

CUMBERLAND

Economic Development Strategy

Community and Business Survey

Summary Report

MARCH 02, 2018



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Introduction

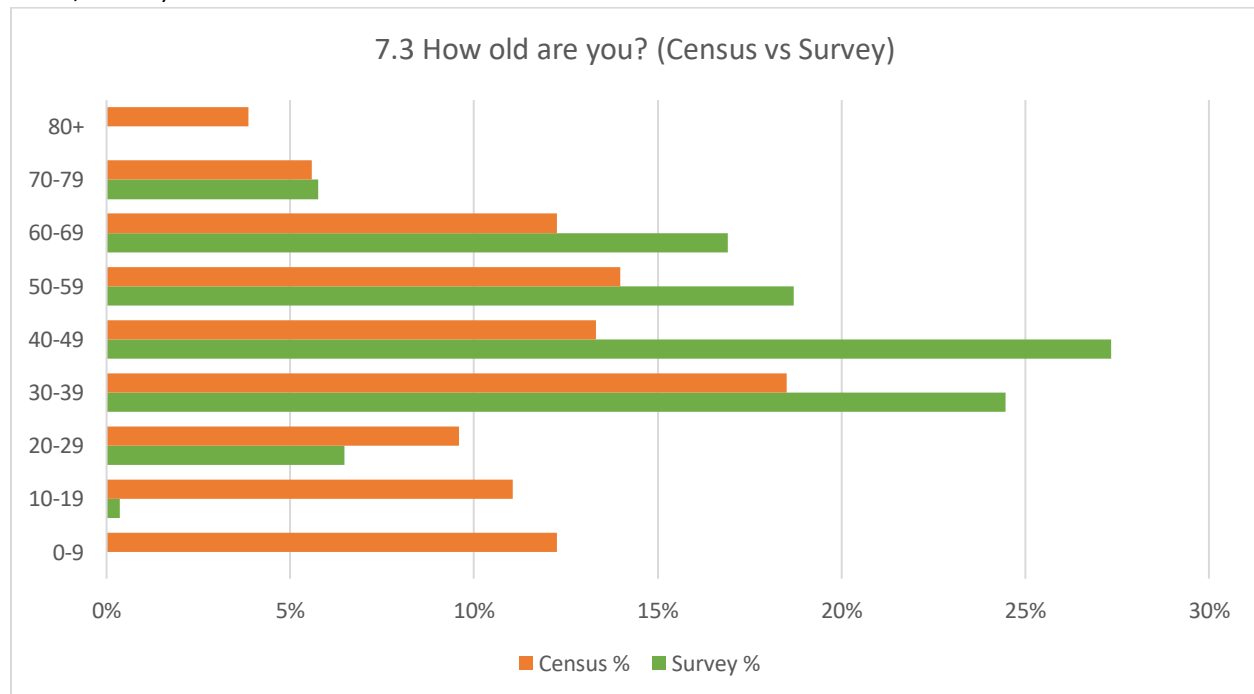
As part of work being done to develop Cumberland’s Economic Development Strategy, the Cumberland community was invited to participate in a survey running from January 15, 2018 to February 18, 2018. The survey was developed with input from Cumberland staff and the Economic Development Strategy Steering Committee. The survey was available both online and in paper and was distributed through the Village of Cumberland’s webpage, by Steering Committee members, and advertised through social media, and a newsletter delivered to every house in Cumberland.

It consisted of 23 questions, some of which were for businesses and managers only. The survey had approximately 320 respondents, though some respondents did not answer every question. The complete survey can be found in Appendix A.

The following summary provides an overview of community survey results including a summary of common themes that from comments. All survey comments are listed in Appendix B. The information gathered in the survey will help to inform the priorities, strategies and actions in the Economic Development Strategy.

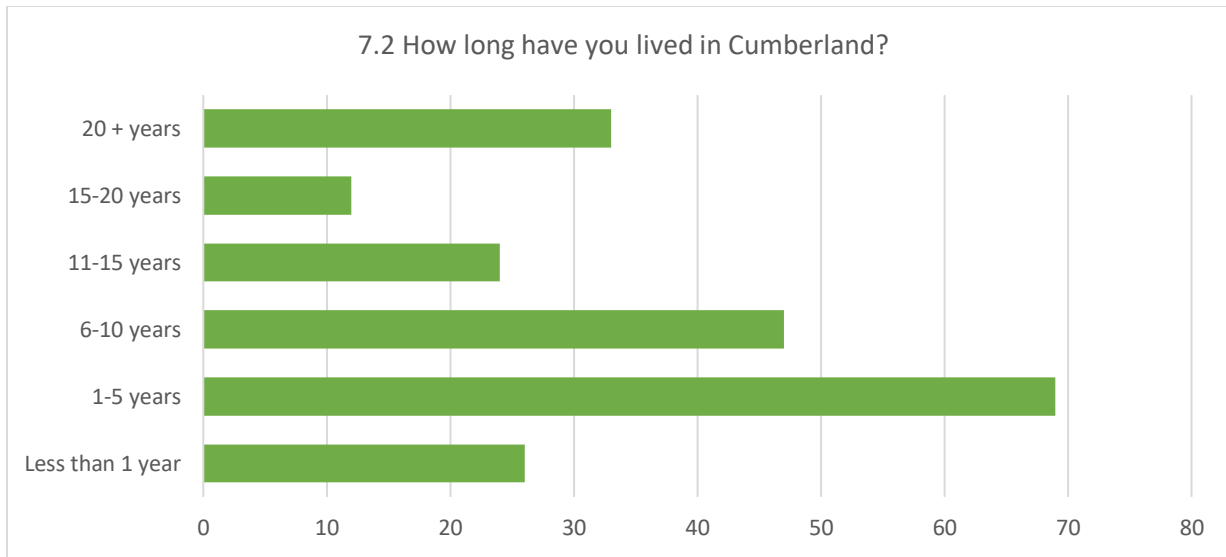
About Survey Respondents

The majority of survey respondents were between the ages of 30 - 60, about 71%. About 6% were between 20 – 29, 17% between the ages of 60 – 69 and 6% between 70 – 79. This represented reasonable coverage compared to the composition of Cumberland’s population (shown in the census data¹, below).

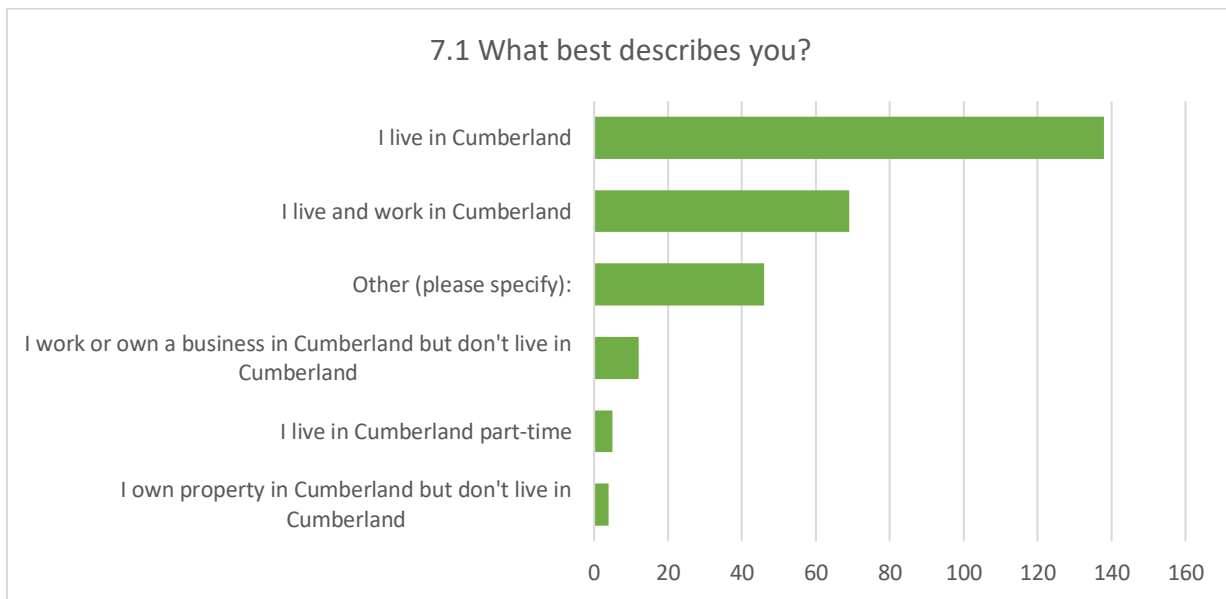


¹ Where other data sources permit comparison against survey coverage data, such as the census, they have been included.

Most survey respondents, about 142 or 67%, have lived in Cumberland less than 10 years.



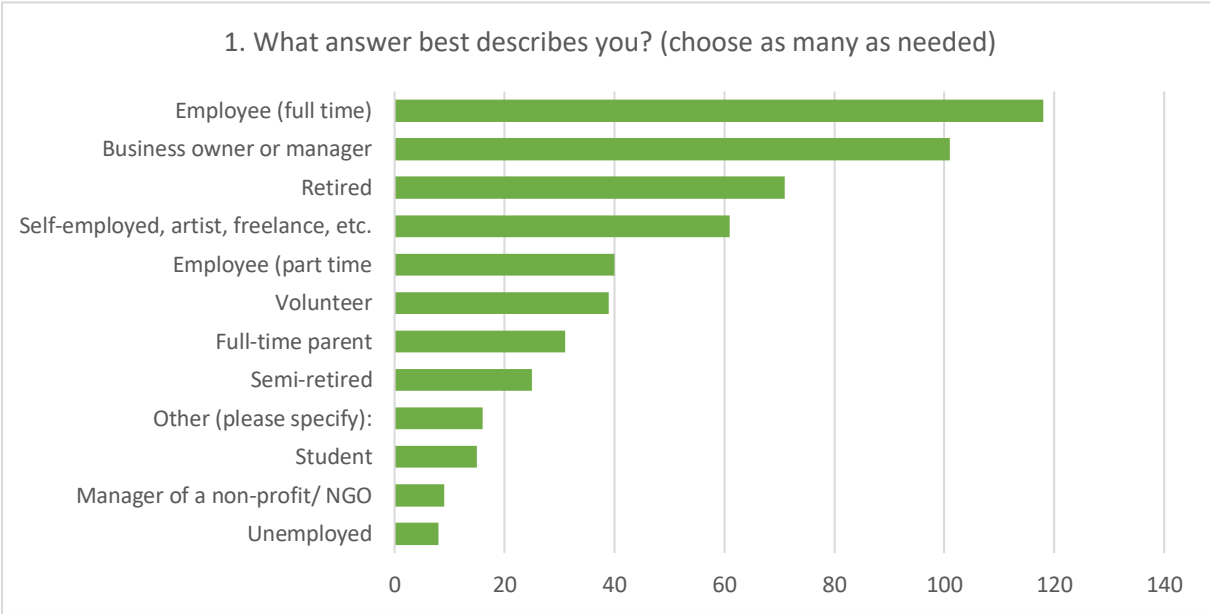
142 (51%) survey respondents reported that they live in Cumberland, followed by about 70 (25%) who reported they both live and work in Cumberland.



Those who selected “Other” noted the following about where they live:

- They live in Comox Valley, but not Cumberland
- They live just outside of Cumberland
- They have previously lived in Cumberland
- They visit Cumberland
- They access Cumberland shops or services
- They plan to move to Cumberland

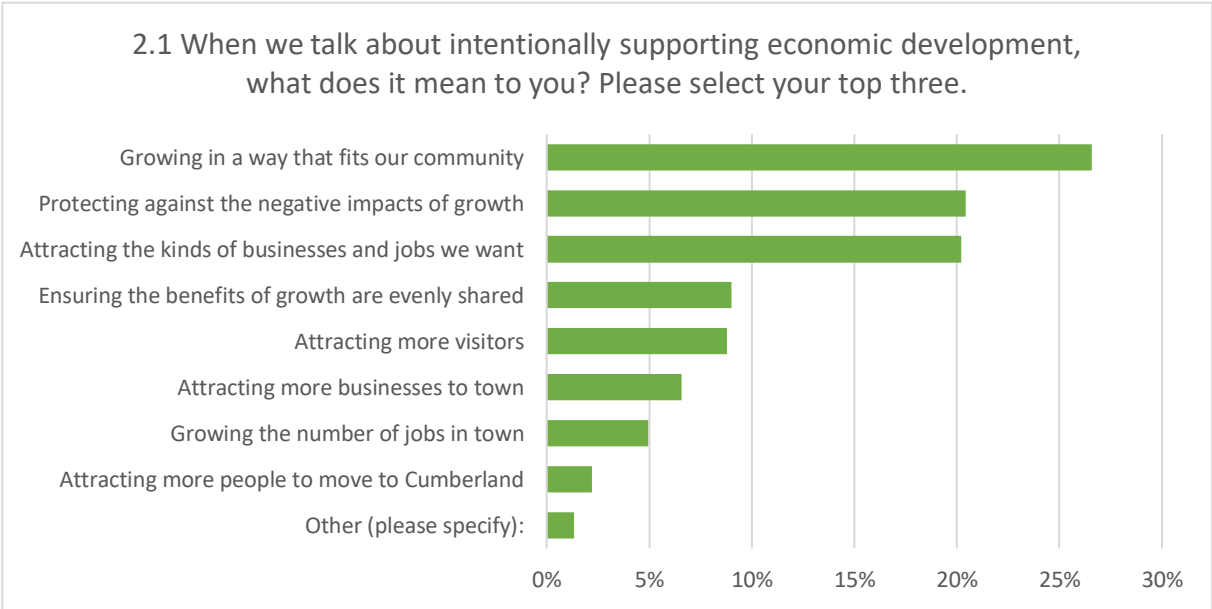
The largest number of survey respondents were full-time employees (118 respondents or 22%), followed by business owners or managers (101 respondents or 19%) and retirees (71 respondents or 13%).



About the Local Economy

When asked about what it means to intentionally support economic development, respondents selected the following as their top choices:

- Growing in a way that fits our community, selected by 27% of respondents
- Protecting against the negative impacts of growth, selected by 20% of respondents
- Attracting the kinds of businesses and jobs we want, selected by 20% of respondents

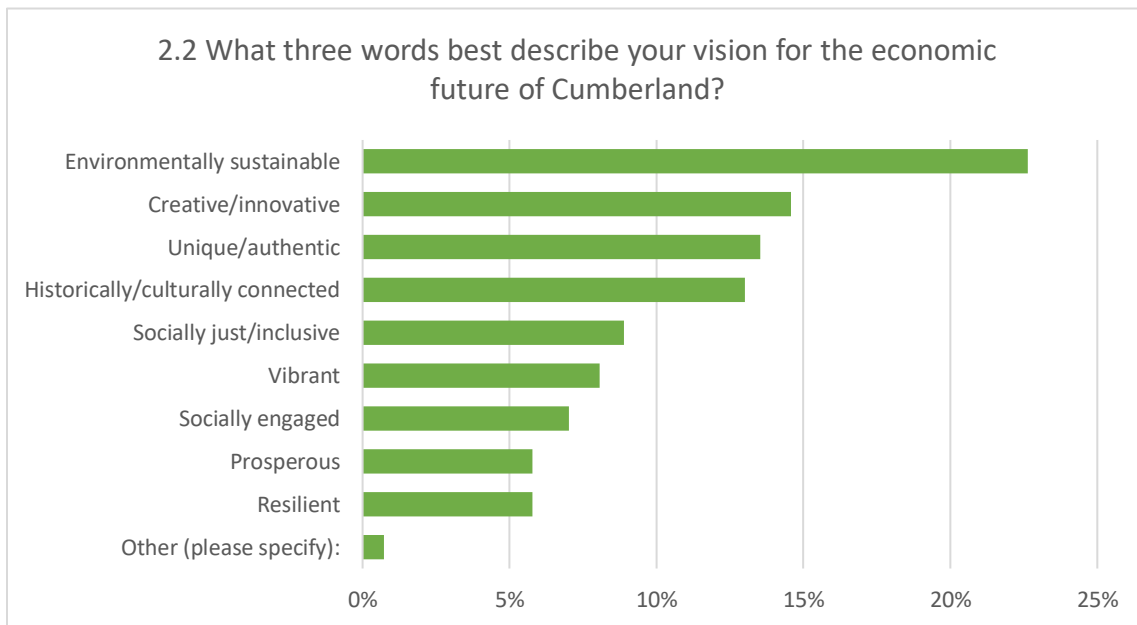


Those who selected “Other” specified the following:

- Maintaining the look and feel of Cumberland
- Creating community resiliency
- Helping existing businesses grow
- Increasing the prosperity of residents
- Understanding the changing face of the community
- Taking advantage of Cumberland’s social and environmental capital
- Protecting the environment - shared green space, riparian and wetland habitats
- Improving air quality
- Increasing recycling options

When asked about their vision for the economic future of Cumberland, respondents selected the following as their three choices:

- Environmentally sustainable, selected by 23% of respondents
- Creative/innovative, selected by 15% of respondents
- Unique/authentic, selected by 14% of respondents



Those who selected “Other” added the following to describe their vision for Cumberland:

- Quiet (less busy)
- Knowledge-based
- An economy that attracts young families, allows them to make a living and contribute to community growth
- Recreation
- Meaningful work

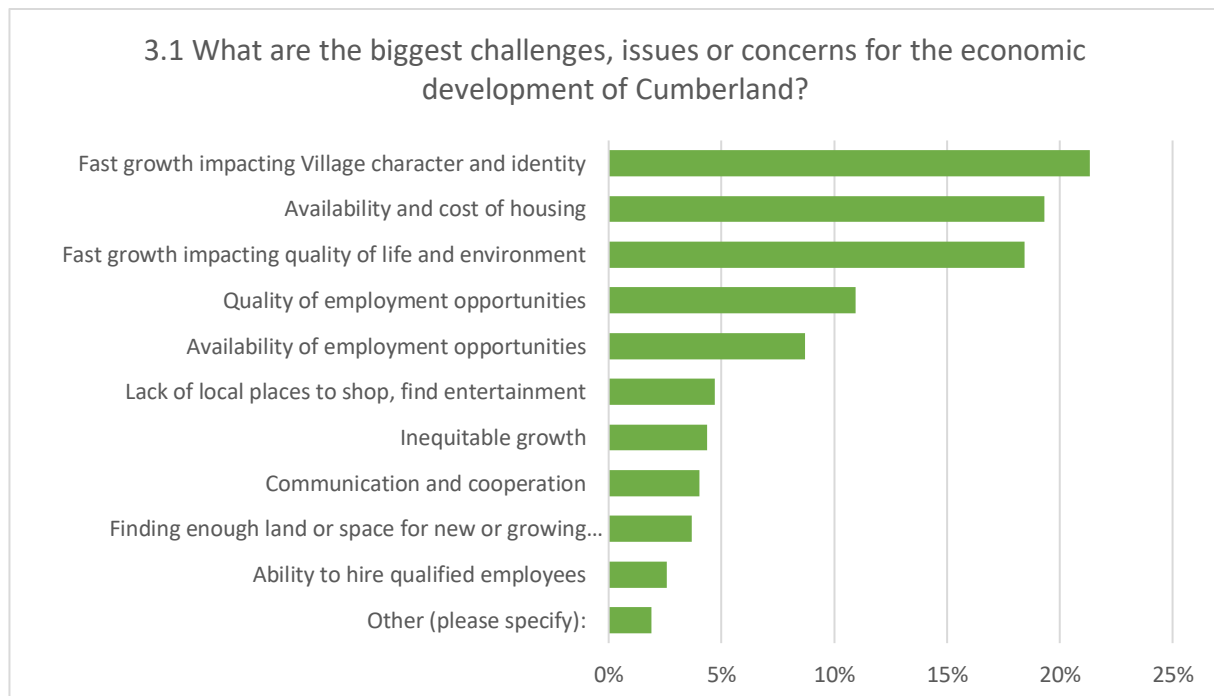
Respondents were also asked to expand on their thoughts regarding a vision for Cumberland’s economic future. Respondents commonly referred to the following:

- A desire for an emphasis on small business
- Preference to avoid chain and big-box stores
- Recognition that growth is happening in Cumberland and that it should happen in a way that maintains the unique character and community feel of Cumberland
- Community and economic growth should be controlled, mindful and environmentally sustainable
- A strong preference to maintain the Village’s charm, character, and history
- Economic development should build on what we have, encouraging local businesses and entrepreneurs
- An emphasis on economic diversity and resilience
- Cumberland is unique in comparison to surrounding communities, and this is why they love Cumberland
- Economic development should be unique and creative, a reflection of the character of Cumberland
- A concern around gentrification and affordability, especially housing affordability
- The inter-related nature of many of the vision options provided

Clarifying Values, Building on Assets

With regards to challenges, issues or concerns for economic development in Cumberland, the following were the top three choices:

- Fast growth impacting village character and identity, selected by 21% of respondents
- Availability and cost of housing, selected by 19% of respondents
- Fast growth impacting quality of life and environment, selected by about 18% of respondents

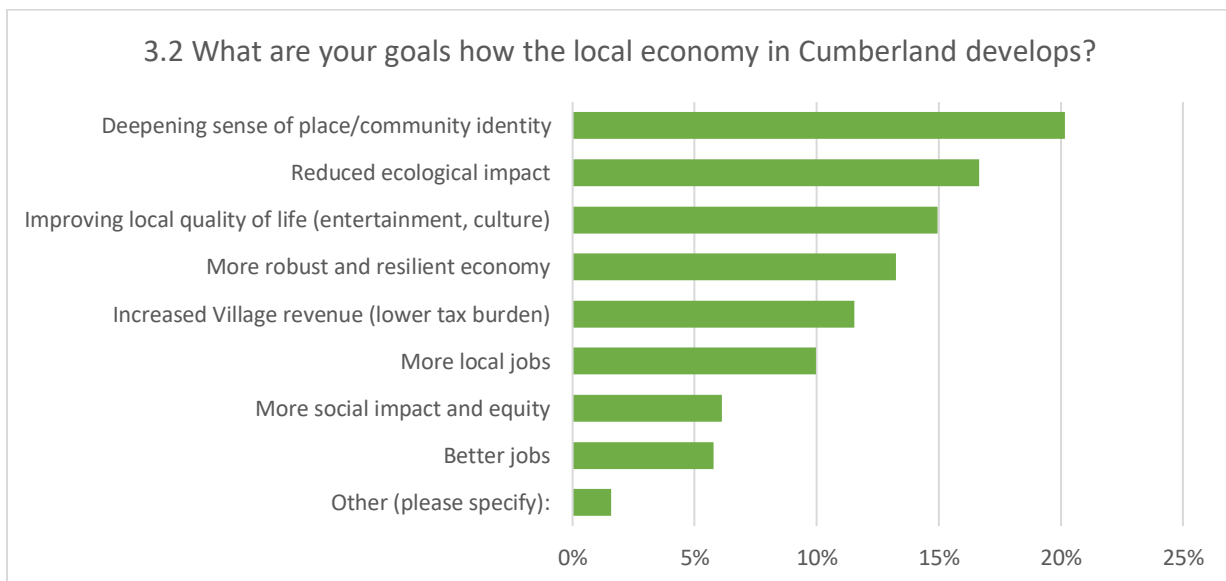


Those who selected “Other”, referred to the following:

- Future transit plans for economic/environmental growth
- Small population and thus, a small market
- Density as opposed to sprawl
- A lack of recognition of how unique Cumberland is
- Affordability challenges for new businesses and homeowners
- Lack of public transit
- Not concerned about any of the challenges or issues on the list
- Residential rental needs
- Higher density in commercial core
- Improved parking and laneways
- The majority of land in the Village is owned by large logging and land development corporations, meaning it is outside of the control of the Village
- Lack of restaurant options
- Air quality
- Matching the small size of the community with large costs associated with a small business.
- Quality of employment opportunities available
- Distance from significant markets
- A focus almost exclusively on private sector, small business, service occupations

When asked about their goals for the local economy, respondents most commonly selected:

- Deepening sense of place/community identity, selected by 20% of respondents
- Reduced ecological impact, selected by 17% of respondents
- Improving quality of life, selected by about 15% of respondents



Those who selected “Other”, referred to the following:

