

The Corporation of the Village of Cumberland  
Committee of the Whole Meeting Agenda

Monday, November 28, 2022, 1:00 p.m.  
Council Chamber, 2675 Dunsmuir Avenue



We are honoured to gather on the unceded traditional territory of the K'ómoks First Nation.  
The public may view the meeting live on the [Village of Cumberland YouTube channel](#)

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Pages

1. Agenda

**Recommendation:**

THAT the Committee approve the agenda for the November 28, 2022 Committee of the Whole.

2. Delegations

- 2.1. Development Approvals Process Modernization Project  
Prepared by Nancy Henderson, Urban Systems Planning

**Recommendation:**

THAT the Committee of the Whole receive the presentation from Urban Systems on the Development Approvals Process Modernization Project for information.

- 2.2. Comox Valley Airport Commission-Mike Atkins, Chief Executive Officer  
Introduction to the Comox Valley Airport, the Role of the Comox Valley Airport Commission Board of Directors, and Local Government Representation

3

**Recommendation:**

THAT the Committee of the Whole receive the delegation from the Comox Valley Airport Commission for information.

3. Reports

- 3.1. Cumberland Lake Park: 2022 Park Operator Annual Report  
Prepared by Kevin McPhedran, Interim Deputy Chief Administrative Officer

33

**Recommendation:**

THAT the Committee receive the Lake Park Annual Report presentation from Genevieve Burdett, Executive Director, Lake Park Society for information.

- 3.2. Cumberland Lake Park Master Plan Update (2022)  
Prepared by Kevin McPhedran, Interim Deputy Chief Administrative

49

Officer

**Recommendation:**

THAT the Committee direct Council to approve the Cumberland Lake Park Master Plan Update (2022) for:

- a. future Lake Park capital project planning;
- b. guidance in park operations; and
- c. deliberations with Lake Park Society on the development of a 2023-2032 Operating Agreement for future Council consideration.

THAT the Committee endorse the Village providing a letter of support to the Lake Park Society in support of an application to the province of British Columbia's Destination Development Fund grant program for the "Glamping" project listed in the Plan Update.

- 3.3. Community Service Funding - Current Status and Upcoming 2024 Funding Prepared by Kevin McPhedran, Interim Deputy Chief Administrative Officer.

113

**Recommendation:**

THAT the Committee direct Council to determine the funding source and allocate funding for a 2024-2027 Community Services Partnership Program in the 2023-2027 Financial Planning Bylaw development process;

AND THAT the Committee direct staff to develop a 2024-2027 Community Services Partnership Program and to bring back a report to Council in spring 2023 with a draft program policy that considers Council 2023 Strategic Priorities to guide services to be delivered through the program and the local organizations to pursue partnerships with.

**4. Question Period**

A member of the public may only inquire about items included on the Agenda for that meeting during a question period.

- Please send questions by email to [info@cumberland.ca](mailto:info@cumberland.ca) using subject line "Question Period" ; Note: please limit to questions only - comments will not be read.

**5. Adjournment**

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**Subject:** FW: Local Government Nominations to Airport Board (CVAC)  
**Attachments:** 2022 NE CAO Recruitment Letter of Notice.pdf

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**From:** Lia Young <[lia@comoxairport.com](mailto:lia@comoxairport.com)>  
**Sent:** Thursday, June 30, 2022 10:55 AM  
**To:** [info@courtenay.ca](mailto:info@courtenay.ca); Village of Cumberland <[info@cumberland.ca](mailto:info@cumberland.ca)>; [rdyson@comoxvalleyrd.ca](mailto:rdyson@comoxvalleyrd.ca)  
**Cc:** [martincrilly62@gmail.com](mailto:martincrilly62@gmail.com); miriammyers306 <[miriammyers306@gmail.com](mailto:miriammyers306@gmail.com)>; Mike Atkins <[mike.atkins@comoxairport.com](mailto:mike.atkins@comoxairport.com)>  
**Subject:** RE: Local Government Nominations to Airport Board (CVAC)

**CAUTION:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good Morning,  
Please find attached for your attention.

Kind Regards,

Lia Young, Administrative Assistant  
Phone: 250.890.0829 ext.224  
Comox Valley Airport  
118-1250 Knight Road  
Comox BC V9M 4H2  
[lia@comoxairport.com](mailto:lia@comoxairport.com)



*Where journeys begin.*

28 June, 2022

See Distribution List

Reference: CVAC By-Laws (available @ [www.comoxairport.com](http://www.comoxairport.com) under Publications)

Dear Mayors, Chair, Councils and Board

Re: Local Government Nominations to Airport Board (CVAC)

In accordance with the Comox Valley Airport Commission's (CVAC) By-law 3.3, the Board Secretary is to notify you at least three months prior to the date of an expected vacancy within the membership. As was advised in a letter dated September 10, 2021, three Directors who were nominated by Local Governments will have their terms expire over the next few months.

Director Joe Schommer, whose term was to expire January 15, 2023, has issued a letter of resignation, effective June 30, 2022. Director Richard Clarke's term expires on September 19, 2022. Director Andy Frost's term expires on January 15, 2023. To be efficient, these three positions will be recruited simultaneously, creating a temporary vacancy of two Director positions on the CVAC Board.

Directors Frost and Clarke will have both reached the maximum term of nine years. Director Schommer is leaving only six months prior to his maximum term. CVAC has benefited greatly by the exceptional leadership, longevity of service, and knowledge and expertise each one of these individuals has brought to the Board.

Section 2.1 of the CVAC By-laws outlines specific parameters for membership eligibility. In addition, the Board has identified specific needs in the areas of aviation/airline industry; design, construction, development; legal; technology; and transportation. Nominees not meeting these criteria will be considered based on their demonstrated interest.

Notice of the upcoming recruitment campaign will be coming out shortly. The recruitment campaign will officially commence mid-August and nominations will open at that time. Your CAO's have been provided additional details on the mechanics of the process.

If you have any questions, please contact me at [miriammyers306@gmail.com](mailto:miriammyers306@gmail.com).

Yours truly,

Miriam Myers  
CVAC Secretary

**Distribution List:**

**Mayor Leslie Baird and Councilors, Village of Cumberland**  
**Mayor Russ Arnott and Councilors, Town of Comox**  
**Mayor Bob Wells and Councilors, City of Courtenay**  
**Chair Jesse Ketler and Board Members, Comox Valley Regional District**

**CC:**

**Michelle Mason, Interim CAO, Village of Cumberland**  
**Jordan Wall, CAO, Town of Comox**  
**Geoff Garbutt, CAO, City of Courtenay**  
**Russell Dyson, CAO, Comox Valley Regional District**  
**CVAC Chair Martin Crilly**  
**CVAC CEO Mike Atkins**

# COMOX VALLEY AIRPORT

Taxiing for Take Off



# MESSAGE FROM THE CHAIR

Since inception, CVAC had enjoyed a strong, steady, climb in passenger volume, with minimal slowdowns and normal seasonal fluctuations. There was no precedent for coping with a collapse of air travel due to COVID 19 resulting in a prolonged drought of travellers. When would the travel industry recover? What would happen to the aviation and tourism industries if the pandemic continued for years? These were the unknowns faced by the Board and newly appointed CEO as the airport responded to the ongoing health emergency.

At the pandemic's outset in early 2020 we chose to maintain staffing levels despite the loss of passenger traffic. This was to ensure that CVAC could recover swiftly whenever the time came, although we expected the pandemic to be quite short-lived. Though it persists today, our decision was validated: we needed our team to be available to respond to changing safety and regulatory requirements.

Now, through a second year under pandemic conditions, the resourcefulness, flexibility and dedication of our CVAC team has proven invaluable. While today there is public outcry over the staffing challenges plaguing airlines and government agencies, CVAC is successfully handling a passenger-led recovery, complete with service by new airlines. At the same time, we are finishing a significant construction project designed to enhance the terminal.

By mid-July 2021, vaccination rates and safety protocols improved to a point where it was safe to invite the return of our Airport Ambassadors. These exceptionally welcoming and helpful volunteers marched back on duty, relieving a great deal of stress for our passengers and assisting our air carriers to welcome them back. While the world of travel may not be the same, CVAC's caring approach to passenger and community service continues to be at the heart of our operation.

September 2021 saw Director Susan Toresdahl's nine years of service come to an end. We thank her warmly for her sound guidance, especially in policy and procedure as Governance Chair for many years, and wish her success in her future endeavours. We welcomed Miriam Myers to the CVAC Board, bringing with her an extensive background in finance and human resources. Promptly immersing herself in the CVAC mission, in January Miriam accepted the role of Board Secretary and Chair of the Governance Committee.

With the nine-year term limits now approaching for three of CVAC board members, we will be advertising for applications in a search for three new directors in the late summer of this year, and encourage those with interest to apply.

On the fiscal side, the Finance Committee worked closely with the CEO to contain costs in light of the fall in revenues. The fiscal year saw revenue of \$3.8 million, which includes \$1 million of funding from the Federal Government for the Regional Air Transportation Initiative, used for the Terminal Enhancement project. Additionally, CVAC obtained \$462,000 in wage subsidies via the Canada Emergency Wage Subsidy and the Tourism and Hospitality Recovery programs. This compares to expenses of \$3.9 million, including \$1 million in amortization, and results in a modest surplus of \$309,000 for the fiscal year ending March 31, 2022.

We are satisfied with the fiscal and operational performance of CVAC and believe we are on track for an efficient recovery. But there are still challenges ahead, considering the state of the global economy and the aviation industry in particular. To meet them, CVAC's Board is revising its Strategic Plan to align with a post-pandemic era. This plan refreshes CVAC's Vision, Mission, Values and Strategic Objectives for the next few years.

As I write this, our passenger throughput numbers are climbing, now reaching some 70% of the pre-pandemic level. YQQ continues to see our legacy carriers—WestJet, Air Canada and Pacific Coastal—rebuilding their capacity, alongside our two new Ultra Low-Cost Carriers—Flair and Swoop Airlines. The Board remains encouraged with the recovery, and appreciate the dedication and care shown by all the airport's staff each and every day.

Be sure that, when you choose to travel through our airport, the Board, staff and volunteers will continue to make sure that your journey continues to be safe, efficient and friendly, speeding you on your way and connecting Vancouver Island with the world.

Martin Crilly  
June 13, 2022



## CVAC Chair Martin Crilly

# MESSAGE FROM THE CEO

The new fiscal year began with ever-changing travel restrictions, flight schedules and fluctuating health and regulatory measures, both federal and provincial, creating uncertainty for travellers, airlines and airport staff as the third wave took hold. Nevertheless, a promise of improving conditions for summer 2021 had us focus our efforts on the return of our passengers, with an emphasis on maintaining the course while instigating improvements to prepare for recovery.

The first hint of recovery was the announced return of Air Canada at the end of June following a 15-month hiatus, with a limited but welcome connection to Vancouver. We then confirmed the addition of WestJet Link's 2x daily service to Vancouver and Pacific Coastal's shift to direct flights, resulting in an impressive recovery of service options to the Vancouver hub. WestJet reinstated direct flights to Edmonton, increased service to Calgary, and encouragingly added the first-ever non-stop weekly service to Toronto. Passenger volumes quickly increased, from 20% of pre-pandemic numbers in June to 60% by August, seasonally-adjusted volume which continued through the fall and into the busy Christmas period.

As we welcomed passengers back to the terminal, we learned that CVAC successfully obtained a grant of \$1.094 million from the Government of Canada's Regional Air Transportation Initiative (RATI). The program was designed to enable regional air carriers and airports to remain operational and contribute to regional economic growth while adapting to new post-COVID-19 realities and requirements. This grant has allowed us to progress a Terminal Enhancement project, resulting in a larger, more functional Pre-Board Screening (PBS) area and an expanded Hold Room, which will include a satellite café and new seating, many of which will be fitted with additional charging outlets. I must commend our staff and our design and construction partners for the accommodation and flexibility continually demonstrated as we managed this project alongside the requirements of the return of travellers. Well done!

The recovery that we experienced in the second half of 2021 evaporated quickly as COVID numbers climbed rapidly at the start of 2022 as the Omicron variant took hold. The return of travel advisories saw January and February volumes plummet 20%, while the importance of local testing became apparent. To address this need, CVAC partnered with ConnectUs Global to provide on-site COVID testing for domestic and international travel.

In March, a lifting of the international travel advisory saw passengers again travelling through the airport due to the lure of sun and sand, which had been sorely missed. We were also pleased to welcome the new Ultra Low-Cost Carrier Flair Airlines, which commenced 2x weekly service to Edmonton and Calgary, heralding a new era of accessibility through affordable air travel.

While the pandemic has ensured a new normal in passenger travel, CVAC's commitment to the local and global community remains steadfast. A comprehensive carbon audit was conducted as part of our Climate Smart Certification, a first step toward the goal of achieving Net Zero emissions. Installation and retrofitting of new, efficient LED fixtures and other improvements have resulted in a 20% reduction in our electricity use, equating to a savings of 2 tonnes of CO2 per year! To progress our carbon reduction initiative, a new Green Team has been formed to focus on the incremental steps that we will all need to take to achieve our goal. This is alongside our industry partners, who are also committed to the Net Zero goal, which you can learn more about by visiting the International Civil Air Organization @ ICAO.NET.

While the pace of the recovery remains unknown, I am confident that the Comox Valley Airport is prepared to welcome back the travelling public. Encouragingly, CVAC is one of eight airports in Canada that will see this summer's capacity exceed pre-pandemic levels. We are completing the upgrades to our terminal to provide an improved passenger experience, anticipating an increasing number of guests when the Federal Government removes the last COVID-related travel restrictions.

With the stage set for a full recovery and the capacity to support it, we will soon shift our focus to the longer-term requirements to ensure that the airport continues to serve the needs of Vancouver Island. It remains a combined effort, and I am exceptionally proud to be a part of the team that facilitates your journey to and from our wonderful Island and will do so for many years to come.

Mike Atkins  
June 13, 2022



# 19 WING - CFB COMOX

- CVAC's facilities are located on land leased from the Department of National Defense (DND) - 19 Wing Comox
- DND maintains responsibility for YQQ's airfield and associated systems, which are provided for the use of civil aviation at the discretion of DND in exchange for landing fees.



# SAFETY

## Solar Crosswalks

To improve public safety without adding to Green House Gas Emissions, Solar Powered Crossing Lights were installed at curbside making crossing safer.



The safety and security of our customers, staff, facilities and environment are at the core of operations.



- Emergency First Aid/CPR
- Spill Response
- Fire Extinguisher
- Earthquake Preparedness
- Ramp and Security Awareness

Safe travels

# #TOGETHER AGAIN



To assist passengers with the ever-changing requirements for travel, a COVID Testing facility was installed providing the only publicly accessible testing north of Nanaimo.



CVAC staff were united to encourage uptake of Vaccines as a necessary measure to stop the spread of COVID 19.

Staff and the public in the terminal participated in the annual Great Shake Out aiding in earthquake awareness and preparation

**Shake Out.**  
**Don't Freak Out.**

October 20, 2022

[www.ShakeOutBC.ca](http://www.ShakeOutBC.ca)



# YQQ AMBASSADORS RETURN!



July 15th marked the long-awaited return of the YQQ Ambassadors, the Comox Valley Airport's volunteer force, after an absence of nearly sixteen months.

*"I am extremely pleased to welcome the Ambassadors back, not only for the benefit of travelers, but also as an indication of a cautious return to leisure travel."*

CEO Mike Atkins

Photo: Ambassador Elsie Craik, joined CVAC 2012  
Robert Beers, joined CVAC 2016.



# CLIMATE SMART CERTIFICATION

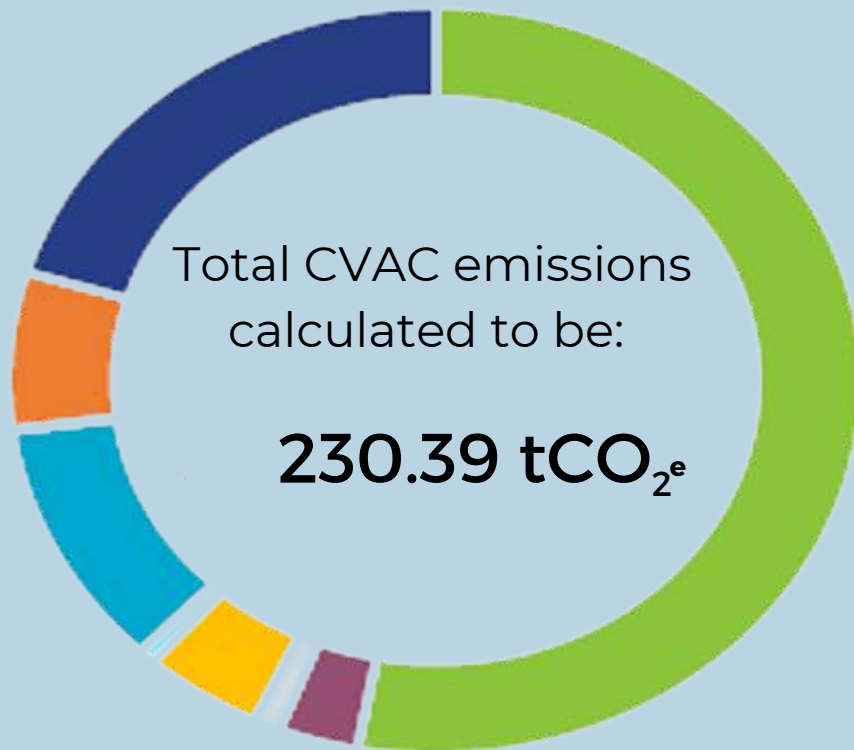


The Comox Valley Airport teamed up with *Climate Smart* to detail the greenhouse gas emissions footprint for Comox Valley Airport Commission during the 2019/20 fiscal year.

The final report included an inventory and breakdown of emissions by source activity and the Comox Valley Airport's plan to reduce their emissions going forwards.

# CLIMATE SMART

## Total emissions for the 2020 Fiscal year by activity:



- Scope 1: Heat - 53%
- Scope 1: Transporting Goods - Road - 3%
- Scope 2: Electricity - 5%
- Scope 3: Staff Commuting - 11%
- Scope 3: Garbage - 7%
- Scope 3: Equipment - 20%

Comox Airport's GHG emissions in the 2020 baseline year are equivalent to ~907,000 km driven by a passenger car.

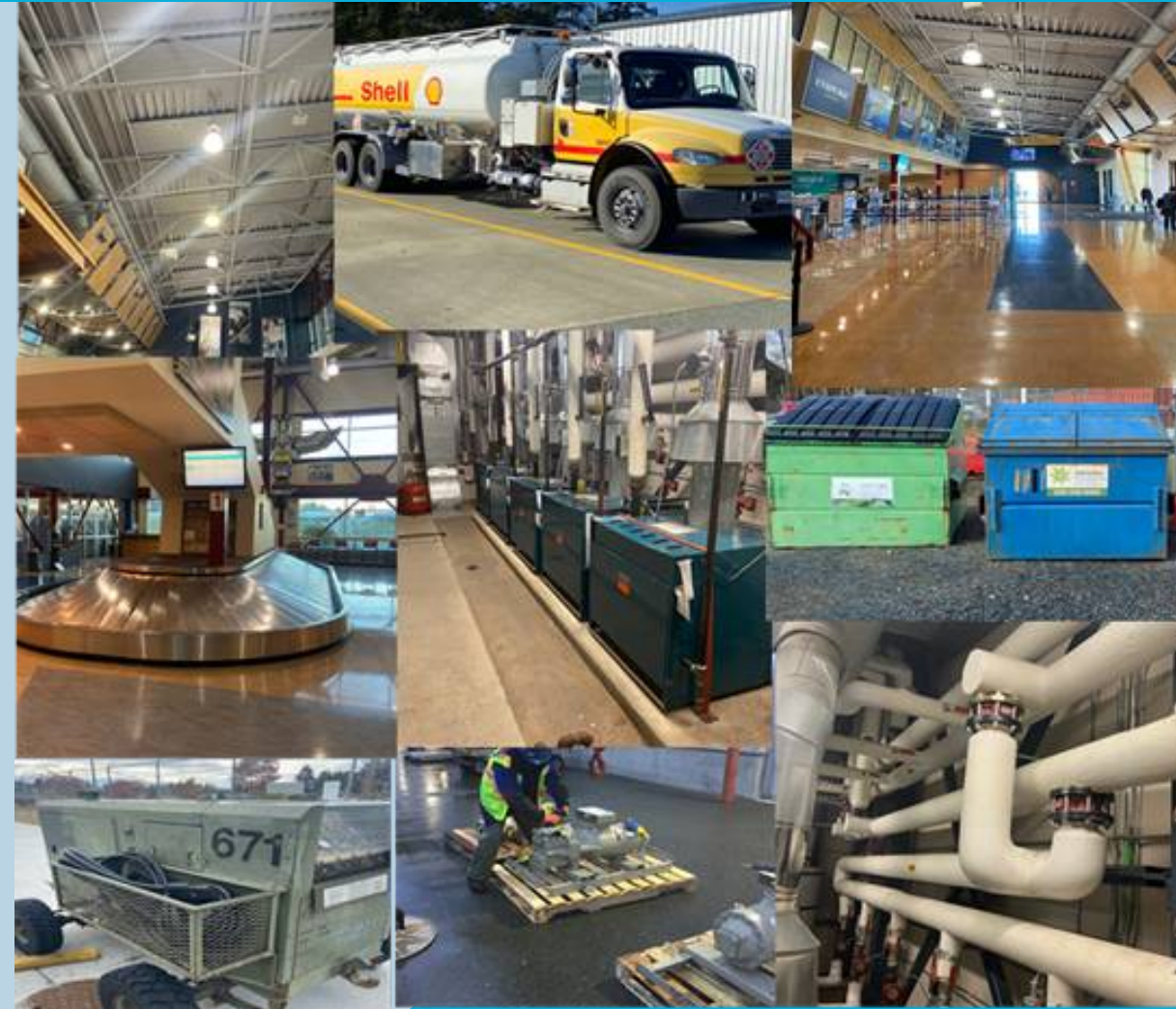
# CLIMATE SMART NEXT STEPS

- Optimize Heating Control Systems
- Investigate Solar Hot Water System
- Investigate Boiler Replacement
- Optimize Lighting Schedule
- Finalize LED Lighting\*
- Educate Staff on Commuting Options
- Expand Recycling/Composting Program

## FY 22/23 Goal

Reduce GHG Emissions by 7.5%  
(17 TCO<sub>2</sub>e)

2016-2021 CVAC LED lighting retrofit achieved a reduction of 2.2 TCO<sub>2</sub>e and a Hydro savings of \$16.5K/yr - that's a 20% GHG Electricity-based reduction!



