

Corporation of the Village of Cumberland

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Economic Development Steering Committee Agenda September 2, 2020 at 6 pm Teleconference

1. Call to Order

2. Approval of Agenda

3. Adoption of Minutes

3.1 Minutes from the meeting of Feb 5, 2020.....Pg 2

4. Correspondence

5. Referrals From Council

6. Unfinished Business

7. New Business

7.1 Committee Terms of Reference.....Pg. 6

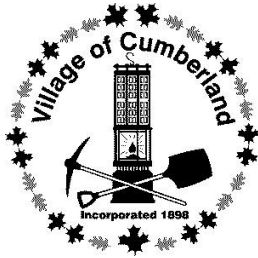
7.2 Bevan Industrial Lands Conceptual Report.....Pg. 10

7.3 Investment Attraction Action Plan.....Pg. 71

8. Upcoming meetings

8.1 Next meeting - Wednesday December 2, 2020 (proposed)

9. Adjournment



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Economic Development Steering Committee Minutes February 5th, 2020 at 6:00 pm Council Chambers

Members Present:

Chris Higgins
Meaghan Cursons
Mike Manara
Nick Ward
Sean Carberry

Regrets: Darren Adams, Melissa Roeske,
Vickey Brown, Troy Ellis, Shawn Sullivan

Staff:

Kaelin Chambers, Economic Development Officer
Clayton Postings, Chief Administrative Officer

Guest:

Steve Nicol, Lions Gate Consulting

1. Call to Order

Meaghan Cursons called the meeting to order at 6:05 pm

2. Approval of Agenda

Higgins/Ward: THAT the agenda be approved with the addition of 7.4 "Committee Process Discussion"

Carried

3. Adoption of Minutes

Carberry/ Ward: THAT the minutes of October 9th, 2019 be adopted.

Carried

4. Correspondence

5. Referrals from Council

6. Unfinished Business

7. New Business

7.1 Introductions

7.2 Review of Work-to-Date and Strategy Progress

The EDO provided an update on the Economic Development Strategy and work completed to-date, including:

- **Strategy 1** – Conduct Investment Attraction
 - The Committee was joined by Steve Nicol Lions Gate Consulting who provided an update on the Cumberland Investment Attraction Action Plan

- **Strategy 2 – Leverage Industrial Assets**
 - Bevan Road Design Charette completed. Industry interests, local gov, environmental concerns well represented at meeting. Really good discussion re values/ideas/issues. Water/transportation crosses over with other jurisdictions (City, CVRD).
 - Hancock (land-owner) splitting the costs for Bevan Lands Plan with the VOC. **Question from committee:** Is there an MOU in regards to this cost sharing agreement? Expectations?
 - Eco-Plan had submitted an Interim Report to VOC. Next step is development of strategy for implementation.

- **Strategy 4 – Support Arts and Culture as an Economic Driver**
 - Funding for Arts and Culture Plan: RDF intake was postponed by the province (and re allocated to interior communities). ICET funding ratio doesn't work for Cumberland's funds available. Advocacy is currently underway.
 - As a result, Arts and Culture Plan process on pause till 2021 until we secure funding to work on this (and time and energy saved until then).
 - **Question from Committee:** How much funding is required for arts and cultural plan development? Answer from EDO: approx. \$30,000

- **Strategy 5 –Accommodation Strategy**
 - Conversation re: where employee adequate housing for service/tourism industry fits into accommodation strategy?
 - Potential for revenue stream via business licensing, informed by housing needs assessment and a clear path that now exists for taxation for Air B&B.
 - Business survey - partnered with MMP, CVEDS, CV Chamber, Cumberland ECDEV business survey re: challenges facing business (housing was one). **Request from committee:** Please circulate business survey to the committee.

- **Strategy 6 – Village Core Improvements**
 - Renewed interest by retailers to explore BIA option and seeking \$ to do a feasibility study re: BIA. Directing them toward community grant in aid. There is a desire to create something that is future proof, not just current business owners. That's why BIA is being re: considered.
 - Discussion re: appropriate level of VOC staff engagement in this work advance of By Law process.

- **Strategy 8 –Tourism Opportunities**
 - Accommodation providers and CVEDS DM Committee are discussing accommodation tax model. Cumberland's product and event development role in driving accommodation numbers is noted. Interest in being expressed about how/or if its possible to fund Cumberland tourism product from this funding.
 - Discussion re: What is our role (Ec Dev Committee) in deciding how we respond to this opportunity?

- **Question:** Is Cumberland going to be part of collecting for Air B&B's? Where will these \$ be remitted/to whom? Can they be kept in the Village?

7.3 Investment Attraction Action Plan

Lionsgate had provided an interim report to the VOC but it has not yet been circulated to the Steering Committee. Steve Nicol provided birds eye overview of the interim report which is data/research focussed – not strategy or implementation focussed. Next step is Strategy Session after committee has opportunity to review report.

Ward/Manara: Moved that the report and RFP be circulated, we review the Interim Investment report and provide a coordinate response to Village 21st (to EDO) and to Lionsgate (vis EDO) By Feb 28th. Lionsgate is asking for a focus on missing information, or errors in information. Subsequently, that the committee schedule a focussed strategy session with Lionsgate in person March 10th. – **Carried**

7.4 Committee Process Discussion

EDO would like to better harness the human capital around the table. There is now a positive opportunity with new CAO in place to create a re-set.

CAO request: he would like to review the terms of reference with EDO and come back and have a dedicated and structured session at the next meeting.

Committee agreed this made sense and provided the following feedback for the EDO and CAO to consider in their review and planning of the session.

- *What is our work, what is the flow, where does our information go?*
- *How is our input being used? How does our input flow back to council?*
- *Could there be a report from council about how our input is helpful.*
- *Can we have in camera discussions if we need to?*
- *How do we/can we “let something go” if its no longer relevant?*
- *Balance between policy board and working board/committee. Steering committee what does that mean (policy board?) or working (think tank, feedback, focus group). Are we steering or consultative?*
- *What is our role in the ongoing strategic review of the strategy? They continually evolve. Is one of our 4 session a year a strategic review?*
- *How does the plan adapt to changing conditions? Can we help evolve the plan?*
- *How are meetings run (chaired) and minutes taken, purpose of minutes?*
- *How do we manage emergent opportunities/gaps? Where are they captured?*
- *Can we have ‘baskets’ that capture ideas for future council review/discussion*
- *Could re receive referrals? Could that work? For feedback?*
- *How can we help drive the plan forward?*

8. Upcoming meetings

8.1 Next Steering Committee meeting is scheduled for Wednesday April 8th at 6 pm

9. Adjournment

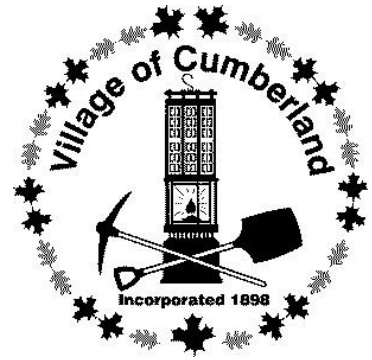
9.1 The meeting was adjourned at 8:20 pm.

Certified Correct:

Chair

Corporate Officer

COUNCIL POLICY



<p>Title: Economic Development Steering Committee Terms of Reference</p> <p>Adopted Date: May 14, 2018 Amended Date:</p>	<p>No. 1.12</p> <p>Section: Administration Motion No.</p>
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Policy Statement

The Village of Cumberland 2018 Corporate Strategic Priorities includes a short-term priority to develop and implement an economic development strategy. The Village of Cumberland has completed the development of the Economic Development Strategy, and is ready to move forward with implementing the plan. This document outlines the purpose of the Economic Development Steering Committee and its role to help guide the process.

Purpose of the Committee

The purpose of the Committee is to provide ongoing support and guidance to the Economic Development Coordinator, and to ensure continued involvement and representation of the business and larger community in the economic development function of the Village of Cumberland.

While the work of the Economic Development Coordinator is driven by the *Cumberland Economic Development Strategy 2018-2023*, and the direct reporting structure for the Economic Development Coordinator is to the Chief Administrative Officer, the Economic Development Steering Committee's purpose is to be the gathering and discussion portal for relevant information in regards to the economic development function, and to help ensure successful implementation of the *Cumberland Economic Development Strategy 2018-2023*.

With broad representation from economic, cultural, heritage, environmental, social (not for profit) and political sectors in the community, the Economic Development Steering Committee will:

- Provide guidance to the Economic Development Coordinator on implementation of the Economic Development Strategy;
- Represent sectors of the community at the Committee;
- Ensure that the community's diverse interests are represented in the economic development process;

- Help identify barriers to community and economic development in the community;
- Identify community champions and partnerships to help implement the Economic Development Strategy;
- Act as a representative for, and liaison to the general public or other unrepresented stakeholders, as appropriate;
- Review information provided by the Village, consultants, Committee members, special interest groups and the general public;
- Identify knowledge gaps, if any, and provide feedback to Village staff and consultants; and,
- Make recommendations to Council.

Membership

The Economic Development Steering Committee will have seven to nine voting members (including an appointed Council member) along with non-voting representatives from Village staff. This committee may be made up of the following:

- General public – Members at large selected from residents of Cumberland to provide a mix of economic, environmental, cultural, and social perspectives, and age and gender representation;
- Representatives of local business advocacy groups;
- Representatives of local environmental groups;
- Representatives of local social (not for profit) groups;
- Council member (ex-officio);
- Village staff – Economic Development Coordinator and Chief Administrative Officer (ex-officio), and;
- Any applicable consultants.

A posting will be made for Members, with the participants to be selected by Village Council.

Member Roles and Responsibilities

Participating on the Committee is both a privilege and an obligation. It is not necessary for members to have an economic development or formal business background to participate. They are expected to bring their own perspectives to the table, but must also develop a broad understanding of the issues and process. Members must participate constructively in the process, and be prepared to provide to, and disseminate from the Committee, the full range of perspectives, including those with which they may disagree.

Members are expected to:

- Prepare themselves for meetings by reading all relevant materials;
- Support open and inclusive discussion;
- Speak in terms of interests versus positions;
- Be open to outcomes, not attached to them;

- Where a member is espousing a favored position or course of action, they must fully and honestly disclose the reasons for their positions;
- Disclose any potential conflicts of interest;
- Liaise with any groups which they may represent, and ensure that they have the authority to speak on behalf of such groups; and,
- Attend all meetings as practical.

For members representing specific groups, an alternate representative must be nominated in the event the original member cannot attend. If an individual member cannot continue to attend meetings, they must inform the Chair, and assist in making arrangements for an alternate.

If a member consistently misses meetings, or conducts themselves poorly at meetings, they may be removed from the Committee at the discretion of the Village.

Meeting Frequency

Meetings will be expected to occur both on an ongoing quarterly basis and as required to address issues that arise. It is expected that the majority of the meetings to take place in the evening (although there may be some daytime meetings).

Committee Protocol

The Committee will select a Chair and an alternate from amongst its representatives at its inaugural meeting. The main role of the Chair is to manage the meetings and ensure all voices are heard, and that meetings stay to their agenda. Being the Chair does not preclude them from taking part in discussion or voting. Large portions of the meetings will be facilitated by the project Consultant, in coordination with the Chair.

The Committee is subject to the open meeting, conflict of interest, and procedural rules and other applicable rules under the *Community Charter* and the Council Procedure Bylaw.

Meetings will be held in public, unless there is some information to be discussed that would require a closed meeting under the provisions of the *Community Charter*. The public may listen to, but not participate in the Committee process, unless specifically invited to do so by the Chair. Where time permits, there can be a public question and answer period after Committee meetings.

Any committee member can request an item of new business to be included on the agenda for a meeting, but such inclusion will be at the discretion of Village project staff in consultation with the Chair.

Decision Making

Wherever possible, decision making will be made by consensus, and recorded as such. Where the decision is regarding a recommendation to be made to Council, there will be a formal motion and a vote. A consensus recommendation may include the identification of a specific issue or concern to be noted in the record as a consideration, but not a limiting factor. If a consensus cannot be reached after suitable deliberation, then a vote will be taken. The dissenting members will be required to provide a statement for the record, at the meeting, outlining their rationale for dissenting, and this statement will be included in the meeting minutes, with both majority and dissenting opinions presented to Council for final decision.

Village Staff and any applicable consultants will be non-voting members of the Committee.

The Economic Development Steering Committee does not have the authority to incur expense on behalf of the Village. Any recommendations or decisions that require significant study of new issues by staff or the consultants, or deviation from the recommendations in the approved *Cumberland Economic Development Strategy 2018-2023*, thus incurring significant time and expense, are subject to review by staff, and must be approved by Council.

Reporting and Communications

Village staff and consultants will prepare any official reports from or to the Economic Development Steering Committee.

Any official communication on behalf of the Committee to the media or other official entities will be by Village staff or the Chair. The latter only applies if there is agreement by the Village project staff and committee.

All agendas, minutes and reports will become part of the public record and be published as soon as practicable unless required to be kept in-camera.

Committee Members are expected to interact with the general public, and should do so in accordance with the principles of good conduct outlined in the Members Roles and Responsibilities. In such discussions, members can give their personal opinions, and accounts of the meetings, but may not purport to represent either the Committee or the Village. Similarly, members should not discuss opinions expressed by other members without their consent first.

Administration and Resources

Village staff and consultants will be responsible for providing administrative support to the Committee. This will include arranging the meetings, preparing agendas and minutes, reports and recommendations for both the Economic Development Strategy Steering Committee and Council. Meeting minutes shall include the key points from discussion of agenda items, and the ensuing decisions and action items, and voting records where appropriate.

Direct meeting expenses such as venues, advertising, materials, food and beverage (other than sponsored product) will be covered by the Village. Committee members are responsible for their own travel and expenses, if any. Participation on the Committee by public members is voluntary, with no remuneration provided.

BEVAN INDUSTRIAL LANDS

Concept Plan and Report

JULY 2020



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BEVAN INDUSTRIAL LANDS CONCEPT PLAN

The development of a conceptual master plan for the Bevan Industrial lands ('the lands') was identified within the Village of Cumberland's Economic Development Strategy (2018) as an opportunity to attract new investment, business, and development.

Strategies to support this include:

- (1C) Conduct targeted investment attraction for industrial lands
- (2B) Scope development options on industrial lands

In addition, the Village of Cumberland's Official Community Plan (OCP) supports a wide range of industrial uses and economic development. It also aims to build a robust local economy and help achieve a resilient and dynamic business base. Where possible, this also includes "industries that are aimed at mainstreaming environmental, climate, and social consideration into the operations of enterprises".

With this intent, the following report explores the potential of the Bevan lands and how it might transition to industrial use. Based on current data and projected business interests, the conceptual master plan provides the location of parcels, general land use, as well as public lands and/or recreation right of-ways, potential for municipal servicing, future considerations in land use and zoning changes and a review of potential business opportunities. Existing known resources, important environmentally sensitive areas and features, as well as historical elements was considered with plan development.

PLANNING PROCESS

The Bevan Industrial lands conceptual master plan was developed by the Village of Cumberland in cooperation with Hancock Timber and with input from key stakeholders in the community representing a range of interests. The work was completed over the following three phases, as described below.

Phase 1: Background Review

Phase one included a review of relevant policies, plans, studies and mapping to better understand the Bevan lands area context and physical attributes, opportunities and constraints. Documents reviewed included:

- Cumberland Economic Development Strategy 2018-2023
- Cumberland Economic Profile (2017)
- Village of Cumberland Official Community Plan Bylaw No. 990, 2014

- Village of Cumberland Zoning Bylaw No. 1027, 2016
- Village of Cumberland 2018 Corporate Strategic Priorities
- 2016 Comox Valley Employment and Industrial Lands-Based FDI Strategy
- Comox Valley Waste Management Centre Masterplan
- Comox Lake Watershed Protection Plan
- Available mapping data (supplied by the CVRD)

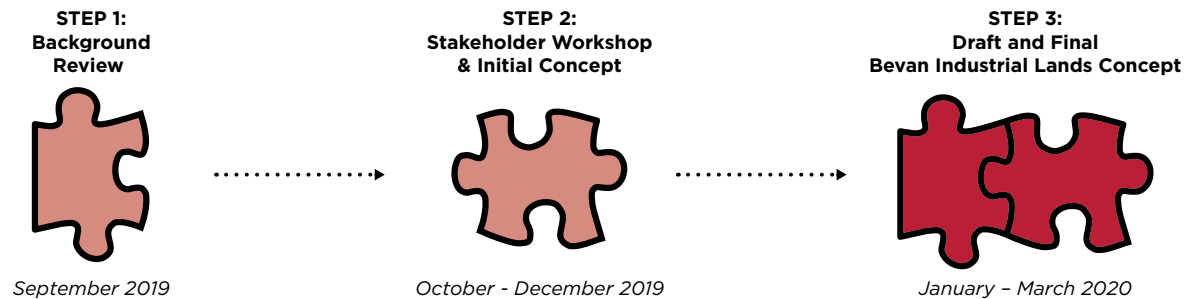
Phase 2: Draft Master Plan Development

A stakeholder workshop was held to gain an initial understanding of business and community interest in the lands. Stakeholders identified and invited represented existing businesses within the Village, individuals with potential business interest in the lands, community environmental and recreational groups, regional partners, and Village technical staff. The workshop included three short presentations and table discussions with mapping. Workshop ideas were then refined with Village staff and used as a framework for the conceptual plan.

Phase 3: Final Master Plan and Report

Using the framework developed in Phase two, a conceptual master plan was drafted, reviewed and refined. The conceptual

FIGURE: *Planning Process Diagram*



master plan and report provides a vision for the future of Bevan lands and confirms an intent for its transition to industrial lands from current use. Any future development of the lands will require further design development and costing.

SITE AREA & LOCATION

The Bevan Industrial Lands (“Bevan lands”) contain approximately 500 hectares (1,235 acres) of industrial zoned land located along Bevan Road and situated approximately 2.5 kilometers north of Cumberland Village core and accessible to the Island Highway. The area represents approximately 84% of the remaining industrial lands within the entire Comox Valley. The lands are also located within the Comox Lake watershed and Comox Valley drinking water supply area.

Planning considerations:

Located close yet removed from the Village area situates the lands as an ideal location for a mix of industrial

FIGURE: Site map and location of Bevan lands in relation to the Village of Cumberland.

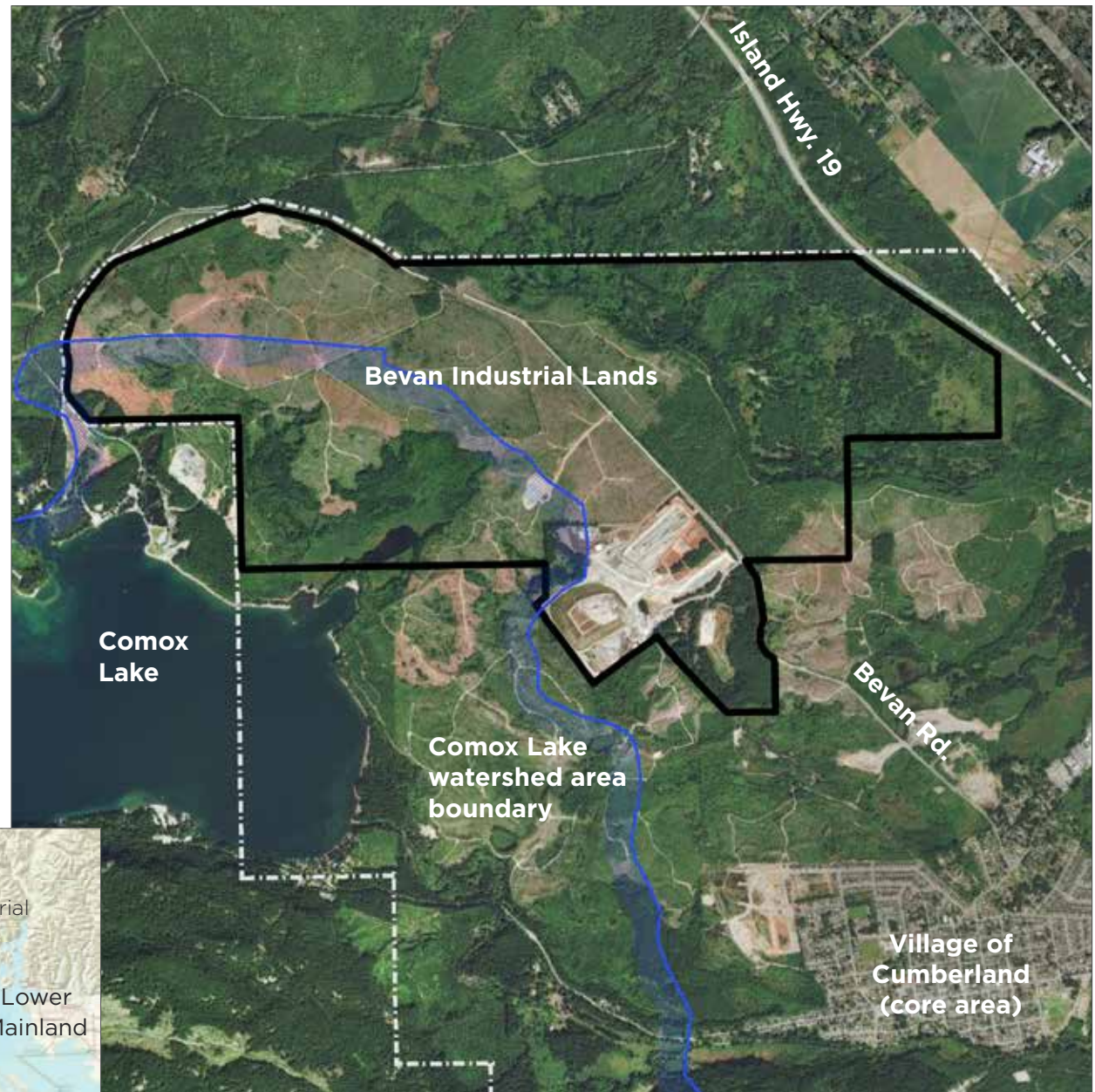


FIGURE: Location of Bevan Industrial Lands.



COMMUNITY PROFILE

The Village along with the adjacent municipalities of Courtenay and Comox comprise the urban core of the Comox Valley Regional District (CVRD), which has a total population of approximately 60,000 of which 3,753 people live in Cumberland (2016 census population).

Cumberland has many characteristics that make it a great place to live, work and play, including a sense of community, the small village feel, parks and open spaces and the quality of the environment. Cumberland provides small town residential living and an abundance of nearby outdoor recreation opportunities such as mountain biking and skiing.

According to Census data, the Village had a population of 2,726 in 2006 and 3,753 in 2016, a growth of over 1,000 people in the past 10 years.

Known development is expected to produce an estimated 792 single family units and 3,500 multi-family units in the community in future years. The Village updated its Official Community Plan in 2014 and its Zoning Bylaw in 2016. The Official Community Plan (OCP) notes that the population of the Village could increase to a projected high of approximately 8,500 residents by 2030.

As of 2018, approximately 75.4% of all municipal tax revenue within the Village is generated through residential taxes, with only 17.7% of revenue through business taxes, 2.8 % generated via light industry, and the remainder 4.1% made up from the other property classes. The Village recognizes an opportunity to grow its existing business base. It is open to new industrial business and would like to support its current industrial businesses to grow.

Planning considerations:

The Village of Cumberland has many features that make it an attractive place to locate business within the Bevan industrial lands development. The Village offers a supply of labour, high quality life and good access to nearby regional amenities.



uses, including those uses that may be less suitable for areas directly adjacent to the Village core and residential areas. However, as lands are located within the watershed and water supply area, development must seek to minimize impacts and protect the watershed.

