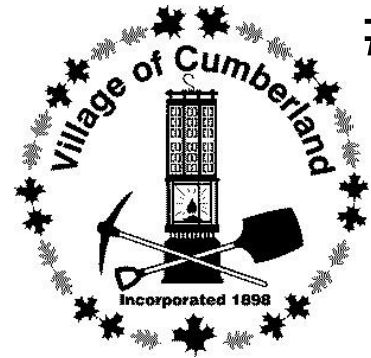


C.O.T.W. AGENDA

2/2020/COTW



#2

The Corporation of the Village of Cumberland

Committee of the Whole Meeting

April 27, 2020

Immediately following the Regular Council meeting at 5:30 p.m.

*We are honoured to gather on the unceded traditional territory
of the K'ómoks First Nation.*

This meeting to be held through electronic facilities as authorized under Order M083 of the Minister of Public Safety and Solicitor General during the declaration of a state of emergency made March 18, 2020 in order to conduct business in accordance to public health advisories related to the COVID-19 pandemic.

The meeting will be live streamed via the [Village of Cumberland YouTube Channel](#).

1. Approval of Agenda

- 1.1 Agenda for Committee of the Whole meeting, April 27, 2020
Recommend THAT the Committee approve the agenda for the April 27, 2020 Committee of the Whole meeting.

2. Reports

- 2.1 Camp Road Heritage Character and Parking Requirements
Prepared by Karin Albert, Senior Planner
- i) ***Recommend THAT the "Camp Road Heritage Character and Parking Requirements" report, dated April 17, 2020 be received.***
 - ii) ***Recommend THAT the Committee of the Whole provide direction to staff on the implementation of actions identified in the "Camp Road Heritage Character and Parking Requirements" report, dated April 17, 2020 as part of the upcoming Council strategic priorities planning session in***

3

order to allow for an assessment of the impact on staff resources and the targeted allocation of those resources to achieve strategic priorities.

- 2.2 Heritage Protection Tools for Local Governments 13
Prepared by Karen Albert, Senior Planner
- i) Recommend THAT the “Heritage Protection Tools for Local Governments” report, dated April 17, 2020 be received.***
 - ii) Recommend THAT the Committee of the Whole provide direction to staff on implementation of possible actions identified in the “Heritage Protection Tools for Local Governments” report, dated April 17, 2020 as part of the upcoming Council strategic priorities planning session in order to allow for an assessment of the impact on staff resources and the targeted allocation of those resources to achieve strategic priorities.***
- 2.3 Corporate Strategic Priorities Quarterly report – Jan-Mar. 2020 27
Prepared by Clayton Postings, Chief Administrative Officer
- i) Recommend THAT Council receive the Corporate Strategic Priorities Quarterly Report – Jan-March 2020.***

3. 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 using subject line “Question Period”; Note: please limit to questions only - comments will not be read.

4. Adjourn and Reconvene the Regular Council meeting

- 4.1 Recommend THAT Council adjourn the Committee of the Whole meeting and reconvene the regular Council meeting for the closed portion of the meeting.***

COMMITTEE OF THE WHOLE REPORT



REPORT DATE: April 17, 2020

MEETING DATE: April 27, 2020

TO: Mayor and Councillors

FROM: Karin Albert, Senior Planner

SUBJECT: Camp Road Heritage Character and Parking Requirements

RECOMMENDATIONS

1. THAT the “Camp Road Heritage Character and Parking Requirements” report, dated April 17, 2020 be received.

2. THAT the Committee of the Whole recommend to Council to provide direction to staff on the implementation of actions identified in the “Camp Road Heritage Character and Parking Requirements” report, dated April 17, 2020 as part of the upcoming Council strategic priorities planning session in order to allow for an assessment of the impact on staff resources and the targeted allocation of those resources to achieve strategic priorities.

PURPOSE

This report discusses how Village bylaws could be amended to better support the protection of the character defining elements of the Camp Road neighbourhood, in particular the location of houses and porches close to the road.

PREVIOUS COUNCIL DIRECTION

| Date | Resolution |
|---------------|--|
| Sep. 9, 2019 | THAT Council authorize staff to add the following three features, each documented with Statements of Significance, to the Cumberland Community Heritage Register: <ol style="list-style-type: none"> a. Camp Road Neighbourhood b. Ilo Ilo theatre c. Saito House and notify the owners and the Minister responsible for the Heritage Conservation Act; |
| Jan. 13, 2020 | THAT Council direct staff to report on suggestions on how to reconcile the Zoning Bylaw with the heritage statement of significance for Camp Road. |

BACKGROUND

Camp Road Planning Context

The houses on the portion of Dunsmuir Avenue west of Sutton Road, locally known as Camp Road, were constructed for workers in the historic Union Colliery in the late 19th century. When first constructed, all homes were on a single property owned by the Union Coal Mining Company and later by Robert Dunsmuir’s Canadian Collieries Dunsmuir Ltd. The property was subdivided in 1959 to create a separate lot for each of the homes and to add the Dunsmuir Avenue road right-of-way. The overlay of a subdivision on an existing settlement resulted in small setbacks from the road for most of the homes and, in a number of instances, homes or their porches encroaching into the road right-of-way.