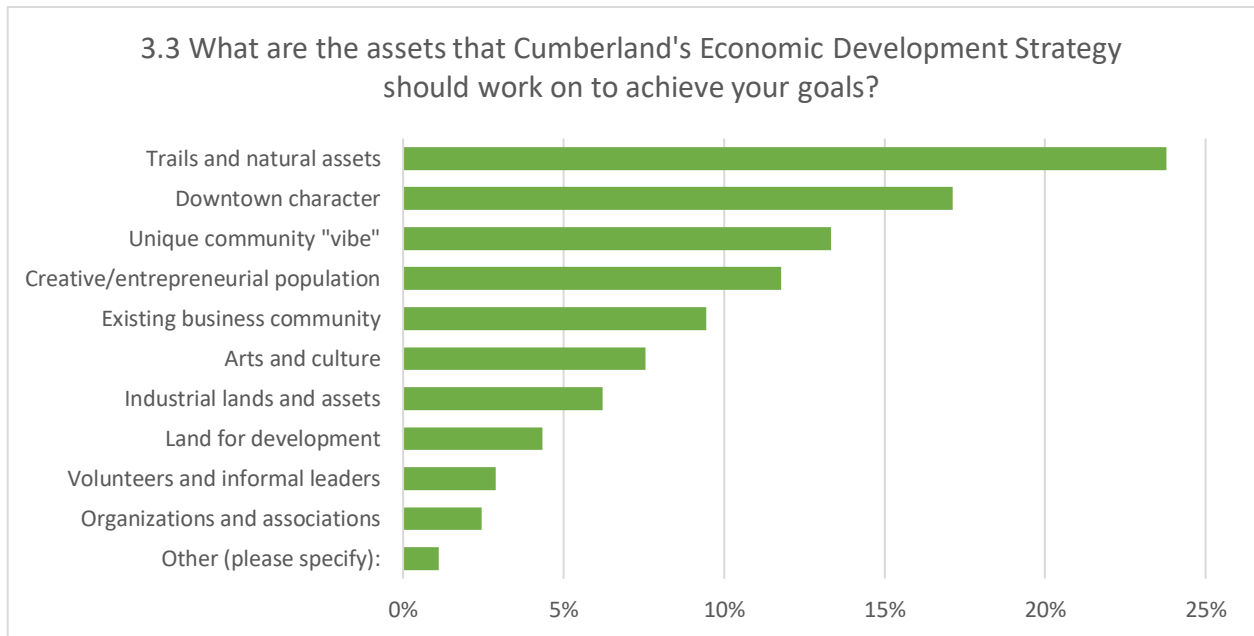
- The need for a grocery store
- Expanding the trail systems and protect the environments around them
- Continued purchase of lands from logging companies
- More support for young workers with co-op opportunities.
- Make it a place where people can take more courses taught by those who live here (e.g. music, outdoor activities, trades)
- Ensuring access to recreation
- Land fill opportunities
- Reduced crime
- Improved air quality
- Better land protection of the wetlands in the Trilogy lands
- Greater importance placed on supporting existing local businesses.
- Affordable water and sewer issues
- Maintaining Cumberland’s small-town feel

Respondents were also asked to expand on their choice with regards to their issues and goals for the local economy. Many comments touched on the following:

- The need to diversify the tax base
- The challenge of increasingly high taxes for residents
- Encouraging exposure to Cumberland and its assets (e.g. mountains, bike trails)
- Attracting more businesses to the Village
- The need for meaningful, local and well-paying jobs
- The importance of inclusivity and positive social impact
- The importance of community and cultural events and entertainment
- The importance of Cumberland’s ecology and natural environment
- Preserving the unique, community feel of the Village
- Smart, controlled growth rather than “sprawl”
- Emphasis on small business and avoidance of big-box, chain stores
- The importance of resiliency in the economy

Respondents selected the following as the top assets that Cumberland’s Economic Development Strategy should build on:

- Trails and natural assets, selected by about 24% of respondents
- Downtown character, selected by about 17% of respondents
- Unique community vibe, selected by about 14% of respondents



Those who selected “Other” added the following assets:

- Heritage tourism
- Cultural heritage
- Ecotourism

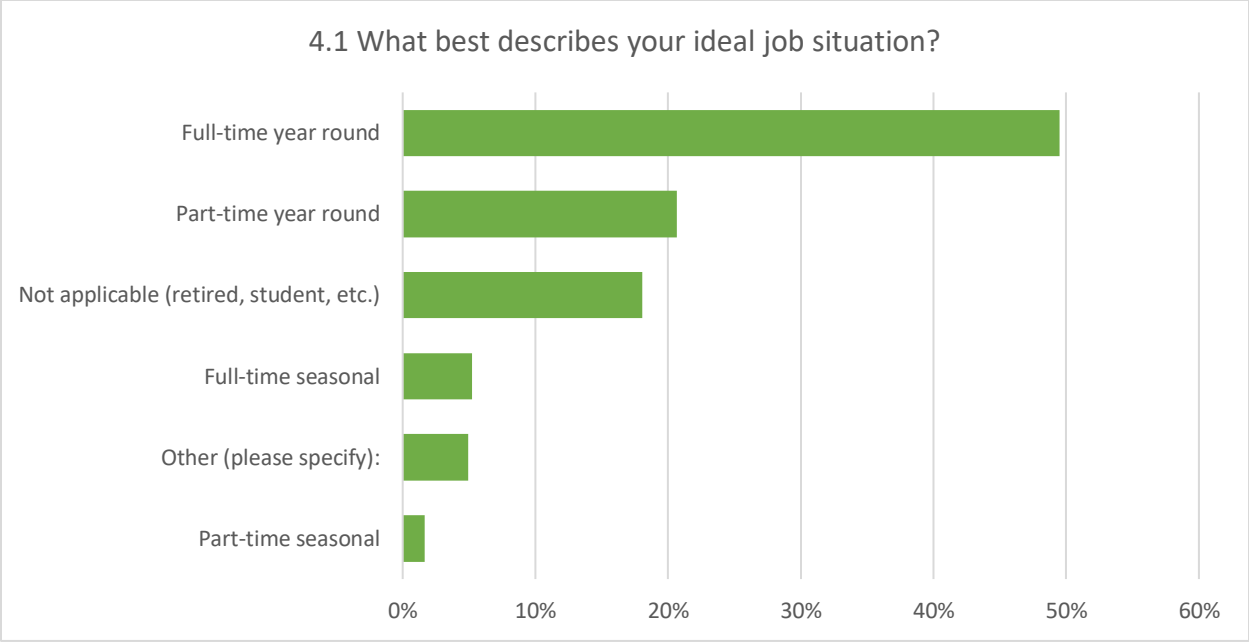
Respondents were also asked to expand on why they selected the assets they did. The following are some of the common themes:

- The need to protect and celebrate the heritage of Cumberland
- Trails attract a lot of people, and thus money, to Cumberland, but need to be managed properly as the number of users grows to reduce environmental impacts
- Many moved to and stay in Cumberland because of the assets listed above
- Concern over Cumberland becoming a bedroom community – living in Cumberland but shopping and working in other areas
- Tourism is key to economic development in Cumberland
- Cumberland’s volunteers and informal leaders need to be supported
- Some felt we should leverage strong assets (e.g. trails, Village character), whereas others felt these should be protected, but efforts put into other assets that need more support

The Economy and Survey Respondents

The following were the top selections when asked about ideal job situation:

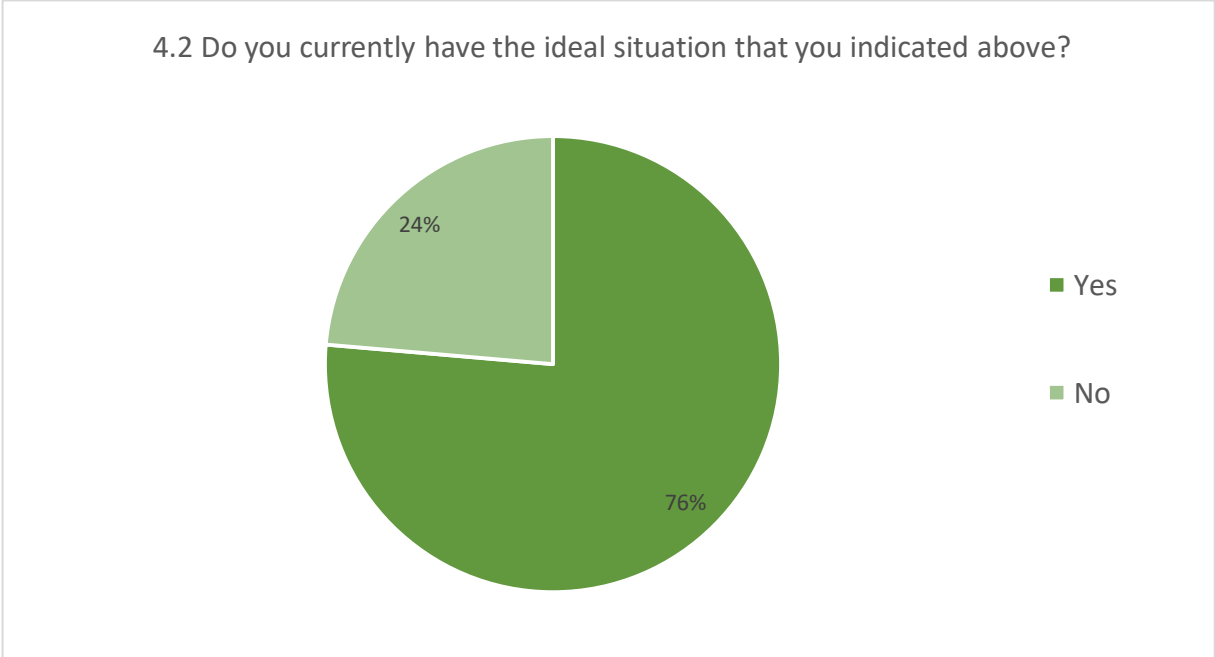
- Full-time year round, selected by 50% of respondents
- Part-time year round, selected by 21% of respondents
- Not applicable, selected by 18% of respondents



Those who selected “Other” noted the following about their ideal job situation:

- They already have their ideal job situation
- It is a combination of the options given
- They would like to be self employed
- A flexible schedule (part time or seasonal) to enjoy more leisure time
- Retirement is their ideal job situation

76% of survey respondents reported having their ideal job situation.

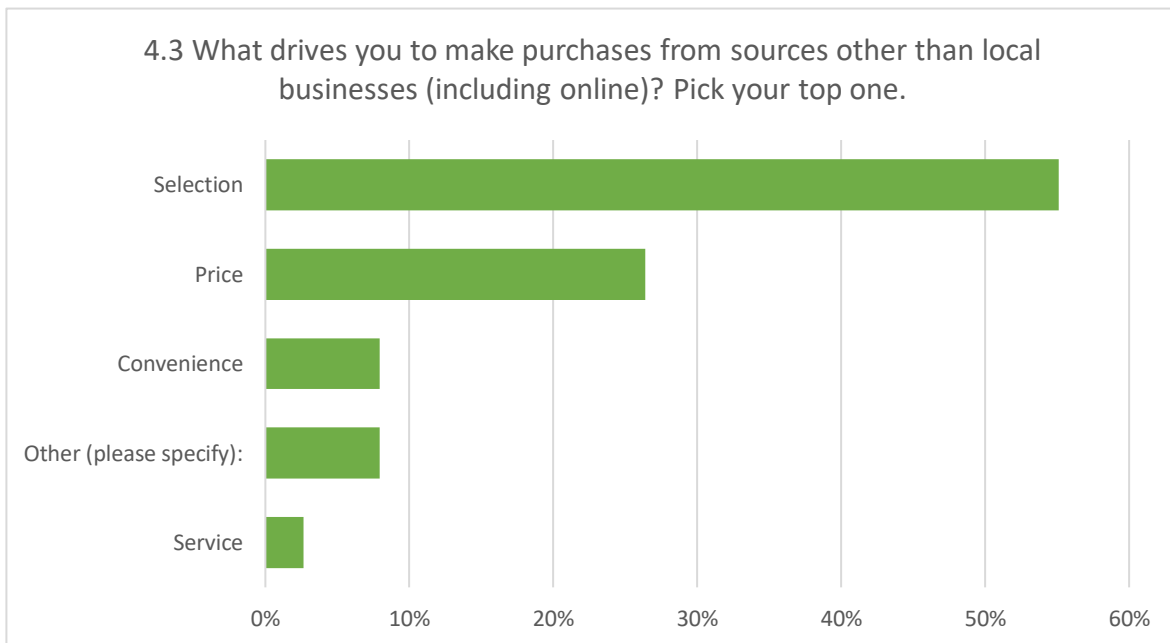


Those respondents who answered “No” when asked if they have their ideal job situation were asked, why not? Respondents left comments related to the following:

- A preference for employment within the community as opposed to outside of the community
- The challenge of working away from home
- The challenge of commuting
- Working too much/ lack of work-life balance (but must due to affordability)
- Unavailability of a full-time job
- With a lack of affordable childcare, they are unable to work or work as frequently as they would like
- Telecommute due to lack of local opportunities
- They are currently looking for a job
- Lack of space in Cumberland for starting a business

The following were the top selections when respondents were asked why they make purchases from sources other than local businesses:

- Selection, selected by 55% of respondents
- Price, selected by 26% of respondents
- Convenience, selected by 8% of respondents



Those who selected “Other” noted the following:

- The absence of a grocery store in Cumberland
- Availability/ affordability of products locally

- The value of products available
- They shop local as much as they can
- Within a 15-minute drive is local

When asked, “If you’ve ever thought about starting a business but haven’t done it, what is the number one things holding you back?” the following were most commonly selected:

- I have never thought about starting a business, selected by 21% of respondents
- Not enough start-up capital, selected by 20% of respondents
- Not applicable since I’ve already started a business, selected by 19% of respondents



Those respondents who selected “Other” commonly mentioned the following in their comments:

- Risk
- Costs
- Availability of the “right” opportunity
- Rising capital
- Lack of retail space
- Lack of time/ preference to spend time on other endeavours
- Lack of knowledge
- Lack of confidence
- A combination of the options given

Survey respondents were asked, “What’s the number one thing you feel you can do to improve the local economy?” The following were common responses to this question:

- Shop local
- Support local businesses

- Actively participate in the community, e.g., volunteering, attending engagement events, attending local events, participating in committees
- Bring people to Cumberland and showing them the community
- Tell people about what Cumberland has to offer
- Start a business
- Continue to operate and grow a successful business
- Protect the environment
- Be aware of local politics
- Help to build the cultural economy
- Provide services and products to the community
- Share information about Cumberland on social media
- Create/provide jobs

Actions

Respondents were asked, “What actions should we work on together to make Cumberland a better place to live, visit or do business? Please tell us your top three ideas for improving the local economy.” The following are action ideas put forward by survey respondents:

Housing and Building

- Ensure new housing developments are environmentally sustainable and family friendly, following compact resort community model (ex. Revelstoke)
- Increase amount of affordable housing
- Incorporate a tree bylaw/tree covenant into all new housing developments permits that protects the intact privacy of older residential communities/housing.
- Support creative and innovative housing
- Hold a building competition about who can build/design the cheapest Net Zero House
- Increase availability of rental housing
- Decrease regulations for building secondary suites

Building and Development

- Enact a bylaw prohibiting wood burning appliances in all new construction and in all buildings where there has not previously been a wood burning appliance
- Create a bylaw that all new buildings must meet a minimum Step Code of 3 in accordance with BC Housing's Energy Step Code
- Limit growth and sprawl of Cumberland
- In-fill lots on Dunsmuir Ave., mixed use commercial development in keeping with the character of the other buildings
- Take care of existing heritage buildings and attracting businesses/employers to lease these spaces
- Cancel all large-scale development applications
- Increase amount of consultation for proposed development
- Enact bylaw that require businesses to have a lower carbon footprint
- Enact bylaw that would prevent big box stores
- Reduce price of development permits

- Reevaluate the Trilogy development decision
- Ensure large areas of land for clean industry and ensure that those parcels are not rezoned for residential
- Invest and build with renewable energies

Infrastructure

- Increase investment in infrastructure: roads, water, sewer, rec centre, etc.
- Encourage Port Alberni – Comox Valley highway

Environment and Lands

- Increase accessibility of surrounding natural area
- Increase support for new businesses
- Prioritize environmental protection with regards to new development
- Keep large tracts of land locally owned
- Environmental protection/development restrictions in the entire forested region south of what is currently residential (South of Comox Lake Road, Keswick, & Dunsmuir/Royston Rd)
- Push all levels of government for a park of the entire Comox Lake watershed
- Ban firewood burning when the ceiling is low- improve air quality
- Buy the interchange lands
- Identify and encourage a development region dedicated to light industrial activity
- Continue to purchase lands from logging companies

Downtown Revitalization

- Increase occupancy of commercial marketplace/ downtown core (ideally no vacant commercial spaces or derelict buildings)
- Increase landscaping in the downtown core/Dunsmuir (ex. Trees)
- A sustainable approach to revamping the Main Street in a bright, bustling centre of the village

Business Support, Attraction and Retention

- Invite innovative technology, recreation (mountain bikes), and infrastructure companies to test in community
- Promote and encourage local spending
- Increase support for new businesses
- Institute a living wage for all businesses
- Create and maintain jobs in area
- Encourage restoration of heritage buildings on Dunsmuir for business opportunities
- Develop business mentorship programs
- Support creative and innovative business plans
- Put in a grocery store
- Encourage more businesses to be open on Mondays
- Pursue light industrial opportunities
- Provide tax break to attract business
- Lower taxes for residents and businesses
- Build relationships with provincial government and large businesses that could have satellite offices here

- Spotlight community members making their businesses work in Cumberland - innovative business models, how they've scaled, how they work from Cumberland but serve populations outside of Cumberland, etc.
- Have logs cut in this area processed on Vancouver Island
- Create co-working spaces
- Lobby for a MAID facility
- Explore geothermal, harvesting methane from the garbage dump and installing some solar power
- Implement rules for building companies that require them to put something back into the community. Example: helping protect an acre for every acre cleared.
- Become a BC leader in distributed generation (draft a proposal to be a test case for a Virtual Power Plant (behind the meter solar on every house and building)).

Governance and Boundaries

- Increase amount of collaborative decision-making and public participation
- Continue to follow the OCP
- Expand city limits to include industry and businesses that would provide more local jobs as well as reduce the tax burden to individuals
- Increase city boundaries to include larger industry but keep it out of the city area to protect our character

Recreation, Culture and Amenities

- Put in a ring road for a safe, easy, somewhat flat and well-lit strolling location that has access points to local businesses
- Continue improve, expand, and maintain trails
- Support and further partnering with CCFS and UROC
- Put in a swimming pool
- Build a new indoor bike park
- Put in a bike path that links Cumberland with Courtenay
- Increase the number of community events
- Encourage cultural enterprises
- Develop "winter life" in the village
- Plan more community events – Halloween walks on Main Street, Christmas events, etc.
- Create a community award program
- Additional summer festivals
- Increase the number of bike racks
- Add cinemas, upgrade movie theatre
- Develop a trail from the village to the lake
- Invest and support local organizations providing community services, including destination attractions (e.g. UROC, CLWS, CCFS, Museum)
- Shopping Center close to the Airport
- Explore opportunities at our land fill for a free store or reuse area to prevent waste, e.g., a cottage industry using glass bottles to make paving stones, recyclables turned into building materials such as plastic lumber, methane retrieval
- Promote the sharing economy (e.g. tool libraries)
- Look into Cumberland becoming a 'Slow Community' (e.g. Cowichan Bay)

- Increase amount of parking

Tourism and Visitor Attraction

- Work with developer/builder to establish a boutique hotel
- Increase number of visitor rooms
- Bold, colourful signage along the highway
- Place of rest with washroom along the highway
- Encourage local eco-tourism
- Create legislation that limits number of Airbnb accommodations
- Make the rest of Comox Valley aware of what's available here

Youth and Education

- Support youth leadership
- Provide opportunities for children and youth to experience social entrepreneurship
- Connect with NIC and high schools to create more opportunities for education in Cumberland
- Encourage applicable education for younger generations
- Provide more education and statistics around economy, community development to facilitate balanced views about economic development
- Increase school capacity
- Make it a place where people can take more courses taught by those who live here e.g. music, outdoor activities, trades etc.

Community Supports and Safety

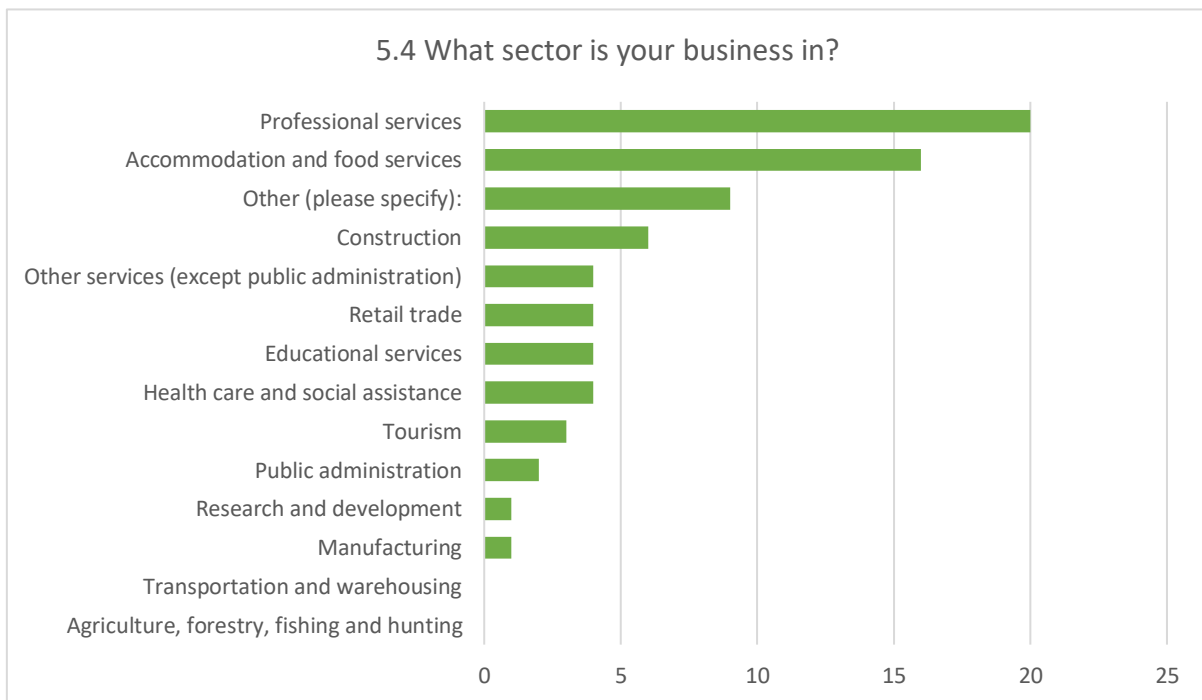
- Increase childcare opportunities
- Create an anti-gentrification strategy
- Increase RCMP presence in town
- Offer more diverse 'homegrown' community outreach, e.g., local food bank, local radio, more accessible and better marketed opportunities for cultural learning exchange
- Start addressing the crime issue

Business Survey

The following questions were answered only by respondents who identified themselves as “Business owner or manager.” This section of the survey received about 70 responses from owners or managers of businesses of varying sectors and sizes.