HISTORY OF BEVAN LANDS

The Village of Cumberland is one of three incorporated municipalities within the Comox Valley Regional District. As part of its settlement history, the Village was largely founded on coal mining potential in the 1870s. It became one of the northern extensions of the railway on Vancouver Island (Cumberland Collieries Railway). The area was heavily explored for coal resources and was the subject of several coal mining operations from the mid-1800's to the mid-1900's. The historic mining activities in the area may still have impact/influence on future development.

A coal mine was located within the Bevan Lands and remnants of this mining operation remain. An abandoned historic railroad runs to the north and coal waste piles are located in the area, derived from the former Canadian Collier Company coal mines, which operated from about 1888 to 1953.

Planning considerations and recommendations:

History of the area is an important element to the Village of Cumberland. Many of the mine sites within Cumberland have been transformed into park sites and/or are marked in some capacity as a network of locations and destination points along the former railway line that acknowledge part of the settlement history of the area and maintain a recreational amenity.

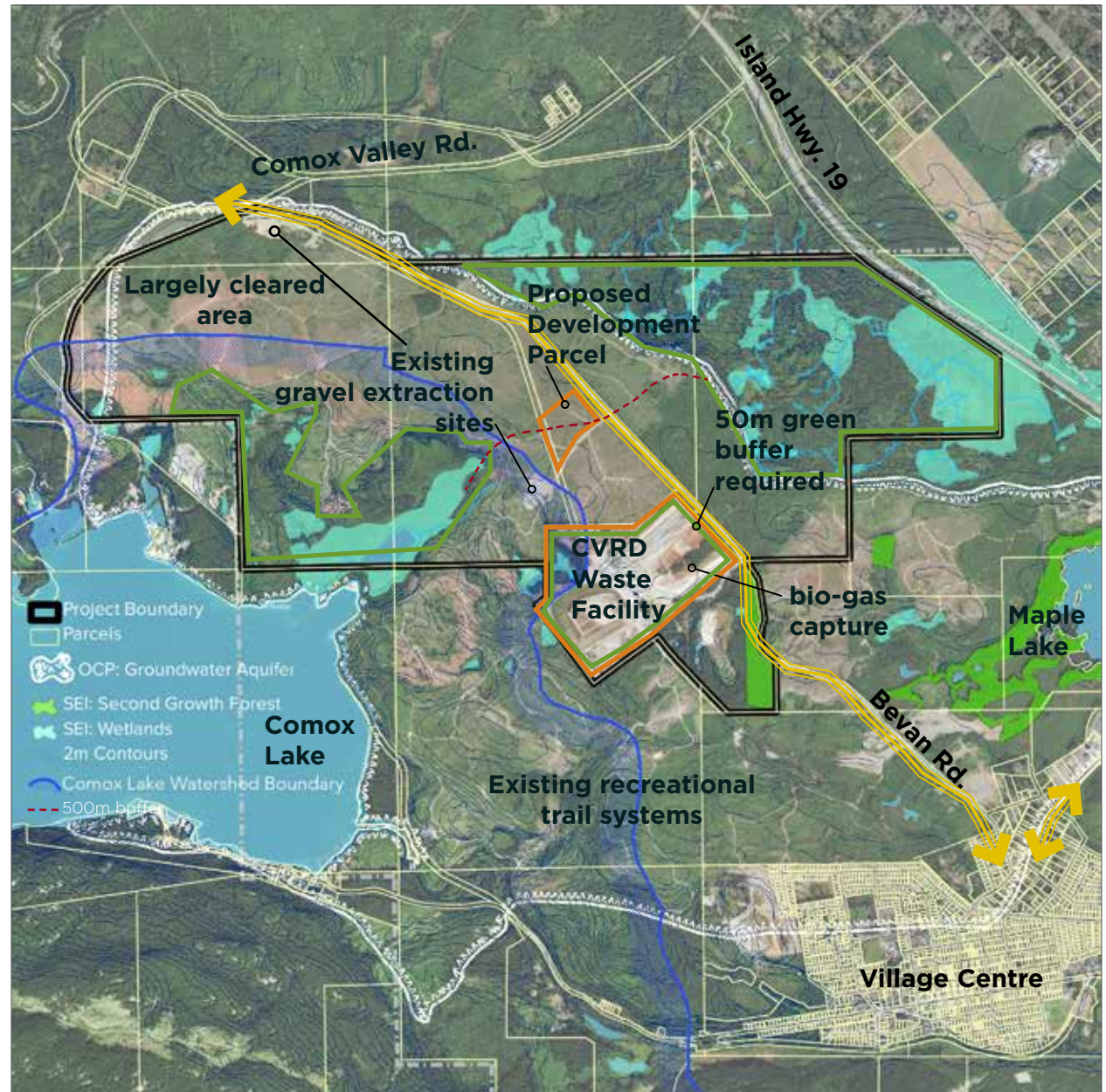
The historic coal railway line aligns (in part) with Bevan Road. It is recommended that consideration be given to the location of the historic rail line and coal mine site directly within the Bevan lands. As industrial development progresses, maximize opportunities to incorporate it's history, mark the location as a parklet, or incorporate historic elements and recognition in site planning, design elements within new development, businesses or streetscapes and along trail networks of the area.

EXISTING CONTEXT AND PHYSICAL FEATURES

The Bevan Lands are privately owned and operated as managed forest lands. The merchantable timber on the majority of these lands has been harvested and therefore much of it has been logged and cleared. Several areas have or are used for gravel extraction. The Comox Valley Regional District operates a landfill/waste management facility to the south of the site, with potential for future expansion. A recent application for subdivision development has been submitted and is in progress. Initial occupants include a food related processing business.

Bevan lands is located in part, within the Comox Valley watershed and on top of an upland gravel plateau that contains surficial sand and gravel deposits. The sand and gravel deposit has been defined as a regional aquifer. Within this, groundwater flows in two directions. West towards Comox Lake and to the east towards Morrison and Nellie Creeks. The aquifer extends to the north as far as the Puntledge River, to the east as far as Morrison Creek, to the south to the outskirts of Cumberland, and to the west to the edge of Comox Lake. The aquifer

FIGURE: Current context and physical features in and around the Bevan lands.



has a total area of 16.9 km². It has been identified as highly vulnerable to contamination because it is unconfined (i.e. lacks a confining layer such as clay at surface). The aquifer also maintains a high productivity due to the permeable sand and gravel formation.

Within the land fill is a gas capture system that has been installed on the landfill by Comox Strathcona Waste Management (CSWM). This system will require processing equipment and further investment to utilize within a larger network. Typically, bio-gas extracted will go into the gas network, rather than to dedicated specific local users, however, local users can access this network, should it be developed.

Planning considerations and recommendations:

As outlined in the Economic Development Strategy, the Village is interested in attracting additional industrial development and in particular, within the Bevan lands. This may include building on existing industry (food related processing, recycling industry, etc.), or establishing new foundations.

Groundwater Protection (Municipal Servicing) - New industrial development on the Bevan lands will need to provide consideration and mechanisms for protection of the groundwater aquifer, both extraction and stormwater run-off.

FIGURE: *Bevan lands surficial sand and gravel deposits map.*

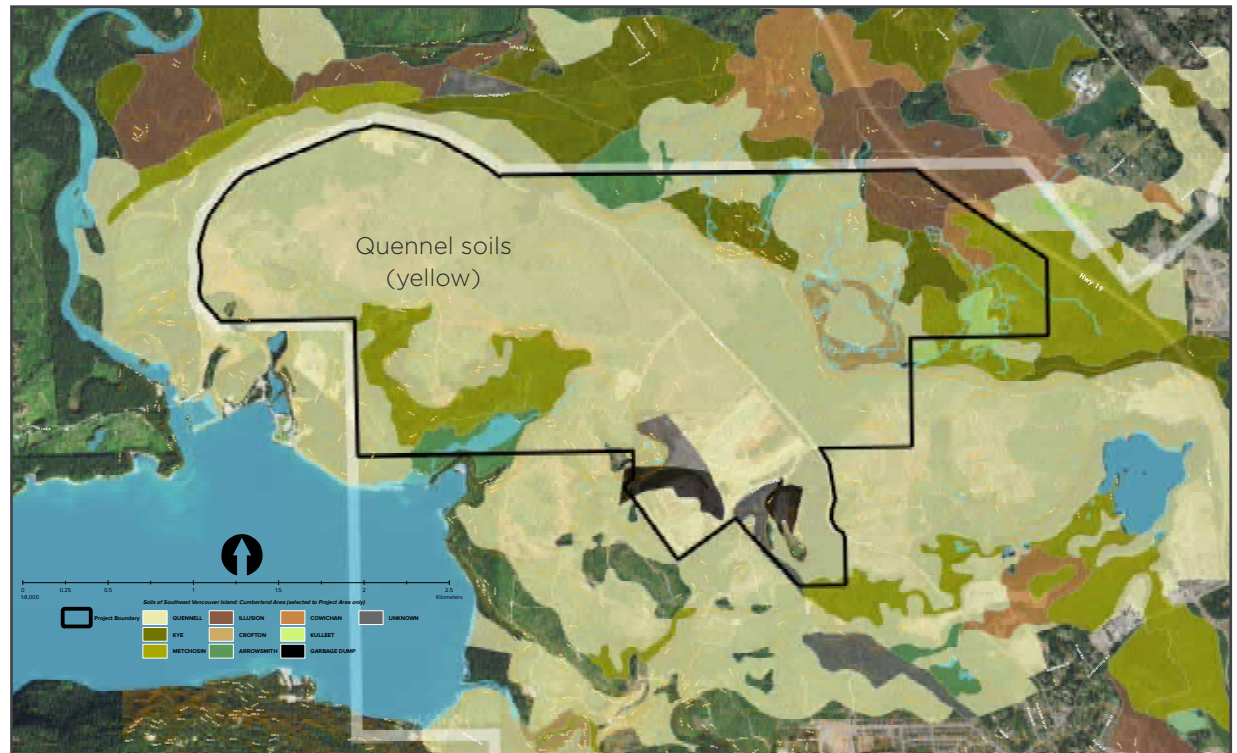
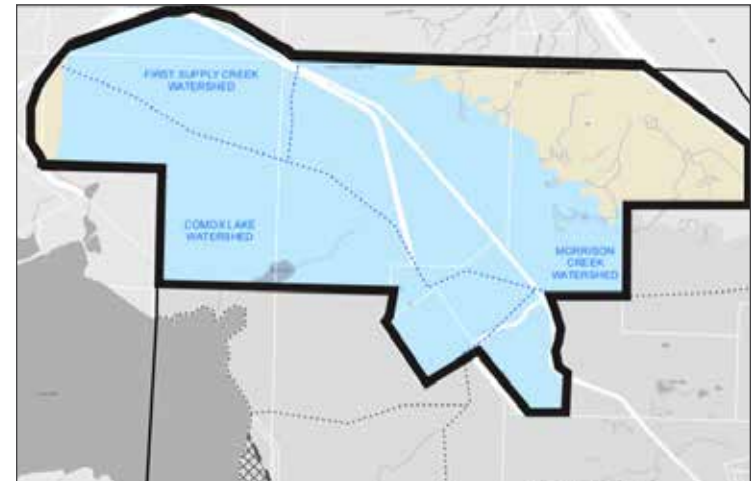


FIGURE: *Map of the groundwater aquifer within the Bevan lands (Official Community Plan).*



Future consideration for municipal servicing is recommended as a long term plan for groundwater protection.

Controlled Aggregate Extraction - Rich gravel deposits may provide for aggregate resource extraction prior to industrial building development, as part of early phases. However, as

this geologic layer is an important component for the flow of groundwater, careful assessment will be needed for larger aggregate operations, so as not to negatively impact the aquifers function and important role for the watershed and nearby ecosystems.

Conservation of Environmentally Sensitive Areas - The areas surrounding the Bevan industrial lands and in particular, those areas to the northeast of the site identified as environmentally sensitive terrestrial areas offer opportunities for conservation and stewardship by local organizations which are active in the watershed and area. Further environmental assessment should be required to confirm the ESA and its boundaries. With these areas removed from development, it is recognized that the net development of the area will be significantly less than the existing gross industrial zoned area.

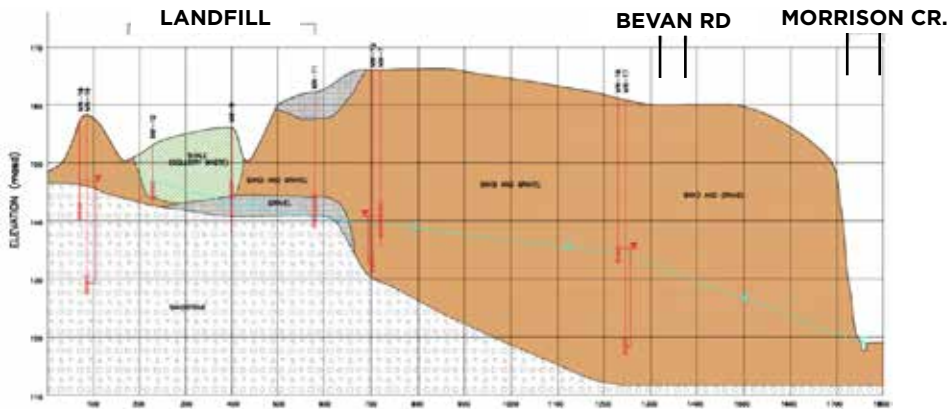


FIGURE: Cross section of Bevan lands area showing the water table (Figure from CMH2HILL Hydrogeological Investigation, 2002)



FIGURE: Image of Bevan lands gravel extraction.



MARKET PROFILE & DEMAND POTENTIAL

At a regional scale, the Comox Valley has a strong demand and under supply of industrial lands. The net vacant industrial land supply is estimated at 1,135 acres of which 956 acres is located within the Village of Cumberland (2016). The projected regional demand for employment lands was estimated by the CVRD to be in the range of 300 to 430 acres between 2011 and 2045. That equals 3.9 acres per year of industrial land under the status quo forecast, or up to 7.2 acres per year demand under a high growth scenario.

Industrial market conditions indicate the current supply of industrial lands in the region are not well located. Demand for industrial lands has been very strong over the past five years. Current land pricing is variable and can depend on a number of attributes (location, access, etc.). Courtenay / Cumberland industrial rents were evaluated at \$10 per sq ft for new space, \$8-10 for older spaces.

Bevan lands is in close proximity to deep water ports, the U.S. market, and marine transportation nearby. There is good access to nearby Comox airport and it is located within immediate proximity to Inland Highway 19.

Planning considerations and recommendations -

The Bevan lands provides good industrial opportunities and key market features within the Village of Cumberland. A number of potential business opportunities were identified through the background review, within the stakeholder workshop and from information interviews conducted. Those assessed as having the highest potential based on current conditions and trends are briefly summarized with recommendations on the following pages. Refer to the "Appendix C: Bevan Lands Market Assessment" for a detailed review of all ideas proposed.



FIGURE: Image of existing industrial lands within the Village. The Bevan lands provide opportunities to expand and grow.

Construction and Aggregate Processing

The region has a concentration of construction related businesses. The Village of Cumberland, with existing aggregate processing and other types of construction uses, could build upon this sector. Aggregate includes all types of construction material such as sand, gravel, crushed stone, slag and geosynthetic aggregates that are largely used in the construction sector and may include businesses related to mining, processing, supply and transport. As outlined, located on top of an upland gravel plateau containing surficial sand and gravel deposits, there is an opportunity to extract this resource. Aggregate extraction may provide an initial phase prior to further industrial development or as part of land clearing with required environmental assessment, mining and reclamation techniques. This would allow for the reuse of mined aggregate parcels in future phases of development.

Food Production and Processing

Given the region's agricultural products and initial occupants of the Bevan lands site, industries related to food processing and cold storage facilities may find it a suitable location and offer an opportunity to network with other nearby business.

An opportunity to develop an agri-food and manufacturing or food processing hub in the Comox Valley could leverage its existing concentrations of food processing, while at the same time attracting new industries that would be complementary to existing industries, as well as increase the synergies between them.

Waste Management / Recycling / Green Energy

Located close to a waste management facility with recycling and organics processing, complementary industrial activities may find the Bevan lands an attractive location for business within the 500m buffer zone, as designated by Provincial Guidelines. This may include potential new industries focused on supportive or complementary waste management and recycling functions, and organics which can be converted into soil and other useful products.

Example activities may include:

- Development of methane energy production within the landfill that is then supplied to nearby businesses in a closed energy cycle that limits greenhouse gas emissions and provides a sustainable and renewable energy source.



Not only can this help reduce non-renewable energy consumption, it can also assist in diverting the waste that is produced.

- As food processing industries have a high flow of organic material, future waste related industries may utilize this flow to be further processed and maximized in its resource value.

Forestry Sector

A number of years ago, a Bevan Road Value Added Forestry Village Site study was completed, with focus at the time on forestry / wood processing related activities. Although an exclusive focus on the wood sector may not be warranted now, some of these possible uses are still viable.

Some examples of wood related or supportive industries may include:

- Sawmill and Working Machinery Manufacturing
- Forest Related Computer and Electronic Product Manufacturing
- Motor Vehicle (Trucks and Tractors) Wholesaler-Distributors
- Building Material and Supplies Wholesalers-Distributors
- Machinery, Equipment and Supplies
- Wholesalers-Distributors
- Recyclable Material Handlers
- Log and Wood Chip Operators
- Truck Transportation and Freight Operators
- Commercial and Industrial Machinery and Equipment

- Equipment Rental and Leasing
- Professional, Scientific and Technical Services related to the Forest Sector
- Architectural, Engineering and Related Services
- Management, Scientific and Technical Consulting Services
- Scientific Research and Development Services in the Forest Sector
- Administrative and Support, Waste Management and Remediation Services
- Building and other Support Services
- Waste Collection, Treatment and Disposal Services
- Technical and Trade Schools
- Commercial and Industrial Machinery and Equipment Repair and Maintenance

Green Business & Renewable Energy (bio-gas)

Given the potential source of bio-gas energy from the area landfill, certain types of ‘green’ businesses may be interested in this location. Supported by the community and aligned with the sensitive environmental elements of the surrounding site area, green industry, sustainability, and “environmentally-friendly innovative industry technologies” would be welcome.

A bio-gas fuel source could sustainably power a cluster of industrial users, with potential focus on waste management and recycling activities. With this, additional limited amenities could support the industry, including: local eateries, recreation, and a recreational trail network connecting to the lake and commuter network to the Village and regional destinations.

Eco-industrial networking

Many of these ideas provide a great potential for the creation and development of an Eco-Industrial Park. An Eco-Industrial Park (EIP) is a community of manufacturing and service businesses located together, where members seek enhanced environmental, economic, and social performance through collaboration in managing environmental and resource issues. This allows for the development of an integrated system of shared resources (material, knowledge-based, social, etc) among industries, businesses, and the local community that lead to economic gains, enhanced environmental quality, and improved human resources for the business and local community.

Some of the potential opportunities presented above, which may be recruited or attracted to an Eco-Industrial Park in the within the Bevan lands include:

- Suppliers of equipment, energy, materials, and services to farmers
- Food processing and distribution firms
- Firms utilizing by-products from any part of the system
- Intensive food production, such as greenhouses or aquaculture ponds

Additional Documented Ideas

Additional suggestions for uses of the Bevan lands identified during the development of the Cumberland Economic Development Strategy (2018) and which may be feasible and/or are related to those already discussed, include:

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



Other Industrial Trends

The types and definitions of industrial activities are evolving and becoming more diverse. A variety of increasingly lighter and less impact industrial, some with a higher proportion of accessory uses, requiring new and different types of spaces is increasing. In addition, many of these uses also contain a limited amount of accessory and commercial activities related or supportive to primary uses. In addition, stratification or condominium tenure of industrial buildings, with units individually owned rather than leased has also increased over the years. Some of these trends may be suitable to Bevan and/or existing industrial areas already within the Village.

Planning considerations and recommendations -

A brief summary or brochure including the concept plan would be useful to advertise the lands. This can be posted on the Village's website and for distribution to target businesses that may be interested in industrial development sites in the Bevan lands or provided when interested parties approach the Village.

With continued growth and changing landscapes, new opportunities for light industrial (small breweries, dance studios, gyms, etc.), mixed uses (commercial, retail, work studios) and live-work options can encourage entrepreneurs and small business to grow. These lighter industrial and more "resident friendly" uses are best suited closer to the Village core and where municipal servicing already exists, such as in the existing light industrial area along Cumberland Road. Where opportunities arise to transition these areas (closer to the Village) to a mix of uses including light industrial, it should be captured and maintain an industrial look, feel and utility of use.

Bevan industrial lands may better serve and supply local and regional industrial uses that require more land and greater separation. However, some limited supporting

services and commercial business would be appropriate for the Bevan lands, at later phases of development and build out, should it be proposed.

The Bevan lands may also provide an opportunity for existing businesses that are currently located in the older, established industrial areas within the Village, to expand and stay within the community, should these businesses be interested in doing so. Similarly, it may also provide opportunities for heavier industrial businesses and land uses, currently located in areas of changing adjacent land use, to relocate and in doing so, maximize their current land value. In this context, the Village should support this transition.

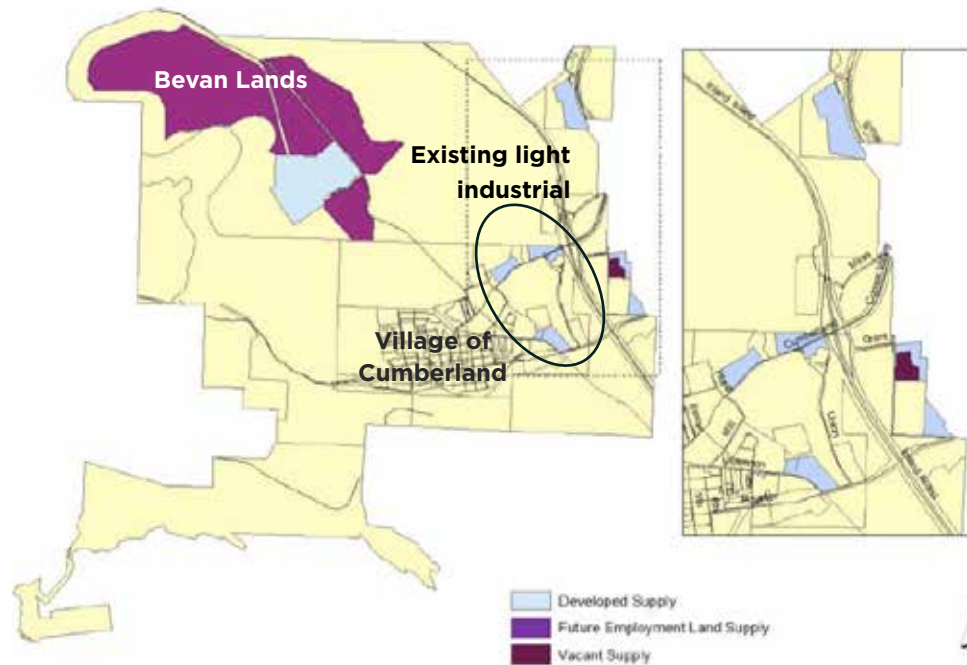


FIGURE: Location vacant industrial lands and the Bevan industrial lands in relation to other established industrial areas within the Village of Cumberland. Those areas closer to the Village core (circled) may be more suitable to light industrial, higher density mixed uses, should they be redeveloped in the future.



OVERVIEW OF BEVAN LANDS CONCEPT PLAN

The following summary outlines the key features within the concept plan for the Bevan lands.

