



The Corporation of the Village of Cumberland

## 2019-2022 Corporate Strategic Priorities

# Preamble

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## Vision – Official Community Plan

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

Despite the challenging fiscal realities that the Village of Cumberland faces, the people of Cumberland 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 managed in a sustainable and orderly fashion with full public participation. It has a thriving, resilient and diversified economy based on tourism and other industries and businesses that are compatible with community values and provide jobs to residents.

The vision for the Village is built upon the following priorities:

- Improvement and expansion of infrastructure to accommodate measured growth.
- Attainable housing.
- Village Centre rejuvenation.
- Promotion of the Village as a location 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.

## Introduction

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The Village of Cumberland Corporate Strategic Priorities guide the Village’s 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.

The Council was elected at the 2018 general local election and the 2019 Corporate Strategic Priorities were developed at a workshop held June 7, 2019. The key task of the workshop was to review, modify and revise 2018 Corporate Strategic Priorities as needed. 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 Five Strategic Priorities, Goals and Timeframes

The Village has five strategic priorities and for each priority there are a number of goals to achieve these priorities. These goals are broken down into timeframes in order to provide a roadmap to when they will be accomplished.

Some of the priorities are items that have already been initiated, and those are marked as “in progress”. There are also short term priorities, which are priorities that the Village plans to initiate or complete within five years; and finally, there are long term priorities – which are priorities that are to be initiated or completed in five to 10 years.

There are strategic goals that are ongoing. These are goals for which there are no specific significant projects or capital works underway, but these priorities represent ongoing organizational priorities that are integrated into operational work.

Time Frames			
In Progress	Short Term	Long Term	Ongoing
already been initiated	initiate or complete within five years	initiated or completed in five to 10 years	no specific (capital or of significant scale) initiatives but integrated into operational work

Strategic Priority 1:	Quality Infrastructure Planning and Development
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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:

Short Term - initiate or complete within five 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
- Undertake planning for civic facilities replacement (Village Hall, recreation, public works)
- Construct a new fire hall
- Update the Transportation Master Plan
- Update the Sanitary Sewer Master Plan
- Update the Storm Sewer Master Plan
- Work with Mosaic on a fire smart and cut block plan on the Village's watershed parcel and adjacent parcels

Ongoing - integrated into operational work

- Prioritize asset management

Strategic Priority 2:	Comprehensive Community Planning
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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:

**In Progress - already been initiated**

- Update the Zoning Bylaw
- Develop an urban forest management plan
- Work in conjunction with other local governments to create an updated housing needs report
- Develop an industrial land development and promotion strategy
- Develop a land management strategy for Village-owned forest land

**Short Term - initiate or complete within five years**

- Update the Official Community Plan
- Implement the Cumberland Economic Development Strategy

**Long Term - initiated or completed in five to 10 years**

- Create a Perseverance Creek stewardship plan
- Create a Village Core Parking Strategy

**Ongoing - integrated into operational work**

- Examine all solid waste management options, including alternative energy and integrated resource recovery
- Revitalize the historic Village commercial core
- Ensure trail connectivity to regional trail networks
- Prioritize affordable housing

Strategic Priority 3:	Healthy Community
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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:

**In Progress - already been initiated**

- Create a child care inventory and space creation action plan
- Undertake an age friendly assessment
- Explore BearSmart Program

**Short Term - initiate or complete within five years**

- Implement the Village Park Master Plan (field house, parking, and hard surface projects)

**Long Term - initiated or completed in five to 10 years**

- Implement the Lake Park Master Plan
- Implement the Cemeteries Master Plan
- Implement the Coal Creek Historic Park Master Plan
- Develop a public art policy

**Ongoing - integrated into operational work**

- Support tourism through parks and recreation, heritage, and environmental conservation
- Continue to work with local governments to address air quality issues
- Support arts and culture
- Consider accessibility

Strategic Priority 4:	Climate Change
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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:

Short Term - initiate or complete within five years

- Explore the feasibility of siting a multi-fueling station on the Village’s Union Road property
- Initiate a Climate Energy and Emissions Plan

Ongoing - integrated into operational work

- Reduce corporate greenhouse gas emissions
- Promote active transportation
- Investigate alternative energy options
- Explore eco-asset management

Strategic Priority 5:	Effective communication, administrative, financial and support services
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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:

**In Progress - already been initiated**

- Review the business licence scheme

**Ongoing - integrated into operational work**

- Use new and emerging technologies for internal and external communications
- Maintain an ongoing civic engagement process

## 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.