# AVIATION INDUSTRY

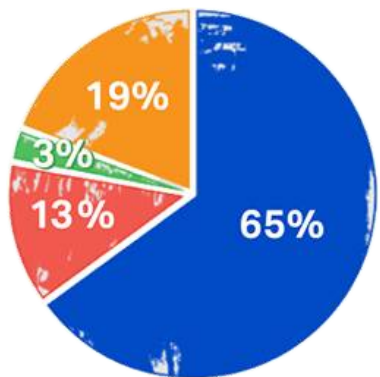
Airport Council International sets global long term carbon goal for airports  
June 8, 2021.

## Net zero by 2050

Decarbonisation is a critical global issue and requires a global response.

Montreal, 8 June 2021 – Airports Council International (ACI) World and the five ACI regions – in collaboration with members – have created a long-term carbon goal for their member airports:

“ACI member airports at a global level commit to reach net zero carbon emissions by 2050 and urge governments to provide the necessary support in this endeavor.”



Achieving net zero by 2050 will require a combination of maximum elimination of emissions at the source, offsetting and carbon capture technologies.

- 65% Sustainable Aviation Fuel (SAF)
- 13% New technology, electric and hydrogen
- 3% Infrastructure and operational efficiencies
- 19% Offsets and carbon capture



At the 77th International Air Transport Association (IATA) Annual General Meeting in Boston, USA, on 4 October 2021, a resolution was passed by IATA member airlines committing them to: achieving net-zero carbon emissions from their operations by 2050.

## Fly Net zero by 2050

To succeed, it will require the coordinated efforts of the entire industry (airlines, airports, air navigation service providers, manufacturers) and significant government support.

# CAPITAL EXPENDITURES

With uncertainty in passenger volumes and associated revenues, CVAC contained costs by limiting expenditures where practical.

Minor projects were completed including:

- Solar Crosswalk Lights
- New Entry Signage
- Apron Upgrades and painting

## Major Project

Terminal Enhancement Project

Funded in part by:

The Regional Air Transportation Initiative(RATI)

With the support of:  
Pacific Economic  
Development Canada

Page 17 of 121

Canada

# ENTRY SIGNAGE REFRESH



Entry Signage was refreshed, with a modern new design featuring LED backlighting. This retrofit resulted in minimal waste while prolonging the usefulness of the existing structure.

# REGIONAL AIR TRANSPORTATION INITIATIVE (RATI) - Terminal Enhancement Project

A \$1.094 million grant was awarded from the Government's Pacific Economic Development Canada, with the aim of:

"... [enabling] regional air carriers and airports to remain operational and contribute to regional economic growth, while adapting to new post-COVID-19 realities and requirements."

The funding will cover a significant portion of the \$2 million dollar terminal enhancement project.

**COMOX VALLEY AIRPORT**

## Terminal Enhancement Project

Work is underway to improve passenger flow and comfort.  
Completion - Spring 2022

**UNDER CONSTRUCTION**

Airport terminal will remain fully operational during construction.

**YQQ Departures**

**Phase 2: Pre Board Screening**

**Phase 1: Storage Addition**

**Phase 3: Hold Room**

Funded in part by:

Pacific Economic Development Canada

Développement économique Canada pour le Pacifique

**Canada**

# RATI - TERMINAL ENHANCEMENT



All hands on deck to expedite belt maintenance - CVAC teamwork gets it done.



- Larger, more functional Pre-Board Screening (PBS) area
- More functional storage
- Expanded Hold Room, including:
  - new seating
  - additional charging outlets
  - a post security satellite café



Page 20 of 121



## Terminal Enhancement Project

A Regional Air Terminal Initiative (RATI)

Commencing Fall 2021 - Completion Spring 2022

- Work is underway to improve passenger access and hold room capacity.
- Airport terminal will remain fully operational during construction.

With the participation of:



Pacific Economic  
Development Canada

Développement économique  
Canada pour le Pacifique

Canada

# ART AT THE AIRPORT



Left - "Standing Tall in the Sun"  
Artist Shea Kotilla  
Below - "Unfurling" Skis  
Kindred Snowboard's  
Artist Angie



Below - "Nymph Falls"  
Photographer David Ballentyne



The Airport proudly sponsors two annual art exhibits, mounted by local agencies featuring works by local artists.



Cultivating  
Creative  
Diversity

# CHARITABLE GIVING



Donations to local community organizations included:

- Comox Air Force Museum
- Coldest Night
- The Grand Parade
- Angel Flight
- Foundry Comox Valley
- VICD, a Division of BC & Alberta Guide Dogs



## Christmas Hamper Program 2021

Supported annually by CVAC Board, staff and volunteers, working with the local community. A special thank you CVAC fueler Tanya Liebich for coordinating collection and delivery, great job!

## Supporting Local Charitable Events

CVAC supports its employees in community stewardship through volunteering and encourages their participation in community events.



CVAC's Erin Neely, Mike Atkins, Alex Robertson and Canine Companions took part in Coldest Night.



Photo Comox Valley Record

# MARKETING & COMMUNICATIONS

The Government of Canada Level 3 "Avoid non-essential Travel Health Notice" was in effect until February, 2022.

Public Service and Health related communications were the focus for in house and external messaging, with external messaging primarily focused on the announcement of new and returning routes, and new carriers.

Memberships and support of local economic development and tourism included local Comox Valley Chamber, Experience Comox Valley and outer catchments of Parksville Qualicum Beach, Port Alberni, Campbell River, Ucluelet and Tofino.

CVAC partnered with WestJet and Experience Comox Valley in promotion of domestic service on the "Ready Set" campaign, aligned with the lifting of travel restrictions.



New routes and return of flight services were announced via digital, print and social media.



# AIR SERVICE DEVELOPMENT



The fiscal year saw the resumption of Air Canada's service, the addition of WestJet Link, and launch of Flair Airlines and pending arrival of a 2nd, Ultra Low Cost Carrier (ULC) Swoop.



**AIR CANADA**

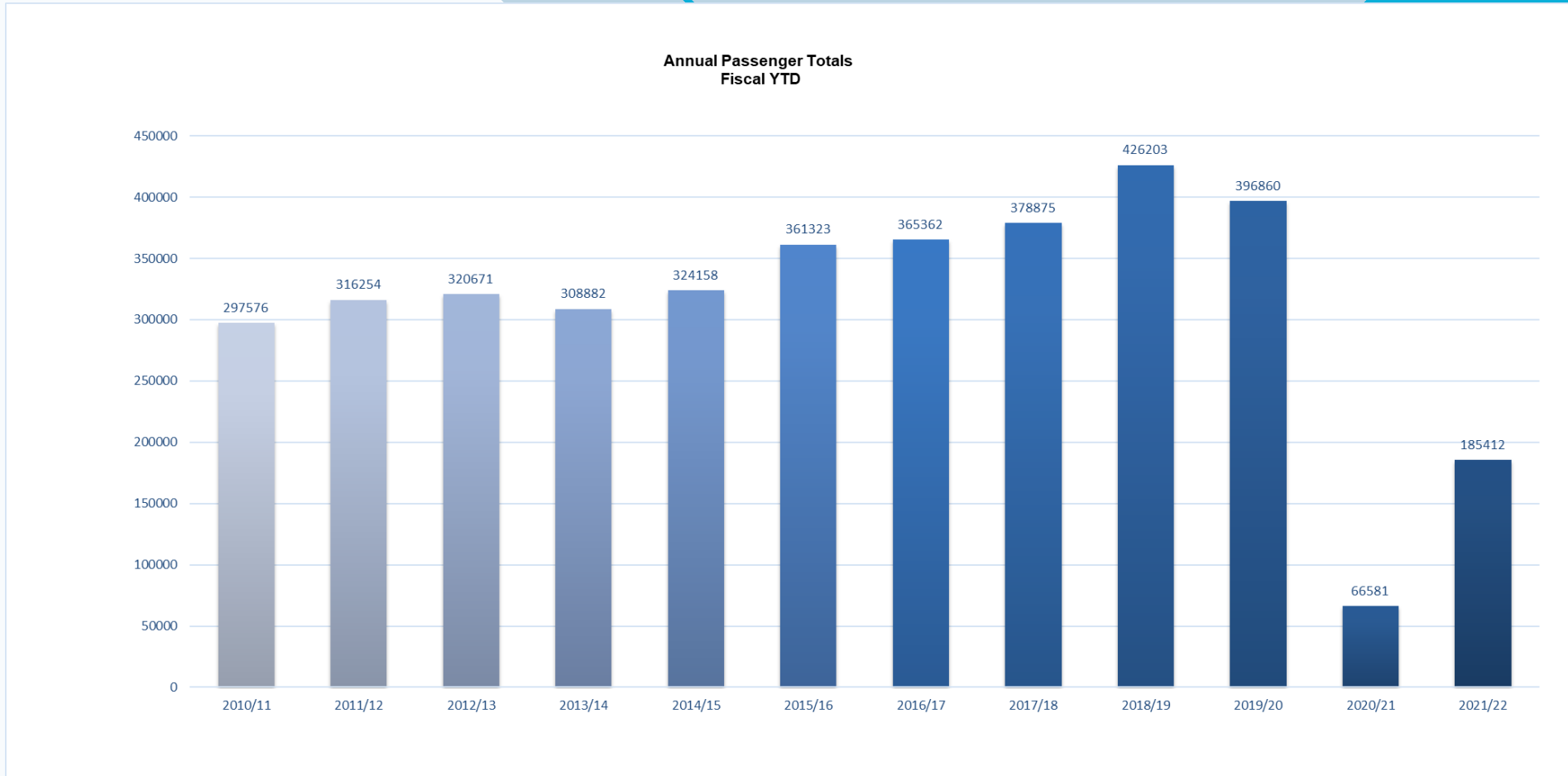
*Pacific Coastal*  
AIRLINES®

*SWOOP* ✈️

Page 24 of 121

**flair**  
● **airlines**™

# Annual passenger numbers for 2021 Calendar year 155,064.

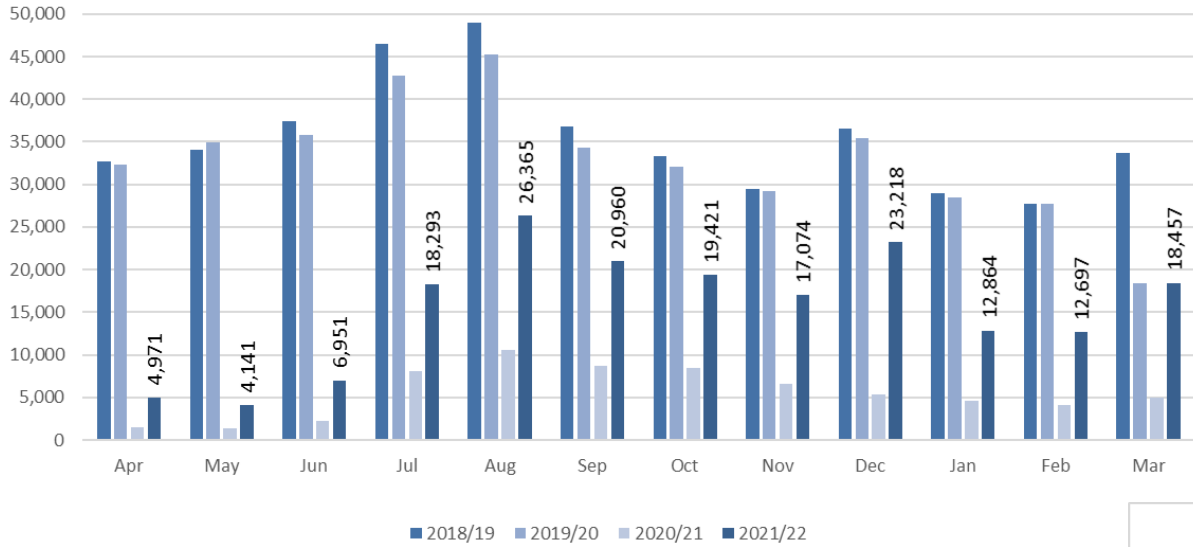


YQQ's recovery was one of the best in Canada

53% of FY 19/20

Total passengers in FY 21/22 185,412

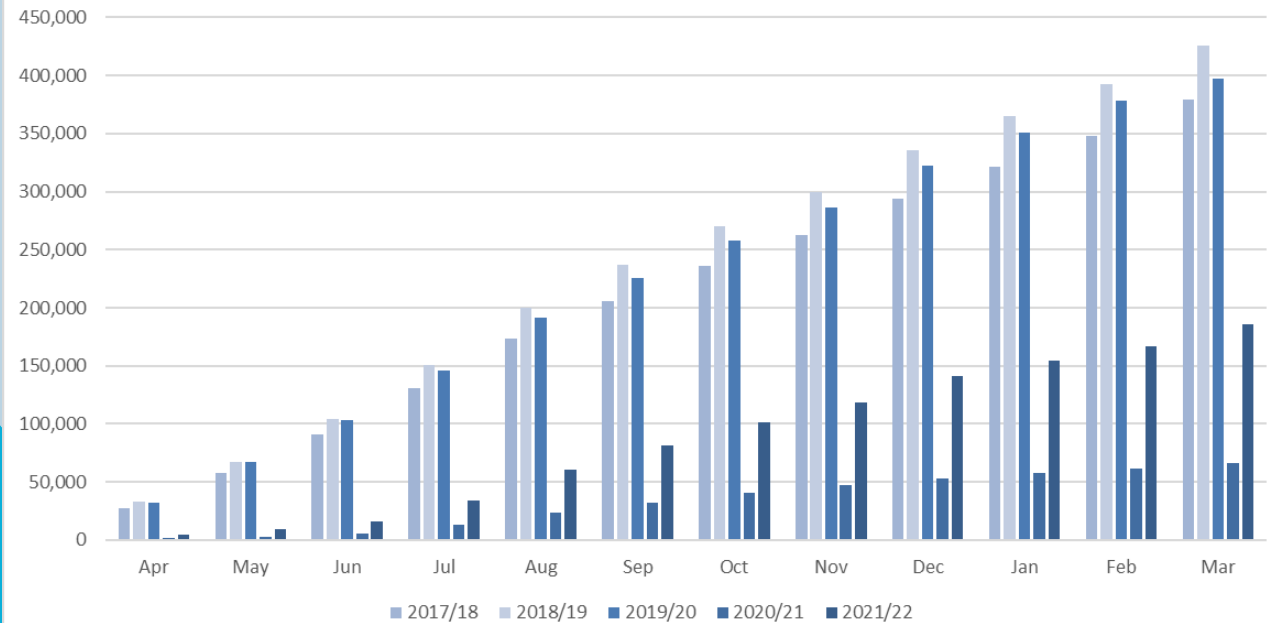
Passenger Totals By Month



Starting in July 2021, traffic stepped up to ~60% of pre-pandemic volume.

Growth stalled in January when the Omicron variant caused revived health and travel restriction, but by close of Q4 - March 2022 volumes match March 2020.

Annual Passenger Growth



# FINANCIAL SUMMARY

The year saw revenue double resulting in a small surplus for the fiscal year.

Assets	2020/2021	2021/2022
Operating Fund	\$ 1,196,794	\$ 1,1739,991
Capital Assets	\$ 20,681,876	\$ 20,447,964
Net Assets	\$ 21,878,670	\$ 22,187,955

Revenue	2020/2021	2021/2022
Total Revenue	\$ 1,886,839	\$ 3,759,555
Total Expenses	\$ 3,390,253	\$ 3,912,729
Canada Emergency Wage Subsidy	\$ 776,686	\$ 341,571
Tourism and Hospitality Recovery Program	n/a	\$ 120,888
Surplus/(Deficit)	\$ (726,728)	\$ 309,285

\*See Audited Financial Statements for detailed information.



# ACCOUNTABILITY FRAMEWORK

- Certificate of Continuance
- Bylaws
- Strategic Plan
- Accountability Report
- Financial Audit

## Board Standing Committees

- Executive
- Audit
- Finance
- Governance

## Average Attendance - Fiscal Year 2122 Board & Committee Meetings

- Board Meetings: 96%
- Committee Meetings: 89%
- Public Meetings: 100%



# GOVERNANCE

The Comox Valley Airport Commission (CVAC) is the governing authority for the operation of the Comox Valley Airport.

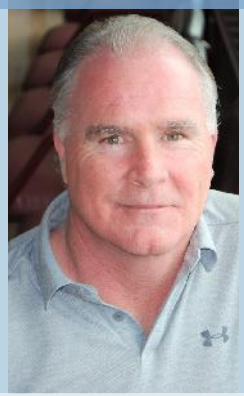
CVAC is a federally incorporated, non-profit entity that was established through letters patent in 1996.

CVAC transitioned to the Canada Not-For-Profit Corporations Act (NFP Act) in 2014.

## BOARD OF DIRECTORS



**Martin Crilly**  
Chair  
Executive Committee  
Ex Officio All Cmtee  
Local Governments  
Nominee  
Director Since 2017



**Bill Anglin**  
Vice-Chair  
Executive, Finance  
Audit Committees  
CV Chamber  
Nominee  
Director Since 2020



**Miriam Myers**  
Secretary  
Executive Committee  
Governance Committee  
Member at Large  
Director Since 2021



**Wendy Lewis**  
Treasurer  
Executive Committee  
Finance Committee  
Local Governments  
Nominee  
Director Since 2019



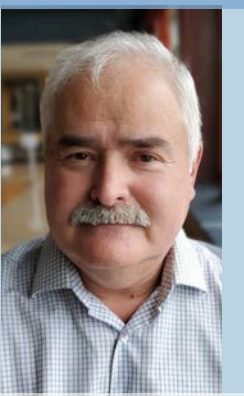
**Andy Frost**  
Governance Committee  
Audit Committee  
Local Governments  
Nominee  
Director Since 2014



**Nancy Arsenault**  
Governance Committee  
Member at Large  
Director Since 2019



**Joe Schommer**  
Governance Committee  
Local Governments  
Nominee  
Director Since 2014



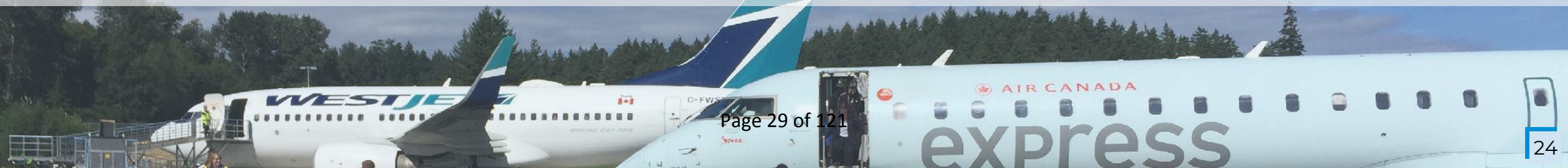
**Richard Hardy**  
Governance Committee  
CVEDS  
Nominee  
Director Since 2021



**Richard Clarke**  
Audit and Finance  
Committees  
Local Governments  
Nominee  
Director Since 2013



**Mike Atkins**  
CEO  
Ex-Officio All  
Committees  
Director since 2021



# BOARD RECRUITMENT



*Where journeys begin.*

## AIRPORT SEEKING BOARD DIRECTORS

Comox Valley Airport Commission (CVAC) is seeking three interested individuals to join the CVAC Board. Are you able to commit time to 2 -3 meetings per quarter to help guide the future of the Comox Valley Airport?

This is a call for nominations to join the CVAC Board for a minimum term of 3 years. An ideal candidate will have a background in:

- Aviation/Airline Industry
- Design, Construction, Development
- Law,
- Technology
- Transportation

If you would like to serve your community by applying your skills to guide the future of aviation, transportation and economic development in our region, please visit our website for more information. Applications from underrepresented communities are welcome. Directors receive a stipend for their service.

The Comox Valley Airport Commission (CVAC) is the governing authority for the operation of the Comox Valley Airport (YQQ). CVAC is a federally incorporated, non-profit entity that was established through letters patent in 1996. It successfully transitioned to the Canada Not-for-profit Corporations Act (NFP Act) in 2014.

## Accepting Applications

Due to term limits, CVAC is now recruiting three Directors to represent local government.

Nominations for the positions will be advertised online and in local media in August.

The application period closes September 14th and will then be sent to the Local Government Nominating Entities (LGNE) for approval.

Short list and final candidate interviews will be conducted in late November.

Approval is scheduled for the December 7th Board Meeting.

[www.comoxairport.com/cvac-board](http://www.comoxairport.com/cvac-board)

Applications will be accepted until September 14th, 2022.

# ROUTES AND FREQUENCIES SUMMER 2022



- 2x Daily Service to Calgary YYC
- Daily Service Edmonton YEG
- 2x Daily Service Vancouver YVR
- Weekly, non-stop Toronto YYZ
- 3x Daily Service Vancouver YVR



- 2-3x Daily Service Vancouver YVR



- 2x Weekly Service Edmonton YEG
- 2x Weekly Service Calgary YYC



- 2x Weekly Service Edmonton YEG



YQQ has more capacity for Summer 2022 than pre-pandemic.

# CONTACT INFORMATION

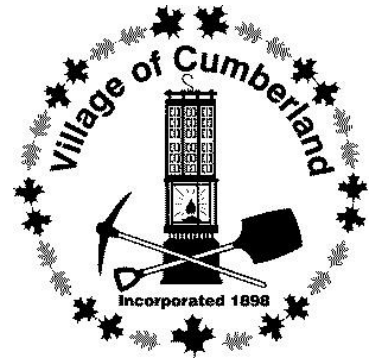
Comox Valley Airport Commission  
Unit 118 - 1250 Knight Road,  
Comox, BC V9M 4H2

Audited Financial Statements,  
Accountability Reports and  
Comox Valley Airport Commission Bylaws  
are available under publications on the website:

[www.comoxairport.com](http://www.comoxairport.com)  
[info@comoxairport.com](mailto:info@comoxairport.com)  
250-890-0829



# COMMITTEE OF THE WHOLE REPORT



REPORT DATE: 11/18/2022  
MEETING DATE: 11/28/2022

TO: Mayor and Councillors  
FROM: Kevin McPhedran, Interim Deputy Chief Administrative Officer  
SUBJECT: Cumberland Lake Park: 2022 Park Operator Annual Report

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## RECOMMENDATION

THAT the Committee receive the Cumberland Lake Park Annual Report presentation from Genevieve Burdett, Executive Director, Lake Park Society.

## PURPOSE

For Council to receive the 2022 Cumberland Lake Park Annual Report from the Park Operator, Lake Park Society (LPS).