The following are the sectors respondents most commonly reported as their businesses’ sector:

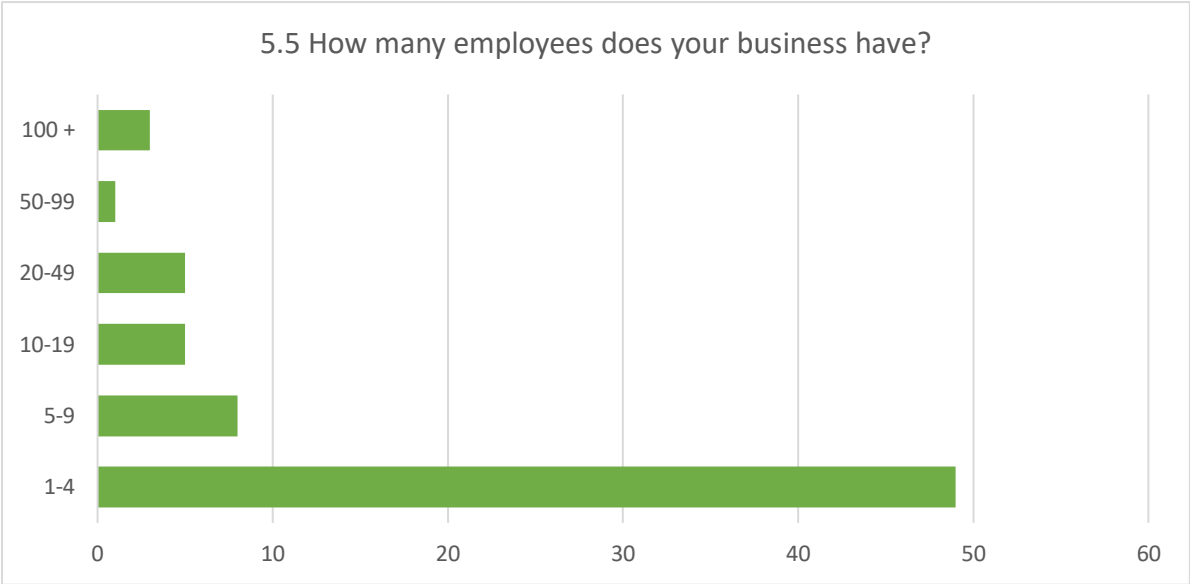
- Professional services, selected by 27% of business survey respondents
- Accommodation and food services, selected by 22% of business survey respondents
- Other, selected by 12% of business survey respondents



Those who selected “Other” noted the following sectors:

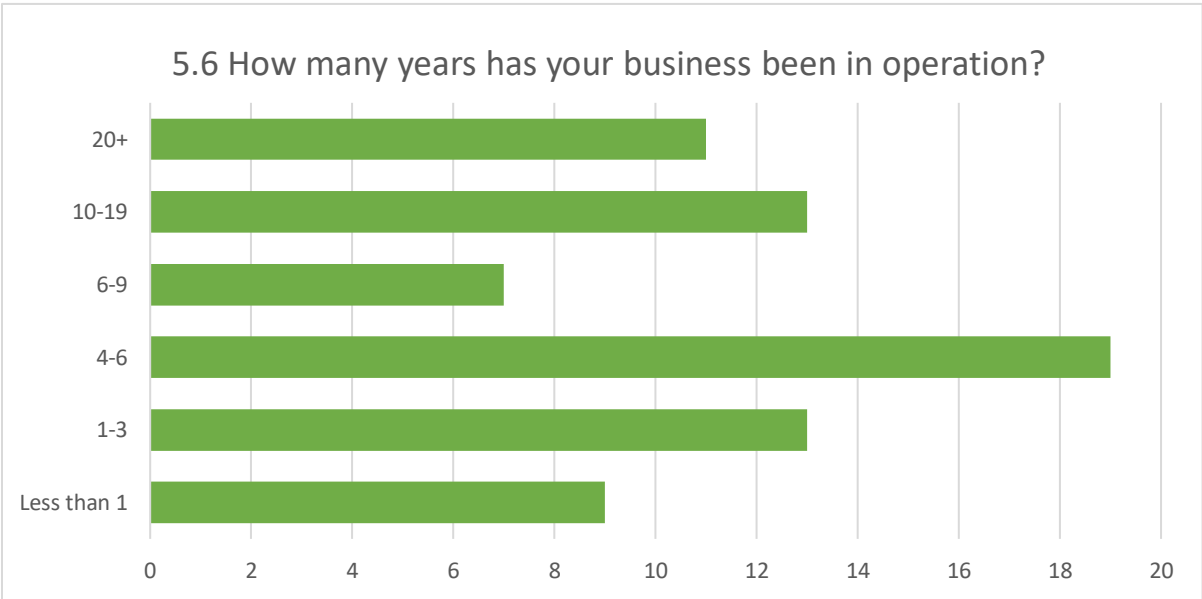
- Home theatre and security
- Sustainable building and education
- Publishing
- Renewable energy
- Electrical contracting
- Light manufacturing
- Environment
- Energy conservation
- Entertainment

Most businesses reported their number of employees as between 1 – 4, about 49 businesses or 69% of respondents.



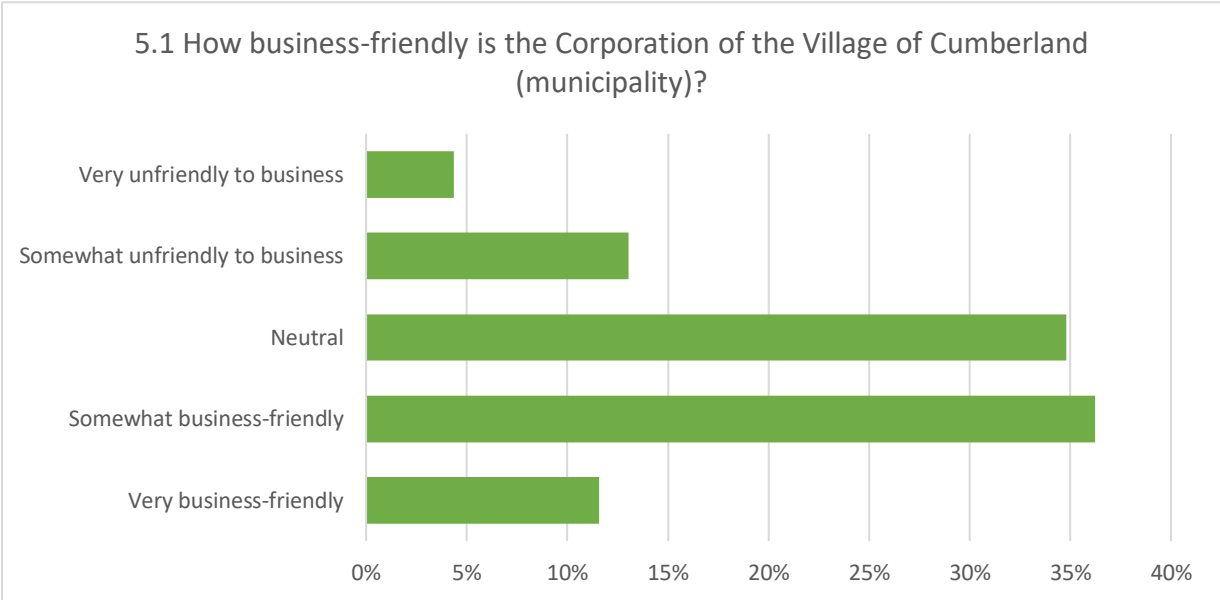
When asked, “How many years has your business been in operation?” the following were the most common answers:

- 4 – 6 years, selected by 26% of respondents
- 10 – 19 years, selected by 18% of respondents
- 1 -3 years, selected by 18% of respondents



Business owners or managers generally reported the Corporation of the Village of Cumberland as:

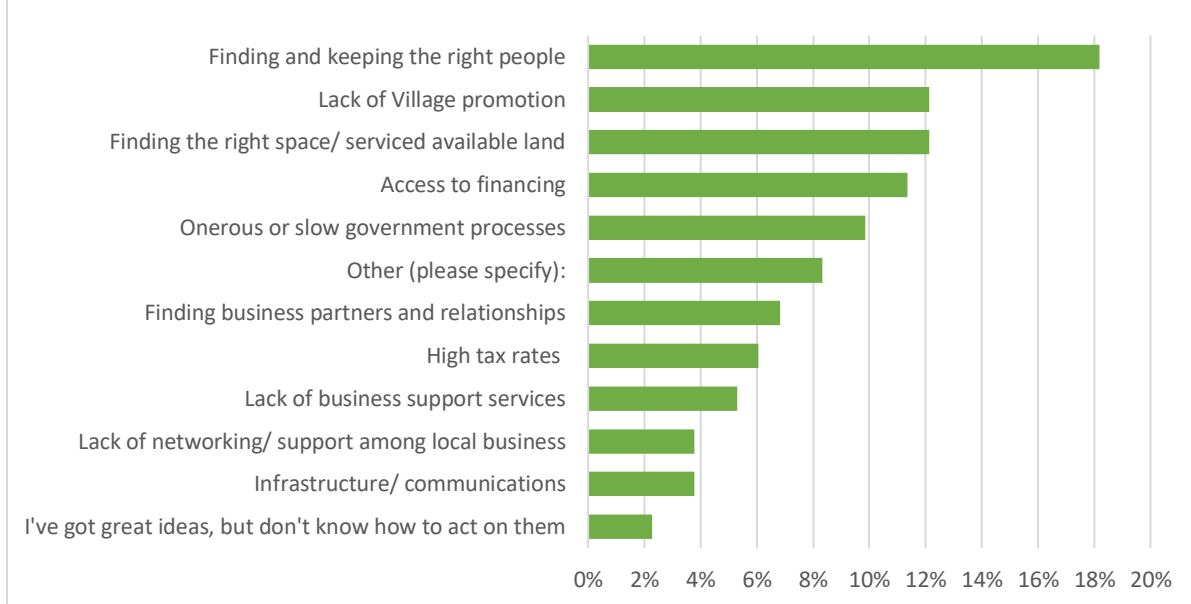
- Somewhat business-friendly, selected by 36% of respondents
- Neutral, selected by 35% of respondents
- Somewhat unfriendly to business, selected by 13% of respondents



Respondents identified the following as the top challenge in operating and growing a business in Cumberland:

- Finding and keeping the right people, selected by 18% of respondents
- Lack of village promotion, selected by 12% of respondents
- Finding the right space/ serviced available land, selected by 12% of respondents

5.2 Please select your top three challenges in operating and growing your business.



Those who selected “Other” touched on the following:

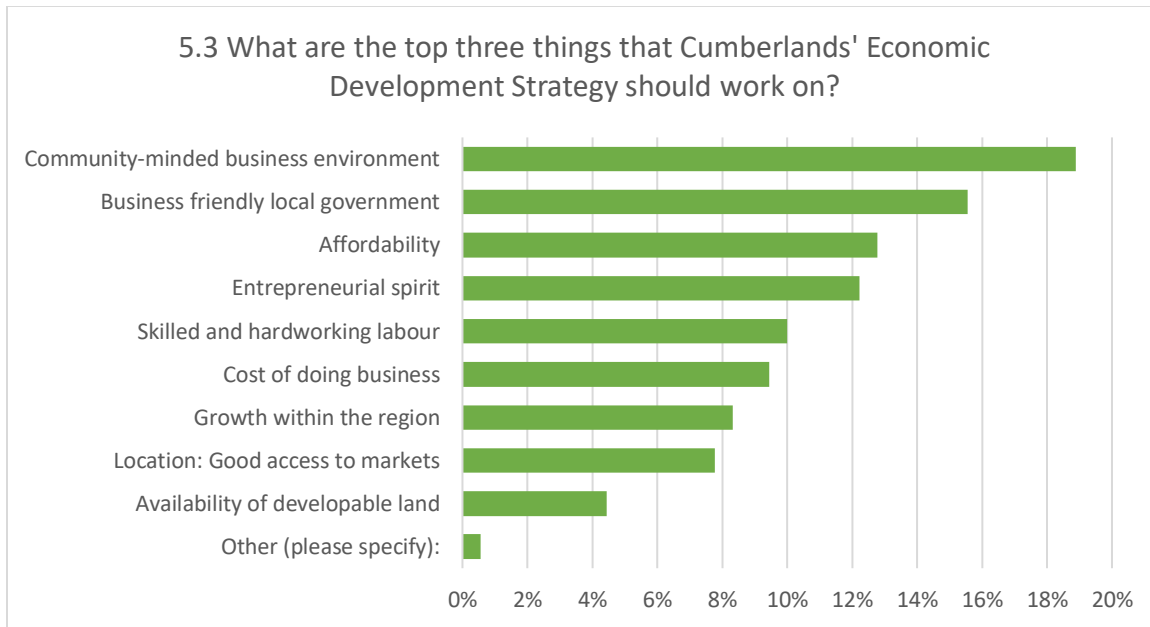
- Regulatory obstacles/ zoning bylaw violations
- Competition in the Comox Valley and online
- Getting the word out about business
- Antiquated policies and regulations
- Lack of target demographics
- Determining market messages and strategies to improve visibility
- A lack of understanding the profession
- Not applicable or not facing challenges

Respondents were then asked to explain why these are challenges:

- Onerous and challenge permitting processes
- Lack of business promotion by the Village
- Difficulty in finding reliable labour
- Lack of light industrial or light commercial space
- Lack of rental space for downtown businesses
- Parking challenges in downtown core
- Lack of support from local government
- Lack of village promotion
- High taxes
- Onerous heritage application process

Business owners and managers were asked about the three things Cumberland’s Economic Development Strategy should work on. The following were the top selections:

- Community-minded business environment, selected by 19% of respondents
- Business friendly local government, selected by 16% of respondents
- Affordability, selected by 13% of respondents



The respondent who selected other suggested working on controlling population growth.

When asked to explain their selection, respondents noted the following:

- The challenge and threat of the new development off of the highway
- The importance of encouraging new small business
- Mindful development
- Cost of living and doing business as an increasing barrier
- Keep costs of operating business affordable
- Promoting and encouraging entrepreneurial spirit
- The need for more retail space downtown
- Housing affordability
- Challenges in the heritage application process
- Getting things “through council”

Finishing Up

At the end of the survey, respondents were asked if they had anything else they would like to share. Comments touched on varied topics, many of which reiterated comments previously shared throughout the survey. Some also provided feedback on the economic development planning process and survey. Along with all other comments, comments from this question can be found in Appendix B.

Appendix A: Business and Community Survey

1. About you

What answer best describes you? (choose as many as needed)

- Business owner or manager
- Employee (full time)
- Employee (part time)
- Full-time parent
- Manager of a non-profit/ NGO
- Retired
- Self-employed, artist, freelance, etc.
- Semi-retired
- Student
- Unemployed
- Volunteer
- Other (please specify): _____

2. About the local economy

The economy includes jobs and the flow of money, but it is also linked to many other things that impact our everyday lives.

2.1 Economic development – encouraging jobs, prosperity and business activity in a community - means different things in different places. When we talk about intentionally supporting economic development, what does it mean to you? Please indicate your top three by placing a check mark (✓) next to them.

- Attracting more businesses to town
- Attracting more people to move to Cumberland
- Attracting more visitors
- Attracting the kinds of businesses and jobs we want
- Ensuring the benefits of growth are evenly shared
- Growing in a way that fits our community
- Growing the number of jobs in town
- Protecting against the negative impacts of growth
- Other (please specify): _____

2.2 What three words best describe your vision for the economic future of Cumberland? Please indicate your top three by placing a check mark (✓) next to them.

- Creative/Innovative
- Environmentally sustainable
- Historically/culturally connected
- Prosperous
- Resilient
- Socially engaged
- Socially just/Inclusive
- Unique/ authentic
- Vibrant
- Other (please specify): _____

Please explain your choice or comment further on your vision of Cumberland’s economic future:

3 Clarifying values, building on assets

Cumberland has the opportunity to create an economic development strategy that is based on values - the things that matter most. When we know what matters to Cumberland residents, we can be intentional about the kinds of opportunities pursued and the type of growth that occurs. Then, focusing on assets (Cumberland’s strengths and potential), we can build on the things that make Cumberland a great place to live, visit or do business.

3.1 What are the three biggest challenges, issues or concerns for the economic development of Cumberland? Please indicate your top three by placing a check mark (✓) next to them.

- Ability to hire qualified employees
- Availability and cost of housing
- Availability of employment opportunities
- Communication and cooperation
- Fast growth impacting quality of life and environment
- Fast growth impacting Village character and identity
- Finding enough land or space for new or growing businesses
- Inequitable growth
- Lack of local places to shop, find entertainment
- Quality of employment opportunities (e.g. consistent, sufficient work; wages)
- Other (please specify): _____

3.2 What are your GOALS for how the local economy in Cumberland develops? Please indicate your top three by placing a check mark (✓) next to them.

- Better jobs
- Deepening sense of place/community identity
- Improving local quality of life (entertainment, culture)
- Increased Village revenue (lower tax burden)
- More local jobs
- More social impact and equity
- More robust and resilient economy
- Reduced ecological impact
- Other (please specify): _____

Please explain your choice or comment further on the issues/goals you identified:

3.3 Cumberland has a lot of assets (Cumberland’s strengths and potential). Some are already strong, and we can build on them further, while some might need more attention. At the same time, we don’t have the resources to do everything all at once, so we need to know where to start.

What are the top three assets that Cumberland’s Economic Development Strategy should work on to achieve your goals? Please indicate your top three by placing a check mark (✓) next to them.

- Arts and culture
- Creative/ entrepreneurial population
- Downtown character
- Existing business community
- Industrial lands and assets
- Land for development
- Organizations and associations
- Trails and natural assets
- Unique community “vibe”
- Volunteers and informal leaders
- Other (please specify) _____

Please tell us why you selected the assets you did:

4. The Economy and You

4.1 What best describes your ideal job situation?

- Full-time year round
- Part-time year round
- Full-time seasonal
- Part-time seasonal
- Not applicable (retired, student, etc.)
- Other (please specify): _____

4.2 Do you currently have the 'ideal situation' that you indicated above?

- Yes
- No

If you answered "No", why not?

4.3 What drives you to make purchases from sources other than local businesses (including online)?

Pick your top one.

- Convenience
- Price
- Selection
- Service
- Other (please specify): _____

4.4 If you've ever thought about starting a business but haven't done it, what is the number one thing holding you back?

- Access to training and support
- Confidence
- I have never thought about starting a business
- Mentorship
- No time
- Not applicable since I've already started a business
- Not enough start-up capital
- Regulatory obstacles of business start-up (e.g., permitting, licensing)
- Small market/audience in the area
- Other (please specify): _____

5. Doing Business in Cumberland

Section 5 is for people who own or manage a business. If this doesn't apply to you, please skip ahead to Section 6.

5.1 How business-friendly is the Corporation of the Village of Cumberland (municipality)?

- Very business-friendly
- Somewhat business-friendly
- Neutral
- Somewhat unfriendly to business
- Very unfriendly to business

5.2 Please indicate your top three challenges in operating and growing your business by placing a check mark (✓) next to them.

- Access to financing
- Finding and keeping the right people
- Finding business partners and relationships
- Finding the right space/ serviced available land
- High tax rates
- I've got great ideas, but don't know how to act on them
- Infrastructure/ communications
- Lack of business support services
- Lack of networking/ support among local business
- Lack of Village promotion
- Onerous or slow government processes
- Other (please specify): _____

Please tell us why these are challenges:

5.3 Cumberland has a lot of things that make it great for doing business. Some of these things are already strong and we can build on them further, and some are opportunities that need more attention.

What are the top three things that Cumberland's Economic Development Strategy should work on? Please indicate your top three by placing a check mark (✓) next to them.

- Affordability
- Availability of developable land
- Business friendly local government
- Community-minded business environment
- Cost of doing business
- Entrepreneurial spirit
- Growth within the region
- Location: good access to markets
- Skilled and hardworking labour
- Other: _____

Please tell us why you selected the answers you did:

5.4 What sector is your business in?

- Accommodation and food services
- Agriculture, forestry, fishing and hunting
- Construction
- Educational services
- Health care and social assistance
- Manufacturing

- Professional services
- Public administration
- Research and development
- Retail trade
- Transportation and warehousing
- Tourism
- Other services (except public administration)
- Other (please specify): _____

5.5 How many employees does your business have?

- 1 – 4
- 5 – 9
- 10 – 19
- 20 – 49
- 50 – 99
- 100 +

5.6 How many years has your business been in operation?

- Less than 1
- 1 – 3
- 4 – 6
- 6 – 9
- 10 – 19
- 20+

6. What can we do about it

6.1 What actions should we work on together to make Cumberland a better place to live, visit or do business? Please tell us your top three ideas for improving the local economy:

1. _____
2. _____
3. _____

7. Finishing up!

7.1 What best describes you?

- I live in Cumberland
- I live and work in Cumberland
- I work or own a business in Cumberland but don't live in Cumberland
- I own property in Cumberland but don't live in Cumberland
- I live in Cumberland part-time
- Other (please specify): _____

7.2 If you are a resident of Cumberland, how long have you lived here?

- Less than 1 year
- 1 - 5 years
- 6 – 10 years
- 11 - 15 years
- 15 – 20 years
- 20 + years

7.3 How old are you? (We are asking because we want to make sure that we have representation from all age groups)

- 0 – 9
- 10 – 19
- 20 – 29
- 30 - 39
- 40 – 49
- 50 – 59
- 60 – 69
- 70 – 79
- 80+

7.4 What's the number one thing you feel YOU can do to improve the local economy?

Appendix B: Survey Comments

1.1 - What answer best describes you? (choose as many as needed)

Other (please specify):

Seasonal worker

Injured

Small business owner

50/50 employee / self employed

Resart

Wanna be business owner

Disabled

Part-time worker/parent

Captain of Reality

Part-time stay-at-home parent

commercial diver, commercial fisherman

Dont want to say

Two part time jobs and primary care giver to under 8 child

part time parent

Manager

Long time resident

2.1 - Economic development – encouraging jobs, prosperity and business activity in a community - means different things in different places. When we talk about intentionally supporting economic development, what does it mean to you? Please select your top three.

Other (please specify):

Keeping the look and feel of the town. Outdoor/mountain town.

Creating community resiliency, economic development being a part of that

Helping existing businesses to grow.

Finding ways to increase prosperity of the residents.

Supporting and encouraging growth in businesses that already exist in the Village

Non of these answers allow negative comments

Better understanding the changing face if our community, and finding ways to take full advantage of our incredible social and environmental capital.

clean air, clean water, good water treatment for sewer, increase recycling options

Protecting more shared green space.

I am very concerned that riparian and wetland habitat is not being protected adequately by the village. specifically in the Trilogy lands and in the Coal Valley subdivision. I am also very concerned that young families are moving into these new subdivisions and nothing is being done to address the serious problem of high PM 2.5 concentrations during the winter months. Our air is terrible from November to March and young children, infants and pregnant moms are high risk groups for adverse effects of PM 2.5

Consider impact and put in place a plan to minimize impact of growth on climate change.

2.2 - What three words best describe your vision for the economic future of Cumberland? Please select your top three.

Other (please specify):

Quiet - it's getting too busy

Something other than hippies wearing hula hoops and smoking pot

Knowledge based

Again, these responses only give one type of vision

An economy that attracts young families and allows them to make a living and contribute to the community growth

Recreation

meaningful work

2.2a - Please explain your choice or comment further on your vision for Cumberland's economic future:

Development of vinyl villages and strip mall type development should be kept on the other side of the inland island highway, and the historic village should be preserved. encourage recreation and creative-based development.

Diversified (more) economy; more commercial and light industry tax base; living within our means. A sustainable economy.

The reason Cumberland is so valuable now is a result of its uniqueness, character, quality of life, and charm. If development continues as it has and new neighbourhoods are just thrown up without retaining some charm and uniqueness, it becomes something less valuable, another homogeneous suburb like the one people are moving here to escape.

Its hard to only select three, diversity is key. At the very least socially just environmentally sustainable culturally engaged resilient

Cumberland is being turned into a sea of houses just like any other small town ,, they are cutting down the forest for house's we don't need, I think we would all rather have the forest then a new suburb.

1) We need to lead the distributed energy revolution in BC. There is a global revolution afoot. Some people have become complacent with the large amount of hydro in BC, but with destructive projects like Site C, it is clear the era of the large utility is over and will be at risk if it does not internalize losses to distributed generation. The new global trend is that Utilities will grow in distribution, but not generation. Generation will grow attributed to solar (and wind, among others). The first community to accelerate renewables (with behind the meter type solar generation) will attract a lot of business. My suggestion would be to make a grand proposal to BC Hydro (or Tesla), that Cumberland become a living breathing virtual powerplant. Spin-off business would be amazing. See the new vision here: <http://www.renewableenergyworld.com/articles/2018/02/tesla-tapped-by-australia-for-solar-plus-storage-virtual-power-plant-plan.html> 2) Cumberland is about bikes...but ironically it lacks something that would officially link the whole town together. A paved 'ring' road that moves directly around the town, through forest areas, and has a few key spur lines through the downtown businesses. My wife and i travelled to Italy a while back and we had a chance to go see the leaning tower of Pisa, or go bike a ring road (on a wall) around the town of Lucca. We love bikes and choose Lucca. It did not disappoint. There were cruiser bikes and old bikes, walkers, bladers, strollers - everyone came out. And the path ran by coffee shops and gave access signs to key town businesses. Every night people came out, and socialized - it brought the community together. Lucca has a small size like Cumberlnd, and people would come from all over to see and travel on this. It could also have spur routes like around Maple Lake. It was HUGELY popular in Lucca and this would community path would complement the mountain biking already established in the surrounding forest. It would also be very affordable to build.

More development in regard to jobs and housing for the middle class ..

I feel like the new development on the highway by maple lake will not be concurrent with Cumberland and it's views. I was very surprised to learn that Cumberland council voted on the approval of this. With the new theater, hotel, big box stores etc right on the highway onto courtenay I feel that like will not be a good fit for the current Cumberland and think that it will turn us into the next Nanaimo and take away our small town feel and vibe.

Cumberland doesn't need mainlanders who sell their properties and move here and ruin the culture of Cumberland as it has been for decades, it's not a socialist or communist village and it will never be.