The Village’s first zoning bylaw on record dates to 1969. That bylaw stipulated setbacks from the road of 20 feet (6.1metres). The current Zoning Bylaw No. 1027, 2016 requires setbacks of 3 metres from the road for principal and accessory buildings. Existing homes that intrude into this setback are legal non-conforming (see sidebar). Table 1 provides a summary of existing setbacks from the road. Fifty out of 60 homes do not meet current setback requirements and are legal non-conforming. Twenty-one homes encroach into the road right-of-way by up to 2 metres. All of the encroachments are on the south side of the road. Only ten homes meet the 3 metre setback requirement, eight of those are on the north side of the road.

Legal Non-Conforming

At the time a new zoning bylaw is adopted, if an existing use of land or a building is lawful but does not conform to the bylaw, then it may continue as a legal non-conforming use unless:

- The use is discontinued for a period of six months
- More than 75% of the value of the building or structure above its foundation is damaged or destroyed.

In most cases, a legal non-conforming use cannot be expanded; however, it can be maintained.

If the use and density of an existing building conforms to the new zoning bylaw, but the building’s siting, size or dimensions do not, the building may be maintained, extended or altered as long as it does not result in further contravention of the bylaw.

Table 1 – Setbacks to Dunsmuir Avenue Right-of-Way

| Setbacks | Encroach by 0.7 – 2 m | 0 m | 0.5 – 2 m | 5 – 10 m | 13 – 19 m |
|---------------------|----------------------------------|------------|------------------|-----------------|------------------|
| North Side | 0 | 14 | 7 | 5 | 3 |
| South Side | 21 | 6 | 2 | 2 | 0 |
| Total | 21 | 20 | 9 | 7 | 3 |
| Meet Setback | | | | 7 | 3 |

As part of the 2016 update of the Village’s Zoning Bylaw, the historic part of the Village, including the Camp Road neighbourhood, was zoned R1A – Residential Infill. This zone permitted homeowners to add an accessory dwelling unit (ADU) on their lot. Secondary suites have been permitted since 1999.

Village building permit records show that since 1999, six secondary suites were added, and since 2016, when ADUs were permitted, two ADU’s have been built. In 2019, one of the

owners who added a secondary suite moved the home back at the same time as adding the suite, meeting the required 3 metre setback.

Parking and Cash-in-Lieu Requirements

Since the adoption of Zoning Bylaw No. 1027, 2016, on-site parking or cash-in-lieu of \$3,800 per space is required and implemented for new construction or where a development permit is required, as for the addition of a secondary suite and/or accessory dwelling unit.

Accepting cash-in-lieu of parking spaces is common in municipalities across the country and offers homeowners/developers flexibility in areas where it is difficult to provide on-site parking while ensuring development shares the costs associated with the municipality providing off-site parking. All cash-in-lieu contributions are placed in the Village's Municipal Parking Fund, created in 2017. Future parking improvements undertaken by the Village may include creating angle parking on residential streets, paving Village owned gravel lots to increase their capacity, or adding time limits to ensure turn-over of public parking spaces.

The Zoning Bylaw requires two parking spaces per single family dwelling, one for the dwelling and one for a visitor. In addition, one parking space is required per secondary suite and one per accessory dwelling unit. In the case of existing buildings (not new construction), the homeowner does not have to provide the parking spaces for the single family dwelling. However, when a development permit application is made to add a secondary suite or an accessory dwelling unit, parking spaces for the proposed new unit as well as for the existing single family unit need to be provided.

In the R-1A zone, vacation rentals are a permitted home occupation. The Zoning Bylaw requires one parking space per rental room. These are not in addition to, but may replace the required parking for the ADU, secondary suite or single family dwelling units if rooms within any of those are vacation rentals. If no parking spaces can be provided on the property, the homeowner has to pay cash-in-lieu at \$3,800 per parking space.

Because of limited lot sizes and topography, Camp Road residents may choose to lift their home and add a secondary suite on the ground floor instead of adding to the back or side of the home. When a building is already in the process of being lifted, it may be more economical for the homeowner to also move the building back to meet setback requirements and possibly make room for parking in front of the house, on the property, rather than apply and pay for a development variance to vary the front yard setback and pay the cash-in-lieu to the Village for each parking space that cannot be provided on the property.

