ensure affordable housing for artists
- Destination cultural attraction (e.g., facilities, live music events, tour development)
- Work with Community Futures to offer Cumberland Specific workshops
- More local talent events

#### ***Implementation:***

The Arts and Culture Action Plan will be driven by the Economic Coordinator, and supported by the Arts and Culture Roundtable, if established (4-A). This work will depend on finding external funding.

#### ***Linkages:***

Initial issues identification, along with community engagement and support will be driven by the initial workshop with the arts and culture community (4-B)



## 5. Expand accommodation options in the Village

A lack of accommodation for visitors to Cumberland was noted as a key challenge to growing tourism traffic in the Village. The number of tourists visiting Cumberland is growing, but because of a lack of accommodation, they end up staying elsewhere. As a result, Cumberland bears a lot of impacts of tourism, without capturing enough of the benefits.

While a hotel has been prioritised under investment attraction (1-A) a lot more can be done to increase tourist accommodations, including expanding camping, bed and breakfasts, a review of current regulation of online accommodation (Cumberland currently permits and regulates vacation rentals as part of the Zoning Bylaw), or better promotions of what already exists. As such, it is suggested a more comprehensive approach be taken.

### **ACTIONS**

#### **5-A Develop an Accommodation Strategy**

**Timing: Medium term**

An Accommodation Strategy will involve thinking through how Cumberland would like to move forward with accommodation expansion in the Village, providing a comprehensive picture and roadmap for the future.

Like any strategy, this one should include the following steps:

- Understand the issue (tourism trends, accommodation gap analysis)
- Define objectives (what is wanted and not wanted)
- Develop and prioritise alternatives

The strategy could explore some of the following:

- Opportunities around camping
- Bed and breakfasts expansion
- A review of current vacation rental regulations
- Impacts on housing and Village culture
- Hotel attraction
- Accommodation advertising and listing

Some action ideas put forward during the development of this strategy include:

- Expand camping at Lake Park
- Accommodation marketed towards mountain bikers, skiers visiting Mount Washington and visitors to Strathcona Park

- Motel on Union Road (with walking path to downtown)

***Implementation:***

Led by the Economic Coordinator, with support from the Steering Committee, Village staff and consultation with the community and local business. Alternatively, the Economic Coordinator could find grant opportunities to support hiring an outside contactor.

***Linkages:***

- Strongly linked with Investment Attraction (Strategy 1) as a gap analysis could support targeted investment attraction (1-C) (e.g., provide numbers of supply vs. demand and thus, economic opportunity)
- A community investment mechanism (Strategy 3) could be a key partner in many of the actions identified in an accommodation strategy.

## 6. Village core improvements

Empty shopfronts are a concern and future commercial development could undercut the vitality of Cumberland's downtown. Doing what we can to support the Village core is an important component of good quality of life, building a sense of place, and getting the most out of a tourism sector.

While Cumberland's Village core is generally quite successful, there is a concern around vacant properties. The Village Corporate Strategic Plan also includes a planned update to the 2008 downtown enhancement strategy as an action to be carried out in the next few years.

Moreover, downtown character was noted as one of Cumberland's top assets in the community survey for this strategy. Further, improvements to downtown were often mentioned as action ideas.

### **ACTIONS**

#### **6-A Explore establishment of a BIA**

##### **Timing: Quickstart**

A Business Improvement Area (BIA), is an area or association of businesses that would be specially designated by the Village. In forming a BIA, Cumberland businesses who select to be members can undertake and collaborate on initiatives that work towards an improved downtown. BIAs also undertake business promotion, recruitment and advocacy, among other things.

Before a BIA can be established, Cumberland will first have to understand the level of interest that exists within the business community to form such an organization.

##### **Implementation:**

The Economic Coordinator can explore the establishment of a BIA by gauging the level of interest that exists within the business community to form one. If the interest does exist, the Economic Coordinator can support its establishment by assisting with research, applications to Village Council and other pieces of organization start-up.