Bevan Industrial lands is envisioned to:

- fulfill an identified need for regional and local industrial lands over the next 15 - 20 years;
- accommodate a wide range of industrial requirements, developed responsibly to protect sensitive ecosystems and groundwater resources;
- target investment and attract new business on industrial lands within the Village of Cumberland;
- offer opportunities for existing industrial businesses currently in the Village to grow and expand their operations;
- provide a place for innovation, flexibility, and new ideas for industrial development and industrial systems, and;
- where identified, promote and encourage networks of industrial activity that maximize opportunities for green or eco-industrial synergies between businesses.

Key features of the Bevan industrial lands concept include:



FIGURE: Bevan Lands Conceptual Master Plan

ANNOTATED CONCEPT PLAN

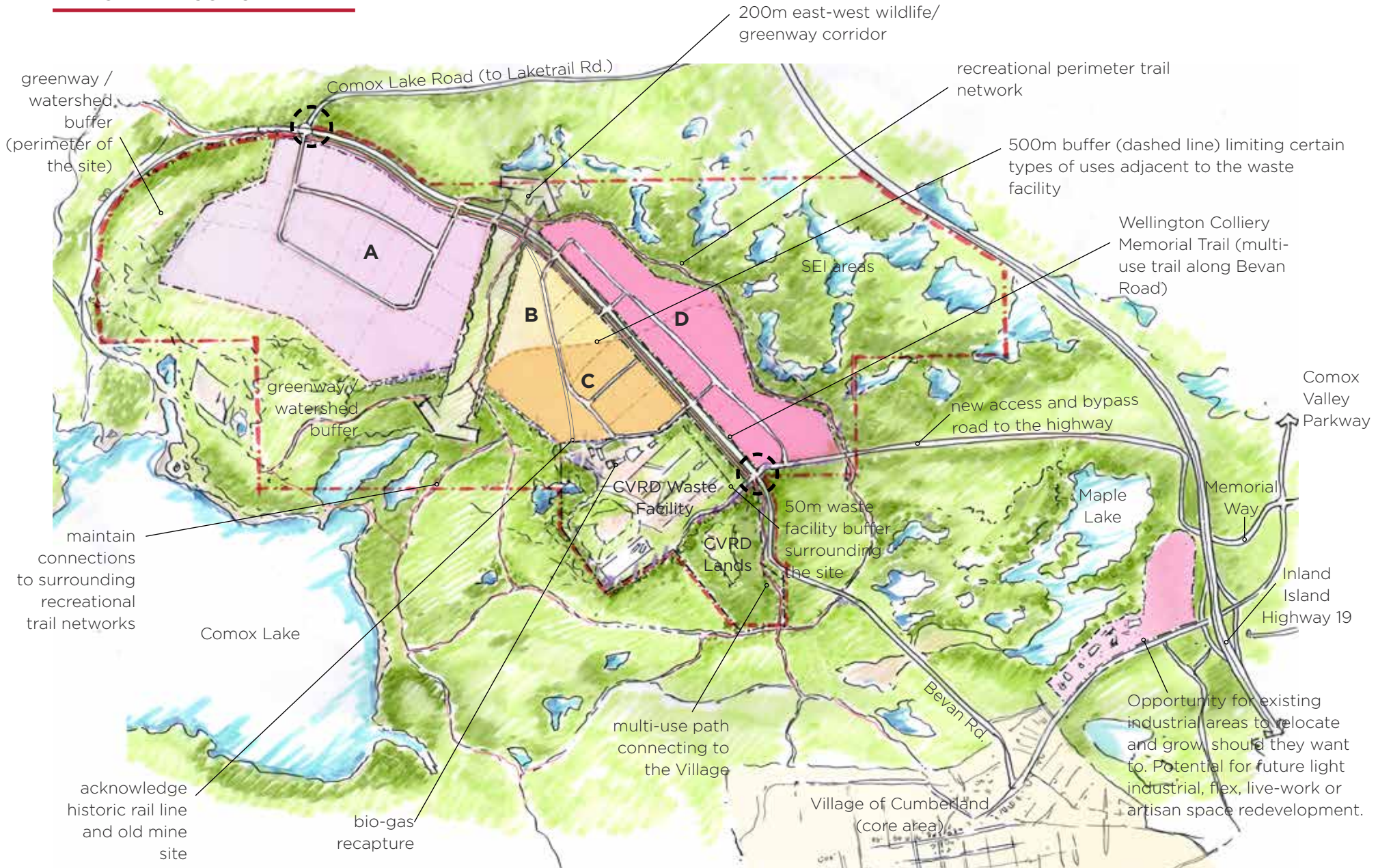


FIGURE: Bevan Industrial Lands proposed concept plan.

About the proposed concept plan:

The concept includes two large industrial areas with the following sub-areas aimed to accommodate a range of industrial uses both existing and anticipated:

- **(A) Industrial campus (large lots)** - intended to accommodate 10 – 30 acre parcels, targeting industrial uses that may require larger areas or activities that require greater separation from other types of land uses
- **(B) Food processing hub** - This area has good potential for a food hub processing services (outside the 500m buffer to the waste facility)
- **(C) Waste management industries** - complementary waste related industries directly adjacent to the waste management facility, including eco-industrial networked facilities, within the 500m buffer area of the CVRD Waste Facility.
- **(D) Eco-Industrial campus** - Flexible light industrial area - intended to accommodate 1 to 15 acre lots that can be developed for a broad range of industrial uses, including flex space buildings, consolidated or subdivided into lots for multiple or single use tenants. Supporting services and limited retail/commercial.
- **CVRD Waste Management Facility & CVRD Lands** with potential for expansion.

All road configurations outlined are conceptual and will require confirmation with design development to ensure appropriate lot layout. Where appropriate to business use, optimal lot depth of 120m from the road is recommended to ensure good site maintenance.

Proposed new future road connections:

(1) east from Bevan Road to Comox Valley Parkway via Memorial Way with access to the Inland Island Highway 19 (jurisdiction of the Ministry of Transportation and Infrastructure) or onto nearby Courtney, bypassing residential areas and minimizing traffic on Cumberland Road.

(2) north Bevan Road with connections to Comox Lake Road to Lake Trail Road and onto regional destinations.

Additional elements and recommended opportunities:

The concept outlines a perimeter greenway / watershed buffer and 200m wide wildlife corridor separating heavy industrial from lighter industrial uses connecting areas where sensitive environments and proposed park have been identified.

A source of bio-gas energy from the area landfill is identified to provide opportunities for a “green” energy source.

Potential to utilize gravel deposits on the site prior to industrial development, primarily in the area designated for heavy industrial uses.

Historic railway and mine site is acknowledged with a commuter-focused trail located along Bevan Road (as shown on concept plan). partially aligned with the old historic coal railway line, connects south to the Village and north to regional destinations. Potential for a future park, parklet or design elements within the greenway could be considered as the lands are developed. Sites could include, within the greenway at Bevan Road, along the recreational or commuter trail near the old historic rail corridor line, or within industrial areas at an appropriate junction.

A perimeter recreational trail system links trails outside the Bevan lands boundary, through the site (within the greenway corridor), maintaining some of the existing bike connections within the area.

BEVAN ROAD CONCEPTUAL CROSS SECTION

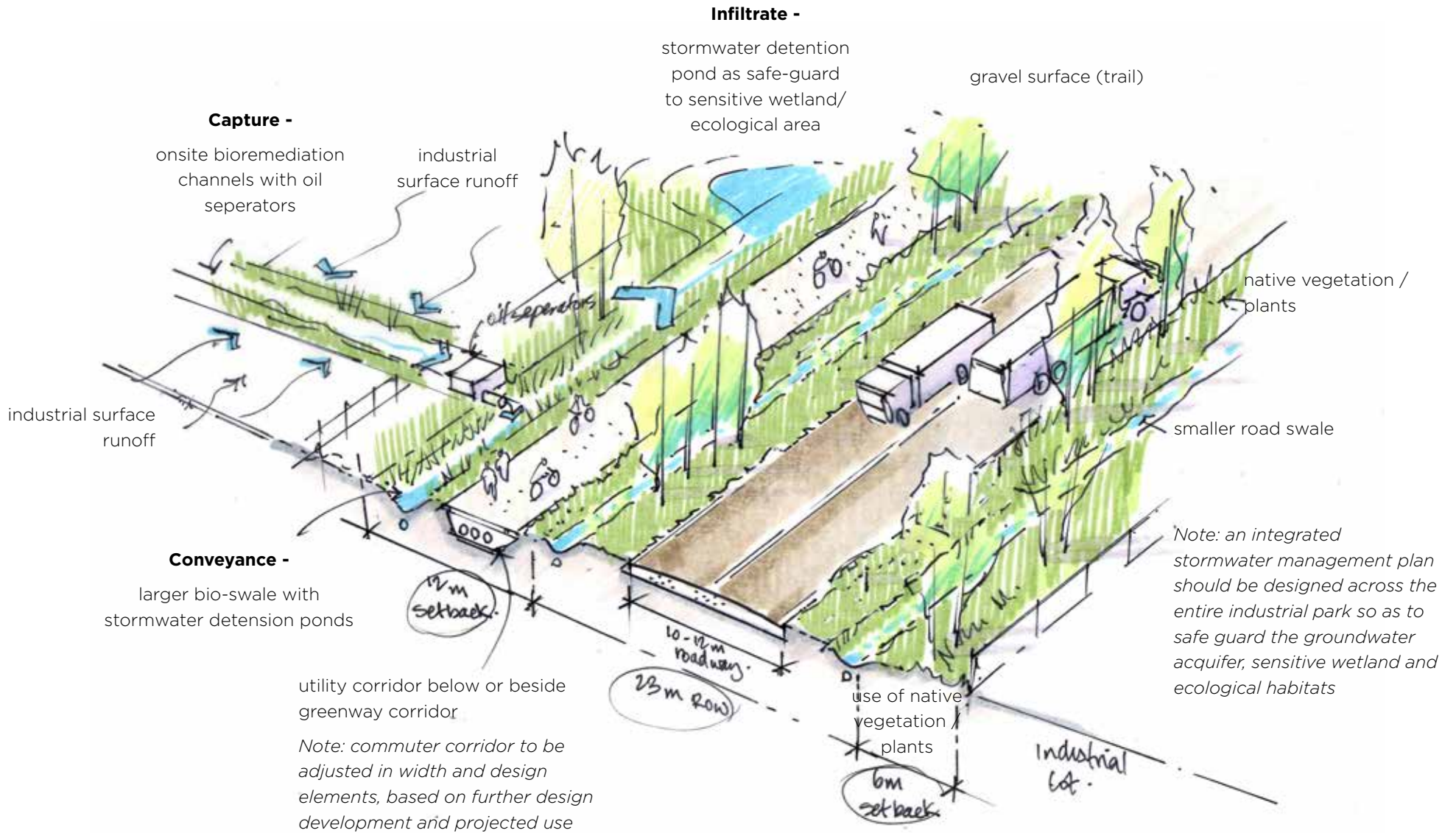


FIGURE: Proposed Bevan Road cross section and servicing with integrated stormwater management.

PROPOSED LAND USE

The current Official Community Plan designates future land use (OCP Map A) within the Bevan Lands as 'Industrial', 'Greenway' and 'Working Forest'. The Bevan lands also includes existing and proposed public amenities and facilities (OCP Map B), these are, a historic railway, old mine site, water body and river/streams. In addition, transportation, parks and connectivity (OCP Map J) for the site include a 'Minor Connector' and 'Mountain Bike Trail' that connect to trail systems outside the area, and several 'Proposed Protection Areas'.

The proposed Bevan industrial lands concept maintains the future land use as designated in the OCP with the following proposed changes:

- a newly established designated 200m width east-west 'Greenway / Watershed Buffer' corridor through the site to enhance biodiversity and connectivity for wildlife between areas designated as 'Proposed Protection Area' and Sensitive Environmental Areas (SEIs). This new greenway / watershed buffer designation also provides a green buffer between proposed heavy and lighter industrial uses.
- two minor adjustments to the 'Greenway' to account for existing aggregate extraction operations.
- a change of 'Working Forest' to to 'Industrial'.

FIGURE: Changes in land use designation proposed within the concept plan.

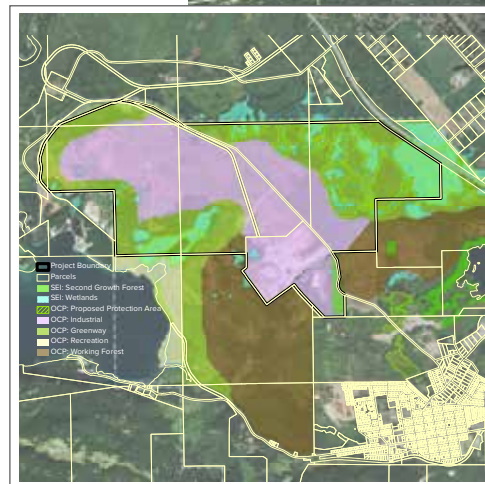
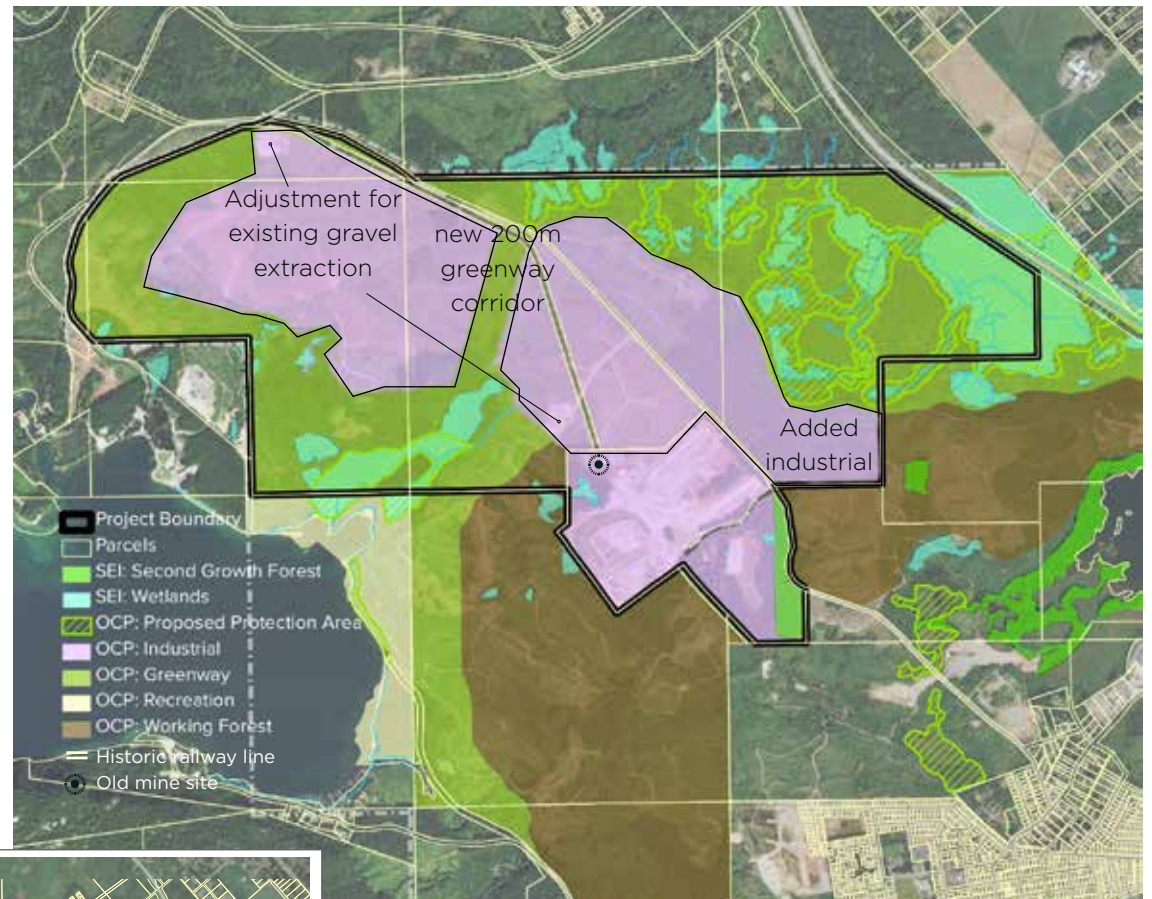


FIGURE: Existing Official Community Plan land use designations.

Industrial - Typical industrial development will have physical and operating characteristics that are neither offensive nor hazardous. All industrial development will be designed and implemented to mitigate any adverse effects on the economic and aesthetic welfare of any nearby residential and commercial uses.

Greenway / Watershed Buffer - This designation applies to corridors and areas of land that provide continuous multi-modal trails, that link existing parks, forest lands, environmentally sensitive lands, wetlands, watersheds and other green spaces, including recreational trails, throughout the Village boundaries and biodiversity and wildlife connectivity

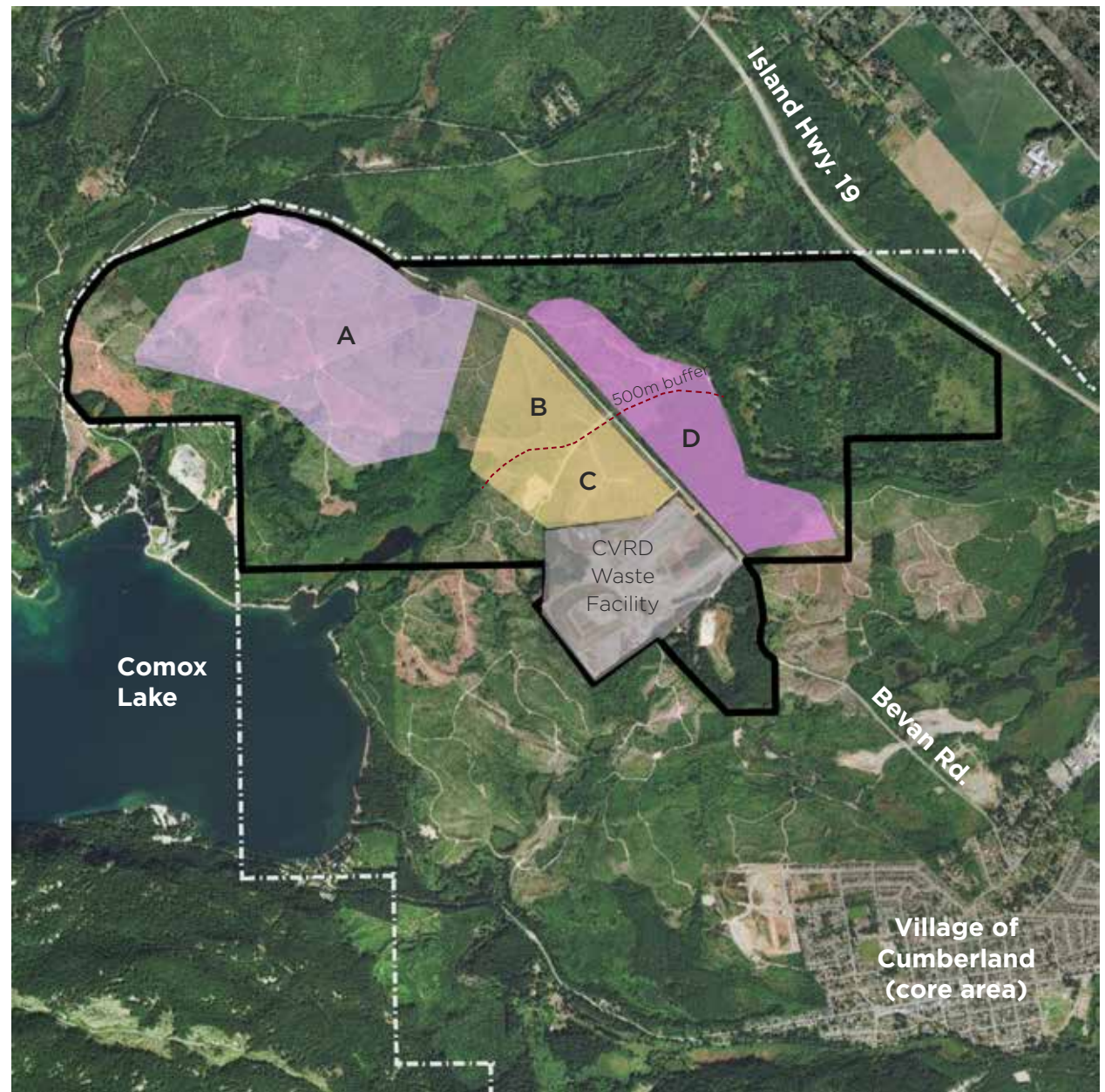
The table following provides a breakdown of current land use in comparison to the proposed land use in the concept plan.

OCP LAND USE	AREA (hectares)	
	Current	Concept Plan (Proposed)
SEI: Second Growth Forest	7	7
SEI:Wetlands	50	50
Proposed Protection Area	111	111
Greenway/Watershed Protection	326	334
Working Forest	14	13
Industrial	384	380

Areas designated as 'Industrial' and located in the northwest portion of the site are best suited for a range of uses - but primarily those heavy industrial land uses that require larger lots or increased separation. Lot sizes in this area are targeted between 10 - 30 acres. This area is furthest from the Village core and more isolated as well as directly adjacent to the proposed secondary north access with connections to Courtenay via Lake Trail Road.

The concept proposes areas located in the central and directly east of

FIGURE: Proposed industrial use areas (see Table opposite page).



Bevan Road area, as best suited for lighter industrial uses and flexible to accommodate a range of appropriate secondary or supporting uses. Lot sizes in this area are intended to be flexible and range within 1 - 15 acres.

A 50m buffer is shown between the CVRD waste facility landfill and the property line, as per the Landfill Criteria for Municipal Solid Waste (Province of B.C. Ministry of Environment). Additionally, a 500m buffer (as shown) for existing or planned 'sensitive land uses' must be applied to areas directly adjacent or surrounding the waste management facility. A planned sensitive land use is one that has been identified as an allowed use in a regional growth management plan, official community plan or zoning by-law but has not yet been built/established. Sensitive land uses include, but are not limited to: schools, residences, hotels, restaurants, cemeteries, food processing facilities, churches, and municipal parks. Land uses such as heavy industry, forestry operations, aggregate extraction/mining, railways/rail yards, etc. are not considered sensitive land uses. Industrial uses related to the waste facility, such as recycling, compost, etc. are encouraged within this area buffer.

The northeast and surrounding site area related to Morrison Creek has been identified as environmentally sensitive areas, unsuitable for industrial development and best protected as 'Proposed Municipal Park / Proposed Greenway' with 'Wetlands and Waterbodies' and as an asset to the community overall through conservation.

The following table provides a summary of areas and potential uses.

Zoning for future activities is proposed to be open, flexible and accommodate a range of industrial uses.

A range of lot sizes is proposed within a simple and efficient road network. Development of lots should be guided by a set

of development and design guidelines to ensure cohesiveness in overall building designs and lot layouts with special emphasis on the utilization of low impact development.

AREA	POTENTIAL USE	GENERAL EXAMPLES
A	Industrial	Heavy industrial, aggregate extraction, processing, outdoor storage, silviculture, cannabis facility, salvage and wrecking yard, etc.
B	Industrial - outside of regulated 500m buffer zone	food processing facility, nursery, greenhouse, storage, warehouse, light industrial, auto-service, construction industry related services
C	Industrial - waste related - inside the regulated 500m buffer zone	recycling and disposal facility, compost facility, bio-gas-recapture, ect.
D	Eco-industrial network - flexible	eco-industrial networking encouraged, light industrial manufacturing, storage, warehouse, accessory and supporting uses, etc.
	CVRD Waste Facility	CVRD use
Other	Municipal Park, Greenway / watershed, SEI	Conservation, Drinking Water Protection, Park, Wildlife Corridor, Recreational Trails (low impact)

Development Permit Areas

There are five development permit areas applicable to the Bevan industrial lands.

