



The Corporation of the Village of Cumberland

## 2016 Corporate Strategic Priorities

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## 2016 Corporate Strategic Priorities

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

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

The Village of Cumberland Corporate Strategic Priorities 2016 was developed at a workshop held January 22, 2016. The key task of the workshop was to review, modify and revise as needed the 2015 Corporate Strategic Priorities.

The 2016 Village of Cumberland Corporate Strategic Priorities includes the following components:

- The Corporate Vision
- The Corporate Priorities, and
- The related timeframes.

## Vision

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

The people of Cumberland are passionate about their Village. They are here because this Village offers an unmatched quality of life. They envision that Cumberland will continue to be a community vibrating with activity. Surrounded by living forests, the Village is a mecca for outdoor recreation, with opportunities for anyone who wants to immerse themselves in nature. Protected by living natural corridors, the wetlands, forested areas, lakes and streams attract a diversity of wildlife and the network of walking and biking paths attracts visitors from all over the world.

People choose to live in Cumberland for its small town friendliness and values. The core of Cumberland retains its historic look and feel. Small shops and businesses offer respite from the sameness of shopping malls and cookie cutter commercial establishments found elsewhere.

People of all ages and backgrounds greet each other on the streets. They come here for opportunity, to be part of a vibrant community that values diversity, creativity and hard work. The Village is growing. As it grows, it will embrace the best land use practices to ensure that it is a livable community. Housing will be available for all income levels. Walkability, accessibility, greenways, bikeways, opportunities for urban farming and public spaces will all contribute to continuing to make Cumberland a great place to live.

The Village of the future is well-managed in a sustainable and orderly fashion with full public participation, and a thriving, resilient and diversified economy based on tourism and other industries and businesses that are compatible with community values. Citizens recognize that residential growth must be balanced by revenues from successful businesses with the objective of making jobs available for Cumberland residents.

Subsequently the vision for the Village will be built upon the following priorities:

- Improvement and expansion of infrastructure to accommodate measured growth.
- Attainable housing.
- Village Centre rejuvenation.
- Promotion of the Village for local and regional businesses.
- Recreation and tourism.
- A healthy, active and engaged citizenry of all ages and walks of life.
- Accountability and transparency.
- Protection and enhancement of natural features and functions.

These priorities will be reinforced with collective and passionate environmental stewardship and closer ties to the region.

# Plan

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## 1. QUALITY INFRASTRUCTURE PLANNING AND DEVELOPMENT

The Village of Cumberland seeks to replace and expand the utility, dedicated road and building assets of the Village in an organized and responsible fashion. The strategic goals to accomplish this priority are:

- (a) Establish an adequate and high quality source of water for the current and future residents of the Village
- (b) Develop an environmentally sustainable method of treating the liquid waste that is produced by the Village
- (c) Create a road and utility rehabilitation plan
- (d) Develop a facility replacement and upgrade plan
- (e) Revitalize the historic Village commercial core
- (f) Develop an alley enhancement and maintenance strategy
- (g) Purchase land and construct a new fire hall

## 2. COMPREHENSIVE COMMUNITY PLANNING

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

- (a) Create a Perseverance Creek stewardship plan
- (b) Review development standards to make them green, economically attractive and flexible
- (c) Create an industrial land development and promotion strategy
- (d) Examine all solid waste management options, including alternative energy and integrated resource recovery
- (e) Acquire Maple Lake for future park
- (f) Develop a land management strategy for Village-owned forest lands
- (g) Ensure trail connectivity to regional trail networks
- (h) Review the zoning bylaw and bringing it into alignment with the Official Community Plan
- (i) Develop a heritage management plan that includes a conservation plan for Village-owned assets
- (j) Design and install a *Welcome to Cumberland* community sign
- (k) Develop a new model of providing economic development services

### 3. HEALTHY COMMUNITY

The Village of Cumberland seeks to create and improve the social, environmental and economic assets that support the health and well-being of residents. The strategic goals to accomplish this priority are:

- (a) Develop a public art policy
- (b) Implement the Village Park Master Plan
- (c) Implement the Coal Creek Historic Park master plan
- (d) Implement the Lake Park Master Plan
- (e) Implement the Cemeteries Master Plan
- (f) Implement the Cumberland Recreation Renovation Study
- (g) Support tourism through parks and recreation, heritage, and environmental conservation
- (h) Establish Cumberland Recreation as the hub of recreation in the community
- (i) Develop an affordable housing action plan
- (j) Investigate the issue of wood smoke and air quality

### 4. CLIMATE CHANGE

In addition to being carbon neutral, the Village of Cumberland seeks to advance itself as a sustainable community now and for the future by addressing climate change. The strategic goals to accomplish this priority are:

- (a) Reduce corporate greenhouse gas emissions
- (b) Promote active transportation
- (c) Investigate water conservation and grey water reuse programs
- (d) Explore eco-asset management

### 5. EFFECTIVE COMMUNICATION, ADMINISTRATIVE, FINANCIAL AND SUPPORT SERVICES

The Village of Cumberland seeks to promote transparency and an easy flow of information both within the corporation and between the corporation and the public and to deliver effective services to the community for the benefit of its citizens, businesses and visitors. The strategic goals to accomplish this priority are:

- (a) Maintain an ongoing civic engagement process
- (b) Use new and emerging technologies for internal and external communications
- (c) Review the business licence scheme
- (d) Implement a reserve fund policy
- (e) Include social procurement in an updated purchasing policy

# Timeframe

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## Long Term Priorities (up to ten years):

- Establish an adequate and high quality source of water for the current and future residents of the Village
- Develop an environmentally sustainable method of treating the liquid waste that is produced by the Village
- Create a Perseverance Creek stewardship plan
- Develop a public art policy
- Implement the Village Park Master Plan
- Implement the Coal Creek Historic Park master plan
- Implement the Lake Park Master Plan
- Implement the Cemeteries Master Plan
- Implement the Cumberland Recreation Renovation Study
- Reduce corporate greenhouse gas emissions
- Promote active transportation
- Maintain a civic engagement process

## Medium Term Priorities (within four years):

- Create a road and utility rehabilitation plan
- Develop a facility replacement and upgrade plan
- Revitalize the historic village commercial core
- Develop an alley enhancement and maintenance strategy
- Purchase land and construct a new fire hall
- Review development standards to make them green, economically attractive and flexible
- Create an industrial land development and promotion strategy
- Examine all solid waste management options, including alternative energy and integrated resource recovery
- Acquire Maple Lake for a future park
- Develop a land management strategy for Village-owned forest land
- Ensure trail connectivity to regional trail networks
- Support tourism through parks and recreation, heritage, and environmental conservation
- Establish Cumberland Recreation as the hub of recreation in the community
- Investigate water conservation and grey water re-use programs
- Explore eco-asset management
- Investigate the issue of wood smoke and air quality

- Review the business licence scheme
- Use new and emerging technologies for internal and external communications

Short Term Priorities (by the end of 2016):

- Review the zoning bylaw and bring it into alignment with the Official Community Plan
- Develop a heritage management plan that includes a conservation plan for Village-owned assets
- Design and install a *Welcome to Cumberland* community sign
- Develop a new model of providing economic development services
- Develop an affordable housing action plan
- Include social procurement in an updated purchasing policy
- Implement a reserve fund policy

# Implementation

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

## **Council review and adoption**

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

## **Identify required resources**

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

## **Progress Updates**

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

## **Annual Renewal of the Plan**

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