##### **Linkages:**

- A BIA could support options to encourage active use of vacant properties (6-B) and the Cumberland's Enhancement Study Update.
- A BIA would also be an important stakeholder in developing and implementing an investment attraction plan (1-C)

## **6-B Research policy/incentive options to support active use of vacant properties**

**Timing: Medium term**

Vacant properties in the Cumberland Village core are not attractive to residents and visitors alike. There are a number of creative measures that can be undertaken to support the active use of vacant properties. Research will be required to explore policies and incentive options to select those most appropriate for the Cumberland community. Some ideas include:

- Support local businesses with an effort to fill store fronts rather than locate their business in-home
- Permit and encourage community groups and local businesses to temporarily use store fronts or vacant lots (e.g., for art displays, community performances, seasonal services)

### ***Implementation:***

Research will be led by the Economic Coordinator. Most of the options available, if chosen, will then require further planning and the development of formal policies and guidelines.

### ***Linkages:***

- Input on options could be provided by an established BIA (6-A)
- Research could inform recommendations made in the Enhancement Study update (6-C)

## **6-C Update Cumberland's Enhancement Study**

**Timing: Medium term**

Cumberland's current Enhancement Study was completed in 2008, which focused on improvements to the downtown and village entrances. Unfortunately, over the last ten years, the recommendations made in the Strategy have been largely unimplemented. With Cumberland's significant growth over the past ten years, an update to Cumberland's Enhancement Study is needed to ensure recommendations are suitable.

### ***Implementation:***

The Enhancement Study can be supported by the Economic Coordinator, however, will likely require the expertise of an urban planning and design firm.

### ***Linkages:***

- The Enhancement Study update may incorporate options to support the use of vacant properties in the Village core (6-B).



## 7. Create a more business-friendly environment

While the Village has a fairly positive reputation among business (according to the project survey), there is still some work that could be done to make sure business permitting/licensing processes are streamlined and communicated in a clear way.

This strategy represents efforts to address the business community's concerns, and to improve transparency and understanding of permitting and licensing requirements.

### **ACTIONS**

#### **7-A Provide clear communications on permitting/approvals processes**

##### **Timing: Quickstart**

An important part of an easy-to-use permitting process is one that clearly communicates the necessary steps and requirements. Cumberland already has a page on their website dedicated to permits and permissions, and makes use of BizPal, a thorough resource.

However, it would be beneficial to increase awareness regarding the information that already exists on the website and make minor improvements to the page. Communications materials could also be updated and perhaps simplified (e.g., a "Doing Business in Cumberland" guide, an FAQ section).

##### **Implementation:**

Led by the Economic Coordinator, the series will require input from the planning department and may require the expertise of a communications specialist.

##### **Linkages:**

- Improved communications can be hosted on the Business Portal website (1-B)
- Streamlined permitting/licensing processes (1-B) will help to inform communications materials

## **7-B Streamline permitting/licensing processes**

### **Timing: Medium term**

To address challenges with the permitting and licensing process, it is important to first understand how the system is currently running. An internal, systematic review and assessment of Cumberland's permitting and licensing process would help to identify any inefficiencies, barriers and lack of clarity. Through this review, Cumberland can look for ways to simplify and streamline the permitting and licensing process.

### **Implementation:**

The Economic Coordinator can lead the review process but will require support from the planning department.

### **Linkages:**

- The streamlined permitting and licensing process can inform the communications on permitting and approval processes (7-B)

## 8. Support diversification and better packaging of tourism opportunities

Tourists visiting Cumberland now are here for one purpose (typically mountain biking) and leave without knowing about or exploring a broader range of offerings. By expanding experiences into other areas (cultural and community events, variety of heritage values, etc.) and better linking and packaging them, tourists can be encouraged to come more often, longer, and spend more money.

Diversification within the tourism industry can be accomplished by the groups operating in the tourism sector connecting and exploring the ways they can expand their offerings. Another way is to support better packaging and the linking of offerings so that tourists arriving for one reason, can easily find more reasons to stay longer and spend more. This will help to create a more robust and resilient tourism economy in Cumberland.

### **ACTIONS**

#### **8-A Facilitate better communication among tourism sector to better link or expand offerings**

**Timing: Short-term – within first year**

Existing operators need to connect to find out how they can link, complement and collaborate on tourism offerings, as well as create new offerings for Cumberland tourists. Regular meetings among tourism operators, perhaps through a round table, would enable operators to better connect and organize. Simple outputs from better coordination could include a more coordinated calendar of events to extend stays and support cross-promotion.