These include:

- DPA #1 - Environmental Protection
- DPA#3 - Farmland Protection
- DPA#4 - Wildlife Urban Interface
- DPA#5 - Industrial

The Environmental Protection Development Permit Area (DPA #1) outlines wetlands and watercourses, terrestrial ecosystem and connectivity areas within the Bevan lands for the protection, conservation, and restoration of sensitive ecosystems that are fragile remnants of specialized ecosystems with high biodiversity.

The proposed Bevan lands concept aligns with the

environmental protection DPA. The concept promotes and extends habitat connectivity with an east-west corridor and protects those areas identified as high value. Development areas are all located within “Connectivity” areas. Best practices for design, remediation and management of site development is recommended.

The Farmland Protection Development Permit Area (DPA#3) intent is to reduce land use conflicts that may arise between active farm operations and non-farm uses. The parcels identified by this DPA require Agricultural Land Commission farmland protection buffer. The proposed concept does not impact this DPA.

The Wildfire Urban Interface (DPA#4) aims to protect buildings and properties near interface boundaries from wildfire. The proposed concept does not outline changes to this area.

The Industrial Development Permit Area (DPA#5) is applicable to industrial land development proposed within the



Village. The intent of this designation is to enhance the visual quality of developments and to ensure that industrial development limits impacts on adjacent uses.

Planning Considerations and Recommendations -

A review of the current DP Guidelines for industrial development is recommended to assess whether it adequately protects the existing watershed and encourages the type of industrial development aligned with the concept and community values.

The proposed concept outlines on-site municipal servicing as a long-term plan for industrial development and careful investigation and watershed protection for on-site use of groundwater in early phases of development.

It is recommended that a new industrial development permit area for the Bevan lands be created with specific recommendations and guidelines to ensure watershed (including groundwater aquifer and drinking water protection) needs are adequately addressed.

Recent CVRD groundwater modeling indicates the groundwater aquifer affects important stream flows and aquatic habitat within the area and within the Comox Valley drinking water supply area. In particular the aquifer underlying this area is hydraulically connected to Morrison Creek watershed

FIGURES: Existing DP Areas that apply to the Bevan lands. It is recommended that a new DP Area be created with specific recommendations and guidelines for Bevan lands.

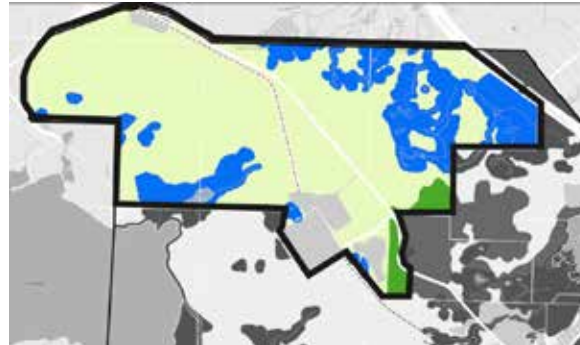


FIGURE: Environmental Protection DPA#1

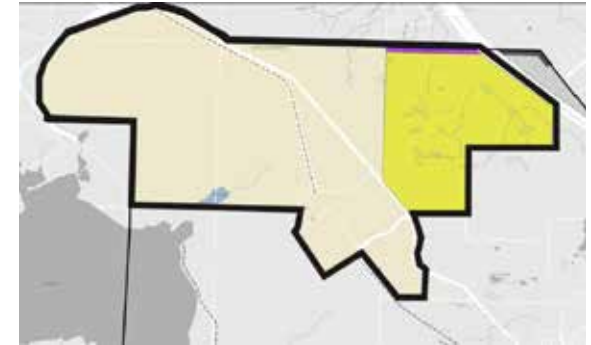


FIGURE: Farmland Protection Buffer DPA #3

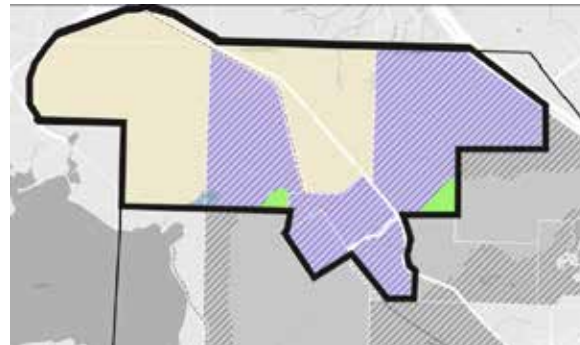


FIGURE: Wildfire Urban Interface DPA #4

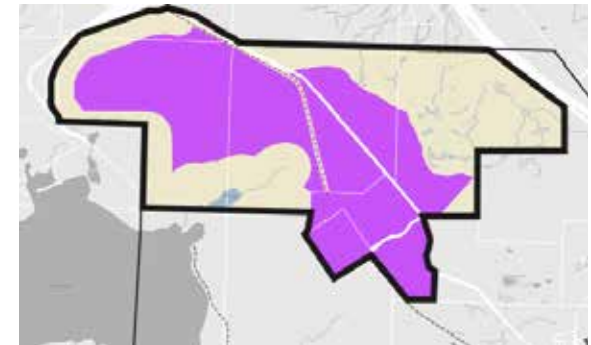


FIGURE: Industrial Development DPA #5.

via artesian springs (which feed the watershed).

A new DP for Bevan lands would decrease the risk of impacts to the watershed/water supply areas and maintain greenway/protection areas for terrestrial ecosystems.

PROPOSED SITE SERVICING

The Bevan industrial lands are currently accessible via Bevan Road to Cumberland Road and Highway 19. Bevan Road bisects the site area providing good access and is currently paved to the waste management facility.

A gas-capture facility on the landfill to capture bio-gas provides a feasible renewable natural gas (RNG) source for industrial uses on site. FortisBC may be a potential customer and the Village has first right-of refusal on the use of the bio-gas.

At present, the area is not serviced by municipal infrastructure. Existing development maintains its own onsite services (water supply and on site waste water).

The concept plan outlines servicing (water, sanitary/sewer and natural gas) to the site along Bevan Road within a greenway bike commuter trail. Servicing the site would require extension from the existing service area.

Scale of Cost Estimate

A scale of cost (class D) estimate for servicing is provided below and is based on the conceptual cross section for Bevan Road and a general anticipated phasing for development. Servicing would require water and sewer extensions from near Cumberland Road into the Development.

Based on the conceptual cross section the linear per meter costs of a new roadway and infrastructure servicing is estimated in Table 1.

The cost estimates have been estimated based on the following assumptions:

- Water and Sewer System costs have been compiled base on a system cost including installation of mains, fittings,

TABLE 1. Linear per meter costs of a new roadway and infrastructure servicing

CROSS SECTION ELEMENTS	Est. cost per meter of cross section	Total Estimated Cost Range
Roadway and Ditching	\$1,520	\$1,520 - 2,128
Multi-use Path	\$220	\$220 - 308
Water System	\$730	\$730 - 1,022
Sewer System (just pipes)	\$730	\$730 - 1,022
Bioswale	\$140	\$140 - 196
Landscaping / Gravel pull out	\$240	\$240 - 336
Totals	\$3,800	\$3,580 - 5,012

valves, manholes, hydrants, services and other system requirements at assumed spacings.

- Roadway and Multi-use path costs include removals, sub-grade preparation, road gravels, asphalt, line markings and signage.
- No allowances for Street or Pathway lighting have been included.
- Road swale and Bioswale costs include allowances for culverts at driveways and crossings.
- Allowances for stormwater detention ponds have not been included in the estimates as it would be expected that these costs would be carried by the developers of the individual lots and the size of these ponds would be dictated by size and use of each lot.
- Potential for a natural gas service extension may be required. These extensions are difficult to cost and for large scale development there is often no cost to the owner. Based on this no gas extension costs have been included in

the estimates.

- The estimate does not include onsite infrastructure costs for developed lots. Costs for services to the property line have been included.
- The costs are reflective or expected local costs in the region and are presented in 2020 dollars. Estimated cost includes 40% for engineering and contingency.
- No costs for BC Hydro service extensions have been included as 3 phase power is available along Bevan Road. The location of existing utility poles will need to be further considered.

The estimate outlines an extension of servicing along the full length of Bevan Road from Cumberland Road to Comox Logging Road. The proposed phases and the associated expected capital costs are included in Table 2.

TABLE 2. *Estimated Costs of Servicing*

PHASE	Est. cost per meter	Length	Total Estimated Costs
Phase 1 - Cumberland Road to Waste Management Facility	\$3,580 - 5,320	2,800	\$10M - \$14M
Phase 2 - Waste Management Facility to Comox Logging Road		2,900	\$10M - \$15M

Recommended Options to Explore -

Tools available to the Village that may facilitate the development of services to the site may include:

- Development Cost Charge (DCC) Rebates
- Development Cost Charge (DCC) Front-ender Agreements and Development Works Agreement to reimburse developers for front-ending major infrastructure elements that are not covered by DCC rebates.
- Development Coordinated Works (DCW) paid by the City but constructed by the developer for works outside the boundaries of the site.
- Latecomer Agreements



PROPOSED PHASING

The concept for Bevan industrial lands is proposed to include three phases of development.

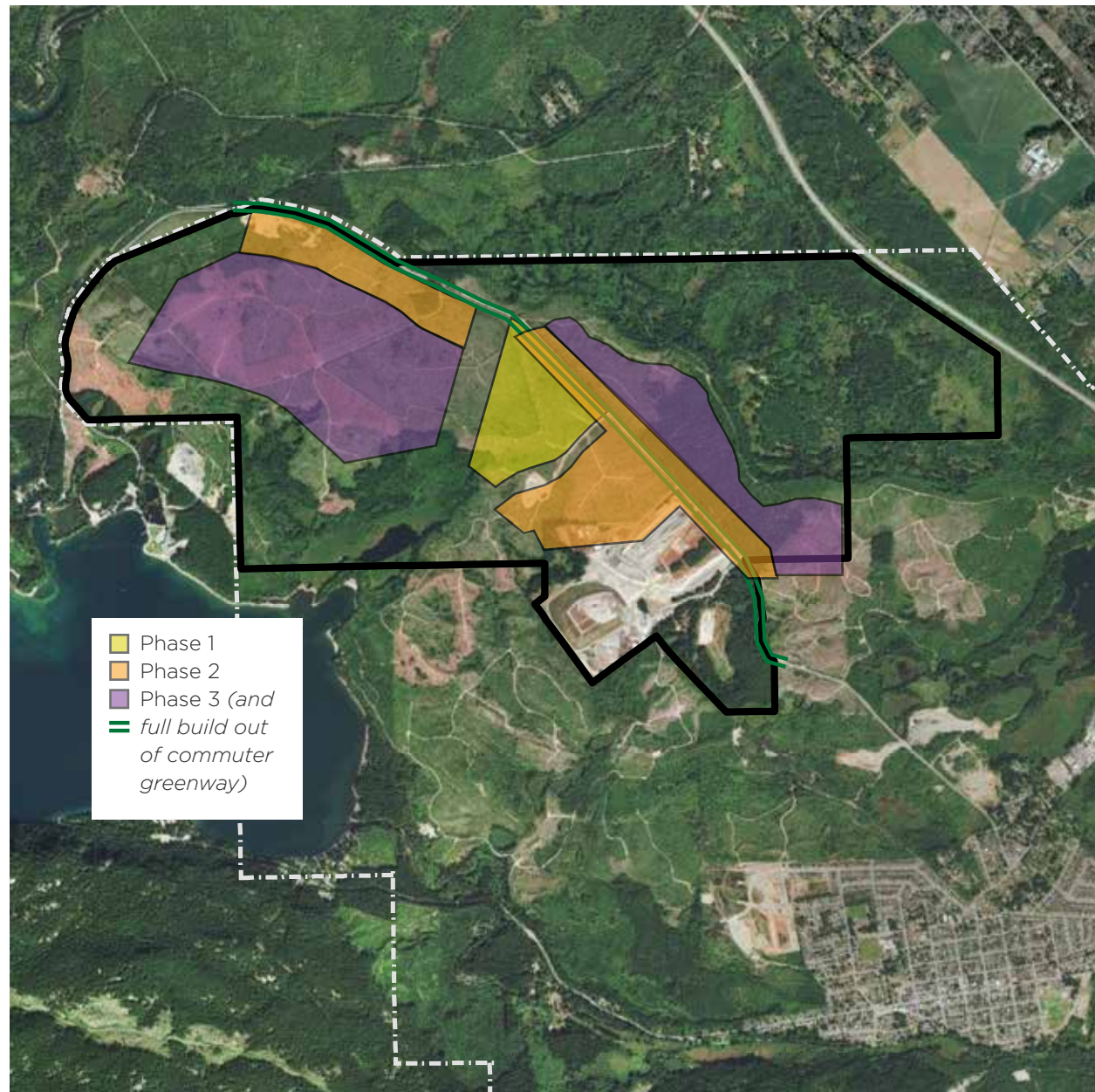
Phase 1:

Initial development will begin north of the waste management facility and west of Bevan Road. It is anticipated this area will include approximately 30 hectares of land subdivided into 8 - 10 industrial lots. Initial development will be serviced onsite.

Additional studies or further work within phase 1 may include:

- Environmental assessment of the Bevan lands to evaluate the site ecosystems and terrestrial habitat as a whole.
- Assessment of soils and aggregate resources, as well as the potential for development and use. This would also be in relation to the environmental impacts,

FIGURE: Proposed general development phasing.



Note: CVRD waste facility and potential expansion areas not included

as established within an assessment report.

- Initial feasibility of new road access east to the Island highway from the intersection at the waste facility along Bevan Road as shown in the concept plan.
- Review and update development permit area guidelines for Bevan industrial lands to include eco-industrial and key interests for future development within Bevan industrial lands.

approximately 175 hectares, also envisioned to include some minor supporting commercial components will be the final phase of development. With this, a perimeter trail network and recreational trail system is envisioned to connect with existing and newly created trails surrounding the site with the greenway commuter trail along Bevan Road

Phase 2:

The concept plan proposes additional development in phase two will include some heavy industrial and light industrial lots along Bevan Road and areas north of the CVRD waste facility. It is anticipated phase two will include approximately 100 hectares subdivided into 35-40 lots with a range of sizes and uses. Municipal servicing is recommended with phase two along with initial construction of the Bevan Road commuter greenway.

Phase 3:

The concept plan proposes that phase three will include full build out of the industrial lands and potential for eco-industrial networking east of Bevan Road This area will include

APPENDIX A: STAKEHOLDER GROUPS CONTACTED

The following stakeholders were sent an email as part of the initial conceptual planning process for Bevan Industrial lands. Those stakeholders who indicated interest (provided a response) were invited to attend the stakeholder workshop. Those who did not respond are not assumed to agree or disagree with the planning process and its outcomes. It is anticipated that further and/or wider community engagement would be initiated with future development and continued design development/build out of the lands.

- Hancock Timber Resource Group
- Tree Island Yogurt
- Comox Valley Regional District
- K'omoks First Nation
- Comox Valley Economic Development Society
- Hyland Precast Inc.
- OK Industries (Tayco Paving)
- Knappet Industries
- Comox Valley Land Trust
- Morrison Creek Streamkeepers
- United Riders of Cumberland
- NAI
- Colliers
- Village of Cumberland - Economic Development Steering Committee
- Hakai Energy Solutions
- ORCA LGS Canada

APPENDIX B: WORKSHOP BRIEF

BEVAN INDUSTRIAL LANDS

Village of Cumberland

Conceptual Planning Workshop Brief



DATE: Tuesday, October 22nd, 2019
TIME: 10:00 - 2:00pm
LOCATION: Council Chambers, Village of Cumberland, 2673 Dunsmuir Avenue
250-336-2291



Agenda

- 10:00 am** *Welcome & Introductions*
- 10:15 am** *Presentation: Overview of Bevan Lands*
- 10:30 am** *Table Discussion: Opportunities & Constraints*
- 11:00 am** *Presentation: Market Analysis & Industrial Development Examples*
- 11:30 am** *Table Discussion: Ideas and Interests for Bevan Lands*
- 12:00 pm** *Lunch (included)*
- 12:30 pm** *Table Discussion: Site Concept Planning & Principles (or Key Features) for Development*
- 1:30 pm** *Presentation: Review and Next Steps*
- 2:00 pm** *Workshop ends*

— *A summary of the workshop proceedings will be provided to the participants within a few weeks after the workshop.* —

Welcome!

This workshop brief provides you with a summary of the background information we currently have for the Bevan Lands Industrial site. As you read through, make notes on missing information, key interest areas for your organization, and ideas and questions you have about the lands. In this way, we hope to get a full picture of the Bevan Lands and combine our knowledge and ideas in creating a plan for the area at the workshop.

PURPOSE OF THE WORKSHOP

To work with stakeholders in developing the framework and conceptual schematic plan for Bevan Industrial Lands (see map 1).

INTRODUCTION

Cumberland's Bevan Industrial Lands (the "Bevan Lands") contain approximately 500 hectares (1,235 acres) of land zoned for industrial use and represent approximately 84% of the remaining industrial lands within the entire Comox Valley.

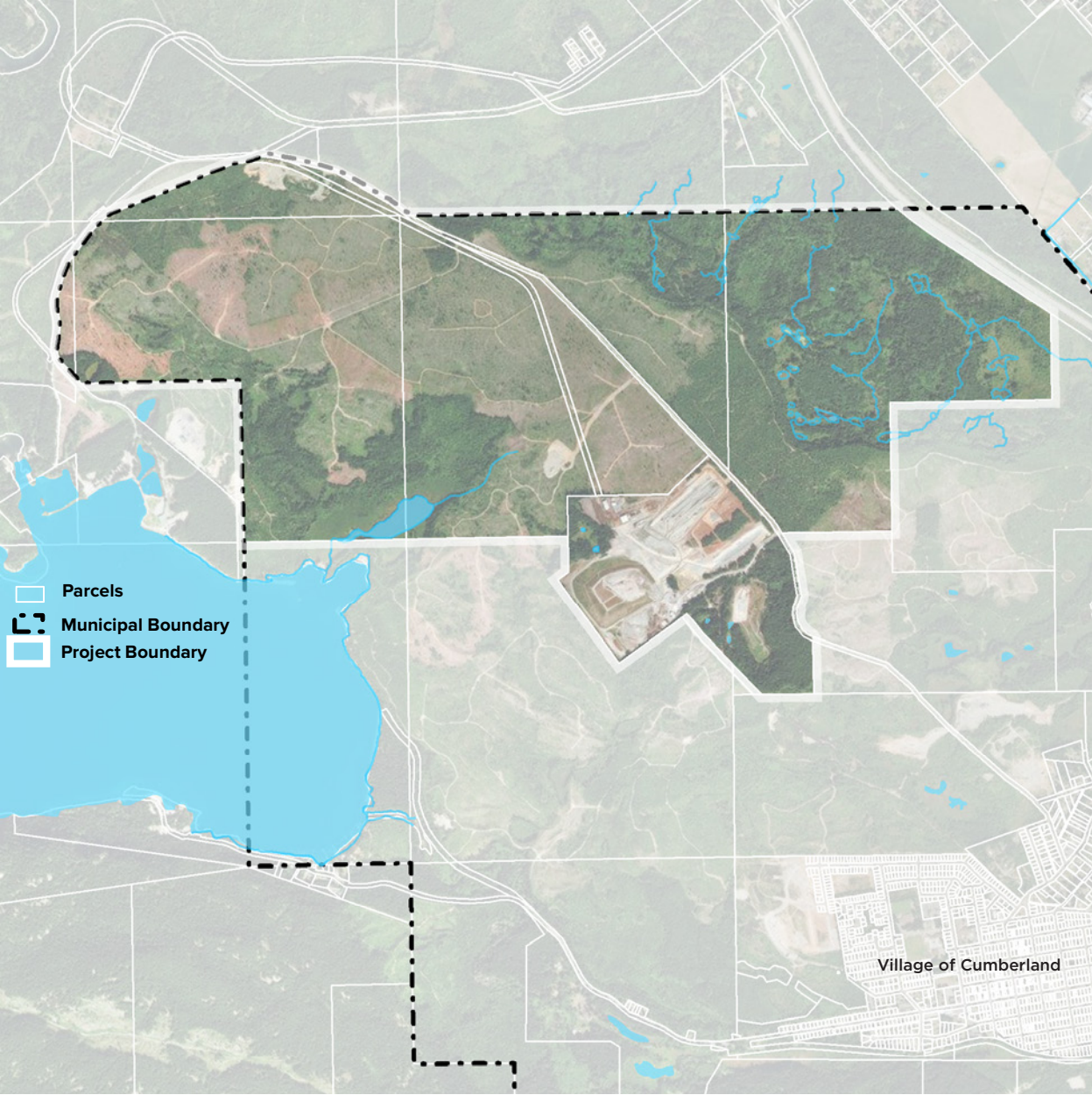
MAPS

The following section includes a number of maps that outline key physical and policy related attributes of the Bevan lands.



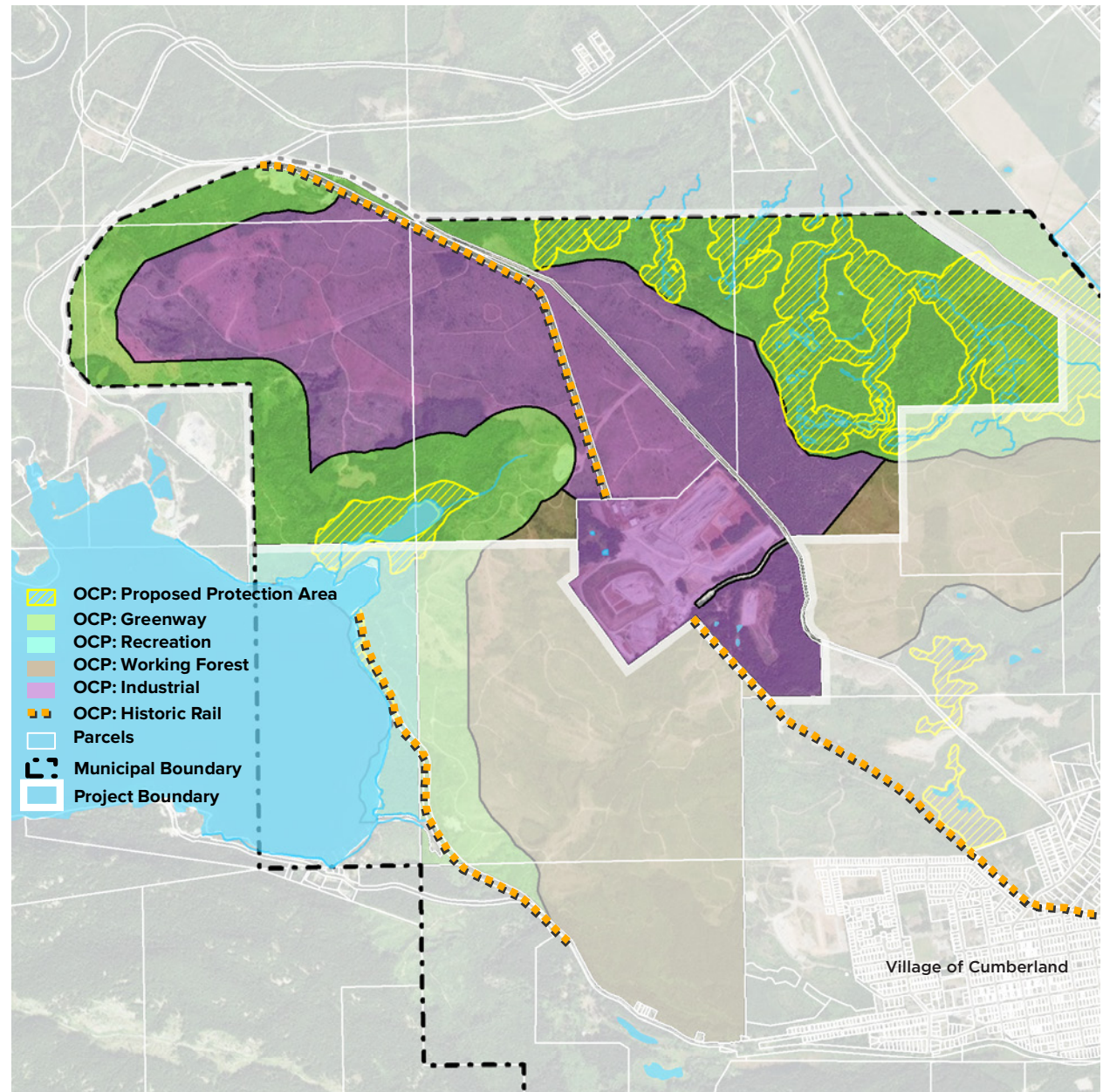
Map 1. Bevan Industrial Lands - Context and Subject Area

The Bevan lands are located along Bevan Road situated approximately 2.5 kilometers north of the Village core.