Growth, bring us into the 21st century

We should be drawing on our local strengths, including educated workforce and natural resource endowment

I would love to see local businesses thrive. I think it's important to separate ourselves from Courtenay and Comox and not allow big business and chain stores into Cumberland. There should be economic benefits for new and creative small businesses.

I believe if Cumberland gets too big it will lose its small village charm. I do not want it to turn into another Courtenay. I fear the bigger we get, the more likely it will be for big chain stores and such to show up. I love that we have many unique small businesses here.

I think the pace of economic development is important as well as the above goals. Boom and bust cycles are harmful in the long run, although the initial boom phase can be attractive. Support of development for quality and well paid jobs/ businesses will benefit the community more than entry level employment

A sustainable approach to revamping the Main Street in a bright, bustling centre of the village would be ideal, along with the growth of jobs in the village to support that Main Street. I'm concerned that without further interest or revamping of the main area, strip mall type development away from the Main Street will cause further decline in the historic/core area of the village

if we don't start with environmental sustainability and build a resilient community/economy based on that, then the rest is kind of irrelevant.

I think that given the rate of change in the community, the larger national and global economy, and the environment, any targeted economic development initiatives need to keep the following principles in mind: - Resilience - things change, and we are generally not good at predicting these changes. The more distributed an economy is, the more resilient it is. This means targeting multiple sectors, not just resource based, construction services or tourism. - To ensure resilience, we will have to be creative, and encourage novel businesses, or business approaches. - Environmentally sustainable (or at least, do the least harm possible). Many of us have young children, and doing the least harm to the planet that we will be handing our children in a couple of decades is critical. Another consideration is that there are quite a few people working remotely here, and that co-working spaces would not only be useful, but would encourage more community amongst those of us who are working from home.

It's a little town in a forest beside a lake - it is imperative that economic development be environmentally sustainable. The town's history and culture make it unique and appealing, and form its identity. Today's Development must be able to withstand future economic ups and downs

Real economic development grows from what you have. Encourage and inspire local entrepreneurs because they know the value of the community. Their success (& their attachment to and support of local values, history, culture) will attract more entrepreneurs and more visitors and new residents who share these values and this attitude of success.

Cumberland's unique history should be preserved and included in plans for development. Cumberland is known for its acceptance of all people. I have no idea how to build that into an economic development but hope it will continue as we grow.

For future listen to the residents. Don't just agree with them and then ignore their concerns

Cumberland is a rare gem and I'd like to see it remain so! There is a great community vibe going on and I hope it remains in the face of so much development and so many more people moving here from larger centres. I dig the vibrancy we are experiencing but fear the village vibe will be lost with the inevitable gentrification that comes with being 'on the map'.

People want to live here but housing is getting more and more unrealistic in pricing. We need low income/working family housing.

Union scale paying industrial jobs. We don't need another coffee shop

History first. And keep it affordable for our young. They need grocery stores. And services

What makes Cumberland special, desirable, and attracted us to visit and live is its connection to nature and the village feel. No strip malls, Subway or Walmart but unique local businesses, a

downtown that is still alive (barely) and friendly people walking and saying "hi" instead of driving, parking and shopping without caring about each other. Everyone I know wants to maintain and grow those elements, like a vibrant European Village, not a bunch of fast food and chain stores.

Stop the gentrification! \$800 for a 300 sq' apartment???? Brutal. I've owned a home here since 2006, the pricing now is RIDICULOUS. All we're attracting now are self-entitled yuppies who are ruining what this town is about.

Keep the usual parasites out of Cumberland that see economic development as money in their pocket while paying their employees low wages. Take a look at the sprawling toxic waste dump areas that are called progress in the Lower Mainland. There are many people here who work out of town in industry. We need a clean environment to attract visitors. We need to create industry that makes things that people need - value added wood products, food production, support light industry instead of non-stop condos out at the interchange. We need to have large areas of land for clean industry and ensure that those parcels are not rezoned for residential. We need to ensure that the tax money spent on recreation has a positive return to the town. Take a look at Ladysmith's development permit guidelines for their downtown. They have a clear vision of where the money is - a heritage downtown with new buildings that blend in well. Recognize the strength's in the community, the loudest voices do not always represent where our families are getting our money from. In our family, we have two people who work for large international companies and bring all of their wages home. One networks with i.t.co-workers all over the world working from home and travelling. Have a broader vision that the medical pot industry. Clean up our air quality. Help lobby for a MAID facility. The answer has always been here. Why do people like Cumberland? Don't ruin it, capitalize on it, do not allow gentrification to ruin our downtown, create possibilities, no to golf courses and outdated ideas.

Economic Development must focus on creative, innovative strategies to support the community and its people and its land. Money and economics can not be the sole focus when developing a community and focusing on prosperity. The environment keeps us alive literally, it keeps Cumberland alive and we must make it a priority alongside social justice. Cumberland has an opportunity to be a leader and make a mark when it comes to innovative developing and environmental focus. We can use the innovative design concept of Permaculture. Permaculture integrates land, resources, people and the environment through mutually beneficial synergies. Permaculture creates design-based systems - ecologically and socially - that are regenerative. It is the harmonious integration of landscape and its people that provides sustainable food, shelter, energy, economics, community, etc. Permaculture is system of design that provides all of its needs for humanity in a way that benefits the environment.

Supporting growth while not threatening existing businesses with over saturation. Encouraging new and innovative businesses and cultural products to enhance the community as a whole.

Allowing for and supporting the unique culture that is Cumberland is key. Locally owned sustainable businesses that deepen the draw of the Village core and support its inhabitants.

While growth is, or can be, beneficial for our community, I would not like to see the Village that I have come to love get so engrossed in change and growth that it loses all of the sweetness that was what drew me to it in the first place. Let's not lose the qualities that make us special - let's not lose the cultural significance that has been passed on to us to preserve. Let's keep the qualities of "community" and "inclusiveness" and "open friendliness" because these are the things that make us different...unique...valuable. Let's not grow so fast that we lose who we are now. Certainly, let us expand and grow but let's grow better not just faster and bigger.

Job openings: Healthy Living: Environment Awareness.

Cumberland is a unique village with a real and interesting history and we should build on that . A lot of places have beautiful scenery and a vibrant cultural scene but Cumberland has that and the history. The Cumberland Museum is an example of the kind of focused destination tourism that attracts visitors and potential new citizens and businesses.

Going in a direction that is slow steady and well thought out. Not rapid growth based on poor aesthetic choices.

It is time to promote a healthy environment. This includes exploring geothermal, harvesting methane from the garbage dump, installing some solar power.

Creative economic development will keep Cumberland different than other towns in a way that will sustain future tourism and interest in loving here. I love living here because the businesses are unique and coming up with new ways to enliven the town

It needs to be about making money, or no one will stay.

Cumberland needs to be Affordable for ALL social strata, esp lower income people. Gentrification and over development (ei: suburbs) stamp out creativity and authenticity resulting in non inclusive cultural dead zones

For any company in Cumberland that wants to grow, there is extremely limited availability for spaces to do so. If it's not a home based business or located on main street, businesses are forced into storage lockers or away from Cumberland. There is simply no where for a manufacturing, building contractor, or light industrial company to set up. Those few available spaces are taken. Our company is currently based in Cumberland and employs 15-18 people, many of which live in the village, and we're faced with this reality and will likely move out of the village in 2018 due to this constriction.

I am not interested in increasing the population per se and hence attracting lots of big money making corporations. Small and community reflective and responsive is what I think is important.

There has been a lot of residential growth. I am concerned about the speed of this .

Not just a larger population or bigger business centre (growth for the sake of growth) but an affordable, welcoming community. Despite population growth there is still a strong sense of community and acceptance here. Our uniqueness and authenticity would stem partly from retaining ties to our historic and cultural roots (e.g. Coal Creek Park, heritage references in our last OCP) while welcoming change to meet needs of our population, It would not stem from clinging to the past and resisting change nor erecting false "historic" tourist draws. Environmental sustainability would also factor into our unique "brand" , already reflected in our passionate protection of tracts of forest, wetlands and our watersheds. Cumberland's uniqueness has already been demonstrated in recent choices of independent water and sewage systems... and economic development model!

I found it hard not to choose historically/culturally connected, but then I realized those are our Village foundations and should be considered as 'givens'. We need to figure out how to develop along lines of the other choices I made, to enhance what we already have.

unique businesses that engage the vibrant community. Small and sustainable. No Large businesses that take the dollars out of our community.

Cumberland is definitely unique. Economically, strive for that which creative and environmentally sustainable. Support local, small business.

The sign 'Welcome to Legendary Cumberland' pretty much is a metaphor for the direction is going in. I think too much growth has happened in too little time and we need to slow down a bit. It is important to maintain the historic and ecological characteristics of Cumberland and not just build, build, build cookie cutter houses to boost the economy.

Slow, sustainable growth rather than a big boom and big developments that replace the hard work and soul that small businesses build over time. Maintaining and preserving the authentic feel of the community and staying committed to protecting the beautiful landscape around us.

Culture economy

Economic growth must be balanced with environmental sustainability. The potential for economic growth is limited by the capacity of our natural systems to provide us with the ecological goods and services required by our residents, businesses and visitors. Our approach has been one that favours local entrepreneurs and we do not have franchise-based or chain retailers. This makes Cumberland unique and promotes a creative approach. I support more of this, and am opposed to changing those fundamental elements. Unique, creative and sustainable are touchstones of our economy.

As a woman in my early fifties I'm looking for a community that I can get involved with not only now but also as a senior. I love bringing my grandkids (whom live in comox for visits and playing in the park and stopping in at the Cumberland bakery for a cookie.

I think we are at an exciting time for this village and as a business owner, economic development is of great importance....but this development needs to be done in a manner that ensures Cumberland remains the community it is today - unique, historically rich and environmentally sustainable. Our community thrives on the biking community that Cumberland attracts and if we do not consider the environment in our development, then this may eventually fail us....the biking trails of Cumberland are vital. While, I think that the historical presence of Cumberland could be further developed, we must work hard to do this and not let any of the village past erode. There is an energy in this little village, and people feel it the first time they come here....people who visit my business tell me that all the time....we have a unique village, and to ignore that and let our community progress without that in mind will be a detriment to our development and our rich village culture. Economic development must move forward to ensure our unique village culture otherwise we become just another community like all the rest. We have a special thing going on here....we must hold tight to it and move forward with that agenda a priority. I strongly suggest we look into Cumberland becoming a 'Slow Community.' Cowichan Bay is a 'Slow Community' and look how unique and special that little village is.

Cumberland is unique both on Vancouver Island and among mountain communities more generally. There is an extremely young demographic, increasingly comprised of young professionals with young families, either working locally, remotely or seeking a new start. We have huge potential for growth in ecotourism as well as to attract remote offices for larger companies seeking affordable live/work communities for staff. With this potential is the risk that Cumberland infrastructure cannot support this level of growth. In particular the recreation facilities and staffing levels are completely inadequate to support where this community is going. For me, recreation and parks are intrinsically linked to economic development and must be central to our community's unique value proposition. We need creative ways to build the tax base and to ensure that new developers are contributing as much as possible.

There is a clear choice in choosing the model(s) for future growth in Cumberland: The status quo that we see right down the road represented by big box stores selling the same products found everywhere for the lowest possible price and shipping the profits away. Residential areas created without thought given beyond immediate profit to the developer or tax income to the municipality. A lack of community consultation. Our vision for this area would create the economic conditions to foster local entrepreneurs, allow mixed use zoning for interesting and walkable spaces all around town (including residential areas), and prioritizing common sense approaches to environmentally responsible slow growth. Example: provide enough parking for people everywhere in town (including residential areas), but ensure future infrastructure can support electric vehicles. Thank you.

I would like to see the population explode. The idea of the "old" or "original" Cumberland means nothing to me. I want families with a positive forward outlook. Tech...if we could get the Blue Wizard, a.k.a. the Cumberland Fairy to move here! With a growing population come jobs. I would like to see some retirement population come here as well. Why should the rest of the Valley get all the retirees money?

Whilst I believe that it is important to have businesses in town that reflect our ethics, I also believe that we need to look at the larger picture when we look at environmental issues and sustainability. For example, I believe that we would be well served by having a large grocery store in town. It would lessen our carbon footprint by reducing drives into Courtenay to shop and also reduce the # of people driving out of Cumberland to go to work

Steady growth is acceptable but not with major companies coming in and hiring from outside the area. We don't need major shopping as in malls, banks or chain stores or golf courses as these are all accessible within the Valley.

We must be careful not to lose our cozy community feel

We left Vancouver to escape the overpopulation and concrete hell. While a demographic shift here is inevitable due to the exodus from foreign investment ownership in Vancouver etc. That said it would be tragic if the cookie cutter model of four storey condo building with ground level retail space that dominates the lower mainland was adopted in Cumberland. The reason interesting and unique towns and villages exist all over Europe is that they have been given time to evolve rather than railroaded by a commercial model. Anyway all this pales into insignificance compared to the prospect of construction in the Eastern Block area. Like many others, mountain biking was a significant driver in our reasons for moving here and I strongly believe the sport will have a positive long term effect on Cumberland's economy as it has in many other towns across North America.

A vibrant community is engaged and looking to the future but also not driven by rushed and impulsive decisions. Taking time to understand the direction certain decisions will take us and what impacts they will have on us. Growth is good if it's done in the interest of a vibrant community with a balance of residential, commercial and recreation.

There are descriptions that already fit the Cumberland proffered model

I think Cumberland is a vibrant culturally unique community already but it can be expanded upon and become even more prosperous

I moved to Cumberland because of culture, community, and the forest, I suspect those are huge drivers for a lot of people moving to town, so wise to continue supporting them. The forest makes the village unique, the culture makes the village fun, and community makes the village inclusive and cooperative, which honours the village's history

I see development and growth in Cumberland as inevitable and desirable. However the direction that the village is going with excessively large, cookie-cutter developments seems wrong. Many people in Cumberland can't afford the kinds of houses which are being built. These people are part of the fabric of the community and are being pushed out of it. And the size of the new buildings and lack of land space around them is environmentally harmful in terms of the carbon footprint of the building, heating and maintenance, and lack of green space. The direction Cumberland should take is towards smaller, sustainable housing and affordability which is inclusive to everyone. New developments should fit with the character of the town, particularly in the main street. Finally one of the best things about Cumberland is the lack of chain stores, and I hope to see this trend continue. Local businesses are able to flourish without unfair competition from large chains.

I think it is very important that growth within the community does not affect what draws most people to Cumberland- It's unique sense of self and a small friendly community.

-Keeping the commercial centre to downtown to keep downtown businesses alive and a pedestrian-friendly mixed-use space. -In-filling lots on Dunsmuir ave - mixed use commercial development in keeping with the character of the other buildings. -Taking care of existing heritage buildings and attracting businesses/employers to lease these spaces. -Not selling out to developers who want to turn cheap land at the periphery of the village into big box stores, golf clubs and sprawling neighbourhoods, effectively killing the village by building a new one right beside it. -Never sacrificing (subdividing) our natural capital (Cumberland Forest, riparian areas, etc.) for the sake of development dollars. Tourism and outdoor recreation will suffer, and our village will no longer have its special feel.

I want Cumberland to be an example of socially supportive sustainable living

Not another suburb, keep more trees, say no to Cayet's grand ambitions as envisioned in the Visitors Center along the Comox Valley Parkway..

manage growth to keep the village sustainable and in tune with its surroundings

I think Cumberland should grow in a way that protects its unique identity as a small town that recognizes its past and current diverse cultural/demographic backgrounds. Preferrably, I think this should happen in a way where culture is addressed and where the environment is communicated as important. I think the charm of the town can be poised to promote our economic development by way of acknowledgement and protection of our green spaces, and promoting an aesthetic where the environment is invested in, not just in the forest but through landscaping on our streets as well.

Cumberland's economic future is dependent on attracting young people, jobs, and new businesses. The tech sector should specifically be focused on.

I like keeping Main Street the main street find joy in the fact you can walk down the hill as many little shops as you want I wouldn't want to see this expand any further than it already has i.e. gas stations or smoking mean stores in the subdivisions that are growing on the outside of Cumberland

My vision for Cumberland is that for it to continue to be a community that values our unique assets - our forests, cultural history, and outdoor recreation. It seems that its residents move here and admire our village because of its small size, close community, attractive local businesses, and recreation. My worry is that if it keeps adding suburb-style neighbourhoods at unsustainable speeds our community will not have the resources to support the large increase in population. Our roads, rec centre, water, sewer are not fit for large scale growth - and it would spoil the unique vibrant culture people have worked to establish. Local economic growth can be a positive change (if done correctly) - and adding local businesses that support our community plan will add jobs, character and tourism dollars - all positive things.

Any economic plan should encourage innovation through creativity and new approaches while taking into account those worked in the past for other similar communities. While no unique, and not without loss of important cultural legacies, Cumberland appears to have retained a quirky persona that is extremely valuable. I would be very wary of bringing in consultants to advise the village on such a plan.

Harnessing our great potential as a tourist destination will be important to Cumberland's economic future. I feel it is important to discourage big box and chain store development of any kind in Cumberland

I believe Cumberland is special and it's that 'specialness' that attracts tourism, healthy and energetic young families, and creative businesses. The specialness I'm talking about, it's charm and uniqueness, needs to be protected so it doesn't become just another generic North American town.

Celebrates past and embraces future, in an inclusive way

Cumberland is already a unique and creative hub. My vision for economic growth fosters and enables the community of Cumberland to continue being itself and growing in a responsible and sustainable way to improve the lives of all the inhabitants and visitors of the region.

I would like to look at what we have already and build on that, rather than expanding and building in a way that doesn't support the small town feel of community. It seems to me as though the new housing in Cumberland is catering to people who neither work or shop in Cumberland. All of the new housing has done nothing to ease the trouble in the rental market for people who are a part of the local community and economy. If we can't convince the people who move here to become part of our community maybe we need to revisit the way in which we are growing. Be aware that builders who build here aren't doing it to help Cumberland's economy, they're doing it because it's the fastest, easiest way to make their own money. Unless we rein in, we may lose what makes us unique. And if we lose that we may just lose our forward momentum. I think where building does happen great care should be taken to build things that last. Minimum building codes and builders who cut corners to make their own buck are not good enough. We need to raise and enforce a standard that is beyond business as usual. Especially when it comes to environmental standards. Anyone who lives, works and shops in Cumberland knows that we are unlike the rest of the valley. I think that gives us an opportunity to be creative in the way that we grow. Look into the ways individual communities from around the world have created strong, resilient, self-sustaining communities. Look at all the options for energy, food, land use. Dare to be different.

People are moving to Cumberland for the small village feel, no chains, sense of community and being close to recreation. Ironically the more people that move here the easier it is to lose what brought them here in the first place. Large acres of housing need additional little stores, coffeeshops and playgrounds within those developments.

We need to ensure that we aren't just growing for growth's sake.

I'd like to see a focus on serving the people we already have, and worrying less about attracting more. Housing like the Whistler Housing Authority to help locals stay local.

The community continues to support our unique and locally owned businesses.

Where people have jobs that are satisfying to them emotionally, and that are meaningful to the individual

I want Cumberland to keep its charm while growing in a deliberate direction. A direction that respects the environment and creates a robust and sustainable economy.

Many of the choices above are dependent and related. For example, to be resilient, a community must generally be socially engaged. Similarly a socially just and inclusive community will generally be socially engaged and more resilient. Makes it hard to pick and choose.

That we continue to support local businesses and maintain a community minded and inclusive village. I would love to see Cumberland stay a village!

I believe our village economic development is and can continue to be tied to the incredible respect this village culture has towards nature, our forests and the natural wonders around us. Thus, to maintain our authentic village culture that we have had success capitalizing on - we need to ensure we grow in a sustainable way taking the quality of life for all living creatures in this section of earth into consideration. We are also a unique village with our deep history and roots that have grown from our blue collar past and there is a solid resiliency that already exists in our collective existence and we need to consider how to maintain and respect that piece of our culture as well.

Cumberland is becoming a sweet place for people to visit/day trip - cute main street, good places to eat, great music scene, friendly people, safe. We need to address the crime issues and ensure a diversity of people are attracted and can stay (housing affordability and work opportunities). Increase

tourism by protecting our environment and local natural beauty and augment this with more hostel/inn/B & B opportunities to encourage a year-round tourism industry.

Cumberland is unique in a world where many communities are marred by corporate chain stores and restaurants. I think its charm and appeal lies in businesses that cater to local needs and interests.

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.

Housing is already at a crisis point. With our rich labour history, we need to include everyone in the vision for the future and ensure we have affordable housing to maintain everyone's quality of life here

I love that there are no chain stores here. promote independant retailers.

Cumberland needs to retain its Village feel/social awareness while progressing in tourism and dealing with growth in a sustainable way. Keeping clear of major chain stores etc is imperative. That being said, with the population growth there could be use for a small grocery store in the future. I support seeds and other local stores but doing a full grocery shop is unrealistic at smaller places and cumberland residents must go elsewhere.

I think all of the above are important, but I chose the ones which we need to pay attention to in these times.

Unique/authentic and Historically/culturally connected mean the same thing to me, and both are important from a tourism / destination tourism perspective. The local tourist service industry has become an important economic engine for our local economy, but in order for it to grow and prosper, the benefits of tourism must be accepted by and shared throughout the community. Furthermore, the destination attractions that Cumberland offers - e.g. the trail network, Lake Park, other community parks and heritage features - are what makes Cumberland a great place to live. As we develop and implement an economic development plan, we need to make sure that these attractions continue to be supported at a grassroots level - and that they continue to enhance the day-to-day lives of residents, in addition to being destination attractions. As such, from a tourism perspective, Cumberland's economic future will be dependent on continuing to support the grassroots organizations that are responsible for managing and enhancing these attractions such as UROC, Cumberland Lake Wilderness Society, the Museum and the CCFS. In addition to tourism as the future of Cumberland's economy, we need to also work to diversify. 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 needs to keep it's vibrant and unique personality while also growing

I believe that if Cumberland's economic future is guided on creative/innovative principles with social and economic resiliency as a priority/goal, long-term prosperity will be achieved. Many of us chose to move here for lifestyle, not to get rich, so bottom line profit isn't the main priority. Success in this sense will be weighted on a broader scale.

Cumberland has a unique feel and culture. To attract large, mainstream businesses and build expensive, unaffordable (to the local residents) homes would be to destroy that uniqueness.

Arts and culture

I don't want more people to move to Cumberland. I have moved away from a number of places that were perfect when I got there, and then over time they got too big and I no longer liked living there.

What I really don't want to see is Cumberland starting to look like Courtenay. I would like to see more home-based businesses in Cumberland.

Growth is necessary, but change can be hard. I feel that it is especially hard on those that have lived in Cumberland for a long time and remember the 'old' days. Growth should be inclusive of both new and old Cumberlanders, fit our community, and be environmentally sustainable.

Cumberland has a great opportunity to be a very special community filled with unique arts, Shops, & entertainment. It can also attract both young & retiring folks but needs a grocery & other local businesses so these folks can walk to shops etc.

It's clearly inevitable that growth is happening, but we moved here to not be anonymous, to be a part of a community. To engage with others. I don't want to not know my community. I don't want people to move here cause it's cheaper and easier to get house permits then not support our downtown business, be involved in the community. YET be the first ones out to a free event. So I want to be authentic, environmentally sustainable and I want to be creative in the way we grow to ensure this doesn't happen.

maintain the character of Cumberland as Village in the forest and all the great things that people love about Cumberland (vibrant downtown, trails nearby) while growing tax base and maintaining affordability.. putting in more connecting greenways,

Cumberland has a history of " doing it on our own" . I see that in the businesses that have flourished here. I would like to see the entrepreneurs continue and be supported. Cumberland also has a history that is of value to maintain. It's architecture and spirit are a drawing card for many. I would like to see whatever comes into our community be accessible and inclusive.

Cumberland should remain as a unique area different from surrounding communities. Growth should be managed to not disrupt existing residents. But add to the community.

When I say resilient, I would like to see growth that helps Cumberland be self-sufficient with less reliance on the outside for our material needs. Therefore, more focus on agriculture, small, locally owned manufacturing jobs, more alternative (e.g. solar) companies and generally more small (not big box) retail/grocery so people don't have to drive to Courtenay as much.

Differentiated and sustaining strategy ensuring reliable, meaningful jobs and lives.

I would like to support the Valley link to Port Alberni. Encourage council to support a park around Comox Lake to encompass whole watershed.

3.1 - What are the three biggest challenges, issues or concerns for the economic development of Cumberland? Please select your top three.