#### **Implementation:**

The Economic Coordinator can coordinate and facilitate an initial meeting and communication among tourism operators. A more independent organization or regular meeting of tourism operators would be driven by interested parties.

#### **Linkages:**

- Current or future accommodation operators could be important partners in tourism packaging (Strategy 5)
- Tourism packages and offerings can be advertised using an online tool (8-B)

**8-B Support development of a tourism  
focused online tool or better utilization  
of existing platforms**

**Timing: Undetermined – depends on lead body  
and granting opportunities**

Marketing Cumberland's tourism offerings, especially its new offerings, will be vital to tourism expansion and diversification. An online tool (e.g., an app or website) could provide comprehensive and easy to find information on visiting Cumberland.

***Implementation:***

This task would likely be led by representatives of the tourism sector and may need the expertise of a communications specialist. The Economic Coordinator could provide grant writing support.

***Linkages:***

- An online tool would display tourism packages and offerings (8-A), including information on accommodations (5-A) and the arts and culture community (Strategy 4).
- Could be related to investment attraction of entrepreneurs and business owners (1-A)

## IMPLEMENTATION SCHEDULE

The implementation schedule reorganizes actions according to sequencing.

**Quickstarts:** Projects that can be quickly and easily completed within a few months to build momentum.

**3-A)** Hold information session on community cooperative investment options

**4-A)** Hold workshop with arts and culture community

**6-A)** Explore establishment of a BIA

**7-A)** Provide clear communications on permitting/approvals processes

**Priority projects:** Work for the coordinator to focus on as soon as possible.

**1-A)** Create a detailed and creative investment attraction plan

**2-A)** Conduct “pre” feasibility study of the end use of landfill gas

**2-B)** Scope development options on industrial lands

**Short term:** Work to be initiated following priority projects, ideally within the first two years.

**1-B)** Conduct targeted investment attraction for interchange lands

**1-C)** Conduct targeted investment attraction for industrial lands

**8-A)** Facilitate better communication among tourism sector to better link or expand offerings

**Medium term:** Work that the coordinator will focus on after quickstarts are completed and short-term actions have been at least initiated.

**5-A)** Develop an Accommodation Strategy

**6-B)** Research policy/incentive options to support active use of vacant properties

**6-C)** Update Cumberland’s Enhancement Study

**7-B)** Streamline permitting/licensing processes

**Projects with undetermined sequencing:** The Economic Coordinator plays a supporting role in the projects and so sequencing will depend on external leads and funding opportunities.

**3-B)** Support community to establish preferred investment mechanism

**4-B)** Develop Arts & Culture Action Plan

**8-B)** Support development of a tourism focused online tool or better utilization of existing platforms



## 7. Monitoring



*Monitoring the implementation for the strategy helps answer two questions: **1. Are we doing what we said we'd do?** **2. Are we having the impact we wanted?** To answer these two questions, 'implementation' and 'impact' monitoring is used.*

## IMPLEMENTATION MONITORING

Implementation monitoring tracks whether the activities outlined in Section 6 are being worked on and completed. To track the progress being made on implementation, actions should be assigned one of the following statuses using the implementation monitoring schedule on the next page:

The Economic Coordinator will use this schedule to provide quarterly updates to the Economic Development Steering Committee on progress. Each year, the schedule can be posted online as part of a basic monitoring report for Village residents.