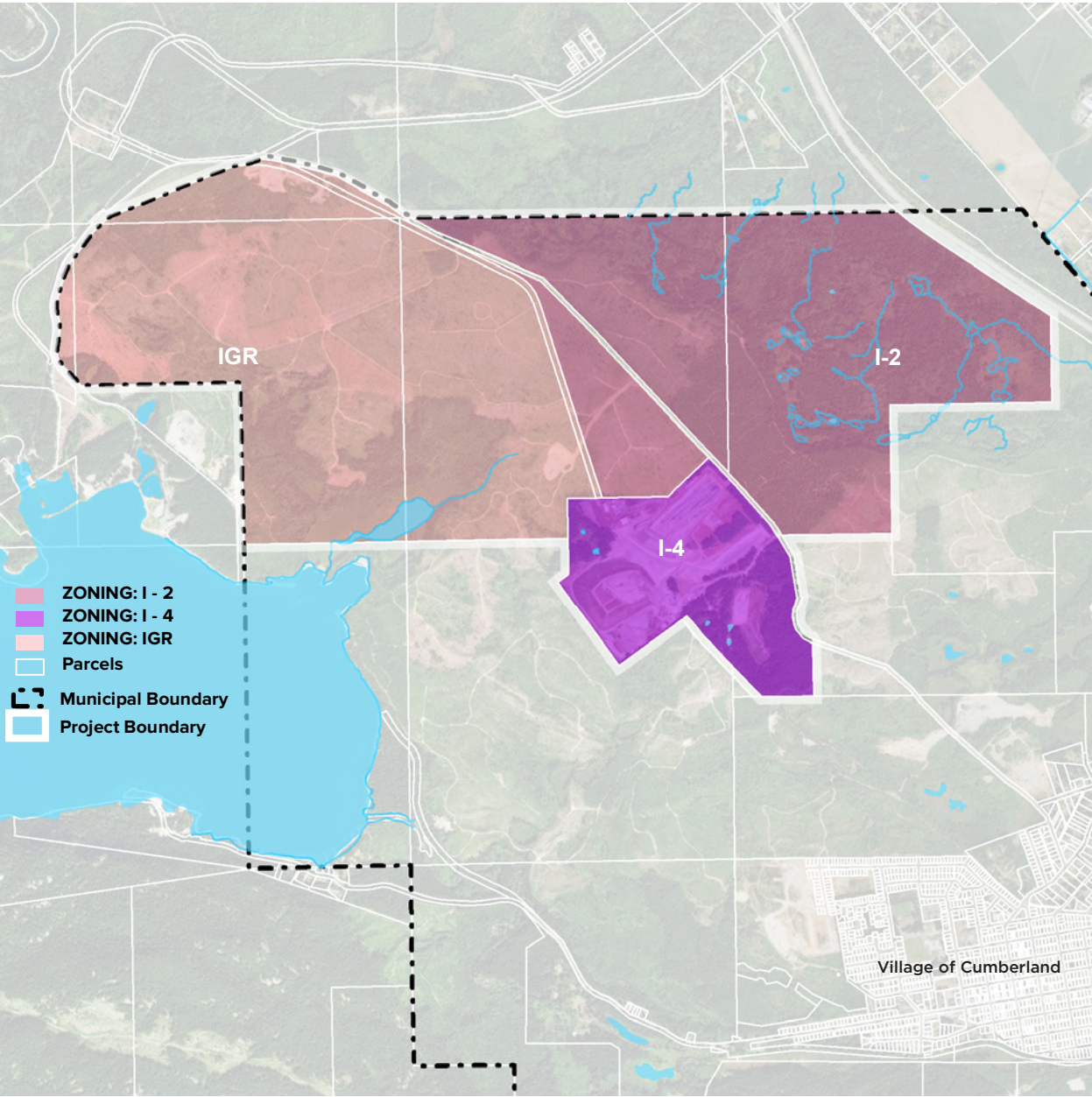
Map 2. Official Community Plan - Future Land Use

- This area is largely designated 'Industrial' with 'Greenway', 'Recreation', and 'Working Forest' along the perimeter of the site.
- There is a "Historic Railway" bisecting the site.
- The Area designated as "Industrial" is also Development Permit Area (DPA) for Industrial.
- The Official Community Plan (OCP) designates several environmental protection areas on the subject lands, including 'Wetlands' and Watercourses' and 'Connectivity'.
- Development Permit Areas - DPA (not shown on the map, but available online in the Official Community Plan):
 - *Industrial DPA*
 - *Groundwater Protection DPA*
 - *Parcel Requiring Farmland Protection DPA*
 - *Wildlife Urban Interface Lands and Working Forest DPA*



Map 3. Zoning – Schedule A with Bevan Lands Outlined

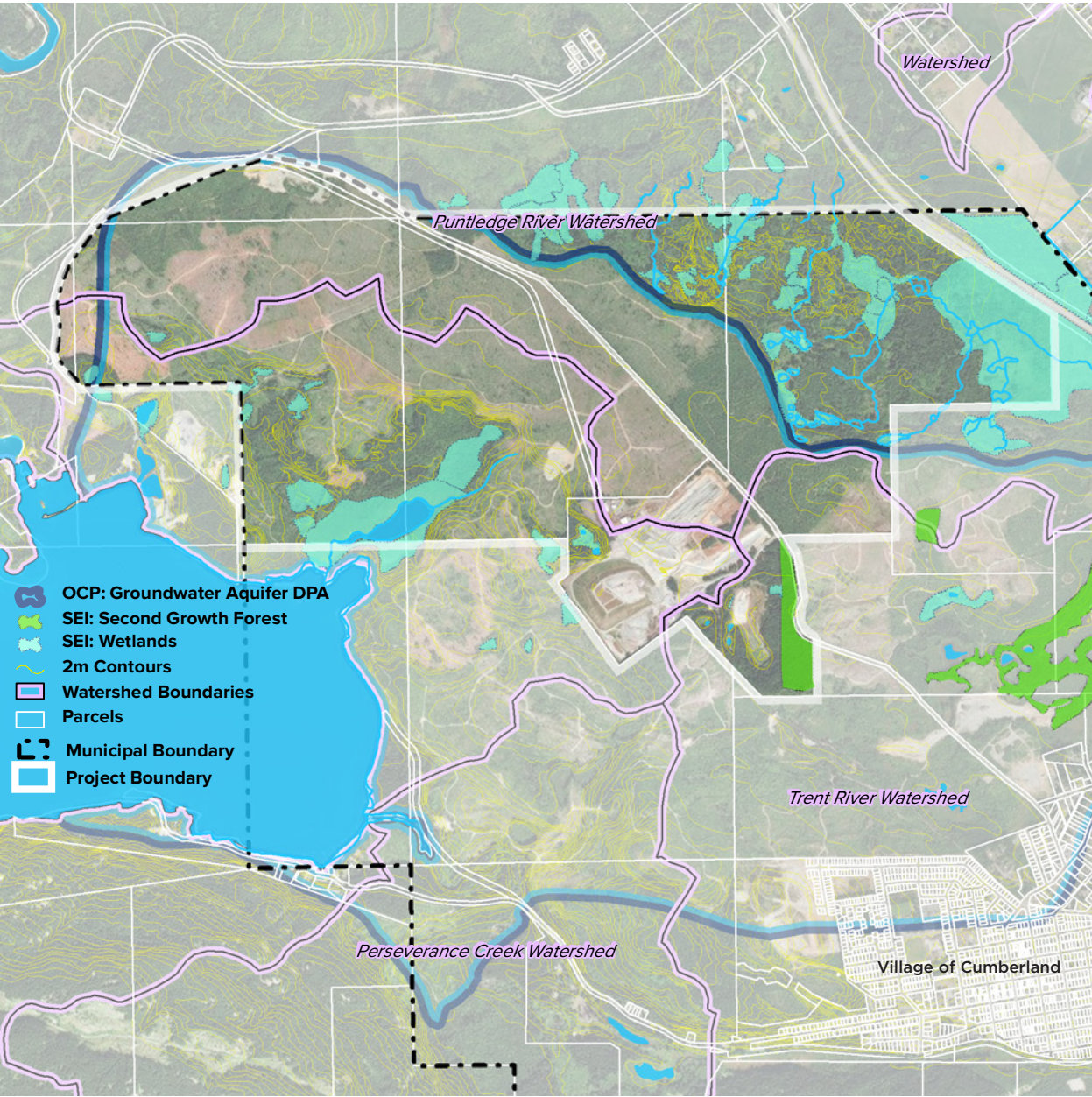
This area is primarily Private Managed Forest Land and accounts for approximately 300 hectares of land specifically zoned for heavy industrial use (I-2), as well as a further 300 hectares (approximate) zoned as Industrial Greenways Reserve Zone (IGR) which allows for a variety of uses, including such industries as tree and shrub nurseries, cannabis manufacturing and forest management (i.e. silviculture). It also includes Refuse Industrial zone (I-4), with principal uses as compost facility, recycling facility, and refuse disposal site.



Map 4. Environment Attributes

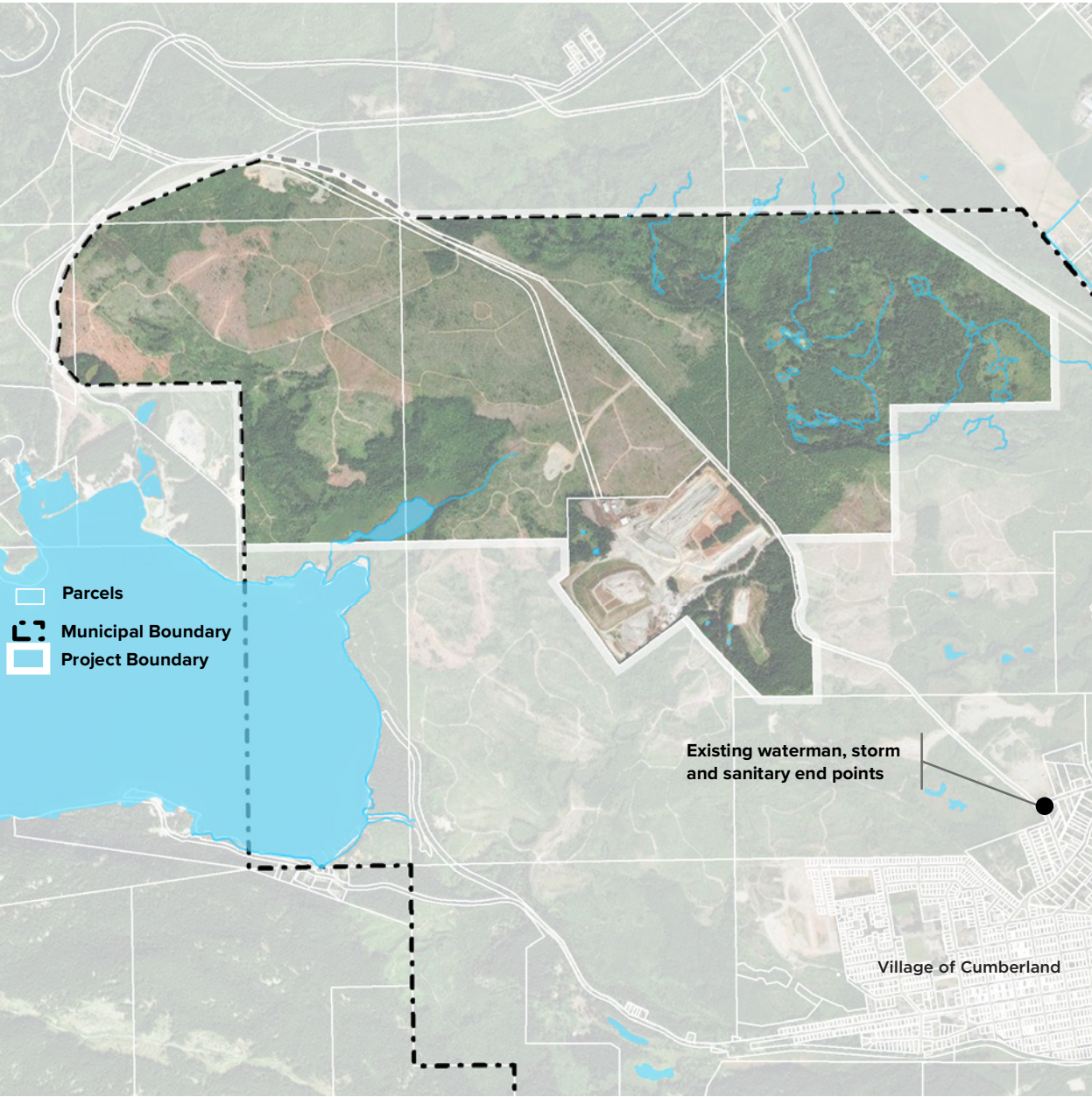
The Bevan lands occupy an area with important physical and environmental attributes to be considered in the planning of the site:

- Sensitive Environmental Inventory areas
 - Second growth forest
 - Wetlands, lakes, streams (including fish bearing waters)
 - Groundwater aquifer and sensitive springs
 - Parks, Community Forest
 - OCP Proposed protection area
- Trails – proposed and existing
- Land topography and slopes, including a significant escarpment
- The Village supports the protection and enhancements of these environmental assets within the Official Community Plan, and Economic Development Strategy.



Map 5. Infrastructure & Servicing

- The Bevans Lands are currently not serviced with major infrastructure. However if serviced, this would add significant value/attraction to the interest in, and development of these lands.
- Currently, newly proposed developments must incorporate/ utilize onsite services (i.e. wells, septic).
- The Village recognizes that expansion of on-site servicing as part of ongoing development has the potential to adversely effect environmentally sensitive areas (e.g. groundwater, wetlands, streams, etc).
- Based on current interest/ demand, the Village is exploring options to service the Bevan Lands as it would:
 - *Protect sensitive environmental assets such as groundwater, wetlands, streams, etc.*
 - *Add value to investment/ development opportunities within these industrial lands.*



Policy Review

The following are some of the key policy considerations for the Bevan Lands.

- The Regional District plans reference the need to protect industrial lands from conversion to commercial uses.
- The Cumberland economic development strategy and engagement reference a range of diverse options and issues, such as: challenges for businesses to expand, desire to diversify tax base, prioritizing quality of life and ecological protection, desire for sustainable forms of business.
- To proactively enable industrial intensification/densification, refinements to the zoning bylaw and more assertive municipal policies would need to be explored.
- Although a wide range of industrial uses should be permitted, accessory or other uses should be limited to a scale that is supportive of industrial activities, unless there is conscious intent to introduce commercial and/or residential uses to the area.
- Knowledge-based and tech sectors with many employees in office space are generally more appropriately located in urban centres and close to downtown amenities.
- The OCP outlines support for development which “includes industries that are aimed at mainstreaming environmental, climate, and social considerations into the operations of enterprises.”
- Previous plans for the Bevan Lands suggest interest in having a focused theme (for example, forestry / wood products in early 2000) or, more recently, an openness to discussion of mixed use, commercial, residential on the Bevan lands. Should this be an idea to explore, impacts to business and housing throughout the Village should be considered.

Market Assessment

The following is a summary of key findings of a preliminary market assessment done for the Bevan lands.

REGIONAL CONTEXT

- The Comox Valley region has a strong demand and under-supply of industrial lands. It is likely the development of the Bevan lands would serve the entire region, not just the Village of Cumberland.
- The Comox Valley's net vacant industrial land supply was estimated at 1,135 acres; 956 acres in the Village of Cumberland (2016). The projected regional demand for employment land is in the range of 300 to 430 acres between 2011 and 2045. That equals 3.9 acres per year of industrial land under status quo forecast, or up to 7.2 acres per year under the high growth scenario.
- It is important to understand that in a market that has an under-supply of lands, absorption rates are not an accurate reflection of demand. Instead if more land were to become available (such as the Bevan lands coming to market), the demand could be significantly higher. Also that demand can be cyclical and linked to wider economic conditions or specific major initiatives.

NOTABLE INDUSTRIAL TRENDS

- There is trend, internationally and North America, towards industrial intensification / densification, that can take different forms, ranging from higher ceilings with racking in distribution centres, more shift workers or investments in automation equipment, and multi-level buildings in inner-city locations. However, this trend is focused in high cost locations, and likely limited in Cumberland.
- The types and definitions of industrial activities are evolving and becoming more diverse, with different types of increasingly lighter and less impactful industrial, some with a higher proportion of accessory uses, requiring new and different types of spaces.
- Industrial areas can contain a certain amount of accessory and commercial activities that are related or supportive to the primary industrial use, and may also provide local-employee serving amenities. However, substantial commercial development in an industrial district can destabilize or displace industrial uses by increasing values and by introducing land use conflicts.
- Stratification or condominium tenure of industrial buildings, with units individually owned rather than leased, is not a new concept, but has increased over the past few years.

Industrial Development Examples



FUNCTION JUNCTION WHISTLER

Inclusive industrial and supporting industrial services, including retail

- Function Junction is located 10mins south of Whistler Village. Properties are zoned industrial and include light industrial uses, commercial services and certain office uses supporting industrial uses. This includes small cafes, workshop spaces, warehouses, breweries and retail shops, described in a local website as “an eclectic smorgasbord of culture...” (Whistler Insider). The area is popular for businesses, in that, rents are considerably lower in the area. In addition, as the name ‘Function’ states, the area historically was seen as a place for locals to meet daily needs, less touristic than the village site.



INNOVISTA ECO-INDUSTRIAL PARK, HINTON AB

- Innovista is an eco-industrial park located on Highway 16 near Hinton Alberta. The industrial park includes 108 acres of greenfield development site, with 32 acres of parks and ecological reserves. Lot sizes vary (phase 1 included 2 - 7 acres lots) and it is zoned M-E1 Eco-Industrial District. Key features include its own eco-industrial zone (land use bylaw in Alberta), provisions for district energy, green roofs, and reduced development set-backs. The site layout includes easements to allow for transfer of resources between facilities, infrastructure that allows for biological pre-treatment at each site to reduce the amount of wastewater sent to a central WWTP, onsite energy from renewable resources, building orientation to maximize passive heating and cooling, etc. within design guidelines to implement green building strategies, attractive recreational connections, continuity of landscape features, shared facilities, and reduced roadway widths.

Industrial Development Examples



PEMBERTON

Industrial zone that allows residential units with business, live-work and cultural amenities.

- The Pemberton Industrial Park is located 7mins east of downtown Pemberton. The area is fully serviced and offers flexible zoning that allows for up to 4 accessory residential units allowed per lot (800 sqft. each) in conjunction with a business. The area has been an opportunity for new businesses to establish themselves fairly close to the town centre in an area that provides low cost properties and rents. The area is growing in popularity and new developments (Ts'zil Learning Centre and Downtown Enhancement project) scheduled for start-up nearby.



TIN TOWN, COURTENAY

Light industrial zone district that has become a small community

- Tin Town is an eclectic cluster of services with 30 tin clad mixed use residential commercial buildings. This area has grown into a small but unique community/district. Zoned I-2 and MU-4, the area offers a combination of live-work, commercial and light industrial. There are cafes, autobody shops, studio spaces, a school, etc.

— *The information presented in this brief will be discussed in more detail at the workshop. Thank you for attending.* —

APPENDIX C: BEVAN LANDS MARKET ASSESSMENT KEY FINDINGS & DEVELOPMENT RECOMMENDATIONS

BEVAN LANDS DEVELOPMENT RECOMMENDATIONS

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Bevan Land Key Findings and Preliminary Recommendations

Based on work completed in September 2019, key findings and preliminary recommendations:

Regional Context

1. The Comox Valley region has a strong demand and under-supply of industrial lands. Development of the Bevan lands would serve the entire region, not just the Village of Cumberland.
2. The Comox Valley's net vacant industrial land supply was estimated at 1,135 acres; 956 acres in the Village of Cumberland (2016). The projected regional demand for employment land is in the range of 300 to 430 acres between 2011 and 2045. That equals 3.9 acres per year of industrial land under the status quo forecast, or up to 7.2 acres per year under the high growth scenario.
3. It is important to understand that in a market that has an under-supply of lands, absorption rates are not an accurate reflection of demand. Instead if more land were to become available (such as the Bevan lands coming to market), the demand could be significantly higher. But also that demand can be cyclical and linked to wider economic conditions or specific major initiatives.

Notable Industrial Trends

4. There is trend, internationally and North American, towards industrial intensification / densification, that can take different forms, ranging from higher ceilings with racking in distribution centres, more shift workers, investments in automation equipment, and multi-level buildings in inner-city locations. However, this trend is focused in high cost locations, and likely limited in Cumberland.
5. The types and definitions of industrial activities are evolving and becoming more diverse, with different types of increasingly lighter and less impactful industrial, some with a higher proportion of accessory uses, requiring new and different types of spaces.
6. Industrial areas can contain a certain amount of accessory and commercial activities that are related or supportive to the primary industrial use, and may also provide local-employee serving amenities. However, substantial commercial development in an industrial district can destabilize or displace industrial uses by increasing values and by introducing land use conflicts.
7. Stratification or condominium tenure of industrial buildings, with units individually owned rather than leased, is not a new concept, but has increased over the past few years.

Policy Considerations

8. The Regional District plans reference the need to protect industrial lands from conversion to commercial uses; yet some of the Cumberland materials suggest interest in having mixed use / commercial / residential on the Bevan lands.

9. The Cumberland economic development strategy and engagement reference a range of diverse and potentially difficult to balance opinions, such as: challenges for businesses to expand and desire to diversify tax base, yet some residents prioritizing quality of life and ecological protection and only wanting sustainable forms of business ("Challenges getting support from the public for industrial").
10. To proactively enable industrial intensification/densification, refinements to the zoning bylaw and more assertive municipal policies can be explored. Bylaws should not unduly prevent industrial land development.
11. Although a wide range of industrial uses should be permitted, accessory or other uses should be limited to a scale that is supportive of industrial activities, unless there is conscious intent to introduce commercial and/or residential uses to the area.
12. Knowledge-based and tech sectors with many employees requiring office space are generally more appropriately located in urban centres and close to downtown amenities.
13. Some current uses located on Cumberland's inner industrial lands could transition/relocate to Bevan area, allowing the inner lands to redevelop to more intensive (and value added) forms of industry.

Site Development Potential

14. The net developable area will be significantly less than the gross area, given environmental features.
15. The site's aggregate extraction deposits should be considered as part of the development program, in terms of timing, phasing, and possible re-grading of the land that could impact topography.
16. Significant investments in infrastructure, including industrial grade water, sewer, and electricity, will be required in order to develop the lands, which will impact financing and phasing. Potentially some infrastructure upgrades could be coordinated with the waste management centre.