## PREVIOUS COUNCIL DIRECTION

Date	Resolution
November 23, 2020	THAT Council direct staff to enter into formal deliberations with Cumberland Lake Wilderness Society on a 10 year Park Operations and Improvements Agreement (2022-2031), and report back to Council with an agreement proposal.

## BACKGROUND

Lake Park Society (LPS) is approaching the end of a one-year extension to their five year (2017-2021) Park Operating Agreement with the Village, and is nearing the completion of their eighth year overall as the Cumberland Lake Park Operator.

Per the terms of the Operating Agreement, LPS has submitted an Annual Report, which is attached to this report for the Committee's receipt and consideration.

LPS continues to show strong leadership, creativity, and success in managing Cumberland Lake Park, while the partnership demonstrates the significant benefits of the Village collaborating with the non-profit LPS to advance the implementation the [2014 Cumberland Lake Park Master Plan](#). In addition to this, the work of the Society also aligns with other Council Strategic Priorities, including reconciliation with Indigenous peoples, addressing climate change, protection of the natural environment, and a healthy and accessible community.

More information on park planning, and future park operations, can be found in a complementary report on this November 28<sup>th</sup> Council Committee of the Whole agenda.

**ALTERNATIVES**

There are no obvious alternatives for the Committee to consider outside of not receiving the Annual Report from LPS for 2022.

**STRATEGIC OBJECTIVE**

- Healthy Community
- Quality Infrastructure Planning and Development
- Comprehensive Community Planning
- Economic Development

**FINANCIAL IMPLICATIONS**

Dividend revenues from Cumberland Lake Park were approximately on par with 2021, which has grown significantly over the past five years. Per Council direction in the 2022-2026 Financial Planning process, dividend revenue is currently being transitioned over five years to fund a park reserve (as opposed general revenue) in order to help fund park infrastructure projects.

Meanwhile, LPS has demonstrated an interest in continuing to contribute to select park improvement projects; more information on such opportunities can be found in the separate staff report focused on the Lake Park Master Plan Update on this November 28<sup>th</sup> agenda.

**OPERATIONAL IMPLICATIONS**

Management of the Cumberland Lake Park Operating Agreement is the responsibility of the Parks and Recreation Department, with support from Village Operations crews for water, septic and roads in the park, and Protective Services for bylaw compliance efforts.

**ATTACHMENTS**

2022 Cumberland Lake Park Annual Report

**CONCURRENCE**

None.

Respectfully submitted,

K. McPhedran

\_\_\_\_\_  
Kevin McPhedran  
Interim Deputy Chief Administrative Officer

M. Mason

\_\_\_\_\_  
Michelle Mason  
Chief Administrative Officer



# Cumberland Lake Park Contractor Annual Report



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Operating Year:	2022
Date of Report Submission:	Nov 16, 2022
Submitted by (Name and Position):	Genevieve Burdett, Executive Director

*As per the Cumberland Lake Park Operations Agreement between the Village of Cumberland and the Lake park Society, the Society is to submit a detailed annual report to Village Council by November 15<sup>th</sup>. This report is to be the primary communicative tool with the Village and shall address park maintenance issues and operations, procedures and policies, discuss possible improvements, upgrades and suggested capital projects to enhance the park, along with any other information deemed necessary by LPS to communicate to the Village.*

## **A. PROVISION OF GENERAL PARK SERVICES**

### **Section 1: Introduction and General Overview of the Operating Season**

*Provide a general overview of park services and operations in this operating season. Include such things as weather, visitation patterns, occupancy rates, and major issues, challenges and successes. Low level of detail- one to two paragraphs.*

Lake Park Society (formerly Cumberland Lake Wilderness Society) has held the contract to operate Cumberland Lake Park for eight years and continues to advance the four park goals set out by the Cumberland Lake Park Master Plan (CLPMP): economic sustainability, low impact recreation, ecological health and outdoor education and literacy.

Similar to previous years, 2022 was characterized by strong visitation and usership. The average occupancy rate was 76% which was down from 2021, likely due to a wet spring and lifting of COVID travel restrictions. The park offers steady economic sustainability with over \$37,000 paid to the Village in dividends this season. The day use beach and boat launch area continue to be very popular areas, although they can be over-capacity on hot summer weekends.

Outdoor education and community events were expanded again this year and included subsidized school programs, summer camps, watershed canoe tours, kids drop-in park programs, music nights and movie nights. In total, LPS offered over 700 hours of programming to more than 1800 participants.

LPS invested over \$23,000 in special projects this year including initiatives such as overhauling the website and booking system, updating the campground office entrance and finalizing the playground design.

## **Section 2: Campground Services**

*Describe and discuss issues, challenges and successes in regards to campground operations, including un-serviced sites, serviced sites, and group sites; reservation and registration practices; fees and policy; showers and firewood sales.*

Camping was already a steadily growing market pre-pandemic and the pandemic only helped to increase this trend (2022 North American Camping report, KOA). This national trend is reflected at Cumberland Campground. Similar to previous years, the campground was completely booked for the months of July and August.

The campground currently offers 17 serviced RV sites, 37 unserviced sites, 5 walk-in sites and one group site for a total of 60 campsites. The addition of the walk-in sites broadened the target market and created a low cost camping option (\$18/night).

LPS received a generous Canada Summer Jobs grant for 6 positions and is proud to employ local youth including five SD71 students along with a number of recent post-secondary graduates.

## **Section 3: Boat Launch Services & Day Use**

*Describe and discuss issues, challenges and successes in regards to the provision of boat launch services, including season pass and single launch fees and policy, trailer parking, boat moorage issues, and other considerations as they relate to the boat launch.*

Cumberland Lake Park is the only sanctioned and easily accessible public access point and boat launch to Comox Lake. Based on data from previous years, around half of boat launch users are from Courtenay, a quarter are from Cumberland and the final quarter are from elsewhere in the Comox Valley.

A growing community, climate change and tourism have all increased demand on Cumberland Lake Park. The primary challenge is high demand combined with lack of parking during peak use periods. Once parking lots are full, users park on Comox Lake road, creating congestion and one-way traffic which blocks emergency access. In addition, park users are more likely to be in conflict with each other due to limited parking and space. As a result, LPS and Village staff will be recommending a parking management and emergency access study in order to address this issue comprehensively and effectively.

To date, Village staff and LPS have worked together to introduce the following mitigation measures:

1 Regular visits from the Village's Seasonal Safety Community Patrol position were incredibly helpful to demonstrate an official presence and to assist with educating users. LPS sincerely hopes this, or a similar program, will continue in 2023 (in the absence of COVID-19 restart funding).

2 Ministry of Transport and Infrastructure installed no parking signs for several hundred metres along the south side of Comox Lake Road, beyond the Lake Park gate. The request was made to ensure emergency vehicle access is maintained to the park during peak times. However, without engagement and enforcement from the RCMP, these signs were largely ignored and then vandalized. Replacement signs have been requested and approved.

3 Village staff rented a digital sign board, as part of a pilot project, that was located at the intersection of Sutton Road and Dunsmuir Ave. The board communicated when parking lots were full and was controlled remotely from the park to ensure up-to-date and accurate signage.

4 LPS staff issued courtesy tickets that educated users about appropriate parking behaviours. Recognizing the growing demand as well as the public health benefits of parks, LPS believes that it is important to advocate for more sanctioned freshwater recreation areas elsewhere on Comox Lake and in the Comox Valley (through the new regional parks service). This approach has the added benefit of distributing the costs across the region rather than having the Village of Cumberland bear the entire cost.

In addition, the development of a safe bike pathway between the Village and Lake Park would encourage the use of alternative forms of transportation such as ebikes and may help decrease congestion.

#### **Section 4: Food Services**

*Describe and discuss issues, challenges and successes in regards to the provision of food services in the park.*

Thanks to an investment by the Village in the concession building in 2019, the concession continues to grow as a viable business enterprise. The concession operator returned for a third year and again offered a full menu of concession favorites at affordable prices, to great success.

#### **Section 5: PaddleSports Rentals**

*Provide a brief overview of the provision of water sport rentals etc.*

LPS began offering paddlesport rentals this year, in order to have better control over pricing, safety and equipment. SUPs, tandem kayaks, solo kayaks and kids kayaks were available and half price rentals were offered to customers who arrived by bicycle. The equipment was also used by the summer camps and by the Adaptive Outdoor Summer Skills Camp offered through Courtenay Recreation and Comox Valley Child Development Association.

## **Section 6: Recreation Programming**

*Describe and discuss all recreation programming in this operating season, including partnerships with community groups, recreation contractors or other organizations.*

Now in its third year, the LPS park interpreter program offers free events and activities all season. Programs included watershed canoe tours, guest speakers, movie nights, kids programming and music nights. In total, 132 hours and 77 free program hours were offered to 900 participants (participant numbers do not include attendance at music nights).

Ten summer camps were also offered by LPS in July and August. 'Forest Rambler' or 'Water Rambler' summer camps explored secret caves, discovered waterfalls and paddled in huge voyageur canoes. In addition, we were proud to offer Camp Kin (2SLGBTQ+), a summer camp that welcomed all queer, trans, two-spirit, questioning and/or curious youth ages 8 to 13 for a week of inclusion, play, and celebration at Comox Lake. The priority of this camp was to celebrate diversity by creating a safe space for each camper to connect with peers and camp instructors who share lived experiences. Several subsidies were offered to campers, on a case-by-case request basis.

In order to reach every child in the Comox Valley, LPS focused on offering every grade 3 class in SD71 our subsidized school program. In total, over 40 classes from 15+ schools participated in either the "Forest Explorers" program or the "Water Keepers" program, which takes place in the big canoes. These programs cost \$450 per program and are offered to schools for \$110 a class. In total, LPS invested over \$14,000 into this program.

LPS is also excited to be collaborating with SD71 Indigenous Education to provide further indigenous education experiences, using traditional style canoes, at Lake Park.

LPS programs are based on the principles of decolonization and reconciliation, place-based learning, personal connection, stewardship, and experiential learning. Indigenous content is shared with permission from K'ómoks First Nations. Thank you to hereditary chief Wedlidi Speck for his mentorship, ongoing support and feedback from SD71 Indigenous Education. Building meaningful connections and incorporating indigenous content into our programs in a respectful and appropriate manner is an ongoing process.

The following businesses and organizations offered programming at Cumberland Lake Park in 2022:

### **Cumberland Recreation**

Cumberland Recreation visited Lake Park with summer camps and rock climbing programs.

### **Hand-In-Hand Early Years Nature Education Program**

Hand-in-Hand is continuing to use Lake Park as a second Cumberland location for their early years and afterschool program.

### **Adventure Forest School**

Adventure Daycare is also continuing to use Lake Park as a base for its afterschool program, which has doubled in size for 2022-23. This program uses a geodesic dome near the group site as their home base.

**VI Paddling**

VI paddling members store boats and paddle on Comox Lake, launching from Lake Park.

**Comox Valley Paddlers Club**

The club occasionally does club paddles on Comox Lake, launching from Lake Park.

**Island Alpine Guides**

IAG offers rock climbing courses at the park.

**Courtenay Museum**

Courtenay Museum brings students on tours of Lake park to rocks and the rock cycle.

**Nomadic Sauna**

Nomadic Sauna is a mobile sauna business that offers short private sauna rentals at their mobile sauna at Lake Park.

**PNW Fly Fishing**

This organization puts on a one day event with fly fishing demos.

**Section 7: Special Events and Attractions**

*Describe and discuss all special events and park uses (e.g. Snow to Surf, MOMAR, Dodge City X); also discuss emerging recreation opportunities (e.g. mountain bike, rock climbing), where applicable.*

Snow to Surf, MOMAR, and Dodge City X all took place successfully in 2022.

**B. CAPITAL PROJECTS AND OPERATIONS**

**Section 8: Capital Projects Overview**

*List and describe all capital and major maintenance projects completed by LPS.*

LPS invested over \$23,150 in special projects this year.

**New website (\$15,000)**

Development of brand new logos and a website that is integrated with booking software, in order to prevent the system crashing under high loads and to make the system more user friendly.

**Campground office upgrade (\$4,000)**

Grading, removal of rotting deck, addition of gravel, soil and plants.

**Nature playground (\$2,650)**

Development of detailed design and engineered drawings.

**Boom bypass project (\$1,500)**

Installation of two chain bypass systems with floating buoys in booms (for use by canoe program and community races).

**Section 9: Security, Compliance and Enforcement**

*Provide an overview of park security duties, including key themes and reoccurring issues relating to park violations. Also discuss relations and reporting with other enforcement agencies (RCMP, Village Bylaw Enforcement, etc.)*

Lake Park Campground receives extremely high visitation during the summer season. As a result, we often deal with medical emergencies, people struggling with mental health and addictions, conflict and violence between members of the public, domestic abuse and vandalism. Our staff is primarily made up of youth, for whom this is often one of their first jobs. We have set up critical incident support for our staff due to the high likelihood that they will experience a traumatic situation. LPS and the park users request continued support from the Village in the form of:

- 1) Bylaw support: Continuing to fund the Seasonal Safety Community Patrol position, or something similar (Fri, Sat, Sun)
- 2) Liaise with RCMP: Continuing to advocate for RCMP to visit during peak use times (hot summer weekends) and respond consistently to our calls for support

LPS has someone on duty 24 hours a day during the operating season. Staff are on-site during the day and a camp host is on call after-hours. LPS has 3 camp hosts during the operating season and 1 to 2 during the off season.

**Section 10: Off Season Security and Maintenance**

*Describe off-season security check routines, including frequency of checks and reporting mechanisms*

A camp host lives on site over the off-season and completes the following tasks:

- Monitor all activities (septic alarm, tree fall, parties) in the park and report anything of note
- Pick up garbage, clean outhouses, empty garbages weekly
- Revegetation and erosion control work, raking and site maintenance

**Section 11: Marketing and Advertising**

*Describe all marketing and advertising initiatives to promote the park and campground, e.g. website, social media, advertisements, listings in tourism publications, maps, brochures etc.*

LPS updated their name, logos, website and booking software this year. LPS maintains and updates a Facebook page and sends out a press release to local media at the start of every season. Cumberland Lake Park Campground is also listed in the BC Lodging and Camping Association magazine and website as well as the goRVing website.

**C. FINANCIAL AND DIVIDENDS**

**Section 12: Financial Reporting**

*Please attach a brief year-end overview summarizing Village dividend payments. If available, compare trends to previous year(s).*

Month	2022 Dividend Value	2021 Dividend Value	2020 Dividend Value	2019 Dividend Value
May	\$3,943	\$4,279	\$357	\$2,699
June	\$7002	\$9,407	\$4,204	\$4,457
July	\$11,213	\$10,646	\$8,286	\$8,215
August	\$10,960	\$8,416	\$9,022	\$8,361
September	\$4,706	\$5,864	\$5,496	\$2,063
<b>Total</b>	<b>\$37,823</b>	<b>\$38,612</b>	<b>\$27,365</b>	<b>\$25,797</b>

**D. OTHER**

**Section 16: Other Important Information to Communicate to the Village**

*Use this section to share any other relevant information or requests.*

n/a

**Section 17: Visitor Statistics**

*Please attach the following park visitation statistics as collected by LPS. If available summarize trends in park usage versus previous years below.*

**Appendix B: Cumberland Lake Park Visitation Metrics for 2022**

**Day use/Parking Lot**

Parking lot was at or over maximum capacity 16 days this season. This number was lower than the 18 days recorded for 2020 and 2021, due to a cooler and wetter spring.

**Table 1: Dates that the parking lot was at or over capacity**

<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>September</b>
	Sat June 25	Mon July 11	Fri Aug 5	none
	Sat June 26	Fri July 22	Sat Aug 6	
		Sat July 23	Sun Aug 7	
		Sun July 25	Tue Aug 23	
		Wed July 27	Wed Aug 24	
		Thu July 28		
		Fri July 29		
		Sat July 30		
		Sun July 31		

**Boat Launch**

**Annual Motorized Boat Launch Passes**

72 private annual passes were sold in 2022, which is a 38% decrease compared to 2021. This is less than have been sold in the previous 3 years, even pre-pandemic (2019). The largest contributing factor to this decrease was likely a cold and wet May and June. An error occurred and place of residence was not collected for 2022. However, based on previous data, it would be expected that around half of these boaters were from Courtenay, around a quarter from Cumberland, and the rest from elsewhere in the Comox Valley or beyond.

**Table 2: Annual motorized boat launch passes by year**

	Total Boat Launch Passes Sold in 2022	Total Boat Launch Passes Sold in 2021	Total Boat Launch Passes Sold in 2020	Total Boat Launch Passes Sold in 2019
<b>Total</b>	72	117	93	107

**Commercial Annual Boat Launch Passes**

2 commercial annual passes were sold: Comox Valley Marine and Comox Valley Watersports (seadoo rental).

**Commercial Non-motorized Annual Boat Launch Passes**

1 commercial non-motorized pass was sold.

**Table 3: Single day boat launch passes by year**

	2022	2021	2020	2019
<b>Total day passes sold</b>	612	673	600	721

**Table 4: Single day boat launch passes sold by month**

Year	May	June	July	August	September
<b>2022</b>	36	77	179	210	110
<b>2021</b>	70	110	230	210	53
<b>2020</b>	0 *	94 *	192 *	197	106
<b>2019</b>	127	146	158	235	55

\* Campground closed in May, campground open at 72% capacity in June and at 100% capacity as of July 20, 2020.

**Campground**

The average occupancy rate for the campground in 2022 was 76%, down from 85% in 2021.

**Table 5: Monthly percentage occupancy rates**

Year	Average	May	June	July	August	September
2022	76%	45%	71%	96%	99%	70%
2021	85%	63%	85%	99%	99%	81%
2020	-	0% *	74% *	100% *	100%	76%
2019	63%	35%	62%	88%	94%	36%

\* In 2020, the campground was closed in May, open at 72% capacity in June and at 100% capacity as of July 20, 2020.

**Table 6: Monthly percentage occupancy rates per site**

Sites 2022	Avg	May	June	July	Aug	Sep
Group Site	83%	53%	87%	90%	100%	72%
1	79%	53%	63%	100%	100%	76%
2	76%	33%	70%	100%	100%	66%
3	70%	27%	57%	100%	97%	72%
4	77%	37%	70%	100%	100%	55%
5	79%	37%	83%	97%	100%	76%
6	77%	40%	67%	100%	100%	55%
7	74%	23%	73%	100%	100%	90%
8	71%	43%	60%	84%	97%	72%
9	82%	70%	57%	100%	100%	83%
10	86%	70%	87%	97%	90%	90%
11	95%	87%	97%	100%	97%	97%
12	91%	73%	90%	100%	100%	97%
13	83%	67%	67%	100%	100%	93%
14	88%	80%	73%	97%	100%	97%

15	90%	63%	100%	97%	100%	93%
16	85%	67%	80%	97%	97%	86%
17	75%	37%	63%	100%	100%	69%
101	72%	27%	60%	100%	100%	59%
102	69%	33%	63%	81%	97%	41%
103	76%	47%	73%	87%	97%	90%
104	68%	33%	60%	87%	94%	62%
105	68%	30%	63%	87%	94%	62%
106	93%	80%	93%	100%	100%	93%
107	90%	63%	97%	100%	100%	90%
108	76%	47%	57%	100%	100%	66%
201	83%	47%	83%	100%	100%	83%
202	77%	40%	67%	100%	100%	72%
203	71%	33%	67%	84%	100%	72%
204	71%	30%	53%	100%	100%	69%
205	75%	47%	63%	94%	97%	45%
206	76%	37%	80%	87%	100%	38%
301	74%	40%	67%	90%	100%	41%
302	66%	27%	60%	77%	100%	45%
303	65%	23%	50%	87%	100%	41%
304	68%	27%	47%	100%	100%	34%
305	71%	37%	47%	100%	100%	48%
306	77%	37%	70%	100%	100%	83%
401	75%	33%	67%	100%	100%	55%
402	88%	67%	90%	100%	94%	97%
403	90%	70%	90%	100%	100%	83%

404	84%	53%	83%	100%	100%	62%
405	80%	47%	87%	87%	100%	72%
406	73%	20%	77%	97%	100%	71%
407	89%	63%	94%	100%	100%	76%
408	74%	33%	73%	90%	100%	62%
409	73%	33%	60%	100%	100%	45%
410	77%	40%	67%	100%	100%	69%
411	69%	23%	53%	100%	100%	55%
412	84%	50%	87%	100%	100%	72%
413	78%	47%	67%	100%	100%	69%
414	81%	47%	77%	100%	100%	79%
415	80%	47%	77%	97%	100%	72%
207 & 208	73%	43%	67%	84%	100%	45%
501 & 502	71%	27%	60%	100%	97%	48%
503	77%	53%	67%	97%	90%	83%
504 & 505	67%	27%	57%	94%	90%	100%

- denotes sites closed to allow for social distancing and to reduce overall capacity due to COVID-19

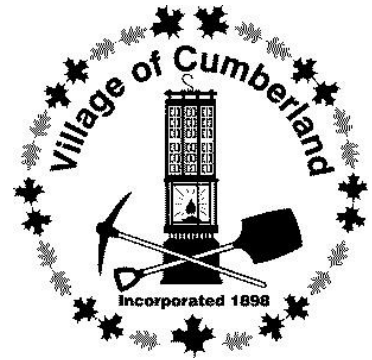
\* Occupancy once site opened July 20th

**Table 7: Place of residence of customers**

Location	# of customers (2022)	# of camping groups (2021)	# of camping groups (2020)	# of camping groups (2019)
Courtenay	319	352	196	240
Cumberland	124	120	73	120
Comox	87	110	74	77
CVRD Electoral Areas	35	51	19	37
Elsewhere -	901	1307	793	1135

Vancouver Island				
Elsewhere - Canada	632	431 (elsewhere - BC) 124 (outside BC)	323 (BC only)	178
USA	90	15	0	78
Outside Canada & USA	83	2	0	116
Total	2271 (total), 2014 (campground)	2512	1478	1981

# COMMITTEE OF THE WHOLE REPORT



REPORT DATE: 11/21/2022  
 MEETING DATE: 11/28/2022

TO: Mayor and Councillors  
 FROM: Kevin McPhedran, Interim Deputy Chief Administrative Officer  
 SUBJECT: Cumberland Lake Park Master Plan Update (2022)

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## RECOMMENDATION

- i. THAT the Committee direct Council to approve the *Cumberland Lake Park Master Plan Update (2022)* for:
  - a. future Lake Park capital project planning;
  - b. guidance in park operations; and
  - c. deliberations with Lake Park Society on the development of a 2023-2032 Operating Agreement for future Council consideration.
- ii. THAT the Committee endorse the Village providing a letter of support to the Lake Park Society in support of an application to the province of British Columbia’s Destination Development Fund grant program for the “Glamping” project listed in the Plan Update.