1. Behind Schedule
2. On Schedule
3. Ahead of Schedule
4. Stalled
5. Cancelled



ACTION	SEQUENCING	STATUS	NOTES
<b>1-A)</b> Create a detailed and creative investment attraction plan	Priority		
<b>1-B)</b> Conduct targeted investment attraction for interchange lands	Short term		
<b>1-C)</b> Conduct targeted investment attraction for industrial lands	Short term		
<b>2-A)</b> Conduct “pre” feasibility study of the gas capture facility	Priority		
<b>2-B)</b> Scope development options on industrial lands	Priority		
<b>3-A)</b> Hold information session on community cooperative investment options	Quickstart		
<b>3-B)</b> Support community to establish preferred investment mechanism	Undetermined		
<b>4-A)</b> Hold workshop with arts and culture community	Quickstart		
<b>4-B)</b> Develop Arts & Culture Action Plan	Undetermined		
<b>5-A)</b> Develop an Accommodation Strategy	Medium term		
<b>6-A)</b> Explore establishment of a BIA	Quickstart		
<b>6-B)</b> Research policy/incentive options to support active use of vacant properties	Medium term		
<b>6-C)</b> Update Cumberland’s Enhancement Study	Medium term		
<b>7-A)</b> Provide clear communications on permitting/approvals processes	Quickstart		
<b>7-B)</b> Streamline permitting/licensing processes	Medium term		
<b>8-A)</b> Facilitate better communication among tourism sector to better link or expand offerings	Short term		
<b>8-B)</b> Support development of a tourism focused online tool or better utilization of existing platforms	Undetermined		

## IMPACT MONITORING

Impact monitoring tracks whether strategies are having their intended consequences and meeting the economic development objectives. The tables below provide frameworks for tracking short-term outcomes at the strategy level (measurable annually), and long-term impacts (measurable every five to ten-years) at the objectives level. This separation has to do with the likely timespan in which outcomes and related impacts can be tracked.

### ***Short-term outcomes – Strategies***

Data for these indicators will be primary collected directly by the Economic Coordinator and Village staff.

STRATEGIES	INDICATORS
<b><i>Conduct investment attraction</i></b>	<ul style="list-style-type: none"> <li>· Leads generated from promotional work</li> <li>· Number of new businesses/development occurring in target areas</li> </ul>
<b><i>Leverage industrial assets</i></b>	<ul style="list-style-type: none"> <li>· NA – indicators will depend on outcome of actions (i.e. feasibility of gas-capture and scoping work)</li> </ul>
<b><i>Support creation of a community development corporation/ investment fund</i></b>	<ul style="list-style-type: none"> <li>· Size (in dollar terms) of community investment</li> <li>· Number of projects supported by investment</li> </ul>
<b><i>Support arts and culture as an economic driver</i></b>	<ul style="list-style-type: none"> <li>· Number and nature of arts and culture initiatives supported by Economic Coordinator/Village</li> <li>· Estimated economic impact of associated arts and culture initiatives</li> </ul>
<b><i>Expand accommodation options in the Village</i></b>	<ul style="list-style-type: none"> <li>· Change in number of accommodation options</li> <li>· Increase in number of available beds</li> </ul>
<b><i>Village core improvements</i></b>	<ul style="list-style-type: none"> <li>· Total dollars invested (public or private) in upgrades to Village core</li> <li>· Number of vacant/underutilized buildings in Village core</li> </ul>
<b><i>Create a more business friendly environment</i></b>	<ul style="list-style-type: none"> <li>· Rating of Village as “business friendly environment” (survey-based)</li> </ul>
<b><i>Support diversification and better packaging of tourism opportunities</i></b>	<ul style="list-style-type: none"> <li>· Creation of coordination mechanisms among tourism operators</li> <li>· Number of linked, expanded offerings</li> </ul>

### ***Long-term impacts – Objectives***

Where possible, existing sources for data has been provided. However, given the nature of some objectives, some data would have to come directly from a community survey. Such questions would be most appropriately asked as part of a broader community satisfaction survey or Official Community Plan Update process.

OBJECTIVES	INDICATORS	SOURCE
<b><i>Enhance local quality of life for all Cumberlanders</i></b>	<ul style="list-style-type: none"><li>· Number of new businesses providing cultural, entertainment, or recreational services</li><li>· Reported change to quality of life by residents</li></ul>	<ul style="list-style-type: none"><li>· BC Business Counts by NAICS categories</li><li>· Community Survey</li></ul>
<b><i>Deepen sense of place/community identity</i></b>	<ul style="list-style-type: none"><li>· Reported change to sense of community identity by Cumberland residents</li></ul>	<ul style="list-style-type: none"><li>· Community Survey</li></ul>
<b><i>Enhance our environmental assets</i></b>	<ul style="list-style-type: none"><li>· Hectares of land acquired for conservation attributable to economic development strategies</li><li>· Percent and hectares of interchange land developed in an environmentally sensitive matter</li></ul>	<ul style="list-style-type: none"><li>· Village data sources</li><li>· Village data sources</li></ul>
<b><i>Increase diversity of employment opportunities</i></b>	<ul style="list-style-type: none"><li>· Diversity index of employment of Cumberland residents by NAICS and NOCs categories</li></ul>	<ul style="list-style-type: none"><li>· Census</li></ul>
<b><i>Increase Village revenue</i></b>	<ul style="list-style-type: none"><li>· Dollars of total annual non-residential tax revenue</li></ul>	<ul style="list-style-type: none"><li>· Village data sources</li></ul>