Potential Land Uses

17. The region has economic concentrations associated with airport and aquaculture industries; however those two uses are not likely tenants for the subject lands, given the respective benefit of being located by the airport and ocean.
18. The region has a concentration of construction related businesses, and Cumberland with aggregate processing and other types of construction uses, could build upon this sector.
19. Although not to the extent outlined in the dated forestry/wood products study, there is potential for some wood processing activities on the site.
20. Given the region's agricultural products, potential for food processing, and cold storage facilities.
21. Marihuana facilities may be challenged, given the federal regulations need to have a building in place before permitting, and also required financing.
22. The site is located close to a waste management facility with recycling and organics processing, which could be supplemented with complementary industrial activities.

23. Given the potential source of bio-gas energy from the area landfill, which is considered a form of renewable energy, certain types of 'green' businesses may be attracted to the area.
24. Plans reference green industry, sustainability, and "environmentally-friendly innovative industry technologies". A bio-gas fuel source could sustainably power such a cluster of industrial users, with potential focus on waste management and recycling activities through an eco-industrial park.
25. Amenities can support industry, such as: local eateries, recreation, and trails connecting to the lake.

Development Pattern

26. New development and occupants would be 'pioneering' the area, which can be a challenge to attract businesses to an area that is not established.
27. There is a need to be flexible and maximize options, in terms of possible industrial tenant and unit / lot sizes. Such as 2.5 - 5.0 acre lots that could be sold off to developers to build, either as flex space buildings, or consolidated into larger lots for bigger single-use tenants.
28. Demand for industrial flex space units, in the size of 1,500 to 5,000 or up to 10,000 sq ft, and which could be strata (condo) tenure.
29. Demand for larger format single use tenants in the form of warehouse / distribution, manufacturing, and contractors.
30. Noting the need for different types of industrial lands, there could be the potential to have some lands focused on outdoor storage and other less intensive industrial uses.
31. In terms of possible utilization rates, heavy industry including aggregate processing and land- intensive uses such as outdoor storage will have low building and employee density / intensity rates (comparable to existing facilities), whereas industrial flex space units will have much higher rates.

Regional and Land Owner's Interests and Objectives

Hancock Timber

- Hancock Timber has owned the site since 1998, and the lands were recently logged / harvested. Their primary interest is long-term forestry resource management. If the opportunity arises through this study, Hancock Timber may be interested in selling or developing part of the lands.
- Depending on results of study, potentially could sell outright or joint-venture to dispose of some of the lands in phases, rather than develop it themselves as they are not a developer.
- Could foresee some type of forestry processing activity on the lands, but limited and not many major new investments in these types of operations.
- Aware of significant infrastructure requirements – on-site service for water and sewer; electrical power facilities are at an industrial standard for the waste management facility.

Comox Valley Regional District

- Of primary concern to CVRD is protection of water quality in Comox Lake. The CVRD's drinking water source for 50,000 residents as well as the development of land adjacent to a landfill where current and future activities (waste disposal, composting, gas capture) could be potentially offensive to future neighbours.
- The implementation of full servicing - water, sewer, storm water and roads will do much to mitigate the impacts of industrial development in this area. The CVRD is willing to work with the Village to explore opportunities for servicing or to potentially add capacity and resources to the villages current efforts as we have communicated previously
- From the watershed boundary it can be seen that much of the proposed industrial land is outside of the watershed boundary. From a water quality risk perspective, it would be preferred if "heavy industrial" uses are only allowed outside of the watershed boundary and that "lighter" uses, with appropriate servicing and protective measures, be considered within the watershed boundary.
- The Village is proposing changes in their OCP land use designation. With this, the CVRD recommends to consider including a "*drinking watershed protection zone*", which would not allow heavy industrial development in the drinking watershed lands.
- The CVRD supports development of a new DPA for the Bevan lands to ensure watershed (including groundwater aquifer and drinking water protection) needs are adequately addressed.

Cumberland Community Opinions

The following are some highlights from engagement feedback received during the preparation of the Cumberland Economic Development Strategy (2018).

- *For any company in Cumberland that wants to grow, there is extremely limited availability for spaces to do so.*
- *There is simply nowhere for a manufacturing, building contractor, or light industrial company to set up. Those few available spaces are taken.*
- *We need a resilient mix of economic drivers because cycles and downturns are inevitable, and the current growth in tourism and hospitality is vulnerable should discretionary spending decline. The community will need to remain creative / innovative to take advantage of new opportunities and the small scale of industries and businesses should allow us to be nimble and adaptive to changing circumstances, rather than dependent on a single large industrial or commercial employer.*
- *Environmentally sustainable, innovative businesses and industry should be targeted for future growth in emerging fields such as: value added wood processing, construction and related services (wind and solar, building materials, etc.); rec, tech, greenhouses and agriculture, etc.*
- *Cumberland is a place where people want to live and many are new people are bringing their businesses and professional services with them. Most of these will set up in Courtenay as a result of the shortage of commercial and industrial space.*

- *To repeat, the village needs to identify and encourage a development region dedicated to light industrial activity. Without this space, the village will continue to be an incubator for businesses that will eventually benefit other municipalities' tax bases.*
- *Productive resource-based industry can support long-term economic stability, as opposed to focus on fickle and politically-susceptible entertainment and tourist services which depend upon the continued willingness of people to travel long distances*
- *The industrial lands could provide badly needed revenue if suitable environmentally sustainable matches could be found.*
- *The third asset (Industrial Lands and Assets) is crucial to a real and sustainable economy beyond the reckless housing economy that we are currently in. Well paying jobs in Industrial and Manufacturing will see our town through hard times.*
- *Introducing more creative industry opportunities will allow more awesome creative people to live and work in Cumberland which is crucial to ensuring the culture vibe stays the same and improves as Cumberland grows.*
- *Natural assets and downtown character drive tourism and attract talented newcomers to move to the village, bringing skills and ideas and creating new businesses. Industrial lands offer a diversity of employment and proximity to the Comox Valley labour force.*
- *In order to build a resilient, robust economy, we need diversity in our business community. And in order to do this, we need to attract investment to develop our Bevan Road industrial lands.*
- *What little available land exists is taken. There are a number of growing, well supported and well financed businesses that are in need of opportunity to purchase, lease or rent appropriate light commercial and light industrial space. Currently, this space does not exist in the village.*
- *More focus on higher paying, non-seasonal industries/businesses. Less focus on service/tourism type industries/businesses.*
- *Diversify and expand the economy (and tax base) by attracting light industrial and technology companies.*
- *Focus on making the industrial lands more attractive/affordable to be developed.*
- *Keep investing in the tech sector - mobile workforce is where the industry is moving towards.*
- *Don't get lured into thinking you can easily attract tech or youth-oriented industries to Cumberland. Young people don't want to live in small towns. It's when they get into their 30s and get more family-oriented that they see the appeal.*
- *Build on what's brought people in the last 5-10 years: outdoor rec and events, cultural events and the downtown charm.*

Although there is support for economic development, as part of the regional economic development strategy engagement¹ stakeholders noted barriers in achieving these opportunities. These included: issues around permitting; political leadership in the region is seen to be competing with each other; challenges getting support from the public for industrial and commercial development; and difficulty in accessing a young and talented workforce.

¹ Employment and Industrial Lands-Based FDI Strategy, Comox Valley Economic Development Society Final Report 2016

Regional Perspective

The following points are taken from the Foreign Direct Investment Study completed for the Comox Valley in 2016. The key references are to retaining industrially designated lands for industrial uses, by preventing significant introduction of non-industrial or commercial uses, and recognition of the importance of the Bevan lands to the economy of the entire region, while also acknowledging the significant servicing requirements needed for development.

- **Revise land use regulations to reduce potential for retail or wholesale development on industrial lands.**

Many of the industrial zones in each of the municipalities accommodate a range of non-industrial uses, particularly related to retail services, food services, or other business or personal services. Some of these uses could potentially create negative impacts on the surrounding industrial or employment uses, or impact the future prospects of an area for industrial or employment land development.

- **Develop the future Bevan Road lands as the key industrial area in the Comox Valley, to accommodate long term employment growth.**

Review the proposed zoning bylaw; extend water/wastewater servicing to the site, provided this can be accomplished in a fiscally sustainable fashion; and to identify feasible options for improving road accessibility of the site. The existing road network likely does not support access / circulation requirements for industrial use which will limit the investment potential of the lands.

Eco-Industrial Park Possibility

Although there are currently barriers to the development of the Bevan Lands as an Eco-Industrial Park (such as zoning, servicing the land and attracting of new industries or foreign investment), the Comox Valley does have the unique opportunity to develop environmentally sustainable industries.

By focusing on the cost savings, the idea of corporate social responsibility and the possible industrial partnerships that can be made, the Comox Valley can begin to position and develop itself as an environmentally sustainable primary and secondary manufacturing centre of excellence.

Study the possibility and feasibility of the creation of an Eco-Industrial Park that focuses on food processing and manufacturing, greenhouse production, waste diversion, and alternative energy production located within the Bevan Road industrial Lands.

Potential Focus of Bevan Industrial Land Uses

This section outlines possible focuses or themes for the type of industrial uses on the Bevan lands, based on a review of past publications and current informational interviews and market conditions.

Eco-Industrial Park

An Eco-Industrial Park (EIP) is a community of manufacturing and service businesses located together, where members seek enhanced environmental, economic, and social performance through collaboration in managing environmental and resource issues. This allows for the development of an integrated system of shared resources (material, knowledge-based, social, etc) among industries, businesses, and the local community that lead to economic gains, enhanced environmental quality, and improved human resources for the business and local community.

There is potential for the creation and development of an Eco-Industrial Park where the alternative energy production possibilities can further establish the site as an environmentally sustainable industrial park.

As identified by the Foreign Direct Investment study, some types of firms which may be recruited or attracted to an Eco-Industrial Park in the Comox Valley include:

- Suppliers of equipment, energy, materials, and services to farmers
- Food processing and distribution firms
- Firms utilizing by-products from any part of the system
- Intensive food production located such as greenhouses or aquaculture ponds

Forestry / Wood Processing

A number of years ago, a Bevan Road Value Added Forestry Village Site study was completed, with focus at the time on forestry / wood processing related activities including a 'Forestry-Related Value-Added Village'. The integrated district would provide full 'forest-to-market' facilities, from primary wood processing to secondary manufacturing, with a supportive administration and educational centre, and other mixed use and residential developments. (The project was funded by Forest Renewal BC program at the time, and completed as part of Cumberland municipal boundary change to include Bevan lands.) Although an exclusive focus on the wood sector may not be warranted now, some of these possible uses are still viable.

This vision was described as follows:

- The Bevan Road Value-Added Village will satisfy short and long-term demand for planned, high quality, attractive industrial space targeted to the forest sector.
- The site, once fully developed will provide a suitable environmental interaction between large and small-scale forestry operations in advanced wood processing sectors, silviculture and knowledge based forestry firms.
- The subject areas along Bevan Road have been proposed for an integrated multi-use forestry centre able to move raw logs through the milling and processing stages to finally finished wood products for the wholesale and retail markets.
- Included in the overall plans are zoned areas for light and heavy industry, wholesale, live/work, office and retail.

Some examples of wood related or supportive industries were as per the below list:

- Sawmill and Working Machinery Manufacturing
- Forest Related Computer and Electronic Product Manufacturing
- Motor Vehicle (Trucks and Tractors) Wholesaler-Distributors
- Building Material and Supplies Wholesalers-Distributors
- Machinery, Equipment and Supplies
- Wholesalers-Distributors
- Recyclable Material Handlers
- Log and Wood Chip Operators
- Truck Transportation and Freight Operators
- Commercial and Industrial Machinery and Equipment
- Equipment Rental and Leasing
- Professional, Scientific and Technical Services related to the Forest Sector
- Architectural, Engineering and Related Services
- Management, Scientific and Technical Consulting Services
- Scientific Research and Development Services in the Forest Sector
- Administrative and Support, Waste Management and Remediation Services
- Building and other Support Services
- Waste Collection, Treatment and Disposal Services
- Technical and Trade Schools
- Commercial and Industrial Machinery and Equipment Repair and Maintenance

Food Production / Processing

The local high concentrations of forest production, food and beverage processing, and technology base manufacturing provides the Comox Valley with the opportunity to develop an agri-food and manufacturing Eco-Industrial Park or food processing hub. Through the creation of EIP, the Comox Valley can leverage its existing concentrations of food and beverage processing, while at the same time attracting new industries that would be complementary to existing industries, as well as increase the synergies between them.

Waste Management / Recycling / Green Energy

Given the existing waste management facility including recycling diversion program and objectives to reduce land fill flows, there may be opportunity to have new industry in the area focused on supportive or complementary waste management and recycling functions, and organics which can be converted into soil and other useful products.

Additionally, given the potential source of bio-gas, which is considered a form of renewable energy, certain types of 'green' businesses may be attracted to the area. (Yet at the same time, it should be noted that landfills can be considered a 'nuisance' use, and any new development in the area should be mindful in order to avoid possible land use conflicts and complaints.

This possibility was outlined in the Foreign Direct Investment study²:

- Development of methane energy production within the landfill that is then supplied to the nearby Eco-Industrial Park (EIP) is the first step in creating a closed energy cycle that limits greenhouse gas emissions and provides a sustainable and renewable energy source. Not only can the EIP help reduce non-renewable energy consumption, it can also assist in diverting the waste that is produced at the EIP.
- Since food processing industries have a high flow of organic material, future potential industries in the EIP can utilize this material as it can easily be further processed and maximized in its resource value. Even if there are no industries within the EIP that can further process the organic waste, the nearby landfill through its organics collection program can utilize it as compost.
- For example, the Comox Strathcona waste management (CSWM) service has processed food and yard waste since the pilot organics collection program began, resulting in nutrient-rich compost for various municipal landscaping projects.

Additional Documented Ideas

² Employment and Industrial Lands-Based FDI Strategy, Comox Valley Economic Development Society Final Report 2016

Specific suggestions for uses of the Bevan lands identified during the development of the Cumberland Economic Development Strategy (2018) 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

Input from Informational Interviews

The following summary points are based on information interviews (conducted in August 2019) with parties familiar with the industrial land market in the Comox Valley region.

Participants are aware of the already limited supply of industrial lands and expect that demand will continue to grow, due to growth in the economy and population of the region.

Furthermore, although Cumberland is a smallest municipality within the region in terms of population, recognition that it has the largest supply of vacant industrial lands and thus potential to serve a regional role, and is reasonably well accessible relative to the highway.

Also that within the community of Cumberland, other factors should be considered:

- The eventual development of the Cayet 'interchange lands' with various commercial and residential uses may spur yet more demand for industrial lands in the area.
 - The 'interchange lands' are intended for commercial development and apparently not for industrial, however they have a superior location due to proximity to highway access, relative to the Bevan lands, which are particularly beneficial for transportation, distribution, warehouse, and construction sectors that serve the region (while manufacturing and other industrial uses are not as highway oriented).
 - With the bringing to market of the Bevan lands, the potential for some of the heavier industrial uses currently located at the entry of Cumberland to relocate to Bevan area, and those vacated lands to be re-developed as new forms of industrial.

Potential Forms of Industrial Development on Bevan Lands

New development and occupants would be 'pioneering' the new area, which can be a challenge to attract business to an area that is not established. This makes it more difficult to determine which businesses would be first to move in.

Accordingly, there is a need to be flexible and maximize options, in terms of possible industrial tenants and unit / lot sizing.

Specific comments were as follows:

- Approx 2.5 - 5.0 acre lots could be sold off to developers to build, either as flex space buildings, or consolidated into larger lots for bigger single-use tenants.
- Demand for industrial flex space units, in the size of 1,500-5,000 or up to 10,000 sq ft, and could be strata (condo) tenure.
- Potential industrial uses: warehouse / distribution, manufacturing, contractors such as welding.
- Demand for outdoor storage and loading types of uses.
- Need for warehouse space, with proper loading facilities, which is lacking in the region.
- Especially cold storage facilities for foods that are imported and exported (milk, fruit) from the Island.
- Also interest in growth by agriculture and food processing. Potential to develop a hub of food processing operators; but difficult to coordinate sale of lots to multiple related buyers.
- Some level of wood-processing associated industrial uses still valid.
- Cumberland has many gravel and concrete related operations.
- Marihuana facility – may not be likely, given the federal regulations need to have a building in place before permitting, and also required financing.

In terms of other types of land uses beyond industrial:

- Amenities are desirable and can support industrial businesses and employees, such as: breweries, recreation, trails, and connections to the lake.
- Interest in a possible mix of uses, with design guidelines for attractive industrial development.
- Consider possible residential uses on part of the site, noting that it is a very large property.
- However also concern about the need to protect the lands for industrial purposes.



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VILLAGE OF CUMBERLAND

INVESTMENT ATTRACTION ACTION PLAN

DRAFT STRATEGY
JUNE 3, 2020



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An aerial photograph showing a town nestled in a valley. The town is surrounded by dense green forests. In the foreground, a large, dark lake is visible, bordered by more forest. The background features rolling hills and mountains under a cloudy sky. The text '1. INTRODUCTION' is overlaid on the right side of the image.

1. INTRODUCTION

1.1 PURPOSE OF THE PROJECT

The purpose of this project is to develop a detailed and practical action plan to guide the investment attraction activities of Cumberland. The plan focuses on opportunities that:

- Are consistent with the Village's outlook and aligned with its core priorities and values.
- Align with Economic Development Strategy and other planning documents that have been adopted by the Village (including the Official Community Plan).
- Build on its development opportunities, including its vacant commercial and industrial lands.
- Attract the right kind of business and development partners, not just any type.
- Increase the Village's economic development capacity, resiliency and community strength.
- Help the Village to diversify its tax base.

By working with local businesses and entrepreneurs, as well as attracting entrepreneurs from outside of the region, it is anticipated that implementation of this plan will also help to support local business start-ups, and expansion and retention of existing businesses, with a particular focus on small business development.

1.2 METHODOLOGY

Key steps used to develop this strategy plan are as follows:

- Conducted a launch meeting with Kaelin Chambers of the Village of Cumberland. During this meeting, we discussed the assignment, our proposal, key elements to be addressed, potential opportunities and expected outputs.
- Reviewed available economic data and documentation pertaining to the Village as well as the broader Regional District. Some of the data that we are reviewing as part of this project includes data on population demographics; employment and workforce characteristics; education levels; housing; building permits; municipal tax rates; business establishments; commercial property values and availability (including leasing opportunities and rates); business license data and establishment counts; and community infrastructure.

We have reviewed a wide variety of documents including existing planning and other documents that have been developed or adopted by the Village (e.g. the Economic Development Strategy, Economic Profile, Corporate Strategic Priorities, Economic Development Services Delivery Report and Official Community Plan); the results of research and consultations undertaken as part of preparing the Economic Development Strategy as well as the 2016 Comox Valley Employment and Industrial Lands-Based FDI Strategy; branding and communication strategies, plans, and materials developed by the Village; and examples of investment attraction strategies employed by other communities on Vancouver Island (e.g. target groups, positioning, channels, investment attraction tools, research, resources, performance indicators and outcomes).

- Visited Cumberland in October 2019 and met with the Project Steering Committee and other representatives from the community. These representatives provided input on the:
 - Potential sectors and markets on which the strategy could focus; recent investments made into Cumberland and the broader region;

- Key individuals and organizations who could be targeted in any primary research (e.g., recent and potential investors and key stakeholders);
 - Existing plans, initiatives, market positioning, materials, collateral, and resources related to investment attraction;
 - Plans for the Economic Development Web-portal and how our outputs will feed into that;
 - Historical initiatives or activities (e.g., marketing initiatives, channels and lead generation techniques, engagement programs, inbound and outbound missions, etc.);
 - Research, information and data that the Village has already compiled (e.g., sector and market profiles, benchmarking data, best practices, etc.); and
 - Potential scope, resources and sources of funding that may be in place to support implementation of the strategy and action plan.
 - The relative emphasis (i.e. project resources) that should be placed on the development of marketing materials as part of this project.
- Visited Cumberland for two separate meetings in February and March 2020 to meet with the following Steering Committee The first meeting was a debrief and update on progress to date while the second one in March discussed the Interim Report as well as some high level direction for the Action Plan, including the unique selling proposition and focus areas for Cumberland.

Reflecting the available data, documentation and feedback received, we then finalized our approach for completing the plan. This document summarizes some key findings of the research and presents the Action Plan.

1.3 STRUCTURE OF THE REPORT

Chapter 2 provides a brief overview of Cumberland and highlights the major strengths, constraints and opportunities for development which impact on the design of the strategy. A more detailed profile of the community and the prospects for investment was provided in the interim report.

Chapter 3 presents the vision for the community and the goals for investment attraction, identifies some of the key issues that were considered in the development of the strategy, outlines the recommended investment attraction process, approach and tactics. It also outlines the recommended positioning and unique selling proposition for Cumberland. The final chapter, Chapter 4, presents the proposed action plan and performance measurement strategy.

A hand is holding a magnifying glass with a black frame. The lens of the magnifying glass is positioned over a light blue background. Inside the lens, the text "2. SITUATIONAL ANALYSIS" is written in a bold, black, sans-serif font. A short red horizontal line is positioned below the word "ANALYSIS".

2.
SITUATIONAL
ANALYSIS

2.1 OVERVIEW OF CUMBERLAND

Location

Cumberland is located approximately 8 kilometers (km) inland from the eastern coast of Vancouver Island, 200 km from Victoria at the southern tip and 290 km from Port Hardy at the northern end of Vancouver Island. Cumberland is 182 km from Vancouver and 322 km from Seattle and lies in the Comox Valley Regional District (CVRD)¹ on Vancouver Island. The Village, along with Courtenay (10 km away) and Comox (15 km away), comprise the urban core of the CVRD.

Cumberland is accessible by land transportation through Highway 19, which is the main north-south thoroughfare on Vancouver Island from Nanaimo to Port Hardy, by air through the Comox Valley Airport (YQQ, 18km away) and Campbell River Airport (YBL, 47km), and by sea through Comox Harbour and Nanaimo ports.

Population

A youthful community in transition, Cumberland is a high growth area within the CVRD. The Village has an average population age slightly lower than for British Columbia and significantly lower than for the CVRD. Census data from Statistics Canada estimated Cumberland's 2006 population of 2,726 had increased to 3,753 by 2016.

Population by Age

Age	Cumberland	CVRD	BC
0-14 years	18.4%	13.8%	14.9%
15 to 39 years	33.1%	23.8%	31.3%
40 to 64 years	33.7%	36.8%	35.5%
65 to 84 years	12.7%	22.6%	15.9%
85 to 100+ years	2.2%	3.0%	2.3%
Average age	39.9	46.7	42.3
Median age	39.2	50.8	43.0

Source: Statistics Canada, Census 2016.

Almost a third of the 2016 population of Cumberland moved to the Village in the five years preceding the 2016 census; 75% of these migrants came from other parts of B.C., while less than 1% came from outside Canada.

The proportion of residents in Cumberland with a postsecondary certificate, diploma or degree was 68% in 2016, compared to an average of 62% for the CVRD. Nineteen percent of the population over 17 years of age has a university certificate, diploma or degree at bachelor level or above.

Labour Market

In 2016, 70% of Cumberland's population over 15 years of age were active in the labour force (approximately 2,000 people), a higher participation rate than for the province (64%). The

¹ In 2008, the Comox Strathcona Regional District was divided into two areas: the Comox Valley Regional District (CVRD) and the Strathcona Regional District (SRD).

employment rate (65%) in Cumberland was higher than both the provincial (60%) and CVRD (52%) rate. Similarly, the unemployment rate was 7% for Cumberland compared to 6.7% for the province and 7.8% for the CVRD. In 2016, 12% of Cumberland's 2016 labour force was self-employed and 44% worked full-time for the full year. The most important employers of the labour force in Cumberland in 2016 were healthcare and social assistance (21%); retail trade (11%); construction (11%); public administration (7%); educational services (6%) and transportation and warehousing (6%).