## PURPOSE

For the Committee to receive the *Cumberland Lake Park Master Plan Update (2022)* report which is proposed to be used by the Village and Lake Park Society (LPS) in future park capital project planning, operations, and in support of an Operations Agreement for 2023 and beyond.

To seek the Committee’s endorsement of the Village providing LPS with a letter of support for the LPS-lead “Glamping Project” to the province’s Destination Development program.

## PREVIOUS COUNCIL DIRECTION

Date	Resolution
November 23, 2020	THAT Council direct staff to enter into formal deliberations with Cumberland Lake Wilderness Society on a 10 year Park Operations and Improvements Agreement (2022-2031), and report back to Council with an agreement proposal.

## BACKGROUND

The Village’s current Operating Agreement for Cumberland Lake Park with Lake Park Society (LPS) ends on December 31 2022. Per the terms of the existing agreement, the Village is responsible for planning, funding and managing all park capital projects; however, during the current term, LPS

has both shown the interest and ability to fund and lead capital improvements to the park, including:

- Development of Walk-In campsites
- Picnic Shelter Roof replacement
- Playground Planning and Design
- Park office renovations and landscape improvements

Per Council direction in fall 2020, staff have entered into discussions on a long-term extension to the agreement with LPS; one area of the agreement requiring amendment is to define the current and future roles and responsibilities of each party in capital project planning, funding and management given LPS's emerging capacity and capabilities.

Meanwhile, while the parties agree that the [2014 Master Plan](#) for the park has been a useful planning document to guide the implementation of park improvements – in addition to contributing to the creation of the Lake Park Society itself – new park information and knowledge has been obtained by the party's since 2014 and there is consensus that it would be beneficial to update the Master Plan.

Accordingly, beginning spring 2022, the Village and LPS partnered to complete a *Master Plan Update (2022)*, attached. This collaborative planning process involved a working group made up of staff from the Village and LPS, supported by a third-party consultant (who lead the original 2014 Park Master Planning process), and cost shared by the Village and LPS. The plan endeavors to:

- Review and celebrate Park accomplishments since the 2014 Master Plan including both capital projects and many important community-centric initiatives that LPS has undertaken in park programming and educational use.
- Develop updated recommendations and actions for capital and operational improvements for the next 10 years.
- Establish a feasible implementation plan for continuing to realize positive change in Cumberland Lake Park.
- Strengthen the mutually beneficial partnership between the Village and LPS.
- Provide a clear understanding of park direction to support an operations contract renewal for 2023 forward.

A summary of other core components of the plan includes:

- ✓ To confirm the “vision and goal” statements from the 2014 Master Plan, while also adding four guiding principles that resonate with the values of LPS and the current corporate Strategic Priorities of the Village: Indigenous Truth and Reconciliation; Inclusivity and Accessibility; Climate Action; and Creating Connections.
- ✓ To provide clear direction for the Village to lead future projects and improvements to core park infrastructure and in response to growth management issues, including: water system upgrades; waterfront area re-design to transition to a more sustainable balance between day use and campsites; park office and operations yard upgrades; boat launch upgrades; and parking/transportation management and improvements.
- ✓ To provide clear direction for LPS to lead future projects that align with their core mission and mandate of “providing wonder and connection through outdoor experiences,” including: infrastructure in support of watersports rentals, education and interpretive programs; and campground improvements and expansion.

Staff recommend that the Committee endorse this Plan Update for use as guidance in coming to terms on a 2023-2032 Operating Agreement with LPS, an agreement that is currently scheduled to be brought forward for Council consideration in early 2023.

Meanwhile, staff recommended that the Committee also direct staff to use the Plan Update to inform future park capital budget requests and funding applications, beginning with the 2023-2026 Financial Planning process scheduled to commence in January 2023 and a LPS-lead application to the [Destination Development Fund](#), a grant opportunity recently announced by the Province of British Columbia to:

*build a resilient and globally competitive tourism sector that fosters vibrant communities across the province. The fund provides \$30 million in one-time grants to support the development and rejuvenation of tourism infrastructure, assets and experiences.*

Village and LPS staff have reviewed the program requirements and, in recognition of such factors as current staff work plans, the requirement that projects must be “shovel ready”, and that an initial application (Expression of Interest) is due December 7 2022, recommend that LPS submit a funding application in support of the “Glamping Project” (18, page 35 of the Plan Update). The project would serve to create an alternative park revenue stream to offset an anticipated future reduction in park revenue from the planned removal of waterfront campsites, thereby ensuring the sustainable financial operation of the park. LPS has quotes for glamping options and supporting infrastructure and the project has been deemed “shovel ready”.

## **ALTERNATIVES**

Alternative options for the Committee to consider include:

1. Amendments to the Plan Update, including to the scope and/or direction of any capital project, and/or the prioritization status of any proposed project.

*(Should the Committee choose to pursue such an option, specific information is requested on proposed changes.)*

2. For staff to pursue alternative options to the past Council direction in regards to the pursuit of a 10 year Operating Agreement with Lake Park Society.

*(Should the Committee choose to pursue such an option, specific information is requested on the revised terms or process in which a future Operating Agreement is to be pursued.)*

## **STRATEGIC OBJECTIVE**

- Healthy Community
- Quality Infrastructure Planning and Development
- Comprehensive Community Planning
- Economic Development

## **CLIMATE CHANGE IMPLICATIONS**

Climate Action as one of the core guiding principals of the plan. Specifically, within the context of Lake Park, climate action factors are proposed to be considered in: building and equipment retrofits; supporting active transportation and emissions-free transportation access to the park; waste management at the park; planting shade trees and implementing other planting restoration projects; and providing educational opportunities to increase awareness and demonstrate a climate-resilient future.

**FINANCIAL IMPLICATIONS**

Economic Sustainability is one of four core Park Goals contained within the vision statement for the Park in the 2014 Master Plan, a goal that is affirmed as a continued priority in the 2022 Update. This is factored into the implementation plan, including the order in which projects are proposed to be implemented in order to maintain revenue in support of sustainable park operations.

Additionally, the Village’s partnership with LPS in Park Operations, and their status as a “social enterprise” whereby park profits generated by the operator are reinvested into park programs and select park infrastructure, has introduced a new funding source for park improvements that was not available to the Village under the former for-profit park operator model. The concept of a long term (10 year agreement) further incentivizes such investments in park infrastructure LPS.

In regards to the implementation of park projects of Village responsibility, funding sources will be proposed to Council on a project by project basis in future budget planning process. Per Council direction in the 2022-2026 Financial Planning process, dividend revenue is currently being transitioned over five years to fund a park infrastructure reserve (as opposed general revenue). In addition, other funding sources may include grants, tax revenue and/or other revenue streams such as Village host amenity funds.

**OPERATIONAL IMPLICATIONS**

Development of the Plan Update has been a collaborative process lead by the Village’s Interim Deputy CAO and supported by Village’s Interim Parks and Facility Manager and staff from Lake Park Society. Implementation of the Plan Update, including coming to terms on a long term operating agreement, are in staff’s current work plans and will continue to be lead by the Village’s Interim Deputy CAO and Parks Department staff.

**ATTACHMENTS**

Cumberland Lake Park Master Plan Update (2022)

**CONCURRENCE**

None.

Respectfully submitted,

K. McPhedran

\_\_\_\_\_  
Kevin McPhedran  
Interim Deputy Chief Administrative Officer

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\_\_\_\_\_  
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# Village of Cumberland **Cumberland Lake Park Master Plan UPDATE (2022)**

NOVEMBER 2022 DRAFT | FOR COUNCIL REVIEW





CUMBERLAND LAKE PARK  
MASTER PLAN UPDATE  
Prepared by LANARC

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The Village of Cumberland and Lake Park Society respectfully acknowledge the Cumberland Lake Park is on the Unceded traditional territory of the K'ómoks First Nation.

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# TABLE OF CONTENTS

**PART 1: INTRODUCTION ..... 1**

- 1.1 Purpose of the Plan..... 2
- 1.2 Using this Document ..... 2
- 1.3 The Planning Process ..... 2
- 1.4 Overview of the Park Partnership..... 3
- 1.5 Summary of Progress and Achievements..... 4
- 1.6 Park Vision & Goals (2014) ..... 6
- 1.7 Guiding Principles (2022) ..... 7

**PART 2: RECOMMENDATIONS ..... 9**

- 2.1 Recommendations Overview ..... 10
- 2.2 Park Concept Plan ..... 12
- 2.3 List of Recommendations..... 13
- 2.4 Recommendations..... 14
  - » Waterfront Amenity Area Improvements ..... 14
  - » Park Office, Parking, & Boat Launch Improvements..... 28
  - » Outdoor Education & trails Amenities Improvements ..... 31
  - » Camping Improvements ..... 36
  - » Secondary Capital Recommendations ..... 38
  - » Operations Recommendations ..... 39

**PART 3: IMPLEMENTATION..... 41**

- 3.1 Recommendations Implementation ..... 42
  - » Table 1: All Actions Summary ..... 43
  - » Table 2: SHORT-Term Recommendations (0-2 years) ..... 49
  - » Table 3: MEDIUM-Term Recommendations (2-5 years) ..... 52
  - » Table 4: LONG-Term Recommendations (5-10 years)..... 55
  - » Table 5: ONGOING Recommendations ..... 56

## FIGURES

- Figure 1: Cumberland Lake Park Concept Plan ..... 12
- Figure 2: Waterfront Amenity Area Concept from the 2014 Master Plan ..... 15
- Figure 3: Waterfront Amenity Area Concept Design Sketch ..... 16
- Figure 4: Concept for a New Accessible Waterfront Picnic Area ..... 23





PART 1

# INTRODUCTION

**This plan endeavours to:**

- Review the accomplishments since the 2014 Master Plan.
- Develop updated recommendations and actions for capital and operational improvements for the next 5-10 years.
- Establish a feasible implementation plan for continuing to realize positive change in Cumberland Lake Park.
- Strengthen the mutually beneficial partnership between the Village of Cumberland (VoC) and the Lake Park Society (LPS).
- Provide a clear understanding of park direction to support an operations contract renewal for 2023 forward.

## 1.1 PURPOSE OF THE PLAN

This plan is an "update" to be used as an amendment (not a consolidation or replacement) of the 2014 Cumberland Lake Park Master Plan. The 2014 Master Plan was initiated by the Village of Cumberland (VoC, the Village) and included a community process to outline a vision, guiding principles, recommendations, and implementation plan for changes and improvements for the park. While the key directions of the 2014 Master Plan remain relevant today and long-term, this plan "update" is prepared to reflect:

- **OPERATIONAL CHANGES:** The 2014 Master Plan proposed a shift in operation model for the park that was realized in 2015 with the formation of the Cumberland Lake Wilderness Society (now the Lake Park Society, or LPS). The LPS is a not-for-profit community organization that operates the park through a contract with the Village of Cumberland (VoC). This successful partnership has continued from 2015 to today and both parties are interested in securing a long-term partnership to provide ongoing service of the park.
- **PROGRESS & ACHIEVEMENTS:** Over the past 8 years (2014-2022), many of the action items identified in the 2014 Master Plan have been accomplished.
- **REVIEW & UPDATE IMPLEMENTATION PRIORITIES:** A review and update of the master plan recommendations is needed to provide a focused set of recommended actions for moving forward over the next 5-10 years (2022-2032).

## 1.2 USING THIS DOCUMENT

The Cumberland Lake Park Master Plan Update, in conjunction with the 2014 Master Plan, is considered a living document that will continue to evolve as needs shift and opportunities arise. Recommendations in this plan are intended to be reviewed annually and adjusted in 5-10 years to reflect evolving park and community needs.

This plan does not illustrate an exact or final layout for all potential improvements, rather it provides a vision and strategies for planning, assessing, and implementing desired changes over time. This plan sets the framework for positive change – success will depend on the continued contributions of the Village, Lake Park Society, and broader community.

## 1.3 THE PLANNING PROCESS

The Master Plan Update was a collaborative planning process involving a working group made up of staff from both the Village of Cumberland and the Lake Park Society, supported by a third-party consultant.

## Process overview:

- » The working group compiled background information and documentation to review the park changes and developments since the 2014 plan.
- » Interviews were carried out with each member of the working group to understand: What action items have been completed? What outstanding actions outlined in the 2014 Master Plan are still relevant to carry forward? What action items are no longer a priority or face barriers? What new actions have emerged as priorities?
- » A site visit and workshop was held to review the park operations, consider draft directions for the plan update, compare priorities, and discuss roles and responsibilities for implementation.
- » A draft report was produced for collective review and comment by the working group.
- » Revisions were completed to finalize the 2022 Master Plan Update.

## 1.4 OVERVIEW OF THE PARK PARTNERSHIP

The partnership between the Village of Cumberland and the Lake Park Society is one of mutual benefit. A clear understanding of roles, responsibilities, mission, and mandates will support continued success in the future.



### LAKE PARK SOCIETY

- **Overview:** The society serves the community by providing experiences that celebrate nature, build community, support low-impact recreation, and inspire learning.
- **Mission:** To create wonder and connection through outdoor experiences.
- **Vision:** Cumberland Lake Park is an inclusive hub for outdoor education and adventure.
- **Partnership Key Role:** Provide site operations and deliver programs and events for broader community service and benefits.



### VILLAGE OF CUMBERLAND

- **Overview:** The Village of Cumberland is committed to maintaining the park as a place for continued community recreation that is financially sustainable for the Village.
- **Partnership Key Role:** Complete long-term capital projects, work collaboratively with an operating partner to maintain and improve the park's infrastructure, and provide ongoing public access and safety.

## Roles and Responsibilities:

### ■ Operator (LPS):

- » Day to day park operations and caretaker
- » Campground management
- » Boat launch management
- » Sub-contractor management (e.g. concession)
- » Strategic planning advice
- » Park maintenance
- » Moderate capital upgrades
- » Record keeping

### ■ Owner (VoC):

- » Provide oversight for the operator
- » Support park maintenance and improvements
- » Fund and organize major capital upgrades
- » Lead infrastructure management and improvements
- » Provide strategic planning



New washroom and shower building



New vault toilets (pit toilets removed)



Repaired picnic shelter at beach

## 1.5 SUMMARY OF PROGRESS AND ACHIEVEMENTS

An important function of this plan is to review, summarize, document, and celebrate the actions that have been completed since the 2014 Master Plan. Below is a summary list of the progress and changes achieved at Cumberland Lake Park over the past 8 years. This list is a demonstration of the successful and productive partnership between the LPS and VoC.

### Operations

- » Successfully revised site operation to a not-for-profit partner (LPS)
- » Developed and implemented a signage system for the park that uses a consistent design style (based on the Village of Cumberland logo)
- » Developed an upgraded website and bookings system
- » Developed new site maps and print resources

### Day Use Area Improvements

- » Constructed a new park washroom, shower, and change room building
- » Completed shoreline restoration work at the swim bay and point
- » Upgraded day-use area tables, benches, and waste / recycling receptacles
- » Assessed and upgraded waterfront picnic shelter (roof and tables)
- » Designed a new play area (fundraising in progress)
- » Removed motorized rentals from the park
- » Installed bicycle racks to encourage active transportation

## Camping Improvements

- » Upgraded campsites including site grading, installation of dividers and campsite number posts, and addition of a trail connection
- » Replaced pit toilets with 3 new vault toilets
- » Developed 5 new walk-in campsites
- » Upgraded the fire pit at the group campsite
- » Removed the aging dock at group site
- » Completed a new culvert and extensive road work for the group site access road



The new walk-in campsites offer a different camping experience and a lower price-point that diversifies the camping service offerings at the park.

## Park Entrance & Parking Improvements

- » Created a parking optimization plan and completed main parking lot improvements by arranging concrete block dividers and completing painting to delineate spaces
- » Completed updates and improvements to the site office (e.g. electrical, appliances, customer entrance, digital customer interface, office deck, and merchandise area)
- » Upgraded office yard area, firewood storage, and workshop
- » Improved the park entry including signage, kiosk, gate, and vegetation planting
- » Completed revegetation, new planting areas, and erosion control improvements throughout the park



The new signage kiosk welcomes visitors at the park entry.

## Outdoor Recreation & Programming

- » Added watersports rentals operated by the LPS
- » Created 6 nature classroom sites
- » Developed a park interpreter program that offers guided nature walks, presentations, and community music / movie nights
- » Created a subsidized full day outdoor education program for all grade 3 students in the school district
- » Started summer camp programs
- » Partnered with SD71 Indigenous education and E'iksan elder to develop curriculum
- » Started school and community voyageur canoe tours
- » Supported Island Alpine Guides and Cumberland Recreation to offer rock climbing courses
- » Facilitated annual trail maintenance work and community partnerships for trail improvements



The Lake Park Society offers watershed canoe tours in 29 foot voyageur-style canoes. The tours explore past, present, and emerging stories of the Comox Lake Watershed. This program, along with others offered by LPS, provide unique experiences and opportunities to deepen connections to the lake and surroundings.

## 1.6 PARK VISION & GOALS (2014)

The vision and goals of the 2014 Master Plan still apply to the 2022 Update and future efforts:

### PARK VISION STATEMENT

*Cumberland Lake Park provides a destination for people to access Comox Lake and celebrate nature, community, balanced recreation, and learning. The Park operations will be financially sustainable, provide an enhanced and more diverse park experience for day users as well as an improved camping experience. The Park will be a place for families and visitors of all ages and abilities to connect with a healthy Comox Valley Watershed for many years to come.*

### PARK GOALS



#### Balanced Recreation (Low-Impact)

Ensure that the park is a welcoming place for low-impact recreation and fosters a healthy Comox Valley watershed. Park programming and facilities will focus on recreational uses that are low-impact and respectful.



#### Enhanced Natural Features & Ecological Health

Provide visitors the opportunity to access regionally significant features, landforms, geology, plant, fish, and wildlife communities. Strengthen the connection to the park's natural features through establishment of volunteer stewardship programs.



#### Outdoor Education & Literacy

Provide opportunities for directed and self-directed outdoor education to promote skills and literacy of the natural world.



#### Economic Sustainability

Diversify the park revenue streams to enable improvements and provide a sustainable mode of operations. Foster partnerships between public and private organizations and connectivity with compatible economic opportunities.

## 1.7 GUIDING PRINCIPLES (2022)

In addition to the overall park vision and goals affirmed in the 2014 Master Plan, this plan update identifies four complimentary guiding principles that resonate with the values of LPS and the corporate Strategic Priorities of the VoC. These interests are presented at the front end of this document since they are not singular actions, but rather are lenses through which all the plans actions are to be reviewed and considered:



### **Indigenous Truth & Reconciliation**

We respectfully acknowledge that the park lies within the Unceded traditional territory of the K'ómoks First Nation. The people called K'ómoks today referred to themselves as Puntledge, leeksun, Sahtloot, and Sasitla. The Village of Cumberland is committed to continuing to strengthen its mutual relationship with the K'ómoks First Nation through transparency, good faith, inclusivity, and right actions leading to lasting trust. This includes working together to respect and raise up the K'ómoks peoples and exploring opportunities for Indigenous visibility and cultural expression at Cumberland Lake Park.



### **Inclusivity & Accessibility**

An inclusive and accessible Cumberland Lake Park provides opportunities for active involvement and prosperity for all; facilitates participation and social interaction across cultures, genders, orientations, ages and abilities; and recognizes and fosters respect for diversity as per the Province's *Accessibility BC Act*. When considering changes at the park, actions are to be reviewed with an inclusive lens to improve physical, financial, social, and cultural access.



### **Climate Action**

Like all communities in BC, Cumberland is facing the impacts of climate change. A multi-faceted approach is required to achieve the Village's climate action goals. The park's key roles and opportunities for climate action and supporting community greenhouse gas emissions reduction are: building and equipment retrofits (converting site operations that use fossil fuels), supporting active transportation and emissions-free transportation access to the park, waste management at the park, planting shade trees and implementing other planting restoration projects, and providing educational opportunities to increase awareness and demonstrate a climate-resilient future.



### **Creating Connections**

Core to the mission and mandate of the LPS is to provide for wonder and connection through outdoor experiences. Creating connection at Cumberland Lake Park refers to: individuals to nature, individuals to one another, and broader community connections including building relationships to other community organizations that have aligned aims.





PART 2

# RECOMMENDATIONS

## 2.1 RECOMMENDATIONS OVERVIEW

The outcome of this Master Plan Update is a set of recommendations that support the implementation of the ideas and priorities generated through the planning process. These recommendations are provided for VoC Council, VoC staff, LPS Board, and LPS staff to consider within the context of annual planning and budget deliberations. The recommendations are based on several sources of input:

- » The original (2014) Master Plan
- » Site analysis of the park
- » Ideas from the collaborative process involving the VoC staff and the LPS as planning partners

As the recommendations of this plan are advanced, the following key considerations are provided:

- **It is a long-term plan.** The park is a dynamic place. Ongoing planning is required so that it can continue to meet the needs of the growing and evolving community. Change in Cumberland Lake Park will happen in phases over time, with careful planning at each stage to achieve intended results.
- **Adaptation will be required.** The successful long-term management of Cumberland Lake Park requires flexibility and adaptation to unforeseen changes. Ideas or circumstances that are not known today may become important to the park's future. Continuing to reflect on the vision and guiding principles, while encouraging creative future planning, will allow positive opportunities to emerge.
- **Ongoing relationships with stakeholders are important.** Change and evolution can be challenging for those who use and love a space. Continuing to work closely with stakeholders to seek a good balance of new amenities and flexible spaces, while being realistic and considering solutions that are equitable, will require ongoing discussion and efforts from all those involved.
- **It will be important to plan, implement, and re-assess.** A park is an integrated system. Changes to one component may ripple throughout the park. This plan update provides a framework for the park's evolution, but reviewing current circumstances at each step toward implementation will support ongoing positive gains.