Other (please specify): - Text

Future transit plans for economic/environmental growth

Small population = small market. Cumberland and it's are well-placed to attract larger market interest. What has happened with music and biking could also happen with food/beverage.

Density rather than sprawl and cars

A lack of recognition of how unique this place. Allowing micro suites at the interchange does not encourage hotels and motels. Rapidly rising property values and municipal spending will make Cumberland unaffordable for new business and homeowners.

Lack of public transit

As a business we don't find concerns with any of the points on this list. There's a great number of talented, motivated people in or moving to the valley. The quality of life is higher here than anywhere I've lived. 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.

Residential rentals needed, and higher density in commercial core. Improved parking and laneways.

The majority of the land in the Village is owned by large logging and land development corporations, the benefits and control of which are outside of the Village's purview.

Maintain 2001 population levels

lack of restaurant options, cumberland as a food destination for the valley would play into its existing role as recreation/entertainment hub, giving added value to people coming into town

winter air quality from wood stoves

A big barrier to economic growth is matching the small size of the community with large costs associated with a small business.

Quality of employment opportunities may cause residents to seek employment outside the Village, leading to less direct involvement in caring about the Community

Air quality and how it impacts residents and the attractiveness of the community to investors

Distance from significant markets - shipping of physical goods, connection to customers for service delivery.

affordable housing

Focus nearly exclusively on private sector, small business, service occupations

3.2 - What are your GOALS for how the local economy in Cumberland develops? Please select your top three.

Other (please specify):

Grocery store on dunsmuir

You people are so Marxist it disgusts me, look at how these answers and questions are framed like what the ____, go back to where you people came from. Cumberland is not a tourist attraction.

Continuing to own our opportunities. Trying to expand trail systems and protect the environments around them. Continued purchase of lands from logging companies will be pivotal

More support for young workers with co-op opportunities. Connect with NIC and high schools. Create opportunities for more education in Cumberland. Make it a place where people can take more courses taught by those who live here e.g. music, outdoor activities, trades etc.

Keeping the experience the same.

Ensuring access to recreation

land fill opportunity

Reduced crime

I am very concerned that air quality is so poor each winter in Cumberland yet the elected council and mayor have not enacted any bylaws to address the situation. I am also very concerned that wetlands in the Trilogy lands are not receiving the protection they should. Wetlands in the Coal Valley subdivision have been and are being filled in instead of protected.

Greater importance placed on supporting existing local businesses.

Protect

Not losing the small town feel of everyone knowing everyone

figure out our water and sewer issues in a way that is not insanely expensive

3.2a - Please explain your choice or comment further on the issues/goals you identified:

instead of growing rapidly into a clone of every other town, we should retain the character of the historic village and the quality of life that can allow it to be a cultural and recreational destination and a highly valued place to live.

Without civic infrastructure - no Village; need to diversify tax base and this burden in order to pay for new and replacement infrastructure.

If there was a grocery store in town. We wouldn't have to shop in Courtenay. I would like to see slow, quality growth concentrated on dunsmuir. Certainly no chains.

See past comments: 1) Paved Ring road (wide) for bikes, walkers, families, strollers (no cars allowed). 2) Solar opportunities (virtual power plant proposal).

The Marxist killed more than 10million and over 6 million Ukrainians.

Development must occur within local context rather than importing standard suburban economic templates from elsewhere

People come to Cumberland for its proximity to the mountains lakes and trails. Further investment in the sites will only bring more opportunities to the region. The more exposure and visitors to the area the greater the benefit to the local economy.

Not necessarily a more robust economy but a certainly a more resilient one. These are not interdependent

If we maintain the unique and special character of Cumberland, entrepreneurs and businesses who make their money online will be attracted to live here, like Hinterland Games.

Community, fulfilling activities and environment are key to a healthy village, and happy residents.

Attracting more businesses into the Village will increase jobs, help with increases in taxes and add to our economy.

While increased income for the Village and lower tax burden would be nice, if the three goals I identified are reached, that income will follow.

Bold signage along the Highways: Color Summer Festival's: Additional Place of rest with washroom along the Highways. Spread places of Shopping Center close to the Airport. Restaurant: Sight Seeing: Add: Cinemas Movie Theater Upgrade

We need jobs to attract and keep our younger citizens here but they need to be decent and meaningful work.

When a place grows too rapidly only reflecting the current council decisions it can make for poor and long lasting decisions.

I think we need more jobs and housing for those in the community but these need to cater to the particulars of our community. A place with an engaging social history, in a forest environment and with a creative culture. Supporting endeavors that prioritize these things where possible would keep Cumberland's character.

Without cutting down more trees, improving buildings instead of developing new ones.

Focus on a "steady state" economy rather than a growth economy could help establish and maintain an economic approach that is actually sustainable in an ecological way as well as economic. Building suburbs and increasing population increases the environmental burden and well as the social and fiscal burden with increased costs to public works and the need for policing which increases taxes. The resulting sprawl corrodes the original town character and a deep sense of loss of place develops with the destruction of once wild lands and our relationship to those lands. A steady state economy aims to build strength with what you have in creating socially conscious economics not focused purely on revenue but by building on the strengths of a community to create opportunities for equitable living and working.

To repeat, the village needs to identify and encourage a development region dedicated to light industrial activity. Without this space, the village will continue be an incubator for businesses that will eventually benefit other municipalities tax bases. I'm aware of at least six businesses that are growing and are approaching the point of facing a move outside of the village.

My goal for our community is to grow and develop to be inclusive, sustainable, environmentally conscious, promoting community, and ensuring social determinants are considered for vulnerable populations (affordable/supportive housing, food security, environmental and cultural assessments for land development, ecological impact surveys, community engagement)

I want Cumberland to be a leader in equitable social impact which is environmentally sustainable. A place where people know and care about each other.

A combination of local jobs providing living wages and affordable housing (i.e. a mix of Large "A" affordable housing, not just market entry, as well as small "a" affordable rental and owned housing. This would also address taxes). This would necessarily involve growth and diversity in our local business base. Less commuting to work and for shopping would also be better for the environment. Rather than just increasing Village revenue, a robust and resilient economy could better see us through uncertain economic times. There still seem to be vestiges of the effects of the mine closures, maybe a dream of a single solution like huge development as the silver bullet to solve our economic problems. I would rather see more diverse, ecologically sound and people-friendly increases in our economic health.

Build on your strengths.

Many folks have moved here for the mountain biking and they are certainly entitled to the trails. Many of them also work on the trails. However, Cumberland is now home to a gazillion bike races and we are flooded with tourists using our forest. The trails are worn and rutted out and this is changing the health of the forest. There is significant erosion which is encouraging misdirected rain/water runoff. Animals are being displaced and native plants trampled. It is difficult to go for a walk in the forest and not feel intimidated by bikers flying down space nugget.

It would be better if Cumberland had bought the Interchange Lands, not a numbered company, and was in control of how those lands will be used beyond just being able to zone them. It would be better if Cumberland owned all of its watershed (Perseverance) and was able to be in control of selectively harvesting portions of it with revenue and value added employment staying local.

As the Community grows, many new neighbours are young, more social & cultural events here will keep them and their families here, also money.

I think Cumberland needs to find a balance between population growth, as well as the cultivation of entertainment while preserving its character.

I think that I answered this in my previous comments.

See my earlier comments. We are currently unable to grow necessary infrastructure and facilities to support the rapid growth of residents and visitors to Cumberland. Increasing BUSINESS revenue is critical to creating options for the Village to meet community needs. Without more local professional jobs, residents cannot afford the increasing cost of living.

Thoughtful, deliberate, and well planned. The community having a strong voice in development, not just the developers. Having a functioning feedback and response loop from Council to the public.

As above.

There has been an inordinate amount of housing building as of late. The building and resultant land destruction does not seem in line with Cumberland's purported concern for our environment. It is also disproportionate to our business development. We are not self sustainable

We could expand our city limits to include the industry and businesses that would provide more local jobs as well as reduce the tax burden to individuals. Having the industry on the outskirts of town would not affect the quality of life to the residents. Inside the community we should continue to encourage small businesses with housing available above these businesses in the downtown core.

A more robust economy within the identity of Cumberland, not selling out and growing too fast.

Could have picked more

It seems like many of our residents work elsewhere and shop close to where they work. I'm not sure if it's because of convenience or because of lack of availability of stores here. Folks might shop local if they had the shops here to do so.

Taxes are going way up for a small village, I pay almost as much here as I would in Vancouver. Coal Creek Estates and potential Trilogy developments are vastly changing drainage patterns and the lay of the land, which we should not be messing with.

Part of what makes the town special is the sense of community. My hope is that while the town grows we can maintain and cultivate the community feeling. A strong community is an excellent opportunity to ensure social justice and equality for everyone in it. Finally a large part of the beauty of Cumberland

is it's natural beauty. We must strive to maintain and protect the ecosystems which surround our town by ensure sustainable practices. This includes air quality which is a major concern.

I recognize that my family is part of a wave of gentrification in the Comox Valley, and I want to make sure that existing populations are not economically, physically, socially, or culturally displaced.

Again keeping the character and charm is very important to me, part of the reason for moving is the small community and the communities great love of the forest.

I love the character of this town! Future development should enrich the existing character, not impose a generic, development free-for-all that creates a type of trash-ring around the heart of the village.

A sense of belonging and pride

Controlled growth is the key to success, living wages, affordable housing, sustainability are very important elements to maintain a resilient community

The goal should be to grow higher payer jobs and attract new qualified talent.

I like your idea of brightening the tax base to lower our personal taxes there's quite a bit of work still to be done in Cumberland on the infrastructure roads etc. just like keeping the sense of community and keeping the traditions alive

Like mentioned before, economic growth developed around the goals of improving local quality of life and sense of space will increase the quality of life for local residents, and help nurture Cumberland as a tourism destination that will create local jobs.

Cumberland is growing very quickly. There are lots of positive spin offs to this in terms of businesses and eventually amenities, but if the village is not careful about how it allows developers to proceed, we may just end up another sprawling bedroom community with starbucks and walmart. I feel it is important to carefully regulate which businesses are allowed in (no big chains), as well, how land is developed - not having massive tree-less hectares of cookie cutter homes. Developing the economy through tourism and recreation that is drawn from the unique character of the town as well as our ecological assets will be key.

I think there are opportunities at our land fill for a free store or reuse area to prevent so much waste? A cottage industry using glass bottles to make paving stones? Maybe other un recyclables turned into building materials such as plastic lumber? Methane retrieval??? This would provide employment and be sustainable.

Protecting environment eg forest marshes swamps ecetra

As Cumberland grows it's important to remain aware of the effects of fast growth. It's important to increase jobs, entertainment and culture but we should do so without losing our identity.

Think about every place there may be negative impact before proceeding

I'm afraid with all the proposed new developments now surrounding Cumberland we will lose our small town feel full of freedom and friendliness.

I want to see cumberland grow while maintaining the forest it is situated in. I've tried to plant more trees in the new areas of town and have been turned down. I'm scared that cumberland will become a sterile community if the natural beauty isn't maintained and restored in growing areas.

I believe we should work to encourage business growth within the downtown core of cumberland rather than the outskirts. I'd like to ban all chain stores within the village boundaries and see a strong

effort to draw tourists and locals alike into existing local small businesses while encouraging new ones to open

Cumberland is a unique place with a great opportunity to grow its economy through deepening its strengths: strong sense of community, history, character, great mountain bike trails, natural beauty, music, unique businesses (and no franchises!), and an environmental ethos that underlies it all.

sustainable growth considerations - maintaining our unique village in the forest and respecting all of earth's flora and fauna. respecting our nurtured community identify and resisting 'whistler-izing' this community.

Reduced ecological impact - I'd love Cumberland to be a model and leader in environmental protection and sustainable development, and the possibilities for leveraging this into tourism.

Cumberland has a unique character of helping out in times of trouble. I would hate the rapid growth to lose sight of what is important in our community.

Many residents (including myself) made a deliberate choice to move here for the proximity to recreation, the downtown core lacking in big box stores, the art scene and a quiet place to raise children. Given this choice, my preference is to ensure that development does not displace or diminish these assets (ie. loss of bike trails due to housing developments, big box stores at the interchange, increased housing costs that force long time residents out of Cumberland). From my experience, the increase in population has created a fierce competition for jobs in Cumberland and the Comox Valley. Employment opportunities (especially full time, well paid positions) are limited. In my position as a manager, I often receive applications from individuals who are either overqualified, or applying for a position that has nothing to do with their past job experience or interest. They simply want to live and work in Cumberland. Development that creates meaningful work for residents would be great (although I'm not sure how this transpires).

Protecting our forests and green spaces from urban sprawl.

Ideally I could have selected all of the options as they are all important! However, I feel as though a more diverse economy - less dependent on seasonal work associated with tourism - will be more resilient. More local jobs will reduce the need for commuting to communities in the region and further afield, thereby reducing negative ecological impacts. And a more diverse, resilient community will in turn increase Village revenue, thereby ensuring that economic growth benefits the local community by enabling the municipality to deliver services that support local quality of life.

I would like to see Cumberland develop to achieve a true sense of community with long-term resiliency as the larger goal over fast profit from growth. I would like to see large corporate influence in our community restricted and an emphasis on locally owned business. I would like to see a sense of family and family support as a theme for how the community evolves. We should welcome growth, but while maintaining the lifestyle and community feel that attracted us in the first place. I see many mistakes in how the community has progressed and I hope we can bring things forward keeping our core community values in mind - environment, community, lifestyle, and sustainable profitability.

Environmental impact is a top priority for me. Affordable is also key to growth and development, and health, and this is a real issue in Cumberland right now.

Cumberland can become a very charming village with diverse shops, restaurants, and job opportunities

We need to empower the people to know that our voice matters, that we can grow together.

I think we need to figure out our water/sewer issues as they threaten to be very expensive and a huge burden on Village money. Once that is figured out, we can focus on improving other amenities (like rec centre, parks, improving quality of life etc)

Re: reduced ecological impact. I think it is absolutely essential that we look ahead and consider the effects of global warming/climate change on Cumberland and vice-versa i.e. the effects of growth in Cumberland on climate change and what we can put in place to minimize this AND create more self-sufficiency as we move forward.

A more robust and sustaining economy will create permanent, fulfilling jobs and revenues to ensure social and maintenance costs for the town are generated sustainably.

3.3 - Cumberland has a lot of great assets (Cumberland's strengths and potential). Some are already strong, and we can build on them further, while some might need more attention. At the same time, we don't have the resources to do everything all at once, so we need to know where to start. Please select the top three assets that Cumberland's Economic Development Strategy should work on to achieve your goals.

Other (please specify):

Heritage Tourism

Cultural heritage

The roads and town need work. Look at comox compared to Cumberland.

Better roads

Heritage Tourism

grocery store

Sustainable infrastructure. Bronc did no favour not saving for roads and services to be replaced. He isn't allone

housing to keep staff local, i know at least one local worker who commutes from campbell river

Ecotourism

The OCP

3.3a - Please tell us why you selected the assets you did:

These are the assets that are sustainable and can lead to an enjoyable future-look at the value of , for instance, Mendocino California.

Actual assets rather than esoteric/subjective ones like "unique community vibe" in my opinion.

This is why we moved here. And why we choose(as much as reasonable) to spend our money here and why so many other people choose to be here.

I find this question really difficult and confusing it includes types of people, land assets and attributes. Comparing apples, oranges and sushi

We need to continue buying up forest and protect large amounts of natural undevelopable land to secure the lifeblood in town (biking and life in the forest). Without it, this town will fade away into any other town. We need creative people in town to be leaders in sustainable power generation...there is a lot of opportunity here we have to investigate.

My goals are most likely not the same because in not a post modernist Marxist who hates capitalism

We have one of the best little museums in the province and you don't even put it on your list. That is a disgusting oversight that is likely intentional. The stupidity of this Village when it comes to heritage matters is legendary.

For public safety and to service our citizens better we really need a newer fire hall and better equipment. Our current space and equipment is so far behind what other communities in the Comox Vally have, we need this to support our growth!

Productive resource-based industry can support long-term economic stability, as opposed to focus on fickle and politically-susceptible entertainment and touristy services which depend upon the continued willingness of people to travel long distances

Cumberland has a unique vibe that separates it from the rest of the valley. It's vital to keep this character moving forward for the feel of the town. Vinyl sided subdivisions like those on Kendal kill the vibe. Development should be conducted with efforts to preserve the character and feel of the town. Attempts to keep buildings within the heritage and mountain style would create interest and opportunities for the village. Development is vital to keep the economy moving forward but it should never be at the cost of the character of Cumberland.

I think we need to work with what we have rather than continuing to add more downtown buildings.

The trails are a huge part of the draw to Cumberland for a lot of people and must be conserved. More development of the Main Street will support the draw and bring more people to the area. There is also opportunity to support industry in some of the land away from the trails & lake

The natural environment, the history, culture and identity are what makes Cumberland special and unique - that's what makes it attractive and must not be lost.

What has made Cumberland an excellent place to live is all the young, vibrant people who moved here. They came because of nature, community and the village feel. We can attract more tourism, more entrepreneurs, and more young, healthy people if we foster those unique and highly valuable qualities.

These are the three things that will be the most threatened as the greed factor hits Cumberland. People from out of town will tell us what we need in our downtown as they seek to gentrify and change it into the same type of plastic homogenized place as everywhere else. The industrial lands will be threatened by sprawl residential development and a lack of vision. The natural assets will be exploited to bring ever increasing numbers of people to this place. We need to ensure that as we encourage eco-tourism, we do not also trash the place. Trilogy now owns Maple Lake. Once again we have a missed opportunity.

These will help the build the presence of community, as well as support the community, which is so important.

Cumberland is a destination for people looking for outdoor activities which includes our biking/hiking trails, Comox Lake and proximity to Mt Washington and the ocean. We need to ensure the quality of our products are kept pristine and welcoming and continue to promote Cumberland as the place to work and play in the Comox Valley. We need to support and attract the cultural and entrepreneurial

products that will enhance the already existing groups and businesses in Cumberland. I feel that in order to increase jobs in Cumberland we need to attract a few larger businesses with regards to what will also enhance the quality of our village.

There are so many artists and creative people in the community that need encouragement and support. The economic circle of the arts are so tight that it is one of the best economic development areas and it also feeds all the things that Cumberland already is. Support Woodstove! support any festivals! Support visionaries!

To attract more tourist to come in and perhaps a choice of living in. To gain more revenue. To bring social and economic increase. The Valley is Beautiful.

The parts of Cumberland that appear to feel "threatening" are mainly the area that have yet to be developed. As the town grows, it's identity as the Village in the forest is already becoming obsolete, and as we can see by the plans for the potential new 4 story apartment development in downtown, which, in my humble opinion, does not line up in anyway with the town's historic or cultural "feel." Areas that are to be developed should be inclusive of the feel of how we want Cumberland to be perceived, rather than following the zeitgeist of west coast cookie cutter development.

Need to find a niche and the quickest and soundest way to establish a reputation as a welcoming and healthy community that will attract good jobs is build on the strengths we have like history, arts and culture.

I do not want to live in a place like Canmore. Watching that kind of quick economic growth left the town full of yuppies, rich aesthetic and soul-less businesses.

Bolstering the existing community should always be priority number 1. They have succeeded here so far for a reason and we can learn from them. Then helping new entrepreneurial projects to get off the ground will keep growth happening and increase new jobs while maintaining our natural surroundings will keep Cumberland a fabulous place to live for future generations

The culture is overflowing. Cumberland needs attractive communities that beckon people to feel safe and comfortable on its streets.

Other points on this list are already taking care of themselves to a large degree. We have great ranks of people taking on responsibility for enhancing the arts, culture, trail building, creation of business orgs, providing volunteer services etc. Our population is our great strength. A strong work ethic and entrepreneurial drive exists here. Let's keep it here. In our view that's Cumberland's next greatest opportunity to thrive and avoid becoming another bedroom community. If the only future development type continues to be residential, the definition of what Cumberland is will truly and permanently be lost, and I think that nearly everyone in this village is aware of that.

Please consider our community forest and all ecosystems impacted by development, including culturally sensitive areas, and sustainable industrial developments and businesses

Build on what we have already- dont dwarf it or dismiss it.

While there appear to be informal linkages there isn't a strong BIA or Chamber of Commerce here to represent the business community's needs. Not sure if either would work here but seems like a good idea to start with exploring existing businesses to look at our economic future. This survey starts this process. Seems like a Catch-22 but the open hours of local businesses, especially on holidays causes frustration for visitors, who then take their business that might have made opening financially worthwhile, elsewhere. At the same time keeping an empty shop open isn't feasible and operators are also attracted here by the lifestyle so may not have the incentive to extend hours. The industrial lands could provide badly needed revenue if suitable environmentally sustainable matches could be found. The community vibe is hard to pin down. We are old, young, new to Cumberland or generationally tied, of all political stripes, and of varied economic and educational backgrounds yet

there is a sense of being there for each other and being passionately tied to the Village itself. Not sure how you harness this energy and strength but worth exploring. Except for the recreational opportunities, I don't know how much this extends to the newer developments geographically and stylistically distanced from the Village core. Outwardly it appears that they largely work, shop and play elsewhere and have chosen a suburban bedroom community. It would be useful to explore whether this holds true for these folks and for residents of future developments,

I think the options chose are the ones that are often less supported in plans for economic development, because their impacts may not be quantifiable in the same way as the others. But these assets, with support and investment, are ones that will build economies across the community in ways that reflect the unique character of this amazing place.

Focus on our strength Do not be all things to all people Don't bend to small vocal special interest groups Back winners

As above, i think cumberland should work hard to gain greater control over the local natural resources in the Village so that the people, through transparent and accountable local government, can be in the drivers seat. The things i did not select from the list are also very important, and worthy of investment, but are strong currently and on the right track. My above suggestions would enhance not detract from them.

The trails already draw many people. An help the business Community receives helps them plus our whole Community. The current art events do seem to draw many people.

These are the things I enjoy about Cumberland.

Downtown Character - the character of downtown will bring visitors to our community and thus vibrancy and money. The downtown shopping sector of any community brings tourists who essentially spend money, and this is foremost what can drive the economy of a village. Create a downtown that is vibrant, bustling with unique businesses and character and this is a recipe to draw people here. I would be happy to help beautify our downtown core! Trails and Natural Assets - Our trail system is vital for this community as it brings a large biking community here....they spend money in our local restaurants and businesses. Land Development - How this will be done, well I am no expert in this, but it must be sustainable and beautifying and MUST consider the natural environment already here.

Key link between recreation/parks/trails and economic opportunities. New population of amazing minds. People came here because they see the potential and we ate at a turning point. Must capitalize on that.

The first 2 assets when combined with a creative vision from council and input from the community will set Cumberland apart from other towns on Vancouver Island and truly make it the best place to live. 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.

Population. We need to build houses. We need to attract business to the area. Have tons of events where the population all come out together. Street parties, volunteer neighborhood clean ups. Mix the elderly with the youth days like they do in Norway and Japan. If we are raised to look after and defend each other...we will!

I would not only choose trails but the protection of all the forest land within the district including watersheds of Cumberland and the rest of the Valley, logging is going to spoil the recreational draw that the community has now and brings thousands of people to the area. We need to protect our existing trees before it's too late. The logging taking place right now is destroying our recreational areas which will take decades to recover.

Families might be able to not have a vehicle if there was a place to buy groceries here other than very expensive ones from Seeds.

The trails/nature and the downtown character give Cumberland it's sense of place.
Creative/Entrepreneurs will help to grow the economy.

Taxes rising due to lack of true costing to replace physical infrastructure

If we can provide more industry to provide better paying jobs and also focus on our other assets we will attract more visitors and residents which will then increase more downtown business and therefore more visitors and hopefully more residents to shop locally.

The forest is an easy-win draw for people, but they need a place to live when they get here to work. _ and _ do a great job, but there needs to be a diversification and succession plan so the whole town isn't Cumberland village works. Woodstove is a good initiative in this regard

It was a difficult choice, I also wanted to select volunteers and informal leaders because these people are the pillars of community building. However I think the aspect may also develop from a creative and entrepreneurial population. Creative people are able to face challenges such as population growth in innovative ways which allow the maintenance of what makes the town special. And new local businesses will allow jobs to grow here. Trails and natural assets are part of what draw people from all over to Cumberland. The lake and the bike trails in particular. If we take care of these aspects then we can grow tourism without damaging the environment. I think the maintenance of these assets, a serious and holistic environmental care plan must be developed. The community vibe, including the aesthetic of the heritage buildings and the many green spaces, as well as the friendly people, are what make the town such a delightful place to live. I think it is one of the most valuable assets that Cumberland has.