Income

Cumberland's median total income in 2015 was \$33,318. The median after-tax income in Cumberland increased from \$20,680 in 2005 to \$29,897 in 2015. The average after-tax income, in 2015, in Cumberland was \$33,812. The number of government transfer recipients in Cumberland (over the age of 15) in 2015 was estimated at 2,010 while the number of employment income earners was 2,215. The median total income of households in 2015 was \$65,459, while the average total income of households was \$71,279.

Business Activity

Most businesses operating in Cumberland are small. As of June 2019, a total 190 businesses held active business license in Cumberland, of which almost all were small in size with fewer than 20 employees.

Housing

In 2016, there were 1,565 households and 1,542 private dwellings of which 72% were single detached houses. The 2016 census estimates that 25% of Cumberland's households were renter households with the remainder being owner households. Average home values in Cumberland increased from \$236,285 in 2006 to \$328,008 in 2016. A 2016 study of Cumberland's housing needs concluded that while ownership in Cumberland was generally affordable for median earning families, particularly couple households, it was a challenge for households earning less than median income.²

Economic Development

Until 2016, economic development activities in Cumberland were undertaken by the Economic Development Society of the Comox Valley Regional District (CVEDS). In the fall of 2016, the village selected a new model of economic development and withdrew from CVEDS. The new model is based on Cumberland building in-house economic development capacity. Following the decision, the Cumberland hired economic development staff members, created a community economic profile and, in 2017, developed the 2018-23 Economic Development Strategy.

² Summary of Housing Needs and Issues in the Village of Cumberland, Authors: Matt Thomson and Peer-Daniel Krause, M. Thomson Consulting, Fall 2016.

2.2 STRENGTHS, WEAKNESSES, THREATS, AND OPPORTUNITIES

Information regarding the strengths, weaknesses, opportunities, and threats facing the Village were drawn from the interviews and group discussions conducted as part of this assignment as well as a review of the existing reports and other documents.



Strengths

- **Young, well-educated and growing population.** The average age of the population in Cumberland in 2016 was 40 years, as compared to an average of 47 years in the CVRD and 42 years in BC overall. The population of Cumberland grew by 10% between 2011 and 2016, and its labour force by 17%. In contrast, the CVRD labour force shrunk by 1% over the same period, while the population grew by 5%. Cumberland's growth rate outpaced that of Courtenay (6%), and Comox (3%).
- **Natural environment.** Cumberland features ready access to mountains, forests, unique natural corridors, and diversity of wildlife wetlands, lakes, and creeks as well as the ocean. Residents enjoy excellent community and recreational facilities, including year-round opportunities for outdoor enthusiasts. The Village contains sandy beaches, a boat launch at Comox Lake, and spectacular network of walking and mountain biking trails. It is 30 minutes from the Mt. Washington Resort and 15 minutes from the ocean.
- **Sustainability ethic.** The community is profoundly connected to the outdoors and a high-quality environment. It is a place where environmental sustainability is highly valued and where businesses work with nature instead of depleting it.
- **Atmosphere.** Cumberland is distinct from other nearby communities in terms of its colourful history and citizenry, the character of its buildings, its working-class roots and its small-town atmosphere. Residents feel that Cumberland is a good place for families, children, seniors and others who appreciate a slower, less complicated lifestyle.



- **Access to industrial lands.** Cumberland contains the largest supply of vacant designated industrial land in the Comox Valley as well as the greatest amount of designated lands for new residential and employment growth in the region. The Bevan Lands, which are privately owned and currently operated as managed forest lands, contain approximately 500 hectares of land zoned for industrial use and represent approximately 84% of the remaining industrial lands within the entire Comox Valley. Of the land area, some is specifically zoned for heavy industrial use (I-2) while the remainder is zoned as Industrial Greenways Reserve Zone (IGR) which allows for a variety of uses, including such industries as tree and shrub nurseries, cannabis manufacturing and forest management (i.e. silviculture).
- **Access to the highway interchange lands.** Potential development of lands along the Highway 19 interchange, including a 3 km strip of land along highway frontage for commercial purposes, has been under discussion since 2006. Development of these lands is possible because Cumberland was the only Vancouver Island municipality which did not sign an agreement for a 300-metre (1,000-foot) commercial set back from the Island Highway freeway when it was built. The province had requested the set back to deter signage and strip malls.

Weaknesses & Threats

- **Underdeveloped infrastructure.** An aging sewer system needs upgrades while the major development lands at Bevan and the Interchange are not yet serviced by sewer or water. With the recent release of a concept plan by the Village, there is at least a conceptual vision regarding how development might occur over time. The main elements comprise two large industrial development areas with three identified sub-areas, targeted for a range of uses, including food processing, and encouraging eco-industrial networking. Servicing the site will require extension from the existing service area and is expected to cost between \$10 and \$14 million for the first phase Cumberland Road to Waste Management Facility and an equivalent outlay for the second phase Waste Management Facility to Comox Logging Road.
- **Access to housing and support services.** Population growth is creating demand for new housing, but rising costs and lack of supply in the rental market may be adversely affecting

the local labour market. As the community development, expansion of transit services will also be required to complement a pedestrian/bike friendly community.

- **Potential negative impacts of development.** A major potential threat facing the community is that rapid growth could fundamentally change the character and identity of the community. As development proceeds, the authenticity that has defined Cumberland’s neighborhoods and downtown may be lost. Tourism and mountain biking activities are bringing more visitors to the community and may be driving limits of acceptable change in the environment and local quality of life.

Opportunities

- **Employment lands.** Cumberland has the capacity to accommodate growth in employment land demand over the coming decades. At current absorption rates, the demand for employment land in the Comox Valley will significantly exceed the supply in the near future. The Bevan Lands and the Highway 19 interchange lands represent the most significant opportunities to develop new lands in the region.
- **Downtown.** Downtown Cumberland has maintained some of its authentic and unique historical and architectural character. The downtown is experiencing development pressures but there is still time to scale and manage growth, so it conforms to community expectations for acceptable change. Downtown was noted as one of Cumberland’s top assets in the community surveys conducted to develop Economic Development Strategy.
- **Tourism.** Cumberland is a growing tourist destination, but it is dominated by low-spending day visitation. Local accommodation and associated services that will generate high-spending overnight stays are needed. In addition, the downtown core represents an opportunity to attract hotels and tourism and accommodation related businesses to Cumberland.



3. OVERVIEW OF THE STRATEGY



3.1 VISION

Cumberland's Official Community Plan (OCP) outlined a vision for the Village of Cumberland:

"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."

The OCP, the economic development strategy and those interviewed as part of this project envision a Cumberland that:

- Has preserved its historic look and feel with small shops and businesses that offer respite from the sameness of shopping malls and cookie cutter commercial establishments found elsewhere. 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
- Continues to offer small town vibes, friendliness and values where healthy and active citizens of all ages and backgrounds come together to be part of a vibrant community that values diversity, creativity and hard work.
- Has strategically improved its infrastructure, economic development, and social well-being to ensure that the quality of life is not compromised while achieving managed growth.
- Serves as a mecca for outdoor recreation with opportunities for anyone who wants to immerse themselves in nature. In addition, many residents and visitors come to enjoy our parks, festivals, open markets, and community events.
- Has built a thriving, resilient and diversified locale economy by capitalizing on the natural environment and promoting a greater diversification within the local economy, based on industries and businesses that are compatible with community values.

3.2 GOALS

The investment attraction strategy incorporates four goals which will guide strategic actions over the next five to 10 years. These goals focus on economic diversification, local employment creation, sustainable development and a strong community image:

- **Economic diversification.** As a community in economic transition, Cumberland will work to achieve sector and business diversity that will generate the employment, household income and tax benefits of the future, without sacrificing the other aspects of local quality of life valued by residents. New businesses will be attracted, and investments made in the areas of the economy which align well with Cumberland's values and vision for future.
- **Creation of local employment.** Jobs and the associated household income are a cornerstone of community wealth and diversity. Investment attraction in Cumberland will prioritize job creation that provides local employment opportunities for residents.

- **Sustainable development of employment lands in the community.** Cumberland is well-positioned to develop its industrial, commercial and residential lands in the coming decade, but infrastructure constraints, environmental concerns and heritage values underline the need for sensible, managed development.
- **A strong community image.** Finally, Cumberland’s historical image as a rough and tumble, blue collar town is changing. Inflows of new residents and a growing appreciation of the community’s natural, built and heritage assets are reorienting the historical image. A strong sense of place that honors the past, while acknowledging underlying socio-economic change, will position Cumberland as an attractive destination for people and investment attraction.



3.3 KEY CONSIDERATIONS UNDERLYING THE STRATEGY

As the journey of economic development and investment attraction continues in Cumberland, choices will have to be made and priorities set. Implicit in the proposed investment attraction strategy are several key considerations which are important to formally recognize. These include:

- **The primary focus is on shaping and managing future economic growth.** Growth is going to happen in the region. That is a given. The challenge to Cumberland is to manage and shape that growth in a way that reinforces, rather than erodes, the key attributes of the community which residents most value. Cumberland does not want the market to dictate what development will occur. Rather, a proactive approach will be taken to attract businesses and investments that aligned with the community values.
- **Recognizing that it is part of a larger economic ecosystem and that many of the levers for attracting investment lie beyond its direct control, the Village will place a priority on working with key partners.** These partners include other communities in the region, the CVEDS, Indigenous governments, leaders and development corporations, the Government of BC, the federal government, industry, associations and others. Leadership from the Village is required to develop effective partnerships and relationships, contribute to the voices promoting investment and further development, and promote the interests of Cumberland. It is important to recognize shared interests, in that investment in one community in the region tends to impact all communities by expanding the demand for and supply of products in the region.
- **Limited resources will be available to implement the strategy.** One implication of this is that the investment attraction strategy needs to be focused, with a clear set of priorities regarding the actions to be implemented. The strategy should not be a shopping list of potential actions that could be taken. Rather, it is important that we prioritize the key actions most needed to promote development of available opportunities and address the constraints which have been identified.
- **The primary focus is on attracting investment from new and existing residents who share the interests and values of the community.** Most new investments in the community will be made by small businesses. At that level, investments are more of a personal decision than a business decision. Investment attraction involves attracting people to Cumberland who will bring jobs and investment along with them.
- **Fundamental to attracting those people will be clearly defining and communicating those interests and values.** This involves first defining what residents, including business owners and entrepreneurs, value about living and working in Cumberland and why they chose and continue to choose to live, work and invest there. The challenge is then to communicate those interests and values to potential businesses and investors to encourage them to invest in the community. Most businesses will not come to Cumberland because the operating costs are lower; rather, they will come here because they believe they want to live, work and invest in the community. Telling the stories of some of the existing residents, as well as the history of community, is often the most effective way to communicate those interests and values. Promotional campaigns which involve telling stories have the added value of reinforcing the vision for the community amongst existing residents.

- **The recent COVID-19 pandemic has had significant economic impacts, which will likely slow the rate of new capital investment at least in the short-term.** However, it has likely also strengthened the appeal of a community like Cumberland in the medium-term amongst some key segments. The nature of the pandemics has contributed to a desire, amongst some, to get out of the larger urban areas and into smaller communities. Just as importantly, it has also demonstrated the feasibility of distributed workplace models, in which many staff members workers remotely. As a result, businesses have become more footloose, able to operate from a much broader range of communities.

3.4 INVESTMENT ATTRACTION PROCESS

Cumberland’s approach to attracting businesses, entrepreneurs and new investments to the community will consist of five interconnected steps. These steps and tactics associated with each specific step are further described and elaborated in the following section.

Step #1: Ensure that Cumberland is an investment-ready community.

To be able to attract investment, Cumberland needs to improve its investment preparedness and identify areas, lands, properties and major projects that it wants investments to be made. Therefore, the village will ensure that it is well-prepared to accommodate new investment through the availability of investment ready projects in terms of existing buildings and/or sites for development with proper infrastructure.

Step #2: Establish priority targets: well defined priorities and targets will contribute to better results. Targets and priorities are identified in terms of sectors, industries and types of individuals, companies and investors.

Step #3: Market Cumberland for investment: The strategy identifies the key marketing materials and initiatives that are necessary for Cumberland to achieve its objective of increasing investment.

Step #4: Track, work with and secure the investment: Village will ensure that the business inquiries and investment attraction practices are monitored and handled in a timely and expeditious manner.

Step #5: Ongoing retention services and support for existing businesses and after-sales service for new investments: It is important to manage relationship with existing companies to ensure they can grow and prosper in Cumberland and assist in attracting new businesses. Often most successful investments are made by existing businesses and efforts should be invested to ensure new businesses remain in the community.



3.5 INVESTMENT ATTRACTION APPROACHES AND TACTICS

Step #1: Ensure that Cumberland is an investment-ready community by identifying and promoting lands, properties and major projects that Cumberland wants to attract investment. There are a number of potential major projects and/or lands to attract investment in Cumberland, including Bevan Road lands, which is the largest supply of future industrial land in Comox Valley; Highway 19 Interchange Lands, which includes 3 km strip of land along highway frontage for commercial purposes; and downtown core representing an opportunity to attract hotels and tourism and accommodation related businesses to Cumberland.

Some of the critical actions to be undertaken to improve Cumberland's investment readiness, include:

- **Develop a land and building inventory and a list of major projects and assets in Cumberland**, including potential development parcels not currently listed. Currently, it is difficult for potential investors to identify the immediate opportunities for leasing and development. Cumberland can utilize data from the Village, Landcor, the Canadian Real Estate Association (ICX) data and Trade and Investment BC to develop a list of projects and create an interactive map of existing opportunities. Links can be inserted to local real estate databases and contacts.³
- **Address some of the administrative and zoning challenges that restrict use of the industrial lands in Cumberland** (e.g., Lack of specific provisions to accommodate construction-related activities and lack of provisions for outdoor storage or warehousing uses in Cumberland's industrial zones, etc.) for a wide range of sectors and industries (e.g., office use to support development of the professional, scientific, and technical services, warehousing, nurseries, construction, maintenance, and repair manufacturing, etc.)
- **Act on recommendations provided by the Bevan Industrial Lands Conceptual Master Plan** to develop better understanding of the economic and industrial potential of the lands (e.g., environmental assessment, feasibility of new road access, update development permit area guidelines, etc.).
- **Develop a better understanding of the infrastructure cost estimates** for the subdivision of the proposed industrial lots, as well as infrastructure needs/requirements (i.e. road upgrades, water and wastewater service).
- **Identify potential industrial tenants and/or investors** for industrial lands as well as potential businesses for downtown core for hotel and accommodation businesses and target them through information materials and brochures developed as part of Step 3 described below.

Step #2: Establish priority targets: Based on consultation with representatives of Cumberland municipality and existing business operators in the village and review of business gaps and areas of concentration, a list of targets for investment attraction have been identified as part of this

³ Similar interactive map was developed by CVEDS has property listings in a handy, [interactive map](https://downtownmap.discovercomoxvalley.com/) along with zones and other planning information. When Cumberland was part of CVEDS its properties could be found here, but that is no longer the case. <https://downtownmap.discovercomoxvalley.com/>

assignment. These investment targets recognize equally the existing economic base, supply chains, emerging economic forces and existing community assets.

The following table provides description of the target groups and some of the approaches/sources that can be used to identify them. As demonstrated in the table, the target groups include a wide range of businesses and individuals from British Columbia, particularly from Vancouver Island and Comox Valley, as well as those from other areas of Canada who desire to move out to small communities. In addition, some international businesses and entrepreneurs who share Cumberland values will be targeted through BC PNP Regional Pilot program. Finally, as per Bevan Industrial Lands Conceptual Master Plan, investments for Bevan Lands can be attracted from a wide range of sectors including construction and aggregate processing, food processing and cold storage, waste management, recycling, forestry sector, and renewable energy and other elements of the, green economy. Similarly, the downtown core is best suited for hotel and accommodation, other tourism related businesses (e.g., shops, restaurants, retail stores, etc.) and business office and remote working locations.

Target Groups	Sources
Businesses	
<ul style="list-style-type: none"> Industries and businesses associated with Comox Valley supply chain Businesses and entrepreneurs who have relationships with existing businesses in the village Agri-food businesses and value-added food manufacturing businesses Transportation and warehousing Tourism and hospitality (e.g. accommodation) Regenerative non-extractive industries and circular economy Home based businesses and businesses and services that can be operated from distance regardless of the location 	<ul style="list-style-type: none"> Directory of major employers and businesses in Comox Valley Survey/interviews or in-person communication with local business in Cumberland Directories of businesses in BC and Canada for target sectors/industries Membership directories for business associations and groups for target sectors/industries Cumberland community website and particularly a section dedicated on types of businesses that the village wants to attract List of licensed cannabis producers in British Columbia and Canada BC PNP Regional Pilot website
Individuals	
<ul style="list-style-type: none"> Lifestyle lone wolves, entrepreneurs, knowledge workers Visitors (e.g., trail users) People living in larger cities who want to move to smaller, vibrant communities with close community connections and social equity Innovative and creative individuals, artists, and musicians Outdoor and in nature living enthusiasts Professionals able to work remotely, especially due to employers allowing for permanent remote work arrangements in the post COVID-19 era. 	<ul style="list-style-type: none"> Directories of independent contractors in BC and in Canada Websites, directories and social media groups of outdoor enthusiasts in BC and Canada (e.g., Mountain Biking BC, the North Shore Mountain Biking Association, BC Mountaineering Club, etc.) Websites and social media groups of entrepreneurs and small businesses in BC and other regions of Canada (e.g., Entrepreneurs' Organization Vancouver, Small Business BC, etc.) Restaurants and hotels where visitors stop-by in Cumberland (e.g., brochures, pamphlets, etc.) Meetup groups (e.g., Arts groups in Vancouver)⁴

⁴ <https://www.meetup.com/cities/ca/bc/vancouver/arts-culture/>

Step #3: Market Cumberland for investment. A review of the marketing and promotional activities implemented by other small towns and municipalities in Canada was conducted to identify some of the best practices and promising approaches used in other jurisdictions to attract investments. Based on the results of the review and other research conducted as part of this study, a number of approaches have been identified that would be the most effective for Cumberland to market the village for new residents and investments. According to findings of the review, developing a strong brand identity based on its unique characteristics and values of the village is the first and most important step in implementing effective marketing campaign (Cumberland's approach and need for strong brand identity and unique selling proposition is further described in Section 3.6 of this report). The strong brand identity, which resonates with representatives of target group is very critical in attracting new residents and investments.

Developing a strong online presence, including a website (or a section of the website) dedicated to economic development is critical. Most other municipalities have developed an economic development dashboard as part of the website reporting on economic activities and core metrics such as jobs, incomes, investments and development activity. For example, economic development dashboard by the City of Abbotsford and Alberta Economic Development can be considered as best practice.⁵ Both websites provide a snapshot of current economic conditions with aim of helping locals and outside investors in making business decisions. The dashboards convey a commitment to keeping local businesses, residents and outside investors informed using simple data trends. Conducting search engine optimization of the website to ensure website 'shows up' when searched for key words has been successfully used by other municipalities in developing strong online presence.

Undertaking campaigns involving social media, website, video blogs and electronic and printed brochures have been successfully used by small towns and villages across Canada to attract new residents and investments. Social media and online campaigns are relatively cheap to implement and can generate a wide reach and effective impacts. The social media tools are the real heart of the online campaign's activities, spanning Facebook, YouTube, Twitter, and Instagram. The most successful campaigns have created a dedicated website (or a section of website) and social media accounts targeted specifically to those whom the community wants to attract. Accounts of village government to communicate with residents and/or those dedicated attracting tourists are often not effective in attracting new residents or businesses. The best example is the City of Prince George that have created a website called Move Up Prince George⁶ that is specifically dedicated to attracting individuals, businesses and investors to move and live in the city. Similarly, Powell River has created dedicated social media accounts called Live & Invest Powell River, which have generated a considerable following. Another example is the Choose Fredericton campaign run by the city of the Fredericton in New Brunswick dedicated to attracting newcomers and businesses to the city. Some of the key features of the website/campaign run by such towns and villages usually include a detailed profile of the community, description of lifestyles, natural and environmental assets, community amenities, business and environment and investment opportunities and advantages of living or doing business in the community.

⁵ The City of Abbotsford at <https://caed.abbotsford.ca/about-abbotsford/economic-dashboard/> and Alberta Economic Development at <https://economicdashboard.alberta.ca>

⁶ <https://moveupprincegeorge.ca/>



The most successful campaigns have created a dedicated website and social media accounts targeted specifically to those whom the community wants to attract

Developing success stories that includes video and written profiles of new residents describing their experience of moving to the community have also been widely utilized.

Authentic content is the best practice in running successful online and social media campaigns. Having people who have migrated to the community tell their story is one of the most powerful messages and also authentic content to share with representatives of target groups. The best example demonstrating how this approach has been used successfully is Powell River which has created a written and video profiles for new residents and promoted it through social media. For example, the YouTube account of the town has 14 videos, mostly of the residents describing their stories of success, which have received over 25,000 all time views.⁷ Similarly, Prince Georgie offers online blog which provides authentic content dedicated to different aspects of the community life in Price Georgie.⁸ The Village of Canal Flats also is showcasing stories of new community members who have managed to establish successful lives and careers/businesses after moving to the village. Other examples of authentic content include preparing and sharing promotional videos and quality images of the community and discussing the benefits and advantages of community life.

Using community members to leverage their social networks can play a critical role in building community image and attracting new residents. Community members and local organizations can help to spread the message and convince their peers to move to Cumberland. Often what others say about a community is more important than what the community says about itself. According to research, top reason for people being influenced into a decision to relocate is “dialogue with peers.” One of the most effective methods of involving community members include using call for action to encourage participation and engagement. According to research, using call for action phrases such as in social media “like and share” or “click to find out more” etc. helps to boost user engagement and interest in the materials.⁹ Successful examples used by other communities have included request for residents to ‘like’ and ‘share’ promotional material with their followers using a particular hashtags, contribute their own pictures of the community and their work

⁷ https://www.youtube.com/channel/UCerD3_JDe4nO-UMSK2ZTd8w

⁸ <https://moveupprincegeorge.ca/blog/>

⁹ LinkedIn Pages Best Practices: <https://business.linkedin.com/marketing-solutions/linkedin-pages/best-practices>

and lifestyle as part of the campaign, and describe their stories of success in community social media accounts and websites.

There are many social media best practices that can be used to increase effectiveness of online campaigns. Some of the effective approaches used by successful social media and online campaigns include use of visual images, human elements and infographics which increases engagement rates; use of short, simple, interesting and engaging titles for the materials; use of appropriate hashtags and tagging critical social media influencers/leaders; using short (1 to 2 minutes) videos (e.g., Facebook videos earn 135% more reach than posts with only an image¹⁰) and ensuring videos have subtitles to accommodate users who will be watching without sound; and use of trending topics (e.g., COVID 19) or hashtags to stay relevant (e.g., Trendjacking) and to 'hop' on a trending topic to promote a brand.

Brochures and printed materials are still effective method of communication and marketing used by many communities to promote and attract investments. Many towns in BC have used electronic and printed brochures to promote the communities through emails, social media, and websites. Brochures can be general to promote the community or dedicated to a specific aspect of the community life (e.g., Promotional Welcome Package for new/ prospective residents) or business (e.g., Starting a Business). Printed copies of the brochures and pamphlets can be targeted at community visitors and distributed at places where visitors stay or dine (e.g., B&Bs, restaurants, etc.). Electronic versions can be placed on village website, emailed to representatives of potential target groups and distributed through social media. For brochures to be effective, they have to be short (not longer than several pages), colorful (with images) and provide most critical information about the community (e.g., location, lifestyle, business climate, etc.) in short and appealing format.