## RECOMMENDATIONS FORMAT

Each recommendation includes the following information:

- **Description:** A brief statement about the recommended changes.
- **Background / Rationale:** A summary of key issues, opportunities, or background information to support the recommendation.
- **Design Considerations:** Key elements to be considered as the recommendation / design is refined through future steps.
- **Actions:** Recommended steps for implementing the change.
- **Timeline:** The relative phasing for implementation of the recommendations:
  - » Short-term (0-2 year time frame)
  - » Medium-term (2-5 year time frame)
  - » Long-term (5-10+ year time frame)
  - » Ongoing (Recurring, no defined time frame, throughout the lifespan of the plan and beyond)
- **Budget Estimate:** Identifies an estimated cost allowance for planning purposes.
  - » Estimates are developed based on general assumptions and historical construction cost data from similar projects.
  - » Estimates are provided to assist with long-range budget planning.
  - » Actual costs may vary widely depending on future design, market forces, and other variables.
  - » **Estimate Breakdown Levels:**
    - ▶ **\$:** \$0 to \$5,000
    - ▶ **\$\$:** \$5,000 to \$25,000
    - ▶ **\$\$\$:** \$25,000 to \$100,000
    - ▶ **\$\$\$\$:** \$100,000+

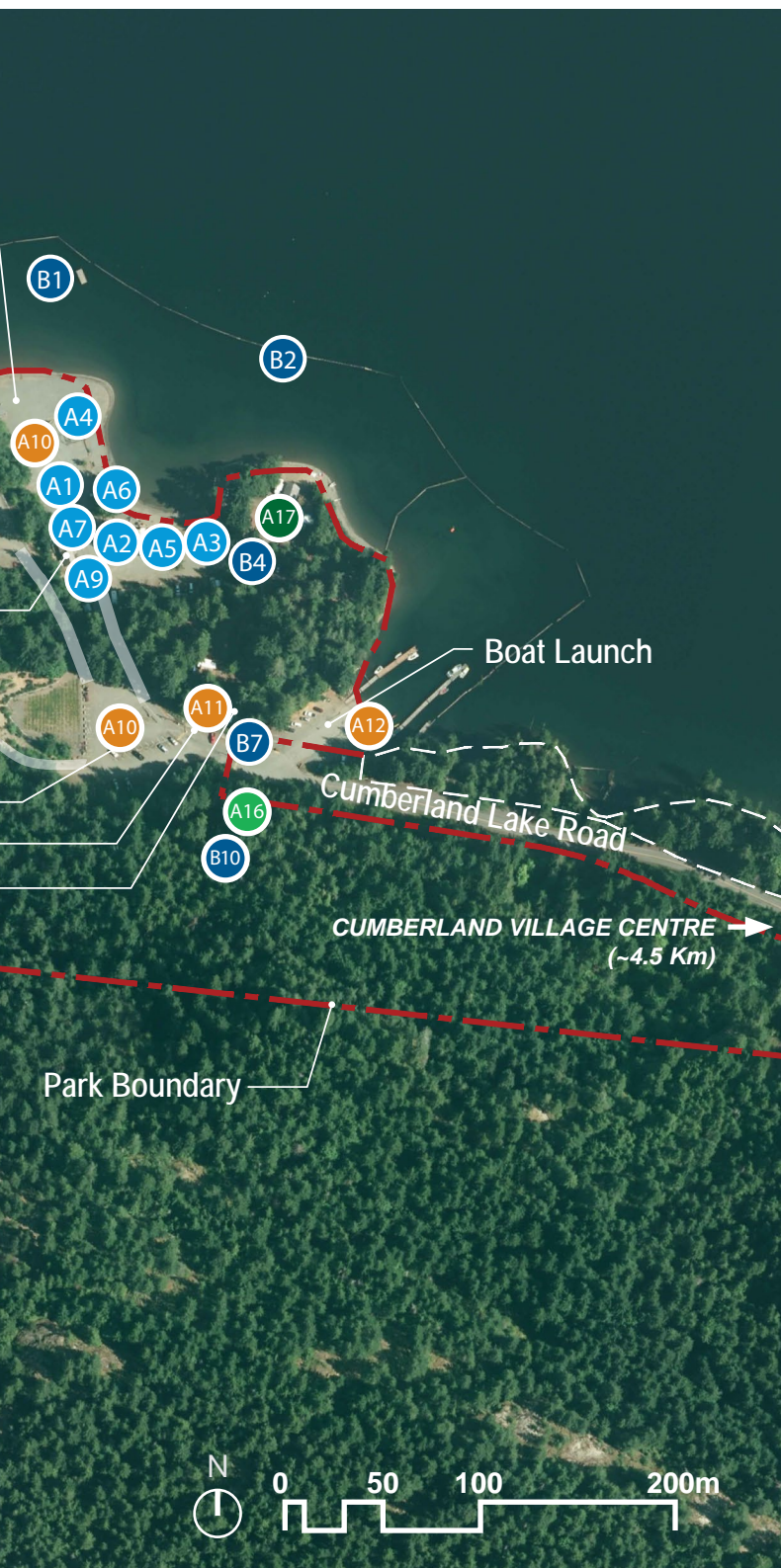
## 2.2 PARK CONCEPT PLAN

The concept plan below provides a visual reference for the approximate locations for the recommendations in this 2022 Master Plan Update for Cumberland Lake Park.



Figure 1: Cumberland Lake Park Concept Plan

## 2.3 LIST OF RECOMMENDATIONS



### Waterfront Amenity Area Improvements

- A1 Update the Waterfront Area Site Plan
- A2 Park Water System Study and Upgrades
- A3 New Structures for Watersports
- A4 New Playground Area
- A5 New Accessible Waterfront Picnic Area
- A6 Waterfront Tree and Vegetation Planting
- A7 Pedestrian & Bicycle Circulation Improvements
- A8 Indigenous Carving Installation\*
- A9 Additional Bicycle Amenities

### Park Office, Parking, & Boat Launch Improvements

- A10 Parking Study, Management Plan & Implementation
- A11 New Park Office & Yard
- A12 Boat Launch Improvements

### Outdoor Education & Trails Amenities Improvements

- A13 Covered Program Areas
- A14 Nature Classroom Sites
- A15 New West Vault Toilet Site
- A16 Trail Signage

### Camping Improvements

- A17 Revise the Campsites on the Point
- A18 Provide a Glamping Option

### SECONDARY CAPITAL RECOMMENDATIONS

- B1 New Swim Raft
- B2 Swim Area Boom Replacement
- B3 Upper Campsite Area Retaining Improvements
- B4 New East Vault Toilet
- B5 Group Site Gravel Parking Improvements
- B6 Group Site Slope Retaining Improvements
- B7 Park Entrance Beautification

### OPERATIONS RECOMMENDATIONS

- B8 Enhance Bylaw Compliance Presence\*
- B9 Vegetation and Erosion Control\*
- B10 Authorized Trail System Review
- B11 Authorized Trail System Improvements
- B12 Ongoing Park Signage Improvements\*
- B13 Incorporate Other Processes\*

\* Item not shown on the map, see individual recommendation for more information

Develop an updated site plan for the core waterfront area that prioritizes public waterfront access and reduces the emphasis on vehicles and parking for this area.



**Existing:** Parking area directly adjacent to the primary swim bay and beach

#### BACKGROUND & RATIONALE:

- The 2014 Master Plan proposed a "Big Move" for the core waterfront to remove the waterfront parking lot and the front row of RV serviced campsites in order to reduce the presence of vehicles and increase the available green park space for amenities and leisure at the water.
- Although the principles of the 2014 vision for this area of the park are still supported, this plan update suggests an amended approach for this area based on further review of the site parking challenges as well as the high cost of reclaiming the entire parking area as green space.

#### DESIGN CONSIDERATIONS:

- Reduce the waterfront gravel parking area along the eastern beach edge, while still maintaining the asphalt route and western portion of the parking area.
- Maximize the layout and efficiency of the remaining waterfront gravel parking area (incorporate concrete wheel-stops, no-post barriers, or similar to demarcate the vehicle circulation route and parking stalls for the revised waterfront parking area).
- Convert the eastern gravel parking row to green space with pedestrian paths, vegetation, and shade trees (see A6) that transition into the proposed play area (see A4) and adjacent beach area.
- Review the pedestrian and vehicle circulation (including bicycles and emergency vehicles) by the concession and remaining waterfront parking area.
- Plan and implement improved pedestrian and bicycle circulation routes and crossings in the waterfront area to improve pedestrian safety and comfort (see A7).
- Accommodate the existing well-head and infrastructure in its current location in the short to medium-term. Anticipate future revision or removal of this shed and infrastructure as a result of the park water system study and upgrades (see A2).
- Provide clear transitions between the public waterfront area and campground areas (see A5).
- Incorporate the following amenities in the core waterfront area:
  - New and expanded play area (see A4)
  - New watersports rental facility (see A3)
  - New accessible waterfront picnic area (see A5)
  - New accessible parking stalls and accessible beach mats (see A5)
  - Waterfront tree and vegetation planting (see A6)
  - Pedestrian circulation and crossings improvements (see A7)
  - Indigenous carving commission (see A8)
  - Additional bicycle amenities (see A9)
  - New floating swim dock (see B1)

**RECOMMENDED ACTIONS:**

ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
A1.1 Develop an updated site plan for the core waterfront area that prioritizes public waterfront access and green space, and reduces the emphasis on vehicles for this area of the park. Revised site plan to include: reduced parking along eastern beach interface, new watersports structure, new playground area, new waterfront picnic area, waterfront tree and vegetation planting, improved pedestrian circulation and crossings, Indigenous carving commission, additional bicycle amenities, and reduced waterfront RV sites (see recommendations A3-A9 for more information).	Short	\$	VoC
A1.2 Complete a financial plan to support the phased removal of the front row of (8) RV camping sites.	Short	Staff Time	LPS
A1.3 After a financial plan is prepared, remove the front row of RV camping (8 sites) in 2-3 phases starting with removing the sites at the eastern end (sites #16 & #17). Phasing the removal of this front row of RV sites will allow for other changes to be implemented to help offset the revenue loss from these highly used sites.	Medium	See A3.2, A5.2 & A5.4	VoC



Figure 2: Waterfront Amenity Area Concept from the 2014 Master Plan







**FIGURE 3: WATERFRONT AMENITY AREA CONCEPT SKETCH**

The above shows the concept intent of the current recommendations for the waterfront / day use area. See the 'Design Considerations' notes on the previous pages for more detail on improvements in this area.







**LEGEND**









**PLANTING AREAS**

-  Proposed Tree Planting
-  Existing Tree to Remain
-  Proposed Grass Area
-  Proposed Planting Area



**CIRCULATION**

-  Proposed Vehicle Circulation
-  Proposed Primary Pedestrian Area
-  Proposed Accessible Path
-  Proposed Accessible Parking

**SITE FURNISHINGS**

-  Proposed Cedar Fence / Timber Edge
-  Proposed Picnic Table
-  Proposed Fire Pit
-  Existing Water Service Electrical Service Access to be re-purposed or decommissioned
-  Proposed Bench
-  Proposed Bollard
-  Proposed Bike Rack
-  Proposed Beach Log

**CIRCULATION**

-  Proposed Flush Access
-  Proposed Vehicle Access



The area around the main swim bay provides the best opportunity for accessible beach access and a picnic area for all ages and abilities.

Complete a study and implementation plan for upgrading the park water system.



**Existing:** Well head site and small water treatment shed by the main swim bay.

### BACKGROUND & RATIONALE:

- The current water system undergoes regular review, maintenance, and testing and is functioning and conforming. However, the VoC has identified the current system is in need of review to proactively plan for upgrades to integrate best practices that may become regulatory requirements in the future.
- The water system is integral to public safety and operation of all aspects of the park (day-use, campground, programs, etc.)
- The implementation plan and upgrades for this infrastructure will be a significant investment, so capital planning needs to be triggered in advance of implementation needs.

### RECOMMENDED ACTIONS:

ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
A2.1 Complete a study and implementation plan for upgrading the park water system to support future park use.	Short	\$\$ (for the study only)	VoC
A2.2 Carry-out the water system study recommended revisions and upgrades.	Medium	TBD (\$\$\$\$)	VoC

Build a new structure for watersports rentals and operation in a revised central location and confirm the preferred long-term watersports storage solution.



**Existing:** Rentals from Picnic Shelter on the point

### BACKGROUND & RATIONALE:

- The existing picnic shelter on the point has been temporarily re-purposed for the watersports rental operations and in-season storage.
- The picnic shelter is aging, in need of repairs, is not easily visible from the public waterfront area, and is not easily accessible for manoeuvring boats / boards (distanced from the water, and up a hill / slope).
- Currently, in the off-season boats are stored inside the concession building which is not ideal for overall maintenance or security.
- There is strong support for continuing watersports rentals and programs in the park.
- The LPS have started financial planning for a new facility and need a confirmed location and support from the VoC to move forward.

### DESIGN CONSIDERATIONS:

- Integrate a new structure for watersports rentals at the main swim bay.
- Consider how the materials and design character of the structure relate to the other built elements and character within the park (e.g., park washroom building and furnishings).
- Orient the structure with clear views to and from the main swim bay as well as to the entrance to the waterfront area and the concession / washroom area.
- Amend the electrical servicing from the former RV sites to provide electrical needs for energy efficient lighting, and point of sales operation.
- Provide a clear buffer separation for the watersports operation to nearby campsites (including RV sites to remain temporarily prior to phasing out, see A1 & A5).
- Confirm permitting requirements and application as part of the design process (e.g. Accessory structure with or without plumbing).

### RECOMMENDED ACTIONS:

ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
A3.1 Develop a detailed design and costing for a purpose-built structure for watersports rental and operations in a revised location centrally accessible and visible from the main swim bay and concession. Review and confirm the design, location, budget, and permitting requirements.	Short	\$\$	LPS
A3.2 Confirm whether long-term off-season storage (including for 4 big canoes) can be provided within the same structure and location as the in-season rental operations. Construct / provide off-season storage for the boards / boats / canoes that is secure and provides weather protection.	Medium	\$\$	LPS
A3.3 Construct the new watersports rental and operations structure at the east side of the swim bay by decommissioning a first phase of waterfront RV sites (e.g. sites #16 & #17).	Medium	\$\$\$	LPS

Add a new playground area that is central in the park and offers inclusive play opportunities.



**Former:** Play Area



**Inspiration:** Nature Play

### BACKGROUND & RATIONALE:

- The former playground equipment at the park was removed for safety and there is demand from day-visitors, campground visitors, and park programs for a playground area.
- The LPS has pursued design, costing, and capital planning to support implementation of a natural playground area.

### DESIGN CONSIDERATIONS:

- Accommodate a range of play for children of older and younger ages (toddlers, 2-5, and 5-12).
- Provide ground accessible features and a variety of sensory experiences that are inclusive.
- Integrate plant species that are resilient and low maintenance in key areas.
- Provide additional shade trees or shade through sails or other means.
- Provide clear delineation of the play area from the parking area and water area for safety and oversight.
- Consider fencing or other form of physical barrier from vehicle areas.
- Integrate seating for caregivers with clear sightlines.
- Integrate play elements that focus on natural materials and encourage a range of skill development and risk management.

### RECOMMENDED ACTIONS:

ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
A4.1 Develop detailed costing and secure funding for a new play area that provides a range of play opportunities for children of all ages, seating for caregivers, and planting for shade and sensory interests.	Short	\$\$	LPS
A4.2 Incorporate the new play area where the former play area was, adjacent to the main swim beach, and expand the area further south. Transition from play area to green space (area converted from gravel parking).	Medium	\$\$\$	LPS

Develop a picnic area and green space adjacent to the waterfront main swim bay that is accessible to all ages and abilities.



**Existing:** Currently, RV campsites front directly onto the swim bay beach.



**Inspiration:** Accessible picnic tables



**Inspiration:** Picnic and general use green space with shade



**Inspiration:** Buffer planting and informal log seating transition to beach area

### BACKGROUND & RATIONALE:

- The existing designated picnic areas in the park include: the waterfront picnic shelter with 4 tables, and an area directly to the west of the shelter with 4 tables located beneath the trees.
- The existing treed picnic area along the western beach is not accessible for all ages and abilities and the four tables in the existing shelter are heavily used.
- There is demand for more picnic area that is accessible and offers green space and shade.
- The flat open area that is currently waterfront RV sites provides an opportunity to develop a picnic area accessible to all park users. This location would establish a clear transition of public waterfront area to camping areas.
- In the original Master Plan process, shade and picnic space were areas of keen community interest and were proposed adjacent to the existing swim bay.

### DESIGN CONSIDERATIONS:

- Select picnic tables with an accessible extension to support a range of users (see image to left).
- Include concrete pads for picnic tables in seeded grass meadow for ease of maintenance and upkeep.
- Materials for picnic tables and seating should be durable, comfortable, and inviting. Consider cedar or recycled composite wood products; materials that remain comfortable in different temperatures throughout the seasons.
- Site the new picnic tables with opportunities for both shade and sun, and with views to the water.
- Provide adequate clear distances around furnishings for wheelchair, walker, or stroller circulation.
- Incorporate existing water and electrical service locations where appropriate to support picnic functions.
- Arrange layout of tables and built elements around the edges of the picnic area to provide a generous uninterrupted central meadow for informal picnicking and other uses.
- Include a native planting buffer to the beach with providing multiple points of pedestrian access to the swim bay.
- Include tree planting for shade, and rustic cedar split rail fencing to separate the public picnic area from the access drive and camping area.
- For the grass/meadow area, consider a seed mix that is durable to foot traffic, drought-tolerant, "low-mow", and integrates wildflowers for pollinators.
- Provide 2-4 accessible parking stalls at the southwest corner of the new picnic area, with a barrier-free accessible path connection to the swim bay and accessible beach mats to the water. Locate the accessible parking stalls across from the concession building as this is central to core park facilities (e.g. the concession, washrooms, proposed picnic area, and proposed watersports rental facility).

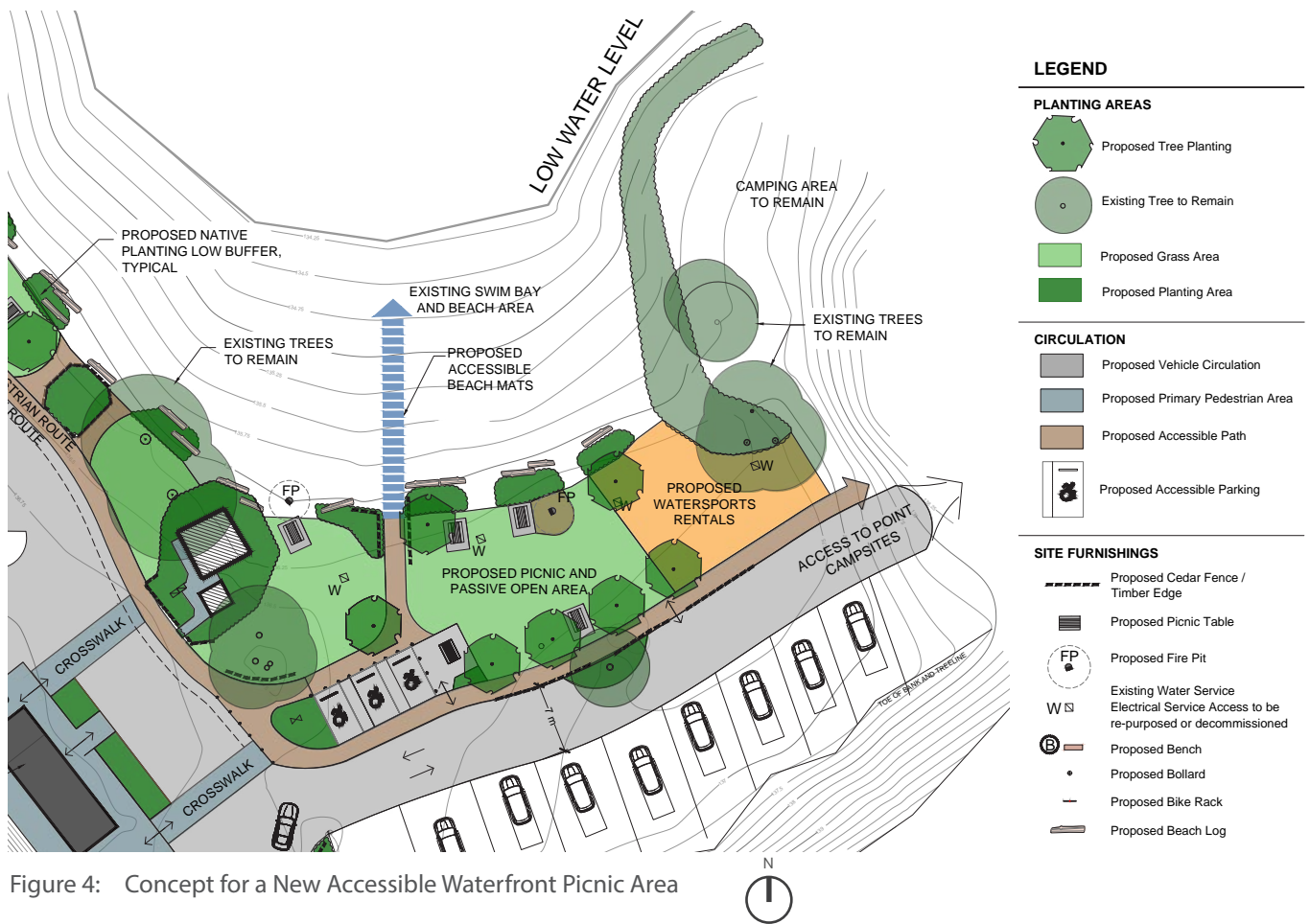


Figure 4: Concept for a New Accessible Waterfront Picnic Area

**RECOMMENDED ACTIONS:**

ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
A5.1 Revise the 2014 design for the new waterfront picnic area and green space for phased implementation. Include: 6-10 accessible picnic tables on concrete pads, logs for informal seating, planted buffer to the beach, seeded grass/meadow area, shade tree planting, cedar rail fencing, accessible parking stalls, and barrier-free path to the swim bay beach.	Short	\$	VoC
A5.2 Construct 2-4 accessible parking stalls at the western end of the swim bay access (former RV sites #1 & #2). Provide bollards or a similar vehicle barrier and a connecting barrier-free path to connect to the beach and accessible waterfront picnic area.	Medium	\$\$	VoC
A5.3 Provide accessible beach mats to the water at the swim bay. This area has the most gradual beach slope for entry to the water. Plan this route to coordinate with the accessible parking stalls and barrier-free path once constructed (see A5.2).	Medium	\$	LPS
A5.4 Once all 8 waterfront RV sites are removed, convert the remaining area to green space for an accessible waterfront picnic area. Include a lawn area, seat logs, and cedar rail fence as delineation between the picnic area and remaining RV campsites (9 back-row sites).	Long	\$\$	VoC
A5.5 Install 6-10 accessible picnic tables on concrete pads in the new waterfront picnic area.	Long	\$\$	VoC

Improve the park-like character and function of the areas directly adjacent to the swim bay waterfront by implementing tree and vegetation planting.



**Existing:** The existing parking interfaces directly with the beach and waterfront and provides little shade and or green space.



