

STRATEGIC PLAN 2023-27

Introduction	3
Vision	4
Values Guiding This Plan	4
Strategic Areas of Focus & Goals	5
Objectives to Meet Strategic Goals	
Diverse & Healthy Community	7
Meaningful Reconciliation with Indigenous Peoples	
Socio-Economic Diversity & Inclusion	
Effective Community Engagement & Communication	
Thriving Community Arts, Culture & Recreation	
Effective Regional Partnerships	
Sustainable Service Delivery & Asset Management	9
Comprehensive Asset Management	
Sustainable Public Utilities	
Multi-Modal Transportation Management	
Community Planning	11
Effective Response to Climate Change	
Ecologically, Socially, & Financially Sustainable Land Use Planning	

Introduction

Councils in British Columbia are responsible for providing for good government for the community, providing services and laws for community benefit, providing for stewardship of community assets, and fostering the economic, social and environmental well-being of the community.

The purpose of this Strategic Plan is to identify how Cumberland Council intends to undertake these responsibilities during its term. Guided by a vision for the community and a set of values, Council has identified its goals to focus efforts and the use of Village resources over the next four years.



Left to right: Councillors Sullivan, Ketler & Therrien, Mayor Brown, & Councillor Borecky

Vision

Cumberland is a unique and thriving community with an exceptional quality of life. Surrounded by living forests and protected by natural corridors, the Village uses the best land use practices for sustainable development and to provide housing for all income levels. Its diversified economy is based on industries and businesses that are compatible with community values. Cumberland is committed to enhancing its natural features and functions while providing a welcoming and engaging environment for residents and visitors alike.

Values Guiding This Plan

Cumberland's values are founded on respect, inclusion, collaboration, and leadership. We value the unique history, culture, and traditions of Indigenous peoples and are committed to reconciliation and building positive relationships with Indigenous communities. Our commitment to diversity and inclusivity creates an environment where everyone feels valued and supported.

Partnerships and collaboration are essential to achieving our goals, and we recognize the importance of working with community members, organizations, and stakeholders to create positive change. Our commitment to address climate change and build resilience in our community is a key value, as is our appreciation for the unique character and history of our community. We strive to be innovative and progressive in our decision-making and actions, and recognize the important role of arts and culture in creating a vibrant community.

These values shape our vision for a sustainable and prosperous future for Cumberland, where all community members can thrive and feel a sense of belonging.

Strategic Areas of Focus & Goals

In March of 2023, Cumberland Council identified its goals for its term of office that will move the community towards its vision. These goals are grouped into three **Strategic Areas of Focus**:

DIVERSE & HEALTHY COMMUNITY

SUSTAINABLE SERVICE DELIVERY & ASSET MANAGEMENT

COMMUNITY PLANNING

For the next four years, the goals in this plan will guide how Council and staff provide services, maintain and plan for future assets and infrastructure, and plan for community land use development. The goals will also guide how resources are allocated.

Objectives to Meet Strategic Goals

In 2023, the Village will begin to focus its staffing and financial resources on the objectives set out in this plan.

Progress reports on these objectives will be presented to Council and the community quarterly and in the annual municipal report.

Council intends to review and update these objectives after the completion of the Official Community Plan review or at another time during the term.



Diverse & Healthy Community

GOAL 1

MEANINGFUL RECONCILIATION WITH INDIGENOUS PEOPLES

OBJECTIVES

- 1 Respond to and prioritize requests and engagement with K'ómoks First Nation
- 2 Develop an Indigenous relations framework
- 3 Staff and Council education on UNDRIP* and Indigenous relations
- 4 Work with Indigenous peoples to further the goals of UNDRIP*
- 5 Work with Indigenous peoples on mutually beneficial partnerships

GOAL 2

SOCIO-ECONOMIC DIVERSITY & INCLUSION

OBJECTIVES

- 1 Identify options for development of diversity in housing
- 2 Pursue multiple pathways to support the development of non-market housing opportunities
- 3 Continue to explore opportunities for food security
- 4 Develop an Accessibility Plan

* UNDRIP — United Nations Declaration on the Rights of Indigenous Peoples

GOAL 3

EFFECTIVE COMMUNITY ENGAGEMENT & COMMUNICATION

OBJECTIVES

- 1 Implement the Communications Strategy
- 2 Encourage stronger community engagement
- 3 Develop a Bylaw Enforcement Strategy

GOAL 4

THRIVING COMMUNITY ARTS, CULTURE & RECREATION

OBJECTIVES

- 1 Complete the Arts & Culture master plan
- 2 Develop Parks & Recreation strategies
- 3 Encourage Village culture through existing and emerging community events and the support of the Village business core

GOAL 5

EFFECTIVE REGIONAL PARTNERSHIPS

OBJECTIVES

- 1 Continue to participate in existing regional services that maximize community benefit
- 2 Participate in strategic planning for new regional services including tourism, and parks and trails
- 3 Explore new regional partnerships



Sustainable Service Delivery & Asset Management

GOAL 1

COMPREHENSIVE ASSET MANAGEMENT

OBJECTIVES

- 1 Complete the Asset Management Plan that values green infrastructure by:
 - » Inventorying Village assets, including natural assets
 - » Identifying future asset acquisition needs
 - » Continuing asset condition assessments

GOAL 2

SUSTAINABLE PUBLIC UTILITIES

OBJECTIVES

- 1 Complete the construction of upgrades to the wastewater treatment facility

- 2 Plan for future wastewater treatment approval

- 3 Review the solid waste collection system

- 4 Reconstruct the dam at the No. 2 drinking water reservoir

- 5 Protect the Perseverance Creek watershed

GOAL 3

MULTI-MODAL TRANSPORTATION MANAGEMENT

OBJECTIVES

- 1 Complete the Transportation Master Plan that includes active transportation

- 2 Pursue an active travel route to the City of Courtenay



Community Planning

GOAL 1

EFFECTIVE RESPONSE TO CLIMATE CHANGE

OBJECTIVES

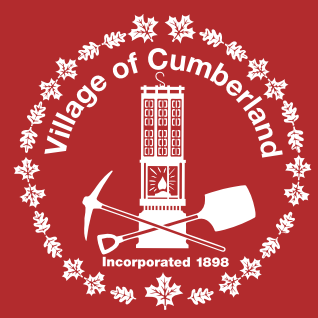
- 1 Develop a community climate action plan to reduce greenhouse gas emissions to increase climate resiliency and that incorporates the Green New Deal
- 2 Update the Corporate Climate Action Plan
- 3 Participate in the Comox Valley Regional District Climate Action Strategy

GOAL 2

ECOLOGICALLY, SOCIALLY, & FINANCIALLY SUSTAINABLE LAND USE PLANNING

OBJECTIVES

- 1 Complete the Official Community Plan update and review priorities such as:
 - » Affordable housing
 - » Site-adaptive planning
 - » Protection of watershed and greenspace
 - » Fostering the heritage character of the Village
 - » Planning for sustainable development
 - » Tourism management
 - » Food production space for residents
 - » Bevan Lands Implementation Strategy
 - » Other matters identified through community engagement
- 2 Review land use regulations that are supportive of the Official Community Plan:
 - » Tree Protection Bylaw
 - » Zoning Bylaw update to implement the Official Community Plan



250.336.2291 | INFO@CUMBERLAND.CA | CUMBERLAND.CA

2673 DUNSMUIR AVENUE BOX 340, CUMBERLAND, BC V0R 1S0

**THE VILLAGE OF CUMBERLAND IS LOCATED IN THE UNCEDED
TRADITIONAL TERRITORY OF THE K'ÓMOKS FIRST NATION.**