I think an important facet of equitable growth is building and maintaining strong relationships between different socio-economic groups, resident cohorts, and generations.

Minimizing development impacts by focusing on the value of natural assets for the community if very important. Most people come to the Village to experience the trails and outdoor culture, sacrificing natural assets for land development and increased growth is counter intuitive to the reasons most people choose to live and recreate in Cumberland.

Cumberland is truly special and those are the reasons why! The location of the downtown core close to the trail access is pretty unique - it means no driving far away to enjoy the outdoors, and makes it simple to have a drink and connect after a ride. Because it's simple, lots of people are on foot or bike in the downtown core, keeping the local businesses alive. It creates an awesome sense of place with it's own unique vibe that everyone notices when they visit. It's easy to run into friends just walking down Dunsmuir. Keeping people on foot and out of their cars is perhaps the easiest way to protect this sense of place, the community connectedness, parking issues, air quality, and villagers' health. That means keeping development focused within the downtown core, even if it means being creative with managing space to accommodate commercial growth.

Develop natural assets creatively and sustainably- not bringing in more housing ,buildings,destroyed location

I grew up in South Surrey and have seen the steady march of suburban development erode anything unique and exciting from the area for the sake of profit / increasing the tax-base. I left the lower mainland because that place is bananas. I really hope that Cumberland retains its unique character and embraces its artistic / weird / outdoorsy side.

take advantage of what assets we have, we don't need to duplicate what we already have.
concentrate on sustainability and avoid excessive growth to keep the balance.

If there is a strong identity in our community (businesses, eco-tourism, arts, etc.), then it will be easier to market and there will be a draw from a bigger tourism base and from the local population.

Trails and natural assets are attracting people to the community - creating a tipping point for businesses and other people to take notice. Investing in this inherent asset will help grow the economy. Land also has to be available to develop to grow, a new entrepreneurial population should fill that land.

I do not want to see land taken for more businesses or housing as it is taking away the natural beauty and existing history and historical value of Cumberland. Create a better with what is here already.

I like the feel of the traditional businesses that have been here the shops on Main Street the look of the main street the vibe of that downtown core

Our trails and natural assets should be protected, in addition to our downtown character. Both of these items need to be supported and nurtured so that they continue to provide the environment and services that local residents desire.

All are key to expanding Cumberland's economic viability

I think land for development is not in Cumberland best interest. I think better, not bigger.

Feel this is why Cumberland is as popular as it is

The nature and trails surrounding Cumberland are part of what makes it unique and an awesome place to live, as Cumberland grows it's important to acquire land for development that doesn't include these natural areas. 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.

The trails, forest and lake and distance from the ski hill provide a great opportunity to become a destination town for those who enjoy the active lifestyle. We need more accommodation options (hostel, b&b, airbnb, co-op hotels or boutique hotels) to accommodate visitors as well as more affordable housing for those wishing to work and live in Cumberland. Smaller houses, houses with lane houses or income suites, a tiny home village would benefit residents and provide more affordable homes. Subdivisions with small lots and large homes do not necessarily 'fit' into the Cumberland style and clearing forests with established trails to build more of these houses is unfortunate when there are so many alternate housing options that would compliment the Cumberland vibe and lifestyle.

Need in structure of roads etc

The need for sensible industrial development away from residential areas even if it means rezoning.

Informal leaders and volunteers in the community should be a high priority and their work and sacrifices they have made. Be recognized. They do not get paid for their work, often lack recognition but have given us many great amenities.

It's our community spirit and green space that makes this place special. Without that I think we are just another suburb with some stores and horrible weather.

I'm a remote worker in high tech. I see more and more people like me moving to Cumberland, and they move a) for the quality of life, namely outdoor rec, "coolness" of the village and the family friendly vibe and b) because they cashed out of homes in Van or Vic. Trying to make Cumberland something it's not to attract the industries of the 20th century will be futile. Capitalize on the quirky little place that we are, and highlight what we are already known for: mountain biking, history and cultural events.

Because they support the goals I chose.

Need to leverage our trails and natural assets and support continued reclamation of natural spaces with retiring more of the forest that surrounds this village to thus support sustainable trail development and capitalization on our destination vibe. Attracting visitors to the area to spend money at our unique and independent existing businesses because of our unique vibe and natural assets. Tourism and eco sustainable development.

It can be both a beautiful place to visit, to live and recreate. These are all desirable traits that I believe lead to economic spinoffs (permanent residents, increasing property values, more visitors). Ultimately, I think we need more tourism accommodation.

Support for what we already have in the way of businesses seems like important in building trust in the Village's viability. Trails are a natural and vital feature. And anywhere worth living/ visiting has a vibrant art and music scene

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.

It literally takes a village to enliven a village, to keep it strong and vibrant. We will need all the creative energy we have to maintain the character that makes Cumberland great.

We have an amazing community that is so unique. A great blend of humans, old buildings and forests. It is getting so expensive, but I also realize this is the case everywhere on the island. I'd like to keep box stores and chains out of the village.

I see them play large roles in tourism growth which I think is key in Cumberland's economic growth. We were steadily becoming one of the most renowned places in the world for mountainbiking and with the lake, Mount Washington etc adventure tourism and outdoors type recreation are key. Guesthouses, funky accommodation etc are a great way to bring people into the village and create more personalized work for people

Over the past 10 years, Cumberland has experienced economic development that is primarily a result of local residents creating opportunities in an atmosphere that was conducive to this development. The mountain bike community developed trails and promoted biking, local business owners opened restaurants and shops that met the needs of the population, local organizations and the Village expanded recreational and cultural opportunities. This was done without an overarching development strategy. This creativity and drive of local residents is an asset that should be encouraged, and guided, so that we continue to see development that fits our community. Many residents (including myself) made a deliberate choice to move here for the proximity to recreation, the downtown core lacking in big box stores, the art scene and a quiet place to raise children. Given this choice, my preference is to ensure any development does not displace or diminish these assets (ie. loss of bike trails due to housing developments, big box stores at the interchange, increased housing costs that force long time residents out of Cumberland).

I think that it is in the best interest of Cumberland to retain its distinct character and as a unique village in the forest wit extensive trails for riding and hiking. This is what has put Cumberland back on the map. If we loose this to expanding suburbs and Crown Isle like developments, who will want to visit here anymore. Our businesses could suffer without the visitors.

Cumberland has become a desirable place for adventure tourism, recreation, and migration because of the organic growth of the outdoor recreation infrastructure (ie. trails, access to nature) and the businesses that sprung up to serve and support trail users. Resources and focus should be directed towards the trails and organizations that manage and grow them, in order to help support the increasing burden on them as visitor and new resident numbers continue to grow.

The Village needs to attract more than just mountain bikers also birders etc.

For tourism to prosper, we need to first focus on improving and upgrading our trails and natural assets to a modern, high standard. While our trail network is an internationally renowned destination attraction, the trails were largely built by volunteers and are in need of significant improvement, investment and ongoing maintenance in order to withstand the volume of traffic that comes with being a destination tourism network. For this to happen, we need to continue to support and invest in UROC. Same goes for Lake Park - its a great amenity for the community and supports tourism, but is badly in need of improvements and investment. Before we expand our offerings, we need to make sure our existing tourism amenities are upgraded to proper standards. Same goes for Arts and Culture... we have lots of heritage offerings in need of enhancement - historic buildings, No. 1 Japanese Town, etc. Additionally, we have a great arts community that organizes and promotes lots of great events, but needs support and assistance from the municipality to take these events and other amenities to the next level (like what has happened with UROC and the trails). (If I could pick a fourth asset I would pick Organizations and Associations... however I feel as though Arts and Culture and Trails and Natural Assets cover this category as under our current structure, these assets largely are the responsibility of local NGO's.) We already have a great community vibe, lots of downtown character and a creative business community, so while these assets need recognition and ongoing support, the third priority asset I selected was industrial lands and assets. 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.

In choosing only three of the above options, I felt like my choices are inclusive of many of the other choices. I think it is easy to see what about Cumberland has led to the current "success" of the village and I hope the community leaders will embrace the elements of our unique community that has led us to where we are and make these elements a priority moving forward while managing the inevitable growth of the community.

To protect the natural beauty of the surrounding environment and to enhance the existing attractions of Cumberland.

They often get over shadowed by the recreation and biking.

We already have some amazing assets here in Cumberland. These should be protected.

The trails are a very strong asset for further improvements. Letting the community know how to "get involved" with volunteering. Improving downtown for everyone to enjoy.

This town is built of "community" and we have so many great "leaders" that help guide us.

These are what attracted me to Cumberland (music/trails/walkability of Village)

Downtown is already there...we just need to attract and support the ones that exist and encourage new ones to fill in the gaps. Industrial lands and assets.....While I don't like the idea of big industrial sights, we do need the tax base. Residents can't support the community, it needs to be shared. Trails and Natural Assets.....these are a huge asset to our community. They draw in tourists and businesses AND are valuable to growing, active families. And yes...I signed in as retired but we use the trails frequently for running and biking and hiking!

We have a lot of undeveloped land in Cumberland and I think we have to put in place bylaws that will ensure that the new development have as low an impact on climate change as possible. Examples – houses that are built to be solar ready, houses built to stand out such as LEEDS.

Seems to be solid base to build on.

The 10 year old place took a long time to define, took ¾ million dollars and was subsequently completely ignored by all potential developed i.e. “trilogy” and the rest

These are the things I have seen change positively in the past twenty years.

4.1 - What best describes your ideal job situation?

Other (please specify):

really depends on the income attached to each option?

King

I also enjoy working seasonally

Something that works with families of young children

I have an ideal job situation, there is no other place i would want to have a business.

N/A business owner

All around Social and economic contributor.

Working part time while pursuing my art career full time

Retired but part time seasonal work as well.

Self-employed, set my own schedule, take 2 months/year off.

When there is work, you work. if there is a slow week here or there get out and do something with that time

Self-employed writer.

N/a I'm my own boss and feel like I have created the ideal situation for me.

to retire

(for young adults) I am retired

4.2a - If you answered "No", why not?

Job in Courtenay but would love employment in my own community.

I am semi-retired but did have that situation for over 20 years.

Having to commute daily to Campbell River for my employment. Prefer to work in Cumberland or Comox Valley where I could bike to work

Must work full time to live

Democracy

Cause my job right now is keeping my children alive!

I work outside of Cumberland due to Costco not being in Cumberland as planned!

Semi-retired, without work.

Full time jobs are too hard to find in the area

But not in Cumberland

Looking for either something to fit my specialized skill set, or a business to invest in and run

Student

Owning a house and paying a mortgage isn't 'seasonal'.

I'm retired

Low paying, or non existent jobs in the village and he valley. I work away from home alot

I work too much for my liking but have to to make life work. Two part time time jobs can be tricky but can make work less monotounous than one full time job. The pay differential between a 'career' and a 'job' can be large though, hence my full time employment in building trades.

I wish to own a shop but there are no retail spaces in Cumberland so I have to open and commute to Courtney

I answered yes but my job is not ideal. I have to drive everyday to Campbell River to work and although I'm willing to work longer hours for four day work week, this is not available. I think work life balance is more important than questions about full- time or part-time, but for now I need to work full time to pay the bills. It doesn't leave enough time to enjoy all that Cumberland has to offer.

I am in the process of starting my own natural building & regenerative landscape business and i am in the process of promoting it, getting clientele and building it into a successful local business. Therefore, no money or time to be season work right now but that is the goal within the next few years.

I am close to this currently but work in retail in Courtenay and would prefer to be working in a creative field in Cumberland. My art career includes travelling and finding employment that allows for this is difficult.

am doing contract work

Not enough full time jobs, or have to have ++ schooling and experiance to qualify

Yes and no. I have a full time public health promotion job in courtenay an ideal situation would be to have part time employment providing public health promotion and harm reduction in Cumberland. There is a subset of our population that is aging, has chronic illness, mental illness, and homeless. While island health/home care provides many services for this population, there is enough work for a part time local position to provide health care prevention/promotion to address social determinants within our community . Part time employment within my community without a "commute" would be ideal.

Not a lot of time to work because full-time parenting until kids in school full-time; lack of affordable childcare in Cumberland is a concern

Retired

Self employed

Because there is a major shortage of available daycare in this village and surrounding community. Which has affected my ability to work within the community, as we have nobody to watch over our child. Child care options would be wonderful for this young, and ever growing village.

Most years I do but the winter can get slow from time to time.

I would love a job in the village

Only recently moved here and not established.

But no because it's not in Cumberland.

I currently work full time. If I could make my wage part time I would work less

Because economically I still have to work full time year round to pay for the reno's on my crumbling old Cumberland historic house!

I am finishing my degree. But in the future I hope to work full time as an instructor in the winter, and develop summer programs for children with developmental disabilities and their families. These programs would ideally run in concert with the many awesome community programs which already exist.

I'm retired and just haven't got around to getting a PT job.

I don't get 2 months a year off, but one day!! ;)

must work full time to pay mortgage

the village council fails to address the issues that would create local jobs, like climate change, energy efficiency, and renewable energy, instead of the urban development that needs to import labor from other places.

Just moved here and looking for a job.

Seasonal fluctuation

Have to commute to Campbell River!

I would rather have a more balanced work/life situation. Work less and enjoy our forests, lake and mountain more while still living comfortably and afford living expenses. I am grateful to be able to live and work in Cumberland and have a well paying, secure job that allows for comfort.

Building clientele.

I work too much - full time and am beholden to a good job.

Work out of town as no local opportunities match to my skill set. Also, would rather work less (seasonally or job share) but sustainable wages hard to find locally.

Unavailable

Parenting complications.

Unavailability of full-time positions - currently am working 3 part-time positions instead.

lack of commercial lease space in Cumberland for business

Opportunities are not plentiful in the Valley to match skills/experience/education with job descriptions. Truly the arts and recreations dominate the scene.

Contract position ended

rental housing is nonexistent

I have two part time jobs so that I can be a parent first.

Required to telecommute to urban centre due to lack of professional employment opportunities.

4.3 - What drives you to make purchases from sources other than local businesses (including online)? Pick your top one.

Other (please specify):

supports local, buys locals, community engaged,

Selection and price

Best value which includes price, convenience, service, advice, and how it supports

Cumberland is too expensive

there is no real grocery store in Cumberland, so normal people shop in Courtenay for groceries

Anything but coffee bike parts or alcohol you have to go down the hill

Availability

Environmental factors

I don't. I love local shopping.

Availability

I shop in Cumberland for everything I can purchase here. Sometimes making a different choice because what I really want isn't available in Cumberland. But that makes me happy.

all the above

I shop local

I consider a fifteen minute drive local. Everything I need can be found at locally owned business locations.

I shop local not online

Not available within the community

I support all of the local businesses I can, it would be WONDERFUL to have a full sized (ideally independent) grocery store here.

lumber yard and plant nursery are not in Cumberland

Availability, no full grocery stores except seeds which is expensive

I don't shop online.

product availability

availability- many things are simply not available here such as childrens' clothing and food

Lack of real grocery store

4.4 - If you've ever thought about starting a business but haven't done it, what is the number one thing holding you back?

Other (please specify):

Risk

I have run of my businesses for 4 years now and am just currently opening my second business. Plus I work full time and am taking college courses for business.

Does not apply

Costs and risks involved along with available or "right" opportunity

retired

Never thought about it

Raising capital and the small market were also major contributors in deciding to hold off..

No retail space

Just started my own business, and small market and regularatry obstacles are applicable

I did

I have a local business.

Not applicable retired

Retired

I so encourage new businesses in this town - we will only thrive further with more downtown business!

I have the time to do a small at home business but prefer just to make things for friends and family. Also I spend most of my time doing recreational activities so would not have the time to do it full time.

Don't want to own a business, i just want to hang in the shire eating sweetbread and playing with other hobbits

I'm currently planning on starting a business. I haven't get because I'm still studying. When I finish I will research and reach out to community partners before starting.

Knowledge on how to begin, and confidence

A combination of some of the above. I'd love to turn the King George into an Inn.

I have never wanted to have my own business.

I have a business but there is a lack of commercial space to lease in Cumberland

Lack of suitable premises

I've already had two businesses, now I'm retired.

retired

I would love to but I'm retired and enjoy the freedom that bring. That being said I try to shop as much as possible in Cumberland!

5.2 - Please select your top three challenges in operating and growing your business.

Other (please specify):

Zoning bylaw violations - ie businesses(including home based) operating without licenses, commercial space being used as residences. empty commercial spaces on the main street

Competition in Comox Valley and Online

New to town. Initial business to acquire word of mouth.

N/A

Old ways of doing things in regards to policies and regulations that haven't changed in response to the current needs of the environment and the community

My business does not operate in Cumberland so I don't feel right answering the above questions.

Lack of target demographic.

Figuring out marketing messages, how to reach people, grow visibility.

Lack of understanding of my profession

None - my business isn't held back by any of the above

not applicable

5.2a - Please tell us why these are challenges:

It is hard to find reliable labour.

My business is fine. 99% of my clients are from outside the Comox Valley.

I'm in construction, so I don't use any of cumberlands support.

My business is _ natural building and regenerative landscapes, and the building code and regulations don't suit alternative, ecological-friendly buildings and landscapes. It's a very long and draining (and sometimes expensive) process to try to implement different building methods and different designs to an out-dated process that doesn't help the current situation. How does the Village promote local businesses currently? I am not aware of any way they do so.

With our type of business I feel the Village has been very supportive. The promotion of our wonderful village needs to be more aggressive with regards to all that we have to offer

permits/processes in the Village have become onerous and challenging.

What little available land exists is taken. I can't tell you from experience that a high level of demand exists. 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.

The 2016/2017 Dunsmuir Upheaval/Debacle is a good example of how lame our local govt can be. My small downtown businesses experienced huge negative economic impact with not great communication. The firm in charge of the information did a great job but the nature of the work and weather made the delays much longer than anticipated. We received zero compassion nevermind compensation from local govt. Very frustrating. Parking downtown is also a mess and as new large residential developments and projects move forward in the core I can't help but wonder where all the cars will go. Seems very shortsighted.

We need a vision and strategic plan This is a good start

Right space - I had a very difficult time finding the right space to open my business and while the place I am in now is great, it is not perfect. The main shopping block currently has no other places for rent, we have many spaces currently in the community that are underutilized and could offer great spaces for new business...I feel there should be a bylaw as to what can occupy main street spaces - these current spaces could house new thriving business that will only help our village grow successfully. Support - Downtown businesses need to all work together to create more shopping opportunities and events in this village...not just a few businesses who work in a cocoon. The Downtown Business Association is a Social, which as a business person, I am not so interested in - I am not a socially active person, but would be happy to attend business meetings that bring in guest speakers about business development and strategies to make our downtown more beautiful and successful. Village Promotion - Wouldn't it be great to see Cumberland in full display in some great magazines across Canada?

This survey is taking way more than 10 minutes. If it takes longer...and it is...just be honest. I am getting bored.

I'm a woodworker. Everything from furniture to finishing carpentry and wood flooring. I find the majority of people in Cumberland want everything done as cheaply as possible with the lowest quality materials. It'll change.

Taxes now trying to catch up

I work in the mental health field so I have a PR problem off the bat. ;)

Want to expand- difficult to find space- affordable- high taxes- need support from village

population growth is the only thing that seems to interest the village council. they are extremely incompetent to see that growth is not the answer to economic development, first, we need to enhance what we have before we build more houses and bring more people to already scarce resources.

Low unemployment rate

My own business aside, a large barrier for new/growing businesses on Dunsmuir is the Heritage application process. Although it is important to protect the heritage and feel of Cumberland, I believe that the cost and onerous process to improve local buildings is being slowed - simple things like paint jobs and simple upgrades are being avoided because the cost and excessive red tape involved in this process. I think the current Heritage application process is hurting development in Cumberland more than helping it, and needs to be revised.

Delays, missed opportunities

5.3 - Cumberland has a lot of things that make it great for doing business. Some of these things are already strong and we can build on them further, and some are opportunities that need more attention. What are the top three things that Cumberland’s Economic Development Strategy should work on?

Other (please specify):

Maintaining 2001 population levels

5.3a - Please tell us why you selected the assets you did:

I really feel that Cumberland is concentrated on supporting local and keeping our town unique and full of character. However at the same time they are approving the massive development off the highway by 3L investments. I think that they are contradicting the whole message of the town and betraying our values and core business environment. The big box mentality does not belong in Cumberland and with these new developments coming through I feel our neat little town will be industrialized so quick we won't even know what happened I think they village may be interested by the purchases of land and ensured tax revenue from this and has blinded them and have forgotten the true vibes of Cumberland and what the people of Cumberland want it to be.

The list of assets is a classic push poll. No living wage option, no pro-union option only Randian GenX fantasies.

Keeping the spirit and character of Cumberland is in my opinion what will set it apart as a premiere tourist destination. Encouraging new small business will continue to strengthen the already charming identity. Mindful development nurturing the local environmental beauty and character will benefit the village greatly.

Cost of living and doing business is rising every day and is a huge barrier.

I feel the Economic Development should focus on the growth of the area, keeping costs of operating businesses affordable and working with promoting and encouraging entrepreneurial spirit

The Village needs to work with business, not simply provide hoops and roadblocks. Collaboration is the key!

Business is mushrooming here. Keep it here or lose it, likely for good. This is an opportunity that will fit on the vine, let's get on it.

Growth within the region - We need more retail spaces to grow downtown - We need creativity for this to happen. There is empty spaces on the downtown strip - let's utilize these....encourage

investors into our community for growth - The Big Patch - The Ilo Ilo, King George - all great potential for our downtown. Currently we have a downtown core that has such amazing potential, but so many spaces are poorly utilized...or not utilized. Let's start there before we start developing more land.

Read my answers and do your job.

Macro businesses are not supported

- I never thought I'd be a small business owner - I spent most of my career working in federal or local government. If I'd have known that simply wanting to help people and make change in their life was entrepreneurial, I would have got started earlier and created that opportunity for myself. - I appreciate the skill of the trades people in the Valley and know this is a sector of the economy that will always be needed. It should be valued and promoted the same as the other sectors.

Want entrepreneurship to be encouraged and supported not dismissed as not fitting the rules

growing a local economy with the people that are already here is more important than to attract people from other places.

The key to getting things up and running around here is getting it through our counsel

Cost of land and buildings is unavoidable, but back to the Heritage application process, this adds cost that makes improving old buildings prohibitive. Housing affordability is clearly a problem since there are very few vacancies for the people working service level jobs. IT is hard to attract workers to the community if there isn't a place for them to live.

Keys to operating any successful business anywhere.

5.4 - What sector is your business in?

Other (please specify):

Home Theatre and security

Sustainable Building & Education

Publishing

Renewable Energy, electrical contracting, light manufacturing

Environment and conservation

Entertainment Casino

Energy Conservation, Energy Efficiency and Renewable Energy

Information Technologies

6.1 - What actions should we work on together to make Cumberland a better place to live, visit or do business? Please tell us your top three ideas for improving the local economy:

Action 1	Action 2	Action 3
Ensure new housing developments are environmentally sustainable and family friendly. Model Cumberland after compact resort communities that respect environment and heritage. Eg Revelstoke and Fernie	Invest in tourism and recreation	Support creative and innovative housing and business plans
Jobs	Jobs	Jobs
Fix roads	Zoning enforcement, inspections for new businesses	Not complaint driven bylaw enforcement
limit growth	encourage cultural enterprises	prioritise the environment
continued increase of accessibility of surrounding natural area.	a fully occupied commercial marketplace/seamless downtown core (ideally no vacant commercial spaces or derelict buildings)	infrastructure to support increase in visitors/population (i.e parking solutions, housing)
Mentors (gatherings) to help develop a business plan	Inviting innovative technology/infrastructure companies to test in community	Promote Village as a great place to manufacture or test outdoor recreation products e.g. mountain bikes; initial; short term, property tax reduction incentive to locate in Cumberland
Focus on quality of life. This will attract people and increase business opportunities.	Continue to support and develop and promote trails.	Put goats on a roof. :)
Make sure there are enough affordable housing options for creative people to keep living here	Keep encouraging green and sustainable initiatives	Develop "winter life" in the village
Be prepared in our existing infrastructure	Food store	
proactive and creative investment attraction	business retention and development	targeted and thoughtful destination marketing
Incorporate a tree bylaw/tree covenant into all new housing developments permits, that protects the intact privacy of older residential communities/housing. New development in Cumberland is disgusting. We need some protection bylaws in place that preserve and protect the natural	Environmental protection/development restrictions in the entire forested region south of what is currently residential (South of Comox Lake Road, Keswick, & Dunsmuir/Royston Rd)	Rezone all R1 zoning to RM-1, to high density growth rather than sprawl growth, which encourages carriage house building, and more affordable rental accommodations options

spaces between housing development.		
Get the ring road going to get the community out for a safe, easy, somewhat flat and well lit strolling location that has access points to local businesses. I have mentioned it to the Cumbeland Community Forest society and she was excited by the idea.	Lets become a BC leader in distributed generation (draft a proposla to be a test case for a Virtual Power Plant (Behind the meter solar on every house and building).	BC Housing just released new Building (Energy Step) Code in Dec 2017. It is a revolutionary document that will ensure all houses are net zero by 2032 and will have a massive effect on reducing GHGs. We need our municipality to create a bylaw that all new builds meet a minimum Step Code of 3, and stop the scourge of inefficient and over priced spec homes destroying the character in this village. Secondly, we should hold a building competition about who can build/design the cheapest Net Zero House. Would be a great competition and help people get affordable energy efficient homes free of GHG use. BIG opportunity.
Stay local	Keep our identity	Work on village decision making
Elect a non marxist representative	Restore compitence	Identify cumbeland by its deep and ever lasting culture
Institute a living wage for all businesses.	Institute a living wage for all businesses.	Institute a living wage for all businesses.
Continue to improve ease of doing business	Continue to grow and develop strong and diverse scale	Lots of great things already happening
Open up to more businesses locally	Less 2nd hand stores	Build a bigger centre, don't let the next big box store slip by
Promote business, get off the high horse of hippie Cumberland	Less burocracy and less village managers of managers.	Use the derelict buildings downtown.
Encourage restoration of heritage buildings on Dunsmuir for business opportunities	Continue to grow recreation sites and activities	Create building code that encourages character in the houses and commercial buildings to suite the character of the town
The roads		
Fix the roads!		

