



The Corporation of the Village of Cumberland

2013 Corporate Strategic Priorities

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2013 Corporate Strategic Priorities

The Village of Cumberland Corporate Strategic Priorities guide the Village's short and long-term corporate management and decision-making. The primary purpose of the Corporate Strategic Priorities is to communicate the priorities of Council and the community and to focus and coordinate the resources of the Village of Cumberland Council and staff.

This plan is a living document that is used in the day to day work of the Council and staff. It will be reviewed and revised annually so that it remains relevant and current.

The Village of Cumberland Corporate Strategic Priorities 2013 was developed at a workshop held January 18, 2013. The key task of the workshop was to review, modify and revise as needed the 2012 Corporate Strategic Priorities.

The 2013 Village of Cumberland Corporate Strategic Priorities includes the following components:

- The Corporate Vision
- The Corporate Priorities, and
- The related Action Plans.

Vision

Cumberland is a unique community. Its rich coal mining history is visible everywhere – from the heritage homes in the historic core to the abandoned mine sites scattered throughout the surrounding forests.

For its small size, Cumberland has many essential services. It has two schools, a post office, a library, and medical and dental services. The commercial core contains vibrant stores and restaurants.

There is a strong sense of community, which is attracting young families in unprecedented numbers. Children can safely walk to school and to friends' homes. There are indoor and outdoor recreational facilities catering to all age groups, along with a BMX track and sports fields, water park and playground at Village Park.

Outdoor recreational opportunities in the forests around the Village are drawing mountain bikers and outdoor enthusiasts to visit and even relocate. There is access to the mountains of the Beaufort Range to the south and to Strathcona Park to the north.

Cumberland is becoming a cultural hub of the Comox Valley. There is live music available in many establishments and festivals and other cultural events throughout the year. Artists are moving here because of the natural beauty and the peaceful setting.

Businesses in the Village downtown core will continue to attract visitors, whilst new commercial development at the Interchange will be on a larger scale. Cumberland is well placed to attract adventure, heritage and cultural tourism; however we also need to attract investors to the industrial lands along the Bevan Road.

Cumberland is entering into a time of growth and prosperity. It needs to develop in a sustainable and orderly fashion with full public consultation.

Plan

1. QUALITY INFRASTRUCTURE PLANNING AND DEVELOPMENT

The Village of Cumberland seeks to replace and expand the utility, dedicated road and building assets of the Village in an organized and responsible fashion by:

- Establishing an adequate and high quality source of water for the current and future residents of the Village
- Developing an environmentally sustainable method of treating the liquid waste that is produced by the Village
- Creating a road and utility rehabilitation plan
- Developing a facility replacement and upgrade plan
- Developing a heritage conservation plan for Village-owned assets

2. COMPREHENSIVE COMMUNITY PLANNING

The Village of Cumberland seeks to move towards environmental sustainability through a broad range of means including effective land use planning, waste reduction and protection of natural resources by:

- Completing the review of the Official Community Plan and ensuring alignment with the Regional Growth Strategy
- Examining all solid waste management options
- Developing and implementing a greenhouse gas reduction action plan
- Developing an ecotourism plan
- Developing an active transportation plan
- Creating an industrial land development and promotion strategy
- Reviewing development standards to make them green, economically attractive and flexible
- Reviewing and implementing the Community Beautification Plan
- Establishing a stream stewardship plan
- Completing the Village Park Plan
- Developing a heritage management plan
- Developing a cemetery master plan

3. HIGHLY DEVELOPED INTERNAL AND EXTERNAL COMMUNICATIONS

The village of Cumberland wants to promote transparency and an easy flow of information both within the corporation and between the corporation and the public by:

- An ongoing civic engagement process

4. EFFECTIVE ADMINISTRATIVE, FINANCIAL AND SUPPORT SERVICES

The Village of Cumberland seeks to deliver effective services to the community for the benefit of its citizens, businesses and visitors by:

- Acquiring Maple Lake for future park
- Reviewing information technology service delivery
- Implementing an ongoing policy and bylaw review of fees and charges
- Implementing a reserve fund policy
- Reviewing the business licence scheme
- Developing effective emergency planning
- Reviewing the firefighter compensation policy

Timeframe

Long Term Priorities (up to ten years):