**Inspiration:** Picnic and general use green space with shade.

### BACKGROUND & RATIONALE:

- The existing waterfront area is sand and currently the upland interface is predominantly gravel parking and RV camping sites, with a small group of (~4) existing trees and no understory planting or lawn space.
- The 2014 Master Plan suggested a more extensive conversion of upland parking area to park green space.
- This update proposes a continuous green edge around the swim bay, spanning between the proposed new playground area and the new watersports rental location.
- Tree and vegetation planting within an area of continuous soil is more likely to be successful.
- Tree and vegetation planting in this area is complimentary with the recommendations for the new waterfront playground (see A4) and the new accessible waterfront picnic area (see A5).

### DESIGN CONSIDERATIONS:

- The detailed layout of tree and planting areas should be coordinated with proposed amenities such as the playground area, watersports rental structure, picnic area, and pathways.
- Growing medium with organic material should be provided to support plant establishment (provides necessary nutrients and water retention).
- Establishment irrigation watering will be required for all tree and planting areas for a minimum period of the first 2 growing seasons. Supplemental watering may be required during periods of extreme drought.
- Trees and plants selected, including lawn / seed mix, should be drought-tolerant .
- Consider integrating wildflower seeding zones in verge areas to support biodiversity.
- Plant species selected should be hardy, adaptive species.

### RECOMMENDED ACTIONS:

ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
A6.1 Carry out tree planting in the waterfront area to provide shade. Include budget and installation for establishment irrigation. Coordinate with design / construction of other improvements. Key areas include: 6-8 shade trees for the proposed waterfront picnic area, 3-5 trees for the proposed playground and area directly to the south.	Medium	\$\$	VoC & LPS
A6.2 Install a native planting buffer between the swim bay and the upland area. Provide regular path openings in the planted area for beach access.	Medium	\$\$	VoC & LPS

Improve pedestrian pathways and delineate pedestrian crossings as well as bicycle routes within motorized vehicle areas at the waterfront.



### BACKGROUND & RATIONALE:

- The area around the concession and washrooms is currently dominated by motor vehicle circulation.
- During peak times at the park there are conflicts between vehicles, pedestrians, and cyclists that require review and improvement.

### DESIGN CONSIDERATIONS:

- There should be space allocated for pedestrian circulation between the concession, swim bay, washrooms, and future play area.
- Pedestrian routes can be clarified through physical cues such as paving or edges (e.g. concrete wheel stops or wood logs used to define pedestrian path), or where physical cues are not possible, through visual cues such as painted surface markings, or signage.
- Bicycle routes should be clarified: where there is space, bicycle circulation routes should be separate from motor vehicles and pedestrians. Where space is limited, shared routes should be clearly indicated with materials and signage.

### RECOMMENDED ACTIONS:

ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
A7.1 Delineate pedestrian pathways and pedestrian crossings within vehicle areas at the waterfront to provide clear pedestrian routes between the swim bay and washroom / concession, and between the concession and the future play area.	Medium	\$\$	VoC
A7.2 Clarify bicycle routes in the waterfront area. Where space is limited and bicycle routes are shared with pedestrians or other vehicles include clear signage and pavement markings.	Medium	\$\$	VoC

Engage K'omoks First Nation to explore opportunities that support Indigenous visibility in the park.



A location for an Indigenous art piece at Cumberland Lake Park should be directed by the artist.



**(Credit: K'omoks First Nation)**  
**Inspiration:** Artist Karver Everson's new guardian pole overlooking K'omoks Estuary.

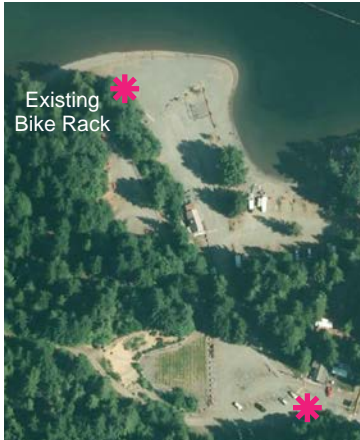
### BACKGROUND & RATIONALE:

- The park is on the Unceded traditional territory of the K'omoks First Nation.
- The VoC and LPS are committed to exploring opportunities with the K'omoks First Nation.
- Indigenous Reconciliation should take many forms and there is a role for Cumberland Lake Park in this community focus.

### RECOMMENDED ACTIONS:

ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
A8.1 Explore opportunities with the local K'omoks First Nation for the installation of a commissioned art piece to support Indigenous visibility, celebration, and art in Cumberland Lake Park.	Short	\$\$	VoC

Promote bicycle access to the park by providing end of trip facilities and infrastructure that supports bicyclists (including electric bikes).



### BACKGROUND & RATIONALE:

- Cycling is the most significant active or alternative transportation option to access the park.
- Park users arriving by bike will help alleviate personal vehicle numbers and parking capacity challenges at the park.
- Cumberland is known as a mountain biking destination and has a growing bike culture.
- Promoting cycling aligns with the VoC and LPS climate action mandates to support lowering community greenhouse gas emissions.
- There are currently two bicycle racks on-site, and no other bike-specific infrastructure.



**Inspiration:** Covered bike storage



**Inspiration:** Bicycle repair and/or charging station.

### DESIGN CONSIDERATIONS:

- Coordinate bike parking as part of key amenity areas and upgrades.
- Prioritize the installation of several individual racks (instead of combined racks) to offer the greatest flexibility to accommodate a range of bicycle sizes (e.g. electric bikes, cargo bikes, and bikes with trailers).
- Use a durable material for bicycle racks such as powder coated steel, galvanized steel, or stainless steel.
- For covered bike storage structures, consider materials and style that is durable and integrates with the rest of the park character.
- Look to possibilities of converting electrical services from decommissioned RV sites for an e-bike charging station.

### RECOMMENDED ACTIONS:

ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
A9.1 Coordinate bicycle rack installation as part of key amenity area upgrades such as the proposed playground area, waterfront accessible picnic area, and adjacent to the washrooms / concession.	Short	\$\$	VoC / LPS
A9.2 Consider installation of a charging station for e-bikes. If possible, include a covered area for weather protected bike parking / charging.	Medium	\$\$	VoC

Carry out a detailed study, management plan, and implementation plan for the park's parking and emergency access.



**Existing:** Parking at Lake Park can become overcrowded and chaotic in the summer.

### BACKGROUND & RATIONALE:

- Parking is the top challenge for site operations and site development at Cumberland Lake Park.
- Concerns about parking have been raised by the community, Village Staff, and LPS operations.
- During peak use times (e.g. hot summer long weekend), parking spaces are at capacity and visitors start parking along the road, driveways, or other areas that could impede emergency vehicle access.
- Efforts have been made since the 2014 Master Plan to improve the layout efficiency, demarcation of parking stalls, and signage in the back parking lot and boat launch / entrance area.
- Parking and site circulation needs to include and encourage cyclist safety when arriving to and departing from the park.

### CONSIDERATIONS:

- Continue to improve parking markings and layout on site (e.g. wheel stops, paint markings, no-post barriers).
- Integrate the recommendations and improvements of the parking management plan with overall park implementation plans.
- Improve traffic flow and safety for a range of modes of transportation on site including pedestrians, cyclists, vehicles, and emergency vehicles.
- Consider adding a turnaround zone for emergency vehicles.
- Consider incorporating dedicated cycle paths into parking areas or key amenity areas.
- Explore models for fee-based parking (trailer and overnight) as a space control measure and revenue stream.
- Explore models for actively managing day use parking (e.g. a day pass system, digital and staffing support requirements, etc.).
- Explore models for actively managing the boat launch parking (e.g. webcam, reservations, parking fees, staffing supports, etc.).
- Explore models for effective enforcement (e.g. towing).
- Review the feasibility of a shuttle from the Village centre at peak use times (e.g. long weekends).
- Review the cost : benefit of a digital sign notice in Cumberland on Dunsmuir Avenue for communicating parking space availability / status.
- Review the south edge of the main parking lot that meets the natural forested slope for feasibility of minor future expansion to expand the depth of parking for trailers. Currently trailers park beside vehicle, taking 2 stalls each user.

### RECOMMENDED ACTIONS:

ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
A10.1 Carry out a detailed parking and emergency access study and complete a parking management plan for the park. Integrate the implementation actions from the management plan with the rest of the park master plan update.	Short	\$\$(for study only)	VoC

Plan, design, and replace the park office and yard at the entrance to the park.



**Existing:** Park office building (formerly caretaker's seasonal home)



**Existing:** Storage and yard buildings at the park entrance

### BACKGROUND & RATIONALE:

- The park office is the former caretaker's house and is an aging structure that is in need of repair.
- Significant investment in the existing office building is not worthwhile as it does not have a proper building foundation and structure for long-term use.
- The existing structure can be temporarily serviced to function safely until funding and designs are in place for replacement.
- Although replacement of the office is not a top desire, it is a priority in order to provide long-term safety for staff and to support ongoing operations.

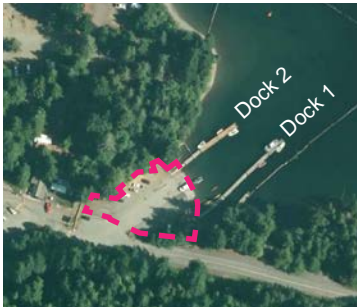
### DESIGN CONSIDERATIONS:

- Where possible, plan to use existing site utilities to help manage costs of the office replacement.
- Prioritize appliances and systems that are energy efficient and do not use fossil fuels (as possible).
- Consider design character and materials that relate to the other park structures and contribute to a cohesive overall site character.
- The park office should include:
  - An outdoor covered area at the entry with access to a service window
  - Indoor area for customers and point of sales
  - Staff washroom
  - Basic kitchen
  - Indoor storage
  - Laundry
  - First aid area
- The park works yard area should include:
  - Outdoor storage
  - Wood storage
  - Wood chopping area
  - Recycling sorting
  - Workshop with tool storage
  - Separation from the park entry for managed access and safety

### RECOMMENDED ACTIONS:

ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
A11.1 Assess and budget for essential site office and storage yard building repairs that are needed for continued operations and safety prior to building replacement being completed (e.g. interim roof repairs, laundry room repairs).	Short	\$\$	VoC
A11.2 Complete design plans and capital planning for a new park office building and storage yard at the entrance to the park.	Short	\$\$	VoC
A11.3 Remove the existing site office and aging storage structures, and construct a new park office with entry circulation, works yard, and storage with proper screening from the entrance drive.	Long	\$\$\$\$	VoC

Complete improvements to the south boat dock as well as parking delineation improvements at the boat launch.



**Existing:** Boat launch area



**Existing:** The dock segment that connects to shore needs to be replaced.



**Existing:** Parking delineation improvements with wheel stops and pending dedication of stalls for non-motorized boat launching.

### BACKGROUND & RATIONALE

- Improvements have been made to the docks since the 2014 Master Plan.
- The section of Dock 1 connecting to shore is in need of replacement for safety and accessibility.
- Parking delineation improvements have begun, and further delineation of trailer parking layout and identifying space for short-term parking for non-motorized boat launching are identified needs.

### DESIGN CONSIDERATIONS:

- Materials used should be in-line with recent dock improvements, providing safety and durability.
- Consider reconfiguring Dock 2 and Dock 1 according to the room available for vehicles and alignment for launching. For example, is a longer central dock more efficient for this boat launch instead of two parallel dock locations?

### RECOMMENDED ACTIONS:

ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
A12.1 Complete improvements to the south boat dock at the boat launch.	Short	\$\$	VoC
A12.2 Install wheel-stops to optimize and formalize parking at the boat launch.	Short	\$	VoC
A12.3 Designate 1-3 stalls for non-motorized boat short-term parking along the west side of the boat launch parking area.	Short	\$	VoC

# A13

## COVERED PROGRAM AREAS

Carry out design and implementation of covered areas to support programming needs and provide shelter from the elements.



**Existing:** In summer 2022 a stretch tent was put up on the waterfront to support programming.

### BACKGROUND & RATIONALE:

- The LPS operates several park programs for kids and others through all weather conditions.
- There are challenges with how to keep participants (notably kids) engaged and learning when they are too cold or wet.
- The only existing covered area at the park is the waterfront picnic shelter. There is a desire to keep this facility available and dedicated to general community use.

### CONSIDERATIONS:

- In the short-term, pursue temporary structures such as stretch tent space to provide shelter in flexible locations without the need for permitting and permanent construction.
- In the long-term, provide a primary indoor space for LPS programs (yurt or more permanent) along with other covered spaces (permanent or non-permanent) to support programs.
- The primary consideration is to provide an opportunity for program participants to have a space that is protected out of the weather and offers heat / warming.
- Covered program areas should be sited away from busy public day use amenities, close to outdoor classrooms used by programs, on level ground, with key considerations for accessibility and proximity to washrooms.
- Covered program areas should include storage (e.g. lockable, secure, weatherproof storage chests) and seating.
- Review permitting requirements for future revision of temporary covered areas to permanent structures (e.g. accessory structure without plumbing).

### RECOMMENDED ACTIONS:

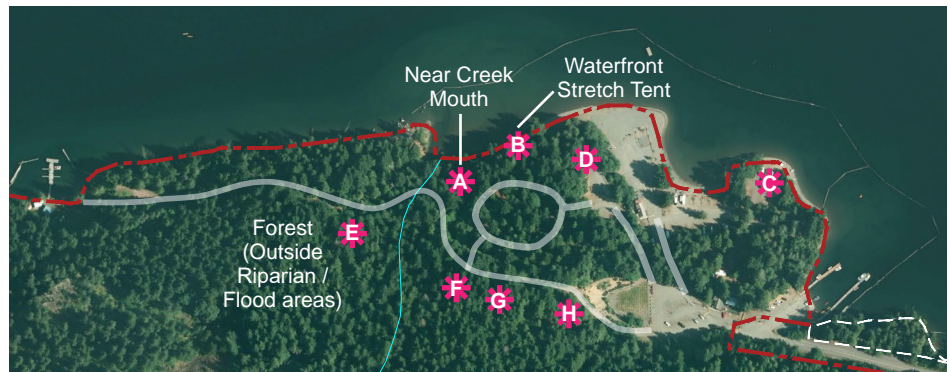
ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
A13.1 Provide a temporary covered program space at the waterfront, separated from the public day-use amenities, to support program use with weather protection and warming. Provide secure storage at the space, and close proximity to washrooms.	Short	\$	LPS
A13.2 Based on positive outcomes of the first temporary covered program space, consider providing an additional temporary covered program space in the forested area near the creek mouth or western outdoor classroom areas.	Short	\$	LPS
A13.3 Review program needs and options and consider replacing the temporary and flexible covered program spaces with permanent structures if permitting and funding allows.	Medium	\$\$ - \$\$\$	LPS

Location considerations for covered program space(s):

**A, B, C** = Locations near the water that have existing program use

**D** = Upper unserviced gravel campsite area, view to the water

**E, F, G, H** = Forest locations near existing nature classrooms



**Inspiration:** A temporary structure like a stretch tent is flexible and affordable. Picnic tables and storage chests are pre-fabricated solutions to providing seating and storage.



**Inspiration:** This covered permanent timber structure has a steel roof and is complete with benches and a fire with chimney for warming.



**Inspiration:** This open structure includes a central roof vent / opening for fire or heater, and has canvas panels that can be installed seasonally for greater weather protection. (Image credit: The Hideout House Company, UK)



**Inspiration:** Built-in benches can provide seating for many as well as storage. (Image credit: The Hideout House Company, UK)

**Inspiration:** Larger permanent covered space with option for enclosed walls. (Image credit: Pentagon Play, UK)



Create and maintain several nature classroom sites to support operating multiple program groups at the same time.



**Existing:** Nature classroom sites at Lake Park are simple but add significant value to the park's programs.

### BACKGROUND & RATIONALE:

- Since the 2014 Master Plan, the LPS has created 4 nature classroom sites that support the park's outdoor and education programs.
- The growing success of programs for public and school groups means that multiple sites are needed to continue to grow and operate site programming.

### CONSIDERATIONS:

- Nature classrooms are intended to be rustic and firmly connected to nature and the outdoors.
- The more use the nature classroom sites get the more important it is to review the siting and amenities for sustainable continued use.
- At the most basic level, each nature classroom should consist of a small cleared area with rustic seating such as log seats (see adjacent image from one of the park's existing nature classrooms).
- For added value, and to support broader use, additional considerations for nature classroom amenities include: storage chests / boxes for program and first aid materials, and overhead tarp or cover for weather protection.
- Proximity to washrooms is an important consideration to minimize time interruption.

### RECOMMENDED ACTIONS:

ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
A14.1 Create additional nature classroom sites as needed and maintain a minimum of 4-6 nature classroom sites to support operating multiple program groups at the same time.	Short	\$	LPS
A14.2 Upgrade nature classroom sites to provide storage and cover to support ongoing use and success of programming.	Short	\$	LPS

Construct a new vault toilet west of the creek mouth to service the nearby nature classrooms, trails, and future "glamping" sites.



**Existing:** Park vault toilet installed by the boat ramp.

### BACKGROUND & RATIONALE:

- Nearby washrooms are essential for supporting sustainable operation of nature programs.
- There is no nearby washroom to the forest classroom area west of the creek mouth.
- There is suitable area on the south side of the existing gravel road to construct a new vault toilet site.

### CONSIDERATIONS:

- Siting the vault toilet structure should take into consideration riparian setback and protecting and preserving significant trees and vegetation.
- Maximize accessibility considerations for the approach to the toilet, as well as the use of the facility.
- Site the facility to provide truck access for maintenance and servicing.
- Provide a facility that is similar to the other vault toilets installed in the park.
- The facility should provide durable materials and an aesthetic that suits the natural character of the site.
- Provide inclusive signage.

### RECOMMENDED ACTIONS:

ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
A15.1 Site and construct a new vault toilet west of the creek mouth to service the nearby nature classrooms, trails, and future "glamping" sites. Select a pre-fabricated, durable structure, sized as per American Disabilities Association (ADA) accessibility guidelines.	Short	\$\$	LPS

Develop and install a signage program for the authorized hiking trails.



**Inspiration:** Trail kiosk, map, and trail marker signage.

### BACKGROUND & RATIONALE:

- The 2014 Master Plan identified trail wayfinding as an area of interest and need to support safety for a range of park visitors.
- There is an extensive trail network in the park, but the trails are not well signed.
- The authorized main hiking trail should be signed with clear trail markers and mapping.
- Secondary and tertiary trails should be identified as unauthorized.
- There is existing data for the primary authorized trail that can be used to develop clear mapping and signage.

### CONSIDERATIONS:

- Include a trailhead kiosk that has a larger map and more complete information about trail conditions, level of difficulty, time, and distances.
- Include trail markers at trail intersections.
- Identify key distances and indication of trail difficulty.
- At key locations include a key map to help clarify trail wayfinding.

### RECOMMENDED ACTIONS:

ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
A16.1 Develop and install a signage program for the authorized hiking trails in the park. Include: a trailhead kiosk map, trail markers at intersections, distance indicators, and trail difficulty rating information.	Medium	\$\$	VoC

Once the watersports rental operation is re-located, remove the existing picnic shelter on the point, and revise the layout of campsites in this area.



**Existing:** Several of the campsites on the point have limited vegetation screening or privacy.



**Existing:** The proximity to the water and central location are positive features of the campsites on the point.

### BACKGROUND & CONSIDERATIONS:

- The point is a desirable area of campsites as they are close to the water and primary park facilities.
- The existing campsite layout on the point provides limited privacy for sites and currently shares space with the watersports rentals operating out of the picnic shelter structure.
- Once the picnic shelter is no longer needed for watersports, this structure can be removed to open up new space for a revised and more efficient layout of campsites.
- Providing a central area of tree and vegetation planting would improve privacy and provide a visual buffer for campsites on the point.
- Removing the existing shelter and reorganizing the layout of sites provides an opportunity for improved sites, as well as additional sites in this location.
- Additional camp sites near the waterfront will help offset revenue lost by removing waterfront RV sites.

### RECOMMENDED ACTIONS:

ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
A17.1 Once the watersports rental operation is relocated, remove the existing picnic shelter on the point and revise the layout of campsites in this area to provide improved campsite privacy and additional sites for added revenue generation.	Medium	\$\$	VoC

Develop a business plan and phased implementation to provide glamping accommodations as an option within the park.



**Inspiration:** Sleeping barrels  
(Image credit: Canadian Sleeping Barrels, Parksville, BC)



**Inspiration:** All-season yurt  
(Image credit: Yurtz by Design, Langley)

### BACKGROUND & RATIONALE:

- The 2014 Master Plan looked to additional camping service offerings as a way to provide alternate or additional revenue streams for the park that is aligned with the park's vision and goals for balanced recreation access and outdoor connection.
- The proposed removal of (8) serviced waterfront RV sites will reduce park revenue and presents the need to secure alternate revenue to provide sustainable ongoing financial operation of the park.

### CONSIDERATIONS:

- There is undeveloped forest area (on the north side of the road, west of the creek mouth) that is suitable for introducing "glamping" accommodations such as: sleeping barrels, yurts, or wall tents.
- The west vault toilet (see A15) will be required prior to developing glamping units.
- A market review and business plan should be created comparing the feasibility, cost, and anticipated length of time until return on investment for: sleeping barrels, yurts, or wall tents.