More urban density	Protecting our forests and trails	More lower income housing
Encourage more tourist friendly business development in the downtown core	Don't let land development impact sensitive environments and protect the established trails	Work with logging companies and preserve more of the forest for future generations
Preserve or expand as much of the Cumberland forest trail system as possible	Drive for more vibrancy and development of the main street	Be available and encouraging for business to move here
Take it slow. Existing development has been slow and done in an ad hoc and grass roots way, and based on our natural/cultural amenities. It should continue in this vein.	People want to move here and invest. We should continue to focus on investing in infrastructure: roads, water, sewer, rec and trails, culture, maybe a pool.	Take a truly sustainable approach. Economics will follow good environmental, social and cultural assets and protections.
No golf course	Protect the trails	Keep the heritage
attract new business - corporate	develop lands for attracting new business	
Fill downtown shops with amazing local businesses	No box stores, Starbucks etc.	Landscape in the downtown core/Dunsmuir = trees
Encourage local businesses through creative zoning	Make more land available for medium size manufacturing (zoning?)	
Sustainable land development	Establish a unified future goal	Encourage applicable education for younger generations
Keep building biking and hiking trails		
have more affordable housing	better roads	more stores
communication	supporting existing business	finding new business that fit the community
Get a grocery store		
Keeping the village feel (not spreading development out too much)	Promoting local business vs big chain stores to keep revenue and prosperity local	Realize that outdoor recreation and its spin off business is critical to Cumberland, so making sure the trails are protected and can be accessed right out of town is important for the local economy
More community events	Clean up empty buildings/recreate to new shops	
Preserving our unique history	Protecting environment	Growing sustainably and providing adequate housing

Business mentorship programs	Cohesive vision for the look of new buildings	Maintaining and improving the "cross-pollination" co-operative nature of businesses here. Collaboration & competition and everybody wins!
Affordable housing	Support for business	Support for tourism
Tax base to indices business to cumberland	Reduce red tape	Stop wasting money on unnecessary projects
promoting tourism	diversifying industry	sustaining the environment
Density: More quality 3-story downtown apartments	Replace or renovate derelict downtown buildings	Less sprawl, more walkable, enjoyable spaces
Improve trail network to expand hiking...too much emphasis on biking	Encourage further downtown revitalization eg: the old, vacant buildings	Work with developer/builder to establish a boutique hotel.
Have logs cut in this area processed on Vancouver Island	Improve water supply and services	Keep large tracts of land locally owned not off shore investors
Offer better bus service	More businesses that attract visitors	Something for youth and families to do
don't lose Cumberlands unique historical character	don't lose cumberlands unique environmental attributes	don't pave paradise, or grow so big we turn into courtenay or nanaimo
Encourage new local businesses to start	More events	Lower taxes
Manage growth -environmentally sustainable	Don't lose what makes Cumberland special	Attract more business to downtown core
Regenerative Community Public Spaces ie. engaging parks	Local Business Support ie. Promotions, Associations	Housing Affordability Initiative
Listen to both businesses and community members	Promote Cumberland's assets	Encourage development at a sustainable rate
get local government out of the way, and assisting.	keep it affordable for the great folks who made it what it is.	ensure support for the 100% "locally owned" thing that has happened
Thank you for the ongoing work on the roads.	Now let's figure out some parking for people who come to shop	
Website	Promote	Pictures
Seriously promote destination tourism beyond just bike trails	Stick to the OCP. A lot of work went into it	Special fund to assist young locals to start new businesses
More attractive to tourists	Well paying jobs	Affordable housing
Legislate how many rental places can be on Airbnb, we have very little rental housing	People who list on Airbnb need to have business license, and can't list if it	Seriously, the lack of rental housing scares me, if i didn't have my place, i'd have to

	leaves rental places below a certain percentage	leave town, i wouldn't be able to find a new place.
Long term vision	Practicality	Quaintness
Increased rental availability	Assisting current businesses with growth where needed	Protecting natural environment surrounding Cumberland
Encourage more businesses in town	Encourage more visitors from local areas (market to Van. Isl Population.)	Arts and culture encourage business and visitors
Clean up the streets	Implement housing standards	Develop facilities to attract new investments
Cater to locals and their needs first	Equal job opportunities	
Stop cutting down trees	Stop construction	Rental caps
Cancel all large scale development applications	Build affordable housing	Create an anti-gentrification strategy
Find land	Service it	Promote development of said land
Improve infrastructure: gym, pool,sauna, sidewalks, roads/streets	Supportive and affordable housing	Sustainable and environmentally conscious development
job creation and childcare opportunities to match	sustainable beautification for tourism and attract business to downtown core (i.e. trees, common spaces)	carefully managed development that does not detract from character of community
Assess survey results		
Improve road infrastructure	Historical areas marked-signage to better	More small town shops
sustainability	affordability	creativity
More focus on higher paying, non-seasonal industries/businesses	Less focus on service/tourism type industries/businesses	
Keep doing what you are doing		
Would love a grocery store	Finish Cumberland Road work	Make 'swamp trail' go right to lake
Consideration for new/existing businesses to operate in harmony with residential spaces.	Ensure slow and calculated growth that meets the needs of the community.	Ensure that growth and development does not conflict with environmental sustainability.
Support youth leadership	Make environmental impact assessments the top priority in future economic development	Keep doing what you're doing!

Controlled Growth	Improved roads and infrastructure	Policing
Identify strengths	Create brand	Complete plan
Control and protect our water resources	Control and sustainably use our land resources	continue to support residential in-filling and density vs sprawl
For special events there needs to be some organization for parking. As it is right now it's atrocious.	I use to hear people call Cumberland scumberland because it use to a welfare town. We need to change that perspective.	I know it hard to keep people shopping local they prefer the o drive to nanaimo and shop in generic stores.
all the pot holes starting with 5,6, 7th St. etc.	ban firewood burning when the ceiling is low (better air quality)	more RCMP present in town
Further marketing towards all historic and outdoor activities we have to offer	Find ways to attract businesses that focus on outdoor activities and the history of Cumberland	Further supports in place for growing families with child care issues(there are many of us)
One larger grocery store	Welcoming new business within the intent of improving the Community.	Continuing to upgrade water, sewer treatment, road repaveing
MTB trail fees/paid parking for tourists.	No parking on both sides of Kendal	tax incentives for new small businesses
Downtown Beautification	Attract more businesses to town (sustainably)	Make Cumberland a 'Slow Community'
Develop industrial lands/attract light industry	Build relationships with provincial government and large businesses that could have satellite offices here	Identify key business opportunities and resources. Economic development fair to marry locals and covet business world?
Affordable housing		
More vistor rooms - hotel etc	Increase school capacity	
Not allowing chain restaurants, large box stores, ect	Thoughtful growth in residential areas: allow for mixed use zoning in many parts of town, not just downtown	Provide enough parking (more than you think you need), people are going to keep driving. It creates tension in neighborhoods and downtown if you don't.
Build more houses.	Make affordable rental space for lower income workers.	If you can't do both of the above...give up.
A large grocery store	Commitment to maintaining our forested areas	Expanded services for children and families
Increase city boundries to include larger industry but keep it out of the city area to protect our character.	encourage small businesses to set up in Cumberland with housing units above to either	protect the recreational areas around us, this will protect our tourism which may be the

	give rental opportunities or allow business people to live in town.	main economic thrust of our community in the future
Places for people to live	Places to buy groceries	swimming pool
affordable housing	attract a medium size grocery store	attract eco-friendly businesses and promote the upcoming green economy
Less regulations for building secondary suites	Better roads	
Cancel development	Cull the hipsters	Maintain 2001 population levels
Secure and maintain the trail system and stop the logging (yeah right).	A roof over the bike park, or even better, build a new indoor bike park. Materials sponsored by Slegg etc.	A good Indian restaurant. Semi-joking.
Keep the old town feel and appearance	More shopping	Improve roads
More commercial space development	maintain and grow the trail networks	continue and grow community events
Control rampant development	Assure developers adhere to OCP	Make sure council understands and supports the OCP
Do historical revenue	Think outside Canadian best practises	Think of impact on the average shoeshine ie pot shops and clean air to breathe
Attract more business that pay a living wage to come here	Focus and promote our natural assets to increase tourism	Ensure we have land and space available for business
Continue to support the forest, the heritage, and the festivals	bike lock-ups outside every business	a dedicated off-road bike path linking cumberland to courtenay via royston road
Maintain environmentally sustainable growth.	Continue to grow the "local" Cumberland vibe on Dunsmuir	Affordable low(er) income housing.
Take a stronger stance on affordable housing. New developments should have a maximum footprint applied to them and be required to include 30% affordable housing. This would allow a more diverse population to move here.	Increase paid jobs for maintaining trails and local natural areas	Encourage the growth of outdoor adventure businesses with mentorship and perhaps a conference to help people develop their ideas. Outdoor recreation is one of our greatest, most sustainable assets. More outdoor adventure businesses would grow the economy by providing more jobs and

		bringing people to the area to shop and spend money
Do all you can to keep the trails we have, and build new ones.	Maintain the flavour of downtown, don't become a retention mountain village.	Encourage good development downtown.
Offer more diverse 'homegrown' community outreach, eg.: local food bank, local radio, more accessible and better marketed opportunities for cultural learning exchange	Promote the sharing economy (not so-called 'ride-sharing' but along the lines of tool libraries and the like)	Encourage opportunities for short-lease mixed-use space on Dunsmuir to capitalize on seasonal swings in resident/visitor consumption and social habits
Clear and focused development plan on allowing for growth without sacrificing natural assets.	Continued support of local businesses, not allowing large corporations to open shop.	Development of an asset management plan for natural assets to promote tourism and sustainability.
A strong no to future developments/subdivisions/rezoning that create urban sprawl	A strong yes to infilling unused lots in town, densifying along Dunsmuir Ave, promoting home-based businesses in a walkable core	Respecting the existing character of the community by designing buildings that fit aesthetically and culturally with our village and the surrounding forest
More visitor accommodation downtown	Continue the trail expansion and promotion	
Growth at a reasonable rate	Reevaluate the Trilogy development decision	
invest in further developing the mountain bike trail network	support downtown businesses in upgrading facades while keeping historical character	develop new subdivisions in a way that keeps with the community character and recreational/environmental values
Less new houses	More consultation	More community involvement
Build rental housing.	Don't over-develop, retain green-space and urban trees.	Get some of the old business spaces on Dunsmuir into usable condition
Better (unrestricted) access to surrounding forests	Grocery store in town	Keep it quiet
Pursue light industrial opportunities	Provide tax break to attract business	Improve infrastructure (Roads pot holes are a disgrace)
Clean the air, Cumberland has the worse air quality in BC	Minimize growth and consolidate what we have	Make Cumberland an outdoor destination for ecotourism
Develop a stronger identity in community participation	Make an action plan on keeping the vision of that "identity" as growth is occurring rapidly	Offer more selections with better quality options, where the goal is to provide top service and product, and to avoid "just good enough"

Improving trails/natural assets (expanding trail system)	Bringing visitors to the area/marketing to young people	Improving and expanding local businesses
Improve commercial tax base	Attract creative business	Attract visitors
small business park near overpass.	restrict development on soulless cookie cutter subdivisions. gross. box stores and or casino. Fuc# off.	Dont let one large development company decide how bland/average this place could look in ten years time. full community awareness and involvement in decision making a must!!
Grow slowly	Be more leinient to what businesses can operate downtown so that the existing spaces stay occupied	Stop most of trilogy. No casino those are parasites on the weakest.
Go slow on expansions	Protect the environment	Listen to the community and its wishes
No box stores, chain stores, plazas or malls.	Provide support to current local businesses, and help encourage other businesses to open in Cumberland - as long as they fit into our community vision.	Create policy to keep growth modest in order to not overburden the local infrastructure, and spoil local character and community.
Find ways to increase the number of 'festivals' and participation therein.	Persue all any any policies that will bring an 'audience' to the village ready to spend 'clean' dollars.	Aggressively persue all any any sources of revenue aside from municipal taxes.
regulate development	promote tourism	
Attract more privately owned and operated small businesses	Dissuade giant box-stores and major chains from locating in Cumberland.	Focus on and preserve the unique character of this village
develop a more creative way to run the land fill	improve winter air quality and promote community gardens	stop urban sprawl
Add a small business district with low rent office space.	Add a shopping center with drug store, grocery and movie theater.	Ensure local schools have capacity to coincide with growth and make upgrades to infrastructure as needed.
Bring in businesses to service the growing population which will in turn create job opportunities (bigger grocery store, drug store, etc.)	Local meet ups for likeminded community members	Ensure school system can handle influx of young students from new development, encouraging young families to move to Cumberland

smaller, more affordable homes	community events, possibly as fundraisers (fireworks, xmas tree burning, neighborhood street party/bbq)	repair the roads and/or fill the potholes
Reduce wood smoke pollution so we don't have to move away from the village we love to protect our health	Continue good stakeholder engagement	encourage diversified businesses
Make it easier, by changing bylaws or offering incentives, to create legal rental suites.	Focus on things like the Cumberland Forest and playground that draw people in and help boost the number of people who will use local businesses	Implement rules for building companies that require them to put something back into the community. Example: helping protect an acre for every acre cleared.
Affordable housing	Keeping Cumberland a culture	Investing in tourist attractions
Trail from the village to the lake	promote the bike trails and protect them	keep the unique community feel in downtown
Thoughtful, affordable housing	Relocating from industry to an industrial park	A local grocery store
Create more protected greenspace	Create more affordable housing	Create local affordable grocery store
Keep it affordable utilities and property taxes	Invest and build with renewable energies	Force contractors to build more apartments/ condos to Increase gdp build up not sprawl.
Keep consulting!	Help locals stay local and buy local	Think very long term and sustainable
Affordable grocery store	I personally think the Kendal area is an eye sore and way too congested. More regulations on the building size, parking availability should be a must.	Appreciate all the hard working citizens that really go above and beyond just living here but work hard to make it a better community. Like community awards or something.
More regulation on housing development. Do they have to remove every tree, grade it, and build home after home after home all the same?	A better recreation center with a small pool and arena would be amazing. (Small like the one in Gold River for example).	Continue to protect and purchase more green space. More public access at the lake.
reduce price of development permits	incentives for new local businesses that improve the village	incubation and support for entrepreneurs
Fix air quality in historic core. It's abysmal from Oct-Apr due to wood smoke	Celebrate our industrial and commercial businesses i.e. Cumberland laundry to attract more	Be clear about your scope as a municipal government. When I see references to social justice or fixing income equality I get

		nervous about the pragmatism of this exercise.
We need to attract development to the highway interchange to increase our tax base and fund parks and recreation in the village.		
Improve air quality	Ban chain stores	Encourage growth within the village core rather than the outskirts
Continue to preserve natural spaces around the community.	Support trail building.	Support efforts to beautify Dunsmuir.
Promote Tourism	Revive empty store front	Create inclusive environments
Left 9b in its natural state.	Commercial develop by the visitor center. Motel auto mall	Get people out of the burds and into the core
Affordable housing	Affordable grocery store	Improved transit
Support and further partnering with CCFS and UROC	Support for existing businesses via marketing spend for tourism dollars	Village Council etc... actions supporting our 'village in the forest' uniqueness and supporting activities to support
Protect the Environment	Create more Visitor Accommodation	Start Addressing the Crime Issue
Take air quality seriously	Support existing business	Don't let developers overthrow the community
Destination Marketing	Tourism Accommodation attraction - i.e. inn / guesthouse / hotel	Industrial land business attraction
Better paying jobs	Environmental protection	Infrastructure improvements
Engage everyone! Not just online media too	Ensure the Cumberland Forest grows - our best asset	Encourage sustainable, good paying businesses to relieve the tax burden of the homeowners
Mindful expansion to preserve character and quality of life	Coordinated, intentional marketing	Better supports for small businesses
More reasonable rents	Grandfather in old regulation for old home renovations	Do not allow chain store in our community
Maintain community values	Attract more visitors	Attract more businesses that met set community goals and values
enact a bylaw prohibiting wood burning appliances in all new construction and in all buildings	enact a bylaw that requires non-compliant woodstoves to be removed from a home on the sale of the home.	enact a nuisance bylaw that allows a fine to be levied against a homeowner or business owner burning in

where there has not previously been a wood burning appliance		such a way that excess woodsmoke is emitted
Continue to market for active/adventure tourism	Allow retail development that helps support the growing population keep their money in Cumberland	Find funding to update recreation center
Provide opportunities for children and youth to experience social entrepreneurship	Spotlight community members making their businesses work in Cumberland - innovative business models, how they've scaled, how they work from Cumberland but serve populations outside of Cumberland, etc.	Above all, encourage the Village and local non-profit groups to continue or add to the number of activities and events that promote community belonging and togetherness
Make the rest of Comox Valley aware of what's available here.		
Promote shopping in the downtown area	Increase in tourism promotion	Visitor accommodation
Support the local business community (both existing and new)	Ensure that new development (housing or otherwise) does not impact Cumberland's natural and cultural assets	Find a way to provide and encourage development of affordable housing
Affordable housing	Fixing up roads	More businesses
Create more resources and support for local organizations that manage outdoor recreation assets	Encourage more businesses to fill identified community gaps	Provide more education and statistics around economy, community development to facilitate balanced views about economic development
diversify attractions		
Invest and support local organizations providing community services, including destination attractions (e.g. UROC, CLWS, CCFS, Museum)	Nurture and support existing businesses and assist in the creating of a local business collaborative (i.e. BIA or Chamber)	Diversify and expand the economy (and tax base) by attracting light industrial and technology companies.
Better road access	Better police protection	
Maintain some cultural/environmental integrity while planning new developments	Maintain the key lifestyle elements that attracted people here in the first place	Create a venue for communication/collaboration between ALL Cumberland businesses that will give us a collective voice in the community.

Maintaining our local "vibe" and flavour	Encouraging tourism	Refrain from modernizing to the point that we look like everyone else
Revitalize Dunsmuir - it's criminal to have so many vacant builds/lots on the main street	The VOC could hire more staff	Bring back the boulevard between 4th and 5th on Dunsmuir to instil pride and demonstrate progress
Maintain existing and expand forest trails	Protect small businesses	Build affordable housing
More public toilets		
Support locally owned businesses	Affordable housing strategy	
Stopping the sprawl.	Better transit	Attracting business to infill downtown
A innovative/sustainable Village vision	Improving access to the lake	Tax breaks for businesses that we want to see in the Village
Grocery store	Volunteer opportunities	more jobs locally
Volunteer recognition	Empower local people	Showcase what's already going on
deal with water/sewer issues so they are no longer a drain on resources	improve rec centre so it is functional and accessible	maintain and improve walkability of village with greenways/paths/connectors..
Investment in recreational development and protection	Increased incentives for new business (tax bursaries, start-up funds)	Regulation to incentivize mixed use areas - not subdivisions.
Encourage businesses that support the interests of the community ie family oriented shopping..we have lots of families	Diversify new businesses...we have lots of excellent food and entertainment venues	Encourage more Eco tourism.
Recruiting established businesses from Van/Vic by promoting Cumberland as an ideal location to do business & support employees affordably	More nonprofit & common space	Strategic business partnerships & coop space for that (i.e. farmers' market in X business) the Village owns
Focus on Making the industrial lands more attractive/affordable to be developed	Creating a space in town that can have small scale manufacturing to support businesses like the crate co, harmonic arts and kindred - all located now in courtenay area as there is no space in Cumberland	Attract a boutique hotel to add to the accommodation selection in town for the visitors
Enact bylaws that require businesses to have lower carbon footprints	Encourage small businesses and manufacturing that can adhere to above	Bylaws that would prevent big box stores. Encourage local tourism.

Sustainable, fulfilling jobs (created by....)	Sustainable, permanent businesses serving.....	A market need, which is under-served or unserved
Force developers to give people room around their homes – not pavement and fences		
Maintain the feeling of a village	Keep the traditional events- may day parade, Halloween walk on Main Street, Christmas events, etc.	Do not give developers “carte blanche” refer to previous OCP.
Expand the idea of the Cumberland forest	Push all levels of government for a park of entire Comox Lake watershed	Encourage Port Alberni – Comox Valley highway

7.1 - What best describes you?

Other (please specify):

Do not live in Cumberland
I live, work, and own a business in cumberland
Comic valley
My mom lives in Cumberland
No longer in Cumberland
I live in Cumberland and my business is run from Cumberland - home office
Lived in the comic valley and visited Cumberland often
I live in the Comox Valley and visit Cumberland for shopping, dining, and recreational purposes.
I own property in cumberland and work here. I've lived here for 40yrs
I live just outside Cumberland boundary (Upper Royston)
I visit Cumberland regularly and we have client businesses located in Cumberland. are I
I have lived in Cumberland and may again. I live close by and spend a lot of time in Cumberland. I have considered starting a business here.
I visit Cumberland regularly and work in tourism/hospitality/
I would like to live in Cumberland
Visit Cumberland
Live in Courtney, play in Cumberland
None of the above

I live in Courtenay and currently food truck vendor but seasonal

Live close to Cumberland and visit frequently

I live, work and own a business in comox

I live close to Cumberland, in royston

I live in and own a business in Cumberland

Live close by small community

I live in Courtenay

Live in Courtenay, but visit regularly to Cumberland

I live on Denman Island buy visit Cumberland for essential services (doctor, dentist, vet, library), recreation and shopping, and have many close friends who live in Cumberland.

I also own a home in Cumberland

I own property, work remotely full time, and have a side business.

I live near Cumberland

I enjoy Cumberlands boutique downtown. So funky

I live, own property and will work in Cumberland starting in April 2018

Moving to Cumberland in a month. Property owner but work remotely for Vancouver company.

I live in Cumberland and work from home for a business based outside of BC.

I live locally and shop in Cumberland when I can

I live and own a house in Cumberland

I live & own a house in Cumberland work in Courtenay

I live in Cumberland and work full time remotely for a BC company based out of the Lower Mainland and the Kootenays. My work has nothing to do with my living in Cumberland.

We live just outside the boundaries of Cumberland on Cumberland road. We want to live there but cannot afford to despite spending all our free time in the village

Only a part of my work is in Cumberland

I live and work in Cumberland but the majority of my clients are not in Cumberland

I own property in Cumberland - that was not an option. I live and own here.

I live in Cumberland own a business in Courtenay

I own a home (live in) and a business in Cumberland.

7.4 - What is the number one thing you feel YOU can do to improve the local economy?

Shop local

shop locally

I can aim to be the best at what I do.

Participate on Village advisory committees and attend community engagement activities/processes and share my ideas.

Start a Cumberland based business

Do my grocery shopping in Cumberland.

affordable housing

balance growth with environmental and cultural sustainability and social justice.

Continue to be an active and informed member of the community, while also supporting the local economy, whenever possible.

Promote the new renewable economy. I am working on a net zero house currently to help show how people can live in an affordable house that runs on clean electricity and free of fossil fuels.

Bringing people to enjoy the beautiful area of Cumberland and enable them to earn a living where they can afford the houses in Cumberland.