Some communities have run successful campaigns focused on one distinguishing aspect of the community life or business climate. For example, the village of Keremeos has specific focus on attracting and developing home-based businesses. Using the example, Cumberland can develop marketing materials focused on one aspect of the community life (e.g., mountain biking trails) or business (e.g., industrial lands).

Finally, building partnerships with key stakeholders is considered a best practice in attracting investments. Community economic development and investment attraction is based on partners who desire to work together on a common or shared goal. The effective implementation of an investment strategy requires the participation of key partners which leverages resources, pools competencies and experiences, increases problem-solving capacity, and increases learning ability of all partners. Most other towns and villages have built partnership with key business groups, government departments, economic development associations and industry associations. The examples of most successful partnerships include participation in BC Provincial Nominee Program (BC PNP) Entrepreneur Immigration – Regional Pilot (EI – Regional Pilot). The Regional Pilot provides an opportunity for BC communities to play an active role in attracting foreign entrepreneurs to their community. It is an excellent opportunity for small communities like Cumberland establish relationships with international businesses/investors and invite only those who satisfy community requirements to establish business in the community. Once the community endorses a particular application, BC PNP program prioritizes the application allowing an investor/entrepreneur to start a process of establishing business. Furthermore, the program requirements ensure a degree of assurance that supported businesses will remain in the community as the outcome of their immigration application depends on the extent to which they realize investment projections and

¹⁰ The 6 Fundamental Facebook Best Practices: <https://sproutsocial.com/insights/facebook-best-practices/>

succeed in establishing successful business venture. However, currently there is no information about the Cumberland on BC PNP website and the village is not included in the description of the community profiles.



Community economic development and investment attraction is based on partners who desire to work together on a common or shared goal.

Based on the findings of the research, Cumberland will undertake the following steps to market the village for investments:

- Develop website for the community with specific focus on economic development and investment attraction. Some of the key features of the website to include:
 - A dedicated section on economic development and investment attraction, including an economic development dashboard reporting on economic activities and core metrics.
 - A section of the website specific to representatives of target groups whom the village wants to attract (e.g., “Living in Cumberland”). The section should highlight advantages of moving, living and building business in Cumberland.
 - Conduct search engine optimization of the website to ensure website 'shows up' when searched for key words.
 - Develop easy access to village staff members in charge of the economic development through “Contact Us” page.
- Undertake campaigns involving social media, website, video profiles, and electronic and printed brochures. As part of the campaign:
 - Create a dedicated social media accounts (Facebook, Instagram and/or Twitter) targeted specifically to those whom the community wants to attract. Ensure the accounts provide detailed profile of the community, description of lifestyles, natural and environmental

assets, community amenities, business and environment and investment opportunities and advantages of living or doing business in the community.

- Develop authentic content to be used as part of the social media campaign such as success stories, video and written profiles of new residents describing their experience of moving to the community, promotional videos and quality images of the community, showing the benefits and advantages of community life.
- Engage Cumberland residents and local organizations in social media campaign. Residents can be engaged to spread the message by sharing content on their social media accounts, contribute their own content (e.g., pictures, videos and lifestyle, etc.) and/or describe changes in the quality of their lives since moving to Cumberland.
- Use other best practices used in running social media campaigns such as trend hopping (e.g., COVID 19), focusing on simple language, visual images, short videos, human elements, and infographics.
- Develop and distribute electronic and printed brochures through emails, social media, and websites. As part of this step, ensure that brochures can be developed to promote the village overall and/or specific aspect of the village or a particular investment opportunity. For example, promotional materials can be developed specific to each area/type of property (e.g., downtown core) or land (e.g., Bevan Road lands or Highway 19 Interchange Lands) and provide information on the property details (e.g., location, size, zoning, etc.) as well as opportunities it can provide for potential investors. Services from marketing companies that are specialized in developing and marketing properties and lands will be secured to develop the promotional materials. Brochures can also be developed to specifically highlight one area of the community life (e.g., mountain biking trails).
- Develop partnerships with key stakeholders. The most critical partnerships that could return benefits to Cumberland and should be actively pursued with the following objectives:
 - Comox Valley Economic Development Society (CVEDS): regular and ongoing communications focused on investment attraction, including outbound and inbound trade missions; participation in agri-food and aqua-food initiatives as well as tech and innovation.
 - Vancouver Island Sustainable Technology Association (VISTA): promoting Cumberland's industrial land base and room for growth at the annual VISTA EXPO.
 - Vancouver Island Economic Development Association (VICEDA): networking to identify best practices, emerging trends, site location opportunities.
- Promote Cumberland for international investors through BC Entrepreneur Immigration. To participate in the program Cumberland should:
 - Engage with BC PNP program and ensure the community profile is listed in official program website.

- Invite international businesses and investors to visit the community to establish relationships and explore business/investment opportunities through Cumberland website and through social media.
- Organize community trips, meet with international investors and businesses, present opportunities, build relationships and support those that meet community requirements.

Step #4: Track, work with and secure the investment to ensure investment inquiries are monitored and handled in a timely and expeditious manner. Despite the fact that relocations and expansions of businesses normally takes long time, investment decisions are often made quickly and community's ability to respond to inquiries on timely manner will be a key in attracting investments. Cumberland will take a number of steps to facilitate investment attraction:

- Designate a point of contact/office for working with potential investors (also with existing businesses) who has shown interest in the community and ensure the contact has necessary knowledge of the community and potential investment opportunities (e.g., major projects) and can respond to investor inquires on timely manner.
- Deliver site location services offered to prospective investors from inside and outside the community. While Comox Valley real estate companies provide conventional matching services, they may lack the understanding of the opportunities in Cumberland, the local regulatory environment, availability of key inputs such as labour, or future development plans of the community, all of which will have an impact on a site location decision. Outside investors especially may need assistance identifying sites and navigating the development approval process. Coordinated site location assistance can create a positive influence on the investment decision-making process.
- Create a standard operating procedure for accessing information from many sources. Although interaction with the prospect may begin with a single person, but as the projects develop involvement by different organizations within the community and municipal departments will become necessary.
- Build a service standard of responding to business inquires within one business day. Timeliness of the response will be the most critical aspect of the success.
- Consider obtaining CRM in order to be able to better track contacts, relationships and expanding networks and facilitate quick operational decision making. The general function of a CRM is to help an economic developer streamline their sales and development activities, anything from organizing and storing important contact information for prospects, all the way to creating and automating strategic marketing campaigns. CRM software tool would allow the Village to track communications and facilitate prospecting and reporting activities. Tracking investment enquiries, marketing activities and partnership development can create a strategic data asset, increase operational efficiency and improve marketing and sales. There are many CRM platforms available, but few have been customized for economic development. Off-the-shelf programs like Executive Pulse, Cloud Nine or Salesforce are used in the economic development field but there is no recommendation here on merits and deficiencies of each. The CRM should accommodate tracking of major projects, incentive program uptake, project impacts, property inventory, investor tracking and business retention and expansion (BRE) surveys.

- Make these services available not only to potential investors but also existing businesses operating in Cumberland to improve retention and service to businesses that are already in Cumberland. A community that finds itself providing excellent service to prospective businesses will find that its relationship with the existing business community will improve too.

Step #5: Ongoing retention services and support for existing businesses and after-sales service for new investments:

The strategy recognizes the importance of managing relationship with existing companies to maintain and strengthen the existing businesses that operate in Cumberland. There are a number of reasons why local business retention and expansion is foundational to investment attraction. First, investment attraction does not always represent flows from external firms into the community, instead, investments often are made by existing businesses within the community through merger and acquisition activity, ownership change and expansion activity. The community can benefit just as much from internal investment as external and in fact it is the latter that may be more attractive and likely to generate lasting impacts because of the existing ties to the community. Existing businesses can also be a valuable source of new business leads and information on emerging supply chain opportunities. Furthermore, businesses that leave the community represent negative investment and it is important to monitor potential activities and find and address reasons for their departure. Therefore, such activities should aim at assisting small businesses to prevent their relocation and to help them survive in difficult times.

The most successful approaches to support existing businesses often involve public private partnerships to identify business needs and jointly find solutions to their problems. This may involve periodic surveys, interviews, and visitations between community businesses and economic developers to strengthen existing companies, establish early warning systems to flag at-risk businesses that require assistance, and ensure that public programs meet local business needs.

Some of the key actions to support business retention include:

- Create a system to regularly consult, communicate and learn perspectives of existing businesses regarding the business environment in the village and types of support that they need to grow and expand.
- As the first step to learn about perspectives of existing businesses is to conduct a **Business Walks** initiative using [resources](#) made available by the province.¹¹ A Business Walk offers a valuable opportunity for local leaders and representatives to connect with businesses face to face in an informal way. By taking the pulse of the business community, while at the same time identifying common themes for action, a community can become better equipped to support and stimulate economic activity in the area. This can be planned by a task force of the Economic Development Steering Committee. The actual Business Walks team would include staff and elected officials, as well as task force members. Develop a mix of **quantitative and qualitative measures** that will drive Business Walk questions and feed into annual performance evaluation.
- In parallel to Business Walks, the Economic Development Office should explore interviews and group discussions with representatives of local businesses to identify their needs and learn their perspectives on key issues.

¹¹ Plan a Business Walk by BC Government: <https://www2.gov.bc.ca/gov/content/employment-business/economic-development/support-business-community/business-walks/plan-a-business-walk>

- Ensure a one-stop designated person/center who serves as a main point for contact for all business inquires in Cumberland.

3.6 POSITIONING/UNIQUE SELLING POSITION

What makes Cumberland special in the minds of its residents and visitors, and how can that be interpreted and deployed in place marketing? It is beyond the scope of this report to develop a brand identity for Cumberland, but it is nevertheless important to recognize its role in the investment attraction process. The single biggest mistake in place marketing, especially among smaller, rural communities, is to put the focus on locational features, things like infrastructure, utilities and transportation access and the like as though they represent the primary talking points when talking to a potential investor or resident. They are not. It is important to have those services, and some can be advantages to be sure, but locational features are often the minimum requirements expected in the site location process. Hundreds of towns in Canada can provide the same list of features and claim to have an “advantage” in this and that. Focusing and building marketing activities around them is liable to be futile and ultimately ineffective.

What will really catch the eye of investors is a community that knows what it is, has a clear vision of the future, and embraces story-telling as the call to action – here is who we are, how we got here and our success stories. When creating awareness for and promoting Cumberland as an investment destination, the emphasis should be on what makes it distinct and special from all its competitors. This is not about land availability and water flow rates, but about the brand promise that captures the authenticity, history, culture and potential of the community. It should resonate with investors, visitors and potential new residents as something they want to be part of.

The following differentiating characteristics of Cumberland were highlighted during the engagement process and can form the basis of future place making and marketing:

- **Black Sheep of the Valley** – nonconformist, celebration of being different, neglected by the rest of the valley, converting “disadvantages” to advantages, not having all the chain stores others do, not going with the status quo, unconventional, the freak factor, time passed us by (and we have the downtown to prove it), rough and tumble, Ginger Goodwin.
- **Community in Transition** – between the front and back country, between the ocean and mountains, between the city and nature, the coastal-mountain village, transitional and liminal, on the threshold.
- **Recycled Economy** – dirty coal mining town, wrecking the atmosphere, piles of slag, forest harvesting and processing, versus no mining and no more or little forestry, sequestering carbon, our own utilities, mountain biking the new cycle of carbon composites, innovative, diverse and independent.
- **Young at Heart** – below average age, family-friendly, safe for youth, lack of anonymity, welcoming, friendly, active, embraces diversity

Branding and proper positioning will be a key in attracting right individuals, businesses and investors to Cumberland. The following table outlines some of the potential brand messages that can be used in promoting the community.

Areas	Key Messages
Business & Entrepreneurship	<ul style="list-style-type: none"> • The village/community of future where economic development meets environmental suitability • Working with nature instead of depleting it • Let's create a place where our respect to environment and desire to innovate drives our economic engine • Our creative spirit and environment and natural resources are our main assets • Place where businesses complement rather than compete with each other. • Canada's first "buy-social" community that have adopted a social procurement policy • A small business community
Living	<ul style="list-style-type: none"> • Legendary place with ideal ecological and social climate and model community where people live and function in harmony with their environment and their fellow citizens. • A new way of living • We have maintained the village's character, charm and history. • Strong community spirit and deep sense of place/community identity (draw on the Village's history and heritage); • Uniting ancient spiritual wisdom and modern innovation • Strong sense of belonging, esteem, social equity and self-actualization. • We are innovative, creative and inclusive. • Every day we make a small difference in the world • Cool place to live • Progressive community where people are laid-back, happy and love life and look out for one another • Innovation is a way of life in Cumberland. As a community, we continually ask 'what else is possible?' • The community is driven by our volunteerism where social capital is not fantasy but everyday reality.

As described in the previous section, Cumberland will use a range of approaches to communicate its unique selling proposition to representatives of target groups, involving online campaigns, social media, video and printed materials, brochures and pamphlets. These materials will describe stories of those who migrated to the village (e.g., success in establishing desired lifestyles and businesses), describe advantages of living in Cumberland and provide economic and lifestyle opportunities in the village. Examples of such materials will be prepared at the final stage of this assignment.

Cumberland will use a range of approaches to communicate its unique selling proposition to representatives of target groups, involving online campaigns, social media, video and printed materials, brochures and pamphlets. These materials will describe stories of those who migrated to the village.

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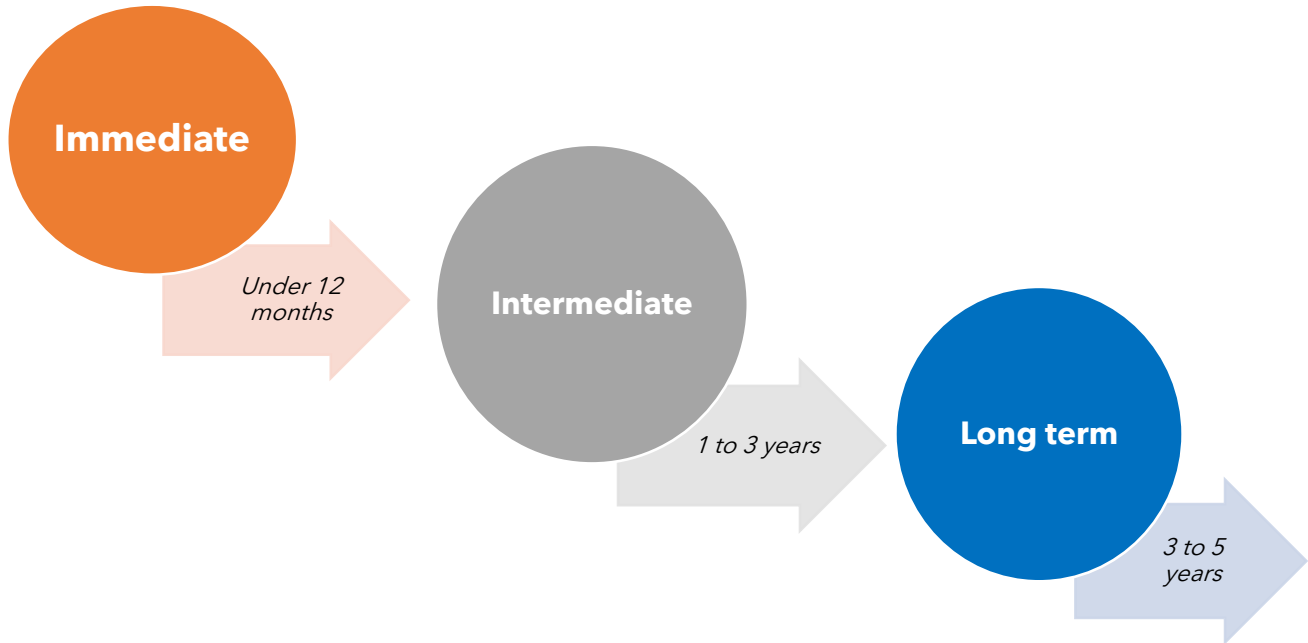
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4. IMPLEMENTATION PLAN

4.1 ACTION PLAN AND RESOURCE REQUIREMENTS

An extensive list of actions, tactics and approaches were described in the previous section to be undertaken by Cumberland as part of the efforts to attract new investments to the community. The following table provides a summary of the actions, timelines when the actions will be undertaken and resource requirements for each action.



As demonstrated in the table, most actions will be undertaken within the next 12 months, while some actions are to be undertaken in intermediate and long-term over the next five years as the funding and staff resources becomes available.

Action Items	Timelines	Responsibility	Resource Needs
Step #1: Ensure that Cumberland is an investment-ready community			
Develop a land and building inventory and a list of major projects in Cumberland	Immediate (under 12 months)	<ul style="list-style-type: none"> ECO staff 	<ul style="list-style-type: none"> 7 days of staff time
Create an interactive map of existing opportunities in Cumberland	Intermediate (1 to 3 years)	<ul style="list-style-type: none"> External contractors 	<ul style="list-style-type: none"> Budget of \$3000 to \$5000
Address some of the administrative and zoning challenges that restrict use of the industrial lands in Cumberland	Intermediate (1 to 3 years)	<ul style="list-style-type: none"> Village administration EDO 	<ul style="list-style-type: none"> Staff time
Undertake recommendations provided by the Bevan Industrial Lands Conceptual Master Plan to develop better understanding of the economic and industrial potential of the lands	Long term (3 to 5 years)	<ul style="list-style-type: none"> Village leadership EDO 	<ul style="list-style-type: none"> Bevan Industrial Lands Conceptual Master Plan estimated Phase I development cost between \$10 and \$14 million, which will be shared with developers.

Action Items	Timelines	Responsibility	Resource Needs
Identify potential industrial tenants and/or investors and target them through information materials and brochures developed as part of Step 3 described below	Intermediate (1 to 3 years)	<ul style="list-style-type: none"> ECO staff 	<ul style="list-style-type: none"> Staff time will be required to distribute materials
Step #2: Establish priority targets			
Finalize a list of targets	Immediate (under 12 months)	<ul style="list-style-type: none"> ECO staff 	<ul style="list-style-type: none"> 1 day
Step #3: Market Cumberland for investment			
Develop brand identify	Immediate (under 12 months)	<ul style="list-style-type: none"> ECO staff Village leadership Marketing consultants 	<ul style="list-style-type: none"> Budget of \$5000 to \$6000 required to develop materials Staff time will be required to distribute materials
Develop website for the community with specific focus on economic development and investment attraction	Immediate (under 12 months)	<ul style="list-style-type: none"> ECO staff External consultants 	<ul style="list-style-type: none"> A new website has already been commissioned 2 days of ECO staff will be required to develop economic dashboard
Develop marketing materials	Immediate (under 12 months)	<ul style="list-style-type: none"> ECO staff External consultants 	<ul style="list-style-type: none"> \$3000 to \$5000 will be required to develop marketing materials such as brochures etc.
Undertake campaigns involving social media, website, video profiles, and electronic and printed brochures.	Intermediate (1 to 3 years)	<ul style="list-style-type: none"> ECO staff External consultants 	<ul style="list-style-type: none"> External consultants will be required to develop some of the campaign materials such as profiles and success stories. External contractor can be hired to undertake social media (\$15 per hour or \$300 to \$350 per months). ECO staff time will be required to manage and coordinate campaign activities
Develop and maintain partnership with key stakeholders	Immediate (under 12 months)	<ul style="list-style-type: none"> ECO staff 	<ul style="list-style-type: none"> Several hours of staff time per months
Promote Cumberland for international investors through BC Entrepreneur Immigration.	Immediate (under 12 months)	<ul style="list-style-type: none"> ECO staff 	<ul style="list-style-type: none"> Several hours of staff time per months
Step #4: Track, work with and secure the investment			
Designate a point of contact/office for working with potential investors	Immediate (under 12 months)	<ul style="list-style-type: none"> ECO staff 	<ul style="list-style-type: none"> Several hours of staff time per months
Deliver site location services offered to prospective investors from inside and outside the community.	Immediate (under 12 months)	<ul style="list-style-type: none"> ECO staff 	<ul style="list-style-type: none"> Several hours of staff time per months
Create a standard operating procedure and service standards	Immediate (under 12 months)	<ul style="list-style-type: none"> ECO staff 	<ul style="list-style-type: none"> Several hours of staff time
Obtain CRM	Intermediate (1 to 3 years)	<ul style="list-style-type: none"> ECO staff 	<ul style="list-style-type: none"> The cost of CRM can be as cheap as \$25 per months depending on usage
Step #5: Ongoing retention services and support for existing businesses and after-sales service for new investments			
Organize Business Walks	Immediate (under 12 months)	<ul style="list-style-type: none"> ECO staff 	<ul style="list-style-type: none"> 2 days of village staff time

Action Items	Timelines	Responsibility	Resource Needs
		<ul style="list-style-type: none"> Village leadership 	
Create a system to regularly consult, communicate and learn perspectives of existing businesses regarding the business environment in the village and types of support that they need to grow and expand	Intermediate (1 to 3 years)	<ul style="list-style-type: none"> ECO staff Village leadership 	<ul style="list-style-type: none"> 2 days of village staff time

Implementation of this strategy is expected to occur mostly within the existing capacity of the Economic Development Office. At the strategic level, the plan direction, focus areas and objectives have been aligned with other Village planning documents such as the OCP and the Economic Development Strategy. At the tactical level, however, implementation of specific initiatives will require explicit adoption in the annual work plan of the economic development office, and potentially, other Village staff. In turn, this may trigger the need for new, incremental resources in the form of staff time or funding. Resources can be sourced internally or externally, but in either case they need to be quantified to facilitate implementation and performance measurement. Internal resources can be accessed by incrementally increasing the baseline budget, increasing productivity and other operating efficiencies, and by reallocating baseline resources away from less important activities. External resources can be accessed through key partners, government and non-government economic development agencies and programs.

An **annual work plan** with initiatives prioritized in the strategy identifying time commitments, administrative requirements and resource requirements should be prepared as a first step. This can be shared internally and sign-off by other departments on shared/partnered initiatives should be obtained. Finally, the **terms of reference** of the Economic Development Steering Committee should be refined to prioritise a sub-committee or task force structure that directly supports implementation of specific initiatives. Their role can be specified in the work plan.

4.2 PERFORMANCE MEASURING AND MONITORING

The results of this strategy will be measured by using a number of input, output and outcome indicators. These indicators, frequency of the data that will be collected, potential sources of data are described in the following table. The table also provides how the data will be used in making decisions.

Indicator	Frequency	Source of Data	Importance in Decision Making
Input & Output Indicators			
<ul style="list-style-type: none"> Brochures & information materials produced & distributed Campaigns organized Website traffic Business/investment inquires Community visits Events organized/attended 	Annual	<ul style="list-style-type: none"> Google Analytics Documents and files 	Will help to monitor and ensure the activities of the Investment Attraction Strategy are being implemented as planned.

Indicator	Frequency	Source of Data	Importance in Decision Making
Outcomes			
<ul style="list-style-type: none"> Success stories 	Ongoing	<ul style="list-style-type: none"> New residents 	Will be used both at showcasing the success and also marking the Cumberland to others.
<ul style="list-style-type: none"> Satisfaction of the existing businesses regarding the support that they receive from the Village and challenges that they face 	Annual	<ul style="list-style-type: none"> Business Survey/Interview 	Results will help to measure effectiveness of existing supports provided and plan for future actions/programs to support existing businesses.
<ul style="list-style-type: none"> Description of new investments 	Occasionally	<ul style="list-style-type: none"> Businesses/Media 	Help to showcase successful investment deals.
<ul style="list-style-type: none"> Changes in community socio-economic indicators (e.g., labour force, employment, business growth & expansion) 	3 to 5 years	<ul style="list-style-type: none"> Statistics Canada 	-