**Inspiration:** Canvas wall tent  
(Image credit: Airdrie Canvas, Alberta)

### RECOMMENDED ACTIONS:

ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
A18.1 Develop a business plan to review the feasibility, capital cost for implementation, and anticipated length of time for return on investment for glamping accommodations at Lake Park such as sleeping barrels, yurts, or wall tents.	Short	Staff time	LPS
A18.2 Implement a first phase of ~1-4 glamping accommodation sites within the park based on the preferred option identified by the business plan.	Medium	\$\$\$	LPS
A18.3 Consider additional glamping accommodation sites within the park based on proven operational and financial success of the first phase of implementation.	Long	\$\$	LPS

# B

## SECONDARY CAPITAL RECOMMENDATIONS

The series of projects below have been identified in a secondary short list as they have a lower / moderate magnitude of cost and / or flexibility in timeline for priority and implementation. See actions in the table below:

### RECOMMENDED ACTIONS:

ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
<b>B1 NEW SWIM RAFT:</b> Replace the floating swim raft that is anchored out from the swim bay to provide a continued level of recreation service and safety for the swim area.	Short	\$-\$\$	VoC
<b>B2 SWIM BOOMS REPLACEMENT:</b> Review options to revise and replace the aging wood booms for the swim area. The swim booms add value as a breakwater for wind / waves, and as a definition of the active swim area. Cost management considerations include: reducing the booms around the boat launch, phasing replacements in segments over multiple fiscal periods, and looking for community donation or contribution to materials.	Medium to Long	\$\$	VoC
<b>B3 CAMPSITE RETAINING WALL UPGRADES:</b> Review and upgrade the existing timber retaining walls in the upper campsite area to provide site safety and to manage erosion (site #402 and double site #403/404).	Short to Medium	\$	VoC
<b>B4 NEW EAST VAULT TOILET:</b> Provide a new vault toilet in the east point camping area, close to site #205. Use the same design standard and materials as the other recent vault toilet upgrades for the park.	Medium	\$\$	LPS
<b>B5 GROUP SITE GRAVEL PARKING:</b> In conjunction with site gravel works or routine access road grading and maintenance, improve the group site gravel parking area.	Medium	\$	VoC
<b>B6 GROUP SITE RETAINING:</b> Improve the slope retaining at the group camp site.	Medium	\$	VoC
<b>B7 PARK ENTRANCE BEAUTIFICATION:</b> Replace concrete no-post barriers with split cedar fencing or similar, and continue similar improvements for the signage, planting, and character of the entrance.	Medium	\$\$	VoC

# OPERATIONS RECOMMENDATIONS

The series of actions below are ongoing operations considerations. This is not an exhaustive list of operations actions for the park. These are the key shifts or changes noted for the 2022 Update:

## OPERATIONS ACTIONS:

ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
<b>B8 CONTINUE ENHANCED BYLAW COMPLIANCE PRESENCE:</b> Pursue ongoing funding for safety patrols of the day use area on weekends and to support site operations (similar to the 2021-22 role at the park that was funded by temporary COVID-19 related relief grant and significantly benefited site operations in 2022).	Ongoing	\$\$ (annual)	VoC
<b>B9 VEGETATION &amp; EROSION CONTROL:</b> Carry out ongoing vegetation and erosion control in the park. Review and assess retaining walls for safety, decommissioning, or improvement. Decommission ad hoc trails in the campground area to minimize erosion and vegetation impacts.	Ongoing	Staff Time	VoC / LPS
<b>B10 TRAIL SYSTEM REVIEW:</b> With the help of designated volunteers, regularly assess the conditions of the authorized trail system in the park.	Ongoing	Staff Time	VoC / LPS Volunteers
<b>B11 TRAIL IMPROVEMENTS:</b> With the help of designated volunteers, continue to improve and maintain the authorized trail system for connectivity, safety, erosion control, and protecting environmental features.	Ongoing	\$ (Staff Time)	VoC / LPS Volunteers
<b>B12 PARK SIGNAGE:</b> Continue to review, refine, and improve park wayfinding and regulatory signage to support efficient management and operations.	Ongoing	\$ (Staff Time)	LPS
<b>B13 OTHER PROCESSES:</b> Incorporate recommendations and actions from other group audits including: the Lifesaving Society Swim Audit (August 2022), and the Cumberland Accessibility Committee Review / Report.	Ongoing	Staff Time	VoC



A photograph of a forest path leading to a lake. The path is made of dirt and wood chips, with large logs on the left. The lake is blue and calm, with a small island in the distance. The forest is dense with green trees and ferns.

**PART 3**

# IMPLEMENTATION

## Funding Strategies

A combination of funding strategies will be required to implement the recommendations developed within the Cumberland Lake Park Master Plan Update. Refer to the 2014 Master Plan document for a detailed outline of grant funding considerations. Other potential funding strategies for consideration including:

- Partnership Dividends
- Park Reserve Fund
- Coordination with Infrastructure Upgrades
- Senior Government Funding
- Park Development Cost Charges (DCCs)
- Donations & Fundraising
- Community Partnerships
- Private-Public Partnerships (P3s)
- User Fees

## 3.1 RECOMMENDATIONS IMPLEMENTATION

Implementation of the ideas and directions in the Cumberland Lake Park Master Plan Update will occur over time as opportunities and funds are available. A flexible approach to implementation will be required as circumstances may expedite or delay time frames. All recommended actions will be at the discretion of the VoC Council and LPS Board.

In the following section, the actions are organized into four time frames:

- **Short-term actions** are recommended to be completed in the next 0-2 years. These actions are strongly supported and will provide an immediate benefit for park users. In some cases, short-term actions must be completed prior to medium or long-term actions.
- **Medium-term actions** are recommended for the 2-5 year time frame. Several of these projects will require strategic planning and procurement of funding.
- **Long-term actions** are recommended for consideration beyond 5 years and have lower priority or more complicating factors that may delay implementation.
- **Ongoing actions** include activities and improvements that will occur periodically over time. Funding for these projects will need to be considered in ongoing annual budgets for maintenance and operations.

A planning-level budget estimate is noted for all capital projects identified in this plan; **however, it is important to read these estimates in the context of the following conditions:**

- Estimates will continue to be clarified through future steps in planning and detailed design for specific projects.
- Estimates provided are developed using unit costs and quantities based on general assumptions and historical construction cost data from similar projects.
- Estimates are provided to assist with budget planning. Actual costs may vary widely depending on site constraints, design, market forces, or other variables.
- Estimates provided are for supply and installation unless otherwise noted.
- Estimates provided do not include a breakdown of funding sources. It is presumed that projects will be funded using a variety of strategies.
- Inflation is not included in the estimates. It should be assumed that improvements implemented five years from now will be more expensive than estimates allocated today due to inflation.
- **Estimate Breakdown Levels:**
  - ▶ **\$:** \$0 to \$5,000
  - ▶ **\$\$:** \$5,000 to \$25,000
  - ▶ **\$\$\$:** \$25,000 to \$100,000
  - ▶ **\$\$\$\$:** \$100,000+

**TABLE 1: ALL ACTIONS SUMMARY**

Below is a composite list of all actions in the 2022 Master Plan Update, arranged in sequence by recommendation topic and corresponding numbering, and colour-coded by recommended timeline.

REF#	ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
<b>Update the Waterfront Area Site Plan</b>				
A1.1	Develop an updated site plan for the core waterfront area that prioritizes public waterfront access and green space, and reduces the emphasis on vehicles for this area of the park. Revised site plan to include: reduced parking along eastern beach interface, new watersports structure, new playground area, new waterfront picnic area, waterfront tree and vegetation planting, improved pedestrian circulation and crossings, Indigenous carving commission, additional bicycle amenities, and reduced waterfront RV sites (see recommendations A3-A9 for more information).	Short	\$	VoC
A1.2	Complete a financial plan to support the phased removal of the front row of (8) RV camping sites.	Short	Staff Time	LPS
A1.3	After a financial plan is prepared, remove the front row of RV camping (8 sites) in 2-3 phases starting with removing the 2 sites at the eastern end (sites #16 & #17). Phasing the removal of this front row of RV sites will allow for other changes to be implemented to help off-set the revenue loss from these highly used sites.	Medium	See A3.2, A5.2 & A5.4	VoC
<b>Park Water System Study &amp; Upgrades</b>				
A2.1	Complete a study and implementation plan for upgrading the park water system to support future park use.	Short	\$\$ (for the study only)	VoC
A2.2	Carry-out the water system study recommended revisions and upgrades.	Medium	TBD (\$\$\$\$)	VoC
<b>New Structures for Watersports</b>				
A3.1	Develop a detailed design and costing for a purpose-built structure for watersports rental and operations in a revised location centrally accessible and visible from the main swim bay and concession. Review and confirm the design, location, budget, and permitting requirements.	Short-	\$\$	LPS
A3.2	Confirm whether long-term off-season storage (including for 4 big canoes) can be provided within the same structure and location as the in-season rental operations. Construct / provide off-season storage for the boards / boats / canoes that is secure and provides weather protection.	Medium	\$\$	LPS
A3.3	Construct the new watersports rental and operations structure at the east side of the swim bay by decommissioning a first phase of waterfront RV sites (e.g. sites #16 & #17).	Medium	\$\$\$	LPS

REF#	ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
<b>New Playground Area</b>				
A4.1	Develop detailed costing and secure funding for a new play area that provides a range of play opportunities for children of all ages, seating for caregivers, and planting for shade and sensory interests.	Short	\$\$	LPS
A4.2	Incorporate the new play area where the former play area was, adjacent to the main swim beach, and expand the area further south. Transition from play area to green space (area converted from gravel parking).	Medium	\$\$\$	LPS
<b>New Accessible Waterfront Picnic Area</b>				
A5.1	Revise the 2014 design for the new waterfront picnic area and green space for phased implementation. Include: 6-10 accessible picnic tables on concrete pads, logs for informal seating, planted buffer to the beach, central grass/meadow area, shade tree planting, cedar rail fencing, accessible parking stalls, and barrier-free path to the swim bay beach.	Short	\$	VoC
A5.2	Construct 2-4 accessible parking stalls at the western end of the swim bay access (former RV sites #1 & #2). Provide bollards or a similar vehicle barrier and a connecting barrier-free path to connect to the beach and accessible waterfront picnic area.	Medium	\$\$	VoC
A5.3	Provide accessible beach mats to the water at the swim bay. This area has the most gradual beach slope for entry to the water. Plan this route to coordinate with the accessible parking stalls and barrier-free path once constructed (see A5.2).	Medium	\$	LPS
A5.4	Once all 8 waterfront RV sites are removed, convert the remaining area to green space for an accessible waterfront picnic area. Include a lawn area, seat logs, and cedar rail fence as delineation between the picnic area and remaining RV campsites (9 back-row sites).	Long	\$\$	VoC
A5.5	Install 6-10 accessible picnic tables on concrete pads in the new waterfront picnic area.	Long	\$\$	VoC
<b>Waterfront Tree and Vegetation Planting</b>				
A6.1	Carry out tree planting in the waterfront area to provide shade. Include budget and installation for establishment irrigation. Coordinate with design / construction of other improvements. Key areas include: 6-8 shade trees for the proposed waterfront picnic area, 3-5 trees for the proposed playground and area directly to the south.	Medium	\$\$	VoC & LPS
A6.2	Install a native planting buffer between the swim bay and the upland area. Provide regular path openings in the planted area for beach access.	Medium	\$\$	VoC & LPS
<b>Pedestrian Circulation &amp; Crossings</b>				
A7.1	Delineate pedestrian pathways and pedestrian crossings within vehicle areas at the waterfront to provide clear pedestrian routes between the swim bay and washroom / concession, and between the concession and the future play area.	Medium	\$\$	VoC

REF#	ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
A7.2	Clarify bicycle routes in the waterfront area. Where space is limited and bicycle routes are shared with pedestrians or other vehicles include clear signage and pavement markings.	Medium	\$\$	VoC
<b>Indigenous Carving Commission</b>				
A8.1	Explore opportunities with the local K'ómoks First Nation for the installation of a commissioned art piece to support Indigenous visibility, celebration, and art in Cumberland Lake Park.	Short	\$\$	VoC
<b>Additional Bicycle Amenities</b>				
A9.1	Coordinate bicycle rack installation as part of key amenity area upgrades such as the proposed playground area, waterfront accessible picnic area, and adjacent to the washrooms / concession.	Short	\$\$	VoC / LPS
A9.2	Consider installation of a charging station for e-bikes. If possible, include a covered area for weather protected bike parking/charging.	Medium	\$\$	VoC
<b>Parking Study, Management Plan &amp; Implementation</b>				
A10.1	Carry out a detailed parking and emergency access study and complete a parking management plan for the park. Integrate the implementation actions from the management plan with the rest of the park master plan update.	Short	\$\$ (for study only)	VoC
<b>New Park Office &amp; Yard</b>				
A11.1	Assess and budget for essential site office and storage yard building repairs that are needed for continued operations and safety prior to building replacement being completed (e.g. interim roof repairs, laundry room repairs).	Short	\$\$	VoC
A11.2	Complete design plans and capital planning for a new park office building and storage yard at the entrance to the park.	Short	\$\$	VoC
A11.3	Remove the existing site office and aging storage structures, and construct a new park office with entry circulation, works yard, and storage with proper screening from the entrance drive.	Long	\$\$\$\$	VoC
<b>Boat Launch Improvements</b>				
A12.1	Complete improvements to the south boat dock at the boat launch.	Short	\$\$	VoC
A12.2	Install wheel-stops to optimize and formalize parking at the boat launch.	Short	\$	VoC
A12.3	Designate 1-3 stalls for non-motorized boat short-term parking along the west side of the boat launch parking area.	Short	\$	VoC
<b>Covered Program Areas</b>				
A13.1	Provide a temporary covered program space at the waterfront, separated from the public day-use amenities, to support program use with weather protection and warming. Provide secure storage at the space, and close proximity to washrooms.	Short	\$	LPS

REF#	ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
A13.2	Based on positive outcomes of the first temporary covered program space, consider providing an additional temporary covered program space in the forested area near the creek mouth or western outdoor classroom areas.	Short	\$	LPS
A13.3	Review program needs and options and consider replacing a temporary and flexible covered program space with a permanent structure if permitting and funding allows.	Medium	\$\$ - \$\$\$	LPS
<b>Nature Classroom Sites</b>				
A14.1	Create additional nature classroom sites as needed and maintain a minimum of 4-6 nature classroom sites to support operating multiple program groups at the same time.	Short	\$	LPS
A14.2	Upgrade nature classroom sites to provide storage and cover to support ongoing use and success of programming.	Short	\$	LPS
<b>New West Vault Toilet Site</b>				
A15.1	Site and construct a new vault toilet west of the creek mouth to service the nearby nature classrooms, trails, and future "glamping" sites. Select a pre-fabricated, durable structure, sized as per American Disabilities Association (ADA) accessibility guidelines.	Short	\$\$	LPS
<b>Trail Signage</b>				
A16.1	Develop and install a signage program for the authorized hiking trails in the park. Include: a trailhead kiosk map, trail markers at intersections, distance indicators, and trail difficulty rating information.	Medium	\$\$	VoC
<b>Revise the Campsites at the Point</b>				
A17.1	Once the watersports rental operation is relocated, remove the existing picnic shelter on the point and revise the layout of campsites in this area to provide improved campsite privacy and additional sites for added revenue generation.	Medium	\$\$	VoC
<b>Provide a Glamping Option</b>				
A18.1	Develop a business plan to review the feasibility, capital cost for implementation, and anticipated length of time for return on investment for glamping accommodations at Lake Park such as sleeping barrels, yurts, or wall tents.	Short	Staff time	LPS
A18.2	Implement a first phase of ~1-4 glamping accommodation sites within the park based on the preferred option identified by the business plan.	Medium	\$\$\$	LPS
A18.3	Consider additional glamping accommodation sites within the park based on proven operational and financial success of the first phase of implementation.	Long	\$\$	LPS
<b>Secondary Capital Recommendations</b>				
B1	<b>NEW SWIM RAFT:</b> Replace the floating swim raft that is anchored out from the swim bay to provide a continued level of recreation service and safety for the swim area.	Short	\$\$-\$	VoC

REF#	ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
B2	<b>SWIM BOOMS REPLACEMENT:</b> Review options to revise and replace the aging wood booms for the swim area. The swim booms add value as a breakwater for wind / waves, and as a definition of the active swim area. Cost management considerations include: reducing the booms around the boat launch, phasing replacements in segments over multiple fiscal periods, and looking for community donation or contribution to materials.	Medium to Long	\$\$	VoC
B3	<b>CAMPSITE RETAINING WALL UPGRADES:</b> Review and upgrade the existing timber retaining walls in the upper campsite area to provide site safety and to manage erosion (site #402 and double site #403/404).	Short to Medium	\$	VoC
B4	<b>NEW EAST VAULT TOILET:</b> Provide a new vault toilet in the east point camping area, close to site #205. Use the same design standard and materials as the other recent vault toilet upgrades for the park.	Medium	\$\$	LPS
B5	<b>GROUP SITE GRAVEL PARKING:</b> In conjunction with site gravel works or routine access road grading and maintenance, improve the group site gravel parking area.	Medium	\$	VoC
B6	<b>GROUP SITE RETAINING:</b> Improve the slope retaining at the group camp site.	Medium	\$	VoC
B7	<b>PARK ENTRANCE BEAUTIFICATION:</b> Replace concrete no-post barriers with split cedar fencing or similar, and continue similar improvements for the signage, planting, and character of the entrance.	Medium	\$\$	VoC
<b>Operations Recommendations</b>				
B8	<b>CONTINUE ENHANCED BYLAW COMPLIANCE PRESENCE:</b> Pursue ongoing funding for safety patrols of the day use area on weekends and to support site operations (similar to the 2021-22 role at the park that was funded by temporary COVID-19 related relief grant and significantly benefited site operations in 2022).	Ongoing	\$\$ (annual)	VoC
B9	<b>VEGETATION &amp; EROSION CONTROL:</b> Carry out ongoing vegetation and erosion control in the park. Review and assess retaining walls for safety, decommissioning, or improvement. Decommission ad hoc trails in the campground area to minimize erosion and vegetation impacts.	Ongoing	Staff Time	VoC / LPS
B10	<b>TRAIL SYSTEM REVIEW:</b> With the help of designated volunteers, regularly assess the conditions of the authorized trail system in the park.	Ongoing	Staff Time	VoC / LPS Volunteers
B11	<b>TRAIL IMPROVEMENTS:</b> With the help of designated volunteers, continue to improve and maintain the authorized trail system for connectivity, safety, erosion control, and protecting environmental features.	Ongoing	\$ (Staff Time)	VoC / LPS Volunteers

REF#	ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
B12	<b>PARK SIGNAGE:</b> Continue to review, refine, and improve park wayfinding and regulatory signage to support efficient management and operations.	Ongoing	\$ (Staff Time)	LPS
B13	<b>OTHER PROCESSES:</b> Incorporate recommendations and actions from other group audits including: the Lifesaving Society Swim Audit (August 2022), and the Cumberland Accessibility Committee Review / Report.	Ongoing	Staff Time	VoC

**TABLE 2: SHORT-TERM RECOMMENDATIONS (0-2 YEARS)**

Short actions were prioritized due to:

- ▶ Garnering the most support from the planning process
- ▶ Potential to have high positive impact on the park
- ▶ Need for completion as a first step in a phased implementation process

REF#	ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
<b>Update the Waterfront Area Site Plan</b>				
A1.1	Develop an updated site plan for the core waterfront area that prioritizes public waterfront access and green space, and reduces the emphasis on vehicles for this area of the park. Revised site plan to include: reduced parking along eastern beach interface, new watersports structure, new playground area, new waterfront picnic area, waterfront tree and vegetation planting, improved pedestrian circulation and crossings, Indigenous carving commission, additional bicycle amenities, and reduced waterfront RV sites (see recommendations A3-A9 for more information).	Short	\$	VoC
A1.2	Complete a financial plan to support the phased removal of the front row of (8) RV camping sites.	Short	Staff Time	LPS
<b>Park Water System Study &amp; Upgrades</b>				
A2.1	Complete a study and implementation plan for upgrading the park water system to support future park use.	Short	\$\$ (for the study only)	VoC
<b>New Structures for Watersports</b>				
A3.1	Develop a detailed design and costing for a purpose-built structure for watersports rental and operations in a revised location centrally accessible and visible from the main swim bay and concession. Review and confirm the design, location, budget, and permitting requirements.	Short-	\$\$	LPS
<b>New Playground Area</b>				
A4.1	Develop detailed costing and secure funding for a new play area that provides a range of play opportunities for children of all ages, seating for caregivers, and planting for shade and sensory interests.	Short	\$\$	LPS
<b>New Accessible Waterfront Picnic Area</b>				
A5.1	Revise the 2014 design for the new waterfront picnic area and green space for phased implementation. Include: 6-10 accessible picnic tables on concrete pads, logs for informal seating, planted buffer to the beach, central grass/meadow area, shade tree planting, cedar rail fencing, accessible parking stalls, and barrier-free path to the swim bay beach.	Short	\$	VoC

REF#	ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
<b>Indigenous Carving Commission</b>				
A8.1	Explore opportunities with the local K'ómoks First Nation for the installation of a commissioned art piece to support Indigenous visibility, celebration, and art in Cumberland Lake Park.	Short	\$\$	VoC
<b>Additional Bicycle Amenities</b>				
A9.1	Coordinate bicycle rack installation as part of key amenity area upgrades such as the proposed playground area, waterfront accessible picnic area, and adjacent to the washrooms / concession.	Short	\$\$	VoC / LPS
<b>Parking Study, Management Plan &amp; Implementation</b>				
A10.1	Carry out a detailed parking and emergency access study and complete a parking management plan for the park. Integrate the implementation actions from the management plan with the rest of the park master plan update.	Short	\$\$ (for study only)	VoC
<b>New Park Office &amp; Yard</b>				
A11.1	Assess and budget for essential site office and storage yard building repairs that are needed for continued operations and safety prior to building replacement being completed (e.g. interim roof repairs, laundry room repairs).	Short	\$\$	VoC
A11.2	Complete design plans and capital planning for a new park office building and storage yard at the entrance to the park.	Short	\$\$	VoC
<b>Boat Launch Improvements</b>				
A12.1	Complete improvements to the south boat dock at the boat launch.	Short	\$\$	VoC
A12.2	Install wheel-stops to optimize and formalize parking at the boat launch.	Short	\$	VoC
A12.3	Designate 1-3 stalls for non-motorized boat short-term parking along the west side of the boat launch parking area.	Short	\$	VoC
<b>Covered Program Areas</b>				
A13.1	Provide a temporary covered program space at the waterfront, separated from the public day-use amenities, to support program use with weather protection and warming. Provide secure storage at the space, and close proximity to washrooms.	Short	\$	LPS
A13.2	Based on positive outcomes of the first temporary covered program space, consider providing an additional temporary covered program space in the forested area near the creek mouth or western outdoor classroom areas.	Short	\$	LPS
<b>Nature Classroom Sites</b>				
A14.1	Create additional nature classroom sites as needed and maintain a minimum of 4-6 nature classroom sites to support operating multiple program groups at the same time.	Short	\$	LPS

REF#	ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
A14.2	Upgrade nature classroom sites to provide storage and cover to support ongoing use and success of programming.	Short	\$	LPS
<b>New West Vault Toilet Site</b>				
A15.1	Site and construct a new vault toilet west of the creek mouth to service the nearby nature classrooms, trails, and future "glamping" sites. Select a pre-fabricated, durable structure, sized as per American Disabilities Association (ADA) accessibility guidelines.	Short	\$\$	LPS
<b>Provide a Glamping Option</b>				
A18.1	Develop a business plan to review the feasibility, capital cost for implementation, and anticipated length of time for return on investment for glamping accommodations at Lake Park such as sleeping barrels, yurts, or wall tents.	Short	Staff time	LPS
<b>Secondary Capital Recommendations</b>				
B1	<b>NEW SWIM RAFT:</b> Replace the floating swim raft that is anchored out from the swim bay to provide a continued level of recreation service and safety for the swim area.	Short	\$\$-\$	VoC
B3	<b>CAMPSITE RETAINING WALL UPGRADES:</b> Review and upgrade the existing timber retaining walls in the upper campsite area to provide site safety and to manage erosion (site #402 and double site #403/404).	Short to Medium	\$	VoC

**TABLE 3: MEDIUM-TERM RECOMMENDATIONS (2-5 YEARS)**

Actions and recommendations identified as medium-term may warrant consideration for earlier completion if opportunity or funding permit. Medium-term actions were prioritized due to:

- ▶ Potential to require more extensive design, planning, and accumulation of funding resources compared to short-term actions.