Be myself

Buy local but then I already that.

Start a business

To build my house keeping in mind the character and heritage of the village. Creating extra living opportunities through rental dwellings on the property. Contributing to the village agricultural community by using the land I have to grow food and raise animals. Purchasing items from the village when possible and attending community events.

Look at the roads and sidewalks in comox and the artwork and beautiful landscapes. We need that here.

Fix the gd roads!

Shop locally.

Tell friends and family about all the wonderful recreation options and unique small town atmosphere. Take lots of people for bike rides and walks into the beautiful forest, be more involved as a volunteer or committee member.

Shop local and perhaps start a business when the time is right

Protect whats attracts people here in the first place. Environmental and cultural assets, small town feel of Cumberland, etc.

Keep going to fundraisers to keep the Cumberland forest

keep encouraging business to approach the Village about business development

Shop local

Shop locally whenever possible.

Shop local

Continue to be a patron of Cumberland businesses

build the workers good homes to live in

Stay at home, live and work in town

Get a grocery store

I try to shop locally for as much as I can and try to spread the word about local businesses to people I work with in Courtenay.

Shop local!

Keep inviting Cumberland entrepreneurs and creatives to participate in the grassroots business and community economic development work we're doing with LIFT Startups.

Shop locally. Attend local events.

Spend time and money here and encourage others to do the same. Engage in community activities and events.

I always promote the village of Cumberland when I travel or meet new people

But local and have many Guests

Nothing powerless

Shop locally

Buy locally.

Buy local and encourage others to do the same!

Shop locally

Keep pushing for a local vision of what our community becomes.

Attract visitors to the area so local businesses can make a profit.

I shop locally when I can, I support arts and culture initiatives, I am monthly donor to CCFS, I volunteer at events. I pay attention to local politics. I participate in community.

Revitalizing the environment and landscape, which heals the people. This is exactly why I started my business as it is my passion -

Become more involved with promoting the village and volunteering or supporting local cultural and community events

Continue to maintain good value added jobs in the Village, and advocate for continued positive choices from the Village Council, and the individuals I meet.

I have made a promise to myself that I will do more purchasing of necessities here, in Cumberland, because I appreciate the fact that I CAN make those purchases here.

Go and visit all the places in the Island. Take pictures and upload it on social media. On my spare time use the gift of art work and probably sell it on the market.

Be aware of local politics

Voice my ideas

Shop locally

Keep shopping locally

Shop Local and Eat Local

Shop locally and participate in local events, possibly start a business

Depends on how you define economy as there are many kinds of economy. One way that one would engage many economies would be to participate in the local community on any level. For me I participate in the cultural economy through playing music, the political economy through activism and information sharing, the trade economy through house painting for local clients, the gift economy through gardening and general sharing...

STAY. We're providing good paying, high skilled jobs within the village and we're growing. We very much want to stay and maintain our headquarters here. We need help.

Try to buy more locally

Continue to shop/purchase locally. Invest in our future. Participate in planning forums/development strategies. Participate in community events to promote community and keeping focus and business within Cumberland. Donate to Cumberland community school, volunteer, etc

I am currently launching a small business and will continue to encourage the migration of talented newcomers to the village

Pay attention to the management of our village , speaking up and encouraging other residents to do likewise about decisions affecting our economic future.

Shop in the quaint shops!


Continue to shop there occasionally - when visit friends, attending events and going to the dentist.

I try hard to buy local.

Continue to build relationships within the community and offer quality services in a space that fits the culture of the village.

Make good ethical and environmental choices in my consumption so that businesses offering these choices are supported and grow to support more people in making those choices.

Shop locally when possible

Help build the cultural economy "Making Cumberland Culture Count " "Our past is coal Our future is downhill " 

Continue to shop locally as much as possible, and continue to host friends as visitors who want to come to ski, bike, attend events and shop here. Also, potentially grow my business to hire more employees.

Become a more active member of my community. But it's hard with work schedules

Offer a consistently good product , good service and a welcoming space for customers - locals and visitors. Recommend other great local businesses / services. Provide info to visitors about recreation and other attractions / events in Cumberland.

Buy local as often as possible and brag up our village on social media, and spread the word about our hidden gem. I already do this though! Cumberland really sells its self when shown to guests!

I support local business, restaurants.

I shop locally when possible and volunteer my time.

Start a Business

Sweep my own doorway - in other words, ensure that my business is successful and attracts business into our community. Support and encourage new businesses into our community Work as a whole with the rest of the business community.

Continue to support local businesses when I can. Volunteer and contribute to community in informal ways.

Shop local

Perform my job diligently, if we all did the economy would be amazing.

I shop locally...and often pay too much. I try to be friendly to everyone while in the Village. I treat conservative pricks and freaky folks alike.

Buy locally

I have joined the local mountain bike club as well as trail running community and help with fun raising activities for forest preservation. I have volunteered with some trail building projects. I have been writing letters to different levels of government and various political parties trying to get them to become aware of the logging in our watershed and watersupply areas and how it's affecting our area. To keep our local economy or improve it we need to protect the forests around us and do this as soon as possible.

continue to employ people at good wages. assist new self-employed people to enter my industry

Shop local

Be nice

Trail days. Seriously, I think mountain biking will have more of a positive economic impact on Cumberland than anything.

Support local businesses

Volunteer

Shop locally

But local

Continue to buy locally

Continue to support local business

keep supporting local businesses with my cash

I already always buy local and support local artists. I plan to develop a program to support people with developmental disabilities to be fully included. This will improve the social fabric of the

community but it will also improve the economy because there will be funding brought here to support the program.

I have told people how great Cumberland is on social media. It has worked too well, as now I have a hard time getting an after ride beer during the summer. How much do we really want to grow? Once a place is ruined, like Canmore, there is no going back.

Given previous experience in the cooperative movement generally, and the sharing economy specifically, I hope to contribute to developing both in Cumberland and the CVRD.

Continue to shop local!

Get on a steering committee ;)

Shop in and use our local stores and restaurants

Shop local

Be social

Drink more beer?

Spend money here

Pursue and attract new business

Fight climate change, create jobs in the energy conservation, energy efficiency, and renewable energy, make Cumberland one of the, if not the greenest city in the world, promote our natural beauty and attract visitors.

- continue to volunteer to help build the town that I love

Bringing visitors and other young people to the area

Get more involved.

Shop local by local tell people about shopping and buying local

I try to support the local economy my shopping at local businesses, eating at local restaurants, participating in activities organized by the Recreation Centre, and enrolling my children in local childcare arrangements. As a family we participate in local programming, go to Village events, and recreate in our parks and forests.

Make sure my own business is a success and encourage a particular type of yearly 'writers and readers' festival in the village

support local businesses

Spend my hard-earned money at local businesses - the more there are, the fewer reasons I have to take my spending outside of the village....

attract people to Cumberland through the arts who then enjoy the downtown businesses

Stay living and spending here

Shop local

Spend my money in Cumberland, on groceries, drugs, entertainment and recreation.

Meet with likeminded individuals to collaborate. Feed the economy by purchasing local.

shop local

Volunteer and stay engaged. Think about starting my own business (B&B) in town.

Continue to live and work here. Attempt to increase the amount of shopping I do here. Spread the word.

Shop locally promote the local businesses

Shop locally

Be friendly keep the small town character. Support the smart growth of the ocp

Shop local more.

Obviously shop local but the selection but the selection is not fully encompassing.

Raise my children well while participating in all the activities available for kids and young families and shop locally.

spend more of my money at local businesses

Continue to be positive about residential development to grow our tax base so we don't go broke on needed infrastructure spending; and to promote Cumberland to people I meet who may bring their skills, money and knowledge to town

Shop locally.

Spend locally

Support local businesses and events.

I shop at local businesses more often than not!

Use the core and leave my car at home.

Affordable housing

Buy local Promote Cumberland to friends and family via word of mouth and communication channels

Buy more locally. I guess I am a buyer of 'practical' things (don't buy a lot of pleasure items), but I do eat out in Cumby a fair bit. Hopefully that helps.

Shop in the village

Continue running a profitable and sustainable business employing skilled staff

Spend more locally

Continue to support initiatives that make our village better and stay engaged.

Stay involved

Shop local

Shop local and spend money locally (eating, drinking, events)

I can continue to make residents and village staff and elected councillors aware that protecting the air we breathe is vitally important and this protection is much needed here in Cumberland. Economic viability depends on the good health and wellbeing of a communities' residents. I can continue to advocate stewardship of the land respecting wetlands and riparian areas and forested lands.

Shop local!

Buy from local businesses/local talent

I shop at local businesses as much as I can. I sit on one of the village committees. I attend some events in the village.

I volunteer a lot. That really helps.

Draw visitors here, and spend my money in the village.

Support local shops and restaurants- keep our money in Cumberland as much as possible.

Shop locally as much as possible

Shop local and help promote those businesses

spend my money in the Village

Support local businesses and non-profit organizations.

Being engaged and attentive to the community as it develops around me. I would participate in a Cumberland business organization if one existed.

Shop locally Volunteer Tell friends to "Shop Cumberland"

Continue to shop local and support local business

Shop in Cumberland as much as I can, even if things cost more than they might in Courtenay.

Shop in town

Shop locally

shop local

Shop more in downtown Cumberland instead of going in to courtenay.

Promote to my friends and contacts how great Cumberland is.

I would like to volunteer & help do so.

Ensure my business succeeds.

Use it. Support it. Encourage it.

not sure! get involved in a board of directors for a local organization?

Lower taxes

Spend our money at local business and make active buying decision to support new business that come to the Village.

Yes! Continue to encourage and support local businesses. I have also tried to encourage new retail businesses to move to Cumberland.

Shop in town more when possible

Not sure

Communication – explaining why Cumberland is such a great place to live!

Grow here

Keep the place attractive so people can feel a difference – no drive throughs- no fast food- not auto-malls- no golf course. No trilogy.

Buy locally

7.5 - Is there anything else we should know?

Is there anything else we should know?

I'm against development on the other side of the highway. Especially strip malls and casinos. This will irreparably damage the uniqueness, feel and charm of Cumberland. While this might be a revenue windfall it's distasteful and will draw people away from the main street. Also, can they leave any trees in coal valley estates. Looks like the surface of the moon.

I think it would be great if people understood how economic development works and types of activities municipalities engage in to help drive this agenda. Asking about what VALUES should guide: investment attraction, destination marketing, or business development or product development. I think deeper questions would tease more out.

Also, support a grocery store development.

Big three: 1) Ring road. 2) Distributed generation opportunities. 3) BC Housing - bylaw for Step 3...rising to Step 5. Help maintain community house character and business innovation with net zero housing.

I know the relationship between the village and CVRD is a complex one for sure. We need to pick a side whether we support them, belong, or don't belong in their decision making process. Being back and forth on so many issues creates a wall of holes and lack of support on both sides. When us residents see members of government departments being left out from the other sides conversations and discussions. It doesn't give us a reliable indicator that operations are being performed as best as they should be. We are located so closely and have a lot of families living and doing business in both areas. The decisions made in one municipality affects the other surrounding ones. Just be more on the same page or at least have that constant flow of information.

The fall of post-modernism is coming, invest well and think about the future of free speech

Don't raise taxes. We're broken enough as it is.

Cumberland is beginning to make a name for itself with the 30-40 age demographic in Vancouver. I work for the Vancouver fire department and there is a large demographic of active young professionals that regularly visit for mt biking and skiing. Increasing recreational opportunities will

only increase the “buzz” of Cumberland. Expanding on the local entertainment scene will bring further opportunities.

No one wants a golf course or more houses

I love this place. It will be a challenge to balance the proposed development with the current Village 'feel', but the fact that thought and effort is being put into this beforehand is encouraging.

Make jumps, not war.

I'd love to lend a hand. I think Cumberland has many opportunities, but the biggest is leveraging your existent pool of entrepreneurs and creatives, helping them to think BIGger. LIFT and Startup Comox Valley are hosting the BC regional Startup Canada Awards this Spring. It'll be a huge opportunity for your organization and your community to connect with the "startup community" movement. Be in touch!

You're killin' It! Keep it up. I've noticed that longtime residents are less stoked on Cumberland right now than newcomers. That's an age-old dynamic, of course but thought it worth mentioning.

improve the streets ,,

Skate park & bike park are brilliant! Library building is excellent. All the special occasions are fantastic. Learn from Europe! Density not sprawl! Walkable not cars. That's how you keep the friendly, community feel.

I agree with the Village's decision to pull out of the regional ec dev program thru CVRD. Their contractor, CVEDs or whatever they call themselves now, is utterly dysfunctional as a driver of economic activity and are not accountable.

We need a better grocery store

I literally just launched my business _ I could be of great help to Cumberland if this is the direction you would like to go. Please feel free to contact me for further input, conversation, or collaboration. It would be my utmost pleasure to help Cumberland in its development as a vibrant, eclectic, beautiful town that people love to live and visit for decades to come. Thank you!

This survey is being presented to many people that don't live or work in Cumberland

I am an active contributor: Social

Ensure that this survey is actually used in deliberations not just be another checked box for consultants

We need a bigger grocery store here! Better prices and selection. I love Seeds but I can't afford organic all the time.

Keeping a diverse economic population in Cumberland is also important. Chasing out lower income families and individuals only lowers the creative culture of a place. I have lived in a town that did this and it is no longer a great place to live and work.

Cumberland has become unaffordable with very little vacancy. Building more suburbs is not the answer as more development drives housing prices up making the village even less affordable. It's a vicious cycle. Focussing on affordable housing and making the things we all know what make Cumberland a desirable place to live accessible to all should be the priority. Growth economies always leave the vulnerable aside and creates exclusivity while a steady state economy is based in inclusivity in an equitable way that is economically stable by focusing on local business and manufacturing in an ecologically sensitive manner.

There should be more family friendly activities and more for teenagers to do

Need to protect health of growing community - I support stricter regulations for wood smoke management and would like to see council revisit rebuilding of the recreation center

Cumberland was my first choice of towns when I retired but I realized it was not ideal for an older, single woman who would have to establish a new circle of friends. I also realized I would have to deal with snow and would probably need a truck. Then I thought about my love of gardening and I didn't want to deal with the bear population. It would be a great place for young families though. Finally, I decided on Courtenay because of the many social services and activities for seniors, it's proximity to the airport and hospital and because I have so many friends nearby.

I want to see Cumberland maintain a Village status....very important to me!

Cumberland is a really incredible place! But you already knew that... ;)

Further high density housing options must include adequate park land, better setbacks, and adequate parking.

Create a plan Move forward

I think the current local government of Cumberland is doing a very good job, and should be commended for it. I support this approach of branching away from the cvrd ecdev model. Cumberland is distinct and interesting, quirky, colourful and vibrant. We want a ecdev strategy that reflects this, and not a cookie cutter approach.

I believe that the Comox Lake is sacred because it supplies the necessities of life - our drinking water. I believe it to be gross and almost criminal to let people bath and spill gas in water we humans (population) drink. I believe the local people involved will understand once educated on this issue.

Let's get more businesses open on Mondays!

Please don't sell out this town to big box stores and traditional development ideas.

Don't tell folks this takes 10 minutes. That is bull ___ if you want folks to really think and answer honestly. I skipped answering some sections simply because the "10" minutes ended a 20 minutes ago. Just say a half hour...unless your goal is to piss off the user.

We should not encourage any large developments in our region, the large developments usually take away from the community feel and use up large tracts of land, most of it wasted. We don't need a golf course or a mall for goodness sake. Small developments should be encouraged, downtown development should be within the character of our community and not multi- leveled. Residents primarily want the small feel of the existing community to continue, small businesses and young families coming in to help the community grow. Expanding the tax base can be done on the outskirts of town withing an expanded city limit.

affordable housing is a big problem in Cumberland that needs to be addressed ASAP.

I'm concerned that the OCP will be ignored as it has in the past. I'm also concerned about developers that misrepresented their real intentions.

Good luck

As Cumberland grows I'm most afraid of it losing its charm and the possibility of chain stores coming here. I love downtown Cumberland as it is and want to make sure the growth is in more small businesses. I also feel as the community grows it needs another school. I plan to raise children here and want them to be able to attend school in Cumberland.

the old Big Patch building needs do be used, hinterland has sat on it far too long.

It has worked too well, as now I have a hard time getting an after ride beer during the summer. How much do we really want to grow? Once a place is ruined, like Canmore, there is no going back.

I love living here!

This process presupposes that economic development is a good and/or necessary thing. It's not that it is isn't, but it's a delicate balancing act. People like Cumberland for what it is, not what it will be - hopefully not a suburb like every suburb in North America.

Densification is not working

move Cumberland to the 21st century and stop living in the past

Keep investing in the tech sector - mobile workforce is where the industry is moving towards

Not at this time

I appreciate that this committee has been formed - it is a positive step in ensuring that our wonderful community can retain its character while supporting and growing its economy in a healthful and appropriate way.

With the absence of major accommodation sites, should not council re-examine the current situation with respect to B&B establishments?

My wife and I recently bought a house in the new development area on Solport. We both are remote employees for Vancouver Technology companies. If there were more technology opportunities in Cumberland we may consider working in Cumberland.

Drawdown, by Paul Hawken is a book I read recently on climate change and carbon sequestering. Many of the topics have to do with land use and urban development and infrastructure. Because we are still small it would give us the chance to implement some of the ideas as we grow and have a positive impact at the same time. Also reducing the need to go back and change things once we're bigger.

No Golf courses please!

Many local people, including myself, are very afraid that if all this development goes through as proposed, we will lose what we love of our village, and we don't know where else to go to find that again :(

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.

I think that the Comox Lake campground could be better used as an economic asset for Cumberland. Cumberland's common areas are important assets for cultural and economic development (Village Park, Village Square, Cultural Centre, No. 6 Mine Park, etc.).

Include everyone not just very wealthy people

Environment, environment, environment. Can the pending development(s) be designed with a little more environmental sensitivity? (i.e. fewer \$400K houses on an ugly clear cut?). If more houses have to happen, the type you allow to be built will attract people you want that share the same Village values.

Keep pushing for environmental issues to ensure our unique character isn't lost in a sea of ticky taky large scale gated communities with no soul and nothing to add but future infrastructure problems.

Keep it real.

1) VOC needs to build its business/commercial tax base and should focus on doing so 2) I notice that the graphic(s) used for this survey include the forest and trails - I find that somewhat biasing for the respondent if you wish for honest and focused responses

Large scale developments, such as Crown Isle-style resorts, would destroy the culture and vibe of the village.

The night issues of crime and drunk people on the streets at night an approaching others walking is becoming an issue, the kids gathering around in groups at night an causing issues along main street an up an down the streets is also getting out of hand.

Yes council needs to listen to residents more

The local business community does a lot of synergistic promotion locally - the Village could take on this approach to broaden the marketing to surrounding municipalities and promote Cumberland a vibrant business community and recreation destination on a wider scale.

Although I checked off that I have lived here 3 years, I grew up here and our family goes back to the 1890s.

Need dedicated people (honest, caring, etc.) to represent us, now and into the future. We have to have large, appropriate sewer system and most importantly, an adequate and sustainable water supply.

Climate change and the lack of affordable housing are probably the two largest problems facing all communities in B.C. We need to do everything that we possibly can to address these situations. We need to be willing to pioneer new territory here and make bold decisions. I think Cumberland is growing way too fast. Other communities put in place Growth Strategies that limit annual growth (Ucluelet?). I would really like to see Cumberland make a bold move and do the same. I don't know how much you can increase affordable housing but I think it is essential.

I'd like to keep my medical/dental business in Cumberland, but I need the right land/building (at the right price) and quick, reasonable decisions enable me to proceed

7.6 - Name that strategy! Other communities have given their Economic Development Strategy a name that reflects their community and what they want to achieve (e.g. Elevate Abbotsford, Growing Malcolm Island, Tides of Change). Help us come up with a name for Cumberland's Economic Development Strategy. Name idea(s):

"But it's Cumberland"

the people united

Resilient Cumberland Cumberland; Looking Forward

Taking Root in Cumberland Cumberland New Growth Trails of Opportunity

Cultivating Cumberland.

Empowering community Cultivating Cumberland

Depends on what the strategy ultimately includes. hopefully it will represent a balanced/holistic take on ec dev

I will think of one.

Lasso Cumberland to Nature

Cumberland's Conquest

Step into nature

No ideas.

Cumberland's Economic Development Strategy

Would be better to keep it as Economic Development Strategy in my opinion. I'm not sure of the value of branding an economic development strategy, and at least everyone will know what it is. I don't know what a Tide of Change is, but if you say Cumberland Economic Development Strategy then it makes sense to everyone.

Building a Legend The Legend Lives The Village Voice The Dodge City Manifesto Growing a Village The Nurture Papers The Coal Miner's Blotter Sorry, I'll stop now..

Where Heritage Matters

Legendary Living

Enhancing the Village of Cumberland

Trails to Prosperity

Regenerate & Revitalize Cumberland!

Conserve Cumberland. Cumberland Sustained! Creative Cultural Cumberland.

REALLY no good at this kind of thing....sorry!

The Waves of Cumberland:~Δ^`

Cumberland welcomes everyone

Emergence Cumberland Exel-erate Accelerate Convergence

No strategy name needed

Collaborate Cumberland

Sorry...I dont have any creative 'game' here today but if I think of something I will be sure to pass it along.

Mining our Future

Economic Evolution

The Village Vibrancy Project...

Valuing your Village

Cumberland's trail to the future Big plans for our little town

Diversification of Cumberland Walk into the future with Cumberland Cumberland back to the future (because of our history and looking forward to the future)

Joie de Vive in Cumberland, BC

Mining for change

Coming Up Cumberland!

The New Cumberland

Creating an Improved Cumberland Creating Cumberland Re-Creating Cumberland Cumberland - Cultivating a Unique Village

Cumberland in Motion

Don't name it, it's cheezy.

This village used to be called Union...it had 14,000 people...I'm tired of the "old School" Cumberlander's whining about the town changing to fast. Here's the facts folks. When the last coal mine closed in the 1960's, the village went into a tail spin. The last decade has seen life come back...we are over 4,000 now...as far as I can see, we have 10,000 more to go before the _____ becomes valid. The one thing holding this village back is the 25% or so of our population that don't want change. Grow up! Change means life, staying hickish and backward is for the dying.

Forests for change

Centered, Creative and Comfortable or Diverse and Dynamic while Welcoming

Develop Dodgey

Cruising Cumberland

"Making Cumberland Great Again" "Cumberland, Where Nature Defines the Culture" "Cumberland, Donuts and Potholes"

Creatively Cumberland

Lucky initiatives

Developing Dodge City

Joe Naylor's Revenge

No specific ideas. Alliteration is tacky, but I would tolerate puns and/or double entendre.

Cumberland FUNderland Plan Cumberland's Super Duper Future Plan We will do anything for economic development, but we won't do that: Cumberland Economic Development Strategy Money for nothin' and trails for free: Cumberland Economic Development Strategy Good Vibes Only Keep the good times rollin' Go with the flow Weird and Wild

Cumberland is fine the way it is.

Cumberland Pride

Cumberland Upgraded

Moving Cumberland Forward

DCED Dodge city economic development

Here are a few ideas of words that could be incorporated: thrive, healthful, sustainable growth, and viable.

Cumberland Rises Again

It takes a village...

The Heart of Cumberland

Cultivate Cumberland!

Cumberland its all here!

- Cumberland Prospect Project - Cumberland Prospect Plan - Prospecting Cumberland - Cumberland Enrichment Plan

Cumberland Strong People powered development

"It takes a Village"

Cue Cumberland

Get the Heck Into Dodge

Intentional growth for Cumberland

Branching Out: Cumberland's EDS Growing the Legend

Creating Cumberland, cultivating Cumberland Reviving the Village, the little Village that could

Cumberland creates

Grow the Legend

Cumberland Community Concept

Its somewhat already taken Cumberland matters

It take a Village

Quality Cumberland

Keep Cumberland Funky

I don't know, but please don't use the word Elevate or Legendary. :-)

do not do this. EDS does not need a name.

Cumberland's Pathway to Prosperity Trails, Timber and Technology: Fostering Cumberland's Economic Future

Thrive Cumberland Something that uses "Trail blaze" Crosscut Cumberland - Mining term to describe when a "breakthrough" is made between tunnels Coalface Coal seams (You get where I'm going...)

Nurturing Cumberland

Thriving Cumberland Village of vision

Lets GROW-Cumberland!

Mining Change.

Cumberland NOW! Currently Cumberland Futuristically historically Cumberland

The Ginger Goodwin way forward

Cumberland's Prosperity Trail

Cumberland – unique history, unique future

The forest is the future