# Appendix A: Funding Resources

## **ISLAND COASTAL ECONOMIC TRUST (ICET)**

**[www.islandcoastaltrust.ca/](http://www.islandcoastaltrust.ca/)**

- Created and capitalized by the Province of British Columbia, the ICET provides funding with the aim of building a diverse and sustainable island and coastal economy. The ICET primarily provides funding through two grant programs: the Economic Infrastructure Program and the Economic Development Readiness program.

## **WESTERN ECONOMIC DIVERSIFICATION CANADA**

**[www.wd-deo.gc.ca](http://www.wd-deo.gc.ca)**

- Western Economic Diversification Canada receives an annual allocation, approved by Parliament, for grants and contributions that support a range of projects responding to Western Canada's economic development needs and priorities. The Western Diversification Program is the main program through which Western Economic Diversification Canada makes strategic investments in initiatives with non-for-profit organizations that enhance and strengthen the economy of Western Canada.

## **B.C. MINISTRY OF FLNRORD**

**[www2.gov.bc.ca](http://www2.gov.bc.ca)**

- Through the B.C. Ministry of Forest, Lands, Natural Resource Operations and Rural Development, the BC Rural Dividend Program provides funding targeted towards communities of 25,000 or less. Funding streams include Project Development, Single Applicant and Partnerships with maximum funding ranging from \$10,000 - \$500,000.

## **MOUNTAIN EQUIPMENT CO-OP**

**[www.mec.ca](http://www.mec.ca)**

- Mountain Equipment Co-op provides funding targeted towards creating a community of active outdoor enthusiasts. Eligible applications must be qualified donees and include registered charities or not-for-profits, amateur athletic associations, university associations or clubs and First Nations bands.

## **FEDERATION OF CANADIAN MUNICIPALITIES**

**[www.fcm.ca](http://www.fcm.ca)**

- The Federation of Canadian Municipalities offers grants and loans to communities to help them adapt to climate change, reduce greenhouse gas emissions, make better investments in municipal infrastructure and improve the quality of life for residents. This includes grants for plans, studies and pilot projects, as well as loans and grants for capital projects, in three core areas: sustainability, climate change and asset management.

## **GOVERNMENT OF CANADA- CANADIAN HERITAGE**

**[www.canada.ca/en/canadian-heritage.html](http://www.canada.ca/en/canadian-heritage.html)**

- Canadian Heritage offers several funding programs that support culture, history, heritage, sport and official languages in Canada. Examples include funding for community-initiated capital projects and for local festivals.

## **DESTINATION BRITISH COLUMBIA**

**[www.destinationbc.ca](http://www.destinationbc.ca)**

- Jointly administered by the Ministry of Finance, the Ministry of Jobs, Tourism, Skills and Training and Destination British Columbia, the Municipal and Regional District Tax Program provides funding for local tourism marketing, programs and projects.

## **FORESTRY INNOVATION INVESTMENT**

***[www.bcfii.ca](http://www.bcfii.ca)***

- Forestry Innovation Investment (FII) is the BC Government's market development agency for forest products. Delivered in partnership with the Government of Canada and the forestry industry, funding is provided to develop and support programs that foster growth and strength B.C.'s global competitiveness.

## **GOVERNMENT OF CANADA**

***[www.canada.ca/en/services/environment/conservation/funding.html](http://www.canada.ca/en/services/environment/conservation/funding.html)***

- The Government of Canada provides financial support for environmental projects and for participation in environmental assessments. Through the EcoAction Community Funding Program, funding is given for projects that protect, rehabilitate, enhance and sustain the natural environment.



# CUMBERLAND

Economic Development Strategy