REF#	ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
<b>Update the Waterfront Area Site Plan</b>				
A1.3	After a financial plan is prepared, remove the front row of RV camping (8 sites) in 2-3 phases starting with removing the 2 sites at the eastern end (sites #16 & #17). Phasing the removal of this front row of RV sites will allow for other changes to be implemented to help off-set the revenue loss from these highly used sites.	Medium	See A3.2, A5.2 & A5.4	VoC
<b>Park Water System Study &amp; Upgrades</b>				
A2.2	Carry-out the water system study recommended revisions and upgrades.	Medium	TBD (\$\$\$\$)	VoC
<b>New Structures for Watersports</b>				
A3.2	Confirm whether long-term off-season storage (including for 4 big canoes) can be provided within the same structure and location as the in-season rental operations. Construct / provide off-season storage for the boards / boats / canoes that is secure and provides weather protection.	Medium	\$\$	LPS
A3.3	Construct the new watersports rental and operations structure at the east side of the swim bay by decommissioning a first phase of waterfront RV sites (e.g. sites #16 & #17).	Medium	\$\$\$	LPS
<b>New Playground Area</b>				
A4.2	Incorporate the new play area where the former play area was, adjacent to the main swim beach, and expand the area further south. Transition from play area to green space (area converted from gravel parking).	Medium	\$\$\$	LPS
<b>New Accessible Waterfront Picnic Area</b>				
A5.2	Construct 2-4 accessible parking stalls at the western end of the swim bay access (former RV sites #1 & #2). Provide bollards or a similar vehicle barrier and a connecting barrier-free path to connect to the beach and accessible waterfront picnic area.	Medium	\$\$	VoC
A5.3	Provide accessible beach mats to the water at the swim bay. This area has the most gradual beach slope for entry to the water. Plan this route to coordinate with the accessible parking stalls and barrier-free path once constructed (see A5.2).	Medium	\$	LPS

REF#	ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
<b>Waterfront Tree and Vegetation Planting</b>				
A6.1	Carry out tree planting in the waterfront area to provide shade. Include budget and installation for establishment irrigation. Coordinate with design / construction of other improvements. Key areas include: 6-8 shade trees for the proposed waterfront picnic area, 3-5 trees for the proposed playground and area directly to the south.	Medium	\$\$	VoC & LPS
A6.2	Install a native planting buffer between the swim bay and the upland area. Provide regular path openings in the planted area for beach access.	Medium	\$\$	VoC & LPS
<b>Pedestrian Circulation &amp; Crossings</b>				
A7.1	Delineate pedestrian pathways and pedestrian crossings within vehicle areas at the waterfront to provide clear pedestrian routes between the swim bay and washroom / concession, and between the concession and the future play area.	Medium	\$\$	VoC
A7.2	Clarify bicycle routes in the waterfront area. Where space is limited and bicycle routes are shared with pedestrians or other vehicles include clear signage and pavement markings.	Medium	\$\$	VoC
<b>Additional Bicycle Amenities</b>				
A9.2	Consider installation of a charging station for e-bikes. If possible, include a covered area for weather protected bike parking/charging.	Medium	\$\$	VoC
<b>Covered Program Areas</b>				
A13.3	Review program needs and options and consider replacing a temporary and flexible covered program space with a permanent structure if permitting and funding allows.	Medium	\$\$ - \$\$\$	LPS
<b>Trail Signage</b>				
A16.1	Develop and install a signage program for the authorized hiking trails in the park. Include: a trailhead kiosk map, trail markers at intersections, distance indicators, and trail difficulty rating information.	Medium	\$\$	VoC
<b>Revise the Campsites at the Point</b>				
A17.1	Once the watersports rental operation is relocated, remove the existing picnic shelter on the point and revise the layout of campsites in this area to provide improved campsite privacy and additional sites for added revenue generation.	Medium	\$\$	VoC
<b>Provide a Glamping Option</b>				
A18.2	Implement a first phase of ~1-4 glamping accommodation sites within the park based on the preferred option identified by the business plan.	Medium	\$\$\$	LPS

REF#	ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
<b>Secondary Capital Recommendations</b>				
B2	<b>SWIM BOOMS REPLACEMENT:</b> Review options to revise and replace the aging wood booms for the swim area. The swim booms add value as a breakwater for wind / waves, and as a definition of the active swim area. Cost management considerations include: reducing the booms around the boat launch, phasing replacements in segments over multiple fiscal periods, and looking for community donation or contribution to materials.	Medium to Long	\$\$	VoC
B4	<b>NEW EAST VAULT TOILET:</b> Provide a new vault toilet in the east point camping area, close to site #205. Use the same design standard and materials as the other recent vault toilet upgrades for the park.	Medium	\$\$	LPS
B5	<b>GROUP SITE GRAVEL PARKING:</b> In conjunction with site gravel works or routine access road grading and maintenance, improve the group site gravel parking area.	Medium	\$	VoC
B6	<b>GROUP SITE RETAINING:</b> Improve the slope retaining at the group camp site.	Medium	\$	VoC
B7	<b>PARK ENTRANCE BEAUTIFICATION:</b> Replace concrete no-post barriers with split cedar fencing or similar, and continue similar improvements for the signage, planting, and character of the entrance.	Medium	\$\$	VoC

**TABLE 4: LONG-TERM RECOMMENDATIONS (5-10 YEARS)**

Actions and recommendations identified as long-term may warrant consideration for earlier completion if opportunity or funding permit. Long term actions were lower priority improvements or are related to other future planning processes.

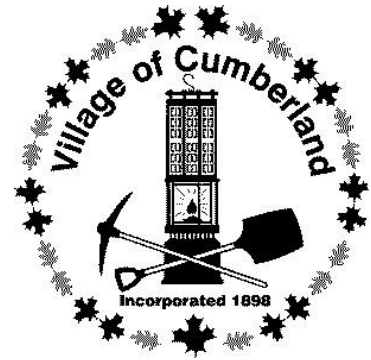
REF#	ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
<b>New Accessible Waterfront Picnic Area</b>				
A5.4	Once all 8 waterfront RV sites are removed, convert the remaining area to green space for an accessible waterfront picnic area. Include a lawn area, seat logs, and cedar rail fence as delineation between the picnic area and remaining RV campsites (9 back-row sites).	Long	\$\$	VoC
A5.5	Install 6-10 accessible picnic tables on concrete pads in the new waterfront picnic area.	Long	\$\$	VoC
<b>New Park Office &amp; Yard</b>				
A11.3	Remove the existing site office and aging storage structures, and construct a new park office with entry circulation, works yard, and storage with proper screening from the entrance drive.	Long	\$\$\$\$	VoC
<b>Provide a Glamping Option</b>				
A18.3	Consider additional glamping accommodation sites within the park based on proven operational and financial success of the first phase of implementation.	Long	\$\$	LPS

**TABLE 5: ONGOING RECOMMENDATIONS**

Ongoing actions includes items that should be considered on an ongoing basis as part of management of the overall park.

REF#	ACTIONS	TIMELINE	BUDGET ESTIMATE	LEAD
<b>Operations Recommendations</b>				
<b>B8</b>	<b>CONTINUE ENHANCED BYLAW COMPLIANCE PRESENCE:</b> Pursue ongoing funding for safety patrols of the day use area on weekends and to support site operations (similar to the 2021-22 role at the park that was funded by temporary COVID-19 related relief grant and significantly benefited site operations in 2022).	Ongoing	\$\$ (annual)	VoC
<b>B9</b>	<b>VEGETATION &amp; EROSION CONTROL:</b> Carry out ongoing vegetation and erosion control in the park. Review and assess retaining walls for safety, decommissioning, or improvement. Decommission ad hoc trails in the campground area to minimize erosion and vegetation impacts.	Ongoing	Staff Time	VoC / LPS
<b>B10</b>	<b>TRAIL SYSTEM REVIEW:</b> With the help of designated volunteers, regularly assess the conditions of the authorized trail system in the park.	Ongoing	Staff Time	VoC / LPS Volunteers
<b>B11</b>	<b>TRAIL IMPROVEMENTS:</b> With the help of designated volunteers, continue to improve and maintain the authorized trail system for connectivity, safety, erosion control, and protecting environmental features.	Ongoing	\$ (Staff Time)	VoC / LPS Volunteers
<b>B12</b>	<b>PARK SIGNAGE:</b> Continue to review, refine, and improve park wayfinding and regulatory signage to support efficient management and operations.	Ongoing	\$ (Staff Time)	LPS
<b>B13</b>	<b>OTHER PROCESSES:</b> Incorporate recommendations and actions from other group audits including: the Lifesaving Society Swim Audit (August 2022), and the Cumberland Accessibility Committee Review / Report.	Ongoing	Staff Time	VoC

# COMMITTEE OF THE WHOLE REPORT



REPORT DATE: 11/21/2022  
MEETING DATE: 11/28/2022

File No. 1850-03

TO: Mayor and Councillors  
FROM: Kevin McPhedran, Interim Deputy Chief Administrative Officer  
SUBJECT: Community Services Program: Background Information and Future Program Development Considerations

## RECOMMENDATION

THAT the Committee direct Council to determine the funding source and allocate funding for a 2024-2027 Community Services Partnership Program in the 2023-2027 Financial Planning Bylaw development process;

AND THAT the Committee direct staff to develop a 2024-2027 Community Services Partnership Program and to bring back a report to Council in spring 2023 with a draft program policy that considers Council 2023 Strategic Priorities to guide services to be delivered through the program and the local organizations to pursue partnerships with.

## PURPOSE

To provide the Committee with background information on the current Community Service Funding Program and to seek Committee input on the future of the program.

## PREVIOUS COUNCIL DIRECTION

Date	Resolution
March 25, 2019	<p>THAT Council commit to annual funding as set out below through five year term community service agreements:</p> <p>For 2019:</p> <ol style="list-style-type: none"> <li>1. Cumberland Community School Society: \$17,000</li> <li>2. Cumberland Events Society: \$14,600</li> <li>3. United Riders of Cumberland: \$15,000</li> </ol> <p>For 2020-2023:</p> <ol style="list-style-type: none"> <li>4. Cumberland Community School Society: \$14,000 per year</li> <li>5. Cumberland Events Society: \$10,000 per year</li> <li>6. United Riders of Cumberland: \$13,000 per year</li> </ol>

	With the additional amounts for 2019 to be funded from host community funds.
December 10, 2018	THAT Council allocate \$30,000 per year to the Cumberland Museum and Archives, upon the successful negotiation of a servicing agreement between the Village and the Cumberland and District Historical Society <i>(Note for clarity: the above resolution is for an agreement for \$30,000/year over five years, 2019-2023).</i>

**BACKGROUND**

**Programs Ending in 2023**

In 2020, Council introduced a long-term (four years, 2020-23) service delivery program whereby the Village partnered with local non-profit organizations through community service agreements to support the delivery of community services with benefits to the Village. Organizations that delivered select Council-identified services were asked to submit applications for funding that identified how the services they delivered met Village objectives as described in the Official Community Plan and Council’s strategic priorities, including:

- Community identity
- Quality of life
- Community wellbeing
- Economic development, e.g. tourism, promotion of business and industry
- Heritage preservation
- Arts and culture
- Environmental preservation
- Volunteerism
- Healthy lifestyles
- Local food production
- Accessibility
- Affordable housing

More information on the 2020-23 program including the application process is available in attachment A, *2019-2023 Service Agreement Guidelines*.

The following community organizations were invited by Council to submit proposals:

<b>COMMUNITY SERVICES PROVIDED</b>	<b>SERVICE DELIVERY ORGANIZATION</b>
Youth centre and programming services	Cumberland Community Schools Society
Cultural and heritage services (Victoria Day week activities and support other community event organizations)	Cumberland Events Society
Non-motorized recreational trail management services	United Riders of Cumberland

(Lake Park Society (LPS), previously known as Cumberland Lake Wilderness Society, was also invited but ultimately did not participate given another agreement – the Cumberland Lake Park Operational Agreement – is in place between the Village and LPS.)

Council has also agreed to partner with two other community organizations to deliver services to mutual benefit, as follows:

1. Council entered into an agreement in 2019 with the Cumberland and District Historical Society (aka Cumberland Museum and Archives) in a separate process to provide for the delivery of museum, archive, and heritage services under a 2019-2023 agreement. (In 2018, Council also approved additional funding of \$8,260 per year over five years to the Museum to support the Heung grant renovations on the Village-owned building that were completed in 2021.)
2. Council agreed to support the community services and programs delivered by the Comox Valley Community Foundation by way of a \$1000/annual funding commitment in the 2022-2026 Financial Plan Bylaw.

For 2023, Council has community service agreement commitments in place with a total value of \$68,000 for the delivery of services by the above five organizations, as follows:

1. Cumberland Community School Society:	\$14,000
2. Cumberland Events Society:	\$10,000
3. United Riders of Cumberland	\$13,000
4. Cumberland Museum and Archives	\$30,000
5. Comox Valley Community Foundation	<u>\$1,000</u>
Total:	\$68,000

This \$68,000 in funding is from Council’s Landfill Host Amenity Agreement with the Comox Valley Regional District that provides the Village with \$300,000 annually until 2032.

### **Future Program Options**

Staff recommend that the next rendition of the program be known as the “Community Service Partnership Program” and focuses on partnering with local organizations that, through mutually beneficial partnership agreements, support the delivery of services and programs that Council has also identified as important to deliver to the community in alignment with Village Strategic Priorities.

At this time, specific items for Council consideration include:

**Program Budget:** staff recommend that Council consider the overall program budget and funding source as part of the upcoming 2023-2027 Financial Plan process, set to commence in January (with final Financial Plan Bylaw adoption in March). This would position Council to set the budget for the program in the context of overall Village program and service delivery financial considerations. However, specific engagement with local non profit service partners will not have been initiated before January 2023 budget meetings, so specific service funding considerations would not be available for Council at the time of setting the program budget.

The alternative is for Council to move forward with development of program policy in the coming months, and engage community partners on service funding needs and levels prior to the 2024-2028 Financial Plan process. This would then enable Council to set the overall program budget in the 2024-2028 Financial Planning process (meetings scheduled for November 2023) with more specific service operating costs on hand from potential service partners. However, this approach may incentivize community partners to seek out more funding than Council may deem affordable, forcing Council to make difficult decisions that may negatively impact Village relationships with important community service partners, and/or disincentivize organizations from seeking alternative funding sources. The 2024-2028 Financial Plan Bylaw is scheduled for adoption in January 2024, meaning the operating funding would likely be dispersed by Council in early 2024. Accordingly, year-to-year funding of community organizations would be uninterrupted; however, the organizations would be in the unenviable position of having to set their own 2024 operating budgets early that year, or without certainty over Village funding.

**Program Funding Source:** as noted above, the current program is funded by the Host Amenity agreement which ends in 2032, pending renewal. Council may wish to consider transitioning the program over time to be funded by tax revenues, thereby reducing the risk of future program funding shortfalls should Host Amenity funds be unavailable. Staff propose that Council consider this at the time of setting the program budget.

**Selection of services to be delivered under the program:** per the above, the 2020-2023 program was by invitation only to four community service providers that provided community youth programming, trail management, and cultural and heritage services. The Cumberland Museum and Archives is funded under a similar, but separate program, for the delivery of museum, archive and other cultural and heritage services.

In order to set future program criteria, Council will need to provide direction on:

- Confirmation of the services in which Council is seeking program partnerships to deliver, and subsequently the community organization in which partnership agreements are to be pursued.
- Direction as to whether the Cumberland Museum and Archives is to seek funding from Council in a separate process, or is to be integrated into the Community Services Partnership Program.

Under the existing program, services to be provided are to be based on the Village's 2014 Official Community Plan (OCP) and Council's existing Strategic Priorities. While the OCP is scheduled for a review and update in 2023, it is not scheduled to be completed until 2024 and therefore the content of a new OCP will not be available to Council to use in evaluation of applications. However, Council's 2023 Strategic Priorities are scheduled for adoption in early spring 2023 (workshop in March). Accordingly, staff recommend that Council's 2023 Strategic Priorities are to be used to create list of services to be delivered under the program, and the corresponding community organizations to seek partnership agreements with.

**Term:** the rationale for the existing program's four year term is to align with Council's four year term: the program budget is set in a new Council's first Financial Planning process, followed by dispersing operating service funds for the subsequent four years. This also enables

organizations to have clarity on Village funding one year in advance of the first year of the funding to be dispersed, assisting in long range budget planning. Staff recommend that Council continue with a four year term, with the next term of the grant program will be 2024-2027.

**Next steps:**

Should Council proceed with the recommendations in this report, a summary of program development and next steps is as follows:

1. January-February 2023 Budget Process: program funding source and budget allocation is set.
2. March 2023: Council Strategic Priorities are set, which then informs the services Council wishes to deliver under the program, and the corresponding community organizations to seek partnership agreements with.
3. April 2023: Staff report for Council to finalize 2024-2027 program details.
4. May-September 2023 (approximate): partnership agreements pursued via process to be determined in April report.
5. Summer-Early Fall 2023. Partnership terms are finalized and agreements are entered into.

**FINANCIAL IMPLICATIONS**

As previously mentioned, the annual budget for this program is currently funded through the Host Community agreement for the Comox Valley Waste Management Centre, which runs to 2032. Staff recommend Council review this, as well as the overall program budget, in the context of other financial considerations in the upcoming budget process.

**OPERATIONAL IMPLICATIONS**

A review of the existing service funding program, and supporting Council in developing future program policy, is currently being lead by the Interim Deputy Chief Administrative Officer with support from the Corporate Officer. Future administration of the program, including agreements and financial reporting, may be delegated to other staff and/or departments.

**STRATEGIC OBJECTIVE**

- Healthy Community
- Quality Infrastructure Planning and Development
- Comprehensive Community Planning
- Economic Development

**ATTACHMENTS**

2019 Community Service Funding Program Guidelines

**CONCURRENCE**

Rachel Parker, Corporate Officer **RP**

**ALTERNATIVES**

1. Council can choose to not provide any or select services currently included in the program, thereby not enter into future partnership agreements with local non-profit service providers.
2. Or Council may choose to directly deliver select services.
3. Not proceed with any action at this time.

Respectfully submitted,

K. McPhedran

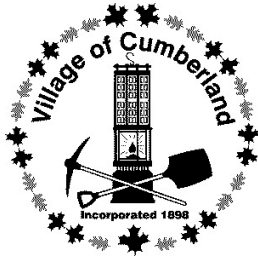
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Kevin McPhedran  
Interim Deputy Chief Administrative Officer

M. Mason

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Michelle Mason  
Chief Administrative Officer



# Corporation of the Village of Cumberland

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File No. 1850-03  
February 2019

## Community Services Funding Program

This program was established in 2019 to provide limited funding through service agreements to selected not for profit community organizations for the provision of services that provide community benefits.

Proposals from eligible organizations will be received until March 11, 2019. Proposals are expected to be presented to Council on March 25, 2019 for consideration. Submitted proposals will become part of any service funding agreement.

### 1. Program Budget

The established budget is \$37,000 per year from 2019 to 2023.

### 2. Eligibility

The following organizations are eligible to submit a proposal for funding under this program:

- (a) Cumberland Community Schools Society
- (b) Cumberland Events Society
- (c) Cumberland Lake Wilderness Society
- (d) United Riders of Cumberland

Past Operating Grant Allocations				
Organization	Service	2016	2017	2018
Cumberland Community Schools Society	Youth centre staff wages, supplies and food	\$15,000	\$15,000	\$15,000
Cumberland Empire Events Society	Community event insurance, Empire Days operations and facility fees	\$11,473	\$11,620	\$11,969
Cumberland Lake Wilderness Society	Outdoor skills and nature awareness youth programming, leaders in training (2017)	\$ 9,240	\$ 1,760	\$ 8,000
United Riders of Cumberland	Land access and trail management projects, including maintenance, signage, inventories, communications, events and wages	\$12,500	\$13,500	\$13,000
<b>Total</b>		<b>\$48,213</b>	<b>\$41,880</b>	<b>\$47,969</b>

### **3. Service and Community Benefit**

In your proposal, please clearly identify the service offered. Please give a detailed description of the service and the community benefits offered by the service.

The service must further the vision and goals of the Cumberland official community plan (search “OCP” at [cumberland.ca](http://cumberland.ca) to view *Part B, Vision and Goals*) and/or supports Council’s current strategic priorities (search “strategic” at [cumberland.ca](http://cumberland.ca)) without duplicating municipal services.

Please indicate which of the following Cumberland community benefits is fostered by the service:

- Community identity
- Quality of life
- Community wellbeing
- Economic development, e.g. tourism, promotion of business and industry
- Heritage preservation
- Arts and culture
- Environmental preservation
- Volunteerism
- Healthy lifestyles
- Local food production
- Accessibility
- Affordable housing

### **4. Funding**

In your proposal, please identify the proposed annual funding to operate the service and the benefit to funding the full request.

As there is a limited budget for this program, which may be oversubscribed, please identify the minimum funding required for the project to proceed, and the consequence of not funding the full request.

Under a service agreement, funding will be made available through an annual payment in July each year.

### **5. Term**

Each eligible organization may apply for annual operating funding under a service agreement for a term up to five years. Please identify the proposed term of the funding, e.g. January 1, 2019 to December 31, 2023

## **6. Annual Reporting and Accounting**

In your proposal, please clearly identify suitable metrics that may be used in annual reporting to show how the service has succeeded and has provided community benefit. This may include employee hours, project descriptions and completion attendance/participation and level of satisfaction.

Each year, a written report will be required that includes financial statements and a reconciliation of actual expenses incurred against service funding and other revenues.

Please also identify a preferred annual reporting date if March 31 is not suitable.

## **7. Service Agreement**

Successful proponents will be required to enter into a service and funding agreement with the Village of Cumberland, which will have terms and conditions relating to the following:

- (a) Community service description and core deliverables and associated community benefits
- (b) Annual reporting requirements
- (c) Insurance Requirements
- (d) Compliance with Laws
- (e) Representations and Warranties
- (f) Relationship Between the Parties
- (g) Indemnity and liability
- (h) Termination