- Establish an adequate and high quality source of water for the current and future residents of the Village
- Develop an environmentally sustainable method of treating the liquid waste that is produced by the Village
- Create a road and utility rehabilitation plan
- Develop a facility replacement and upgrade plan
- Develop an ecotourism plan
- Develop an alternative transportation plan
- Establish a stream stewardship plan for Perseverance Creek
- Ongoing civic engagement process
- Implement a reserve fund policy

Medium Term Priorities (within three years):

- Examine all solid waste management options
- Review development standards to make them green, economically attractive and flexible
- Review and implement the community beautification plan
- Acquire Maple Lake for a future park
- Develop and implement a greenhouse gas reduction action plan
- Create an industrial land development and promotion strategy
- Develop a heritage management plan
- Review the business licence scheme
- Develop effective emergency planning
- Develop a cemetery master plan

Short Term Priorities (by the end of 2013):

- Complete the review of the Official Community Plan and ensure alignment with the Regional Growth Strategy
- Complete the Village Park plan
- Review information technology service delivery
- Implement an ongoing policy and bylaw review of fees and charges
- Develop a heritage conservation plan for Village-owned assets
- Review the firefighter compensation policy

Works Plan

1. Quality Infrastructure Planning and Development

The Village of Cumberland seeks to replace and expand the utility, dedicated road and building assets of the Village in an organized and responsible fashion.

Goal A	Establish an adequate and high quality source of water for the current and future residents of the Village
Goal B	Develop an environmentally sustainable method of treating the liquid waste that is produced by the Village
Goal C	Create a road and utility rehabilitation plan
Goal D	Develop a facility replacement and upgrade plan
Goal E	Develop a heritage conservation plan for Village-owned assets

2. Comprehensive Community Planning

The Village of Cumberland seeks to move towards environmental sustainability through a broad range of means including effective land use planning, waste reduction and protection of natural resources.

Goal F	Complete the review of the Official Community Plan and ensure alignment with the Regional Growth Strategy
Goal G	Examine all solid waste management options
Goal H	Develop and implement greenhouse gas reduction action plan
Goal I	Develop ecotourism plan (Mountain bike trails/ATV access/ORV)
Goal J	Develop an alternative transportation plan
Goal K	Create an industrial land development and promotion strategy
Goal L	Review development standards to make them green, economically attractive and flexible
Goal M	Review and implement the Community Beautification Plan
Goal N	Establish a stream stewardship plan – Perseverance Creek Coho
Goal O	Complete the Village Park Plan
Goal P	Develop a heritage management plan
Goal Q	Develop a cemetery master plan

3. HIGHLY DEVELOPED INTERNAL AND EXTERNAL COMMUNICATIONS

The Village of Cumberland wants to promote transparency and easy flow of information both within the corporation and between the corporation and the public.

Goal R	Ongoing civic engagement process
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4. EFFECTIVE ADMINISTRATIVE, FINANCIAL AND SUPPORT SERVICES

The Village of Cumberland seeks to deliver effective services to the community for the benefit of its citizens, businesses and visitors.

Goal S	Acquire Maple Lake for future park
Goal T	Review information technology service delivery
Goal U	Implement an ongoing policy and bylaw review of fees and charges
Goal V	Implement a reserve fund policy
Goal W	Review the business licence scheme
Goal X	Develop effective emergency planning
Goal Y	Review the firefighter compensation policy

Implementation

The Village of Cumberland has laid a solid foundation for its Corporate Strategic Priorities. A number of steps should follow to move the actions/initiatives/projects forward.

Council review and adoption

Council will review the draft strategic priorities, seek community input and once satisfied consider adoption of the priorities.

Identify required resources

Council will direct staff to detail any significant resources necessary to carry out each of the actions/projects/initiatives and identify the lead personnel responsible for the action/initiative.

Progress Updates

The chief administrative officer will provide progress updates to Council on the status of the actions outlined in this Corporate Strategic Priorities. Further, reports to Council will, where appropriate, provide references to the Corporate Strategic Priorities.

Annual Renewal of the Plan

Each year the Council and senior staff will hold a workshop to review the progress and implementation of the current plan. The workshop will also enable the Council and staff to update, adjust and renew the plan to reflect the priorities and actions required for the next one to three years.