The cost of lifting the home varies depending on the size and configuration of the home. According to an estimate obtained from a house moving company, the *additional* cost to move a house back from the road ranges from \$5,000 to \$7,000. This is on top of the initial fee to lift the building, add a new foundation (which most homes on Camp Road require) and build the suite.

If parking spaces are created during the construction process when machinery is already onsite to grade the parking area and spaces are graveled rather than paved, it may be more economical for homeowners to move the home back and put in all or some of the required on-

site parking rather than pay the cash-in-lieu of parking and apply for a variance. See table 2 below.

Table 2: Cash-in-lieu and Home Moving Cost Comparison

| Scenarios | Required parking spaces | Cash-in lieu \$3,800/space | Application fee for variance | Approx. cost to move home back once lifted | Approx. cost to create on-site gravel parking spaces |
|---|-------------------------|----------------------------|------------------------------|--|--|
| SFD with the addition of a secondary suite | 3 | \$11,400 | \$950 | \$5,000-\$7,000 | \$2,100 - \$2,700 |
| SFD with addition of SS and ADU | 4 | \$15,200 | \$950 | \$5,000-\$7,000 | \$2,800 - \$3,600 |
| SFD with addition of SS, an ADU, and vacation rental of 3 bedrooms in SFD | 5 | \$19,000 | \$950 | \$5,000-\$7,000 | \$3,500 - \$4,500 |

SFD – single family dwelling, SS- Secondary Suite, ADU – accessory dwelling unit

The cost of moving a home back once already lifted compared to providing cash-in-lieu incentivizes homeowners to move their homes back. However, this does not mean that all homeowners would be compelled to do this since in some instances the topography is too forbidding, requiring fill (and adding a further cost), or because the homeowner wants to retain a larger backyard or add an accessory dwelling unit in the backyard.

It is difficult to predict how many homeowners on Camp Road wish to add a secondary suite and would also be compelled to move their home back when doing so. Nonetheless, one can expect that, over a long period of time, additional homes on Camp Road will be lifted to add secondary suites and moved back from the road at the same time.

In some neighbourhoods, this may be a desirable outcome; however, in the case of Camp Road, moving homes away from the road takes away from the historic character of the street as discussed below.

Camp Road Statement of Significance

The Camp Road neighbourhood was one of five places recommended in the Village’s 2016 Heritage Management Plan to be added to the Village’s Heritage Register. The neighbourhood was added to the Register by resolution of Council in September 2019.

Heritage Register

A Community Heritage Register is a planning tool that allows local governments to formally identify historic features and places that have heritage value or character so that they may be integrated into land use planning processes. By maintaining a Community Heritage Register, the Village documents the significance of community historic places that it wishes to preserve.

Placing properties on a Register is also the first step of stronger heritage protection tools available to local governments.

A Statement of Significance is required for each place or feature that is added to the Community Heritage Register. The Statement of Significance for Camp Road was completed in 2018. The minimal setbacks of buildings to the road is one of the features identified as having heritage value in the Statement of Significance:

*Camp Road is significant as an existing collection of mine-related residential development and related structures, part of the up to 100 buildings that comprised the original settlement of Union. The physical and functional connections between the houses and structures, the narrow roadway without sidewalks, the location of the former Wellington Colliery Railway, and the sloped grade of the landscape are important elements of Camp Road. Together, these features illustrate the original pattern of development, the tight spacing of the structures, **the minimal front yard setbacks of the houses relative to the roadway** and building adaptation to the sloping grade, all of which are the result of the need to house the work force for the No. 4 Mine [bold font added by the writer of this staff report].*

Further, three of the character-defining elements of Camp Road identified in the Statement of Significance are:

- *Pattern of housing in two rows set close to the road along Dunsmuir Avenue*
- *Adaptation of housing and landscape to existing grades*
- *Surviving road width with no sidewalks*

Moving homes back from the road to meet zoning bylaw setbacks and/or create room for parking in the front yard is in conflict with heritage value and character defining elements of the Camp Road neighbourhood.

Possible actions to preserve the historic set-back of homes relative to the road

Staff have identified five possible responses to the potential loss of the historic character of Camp Road.

1. Do not make any amendments to existing bylaws.
2. Amend the Official Community Plan and the Zoning Bylaw to take away secondary suite as a permitted use along Camp Road.
3. Amend the Zoning Bylaw to establish a minimum and a maximum set-back from the road in the Camp Road neighbourhood.
4. Amend the Zoning Bylaw to reduce on-site parking requirements or exempt Camp Road from the requirements.
5. Amend the Official Community Plan to establish a Heritage Conservation Area over the Camp Road neighbourhood.

Each of these responses are discussed below.

1. Do not make any amendments to existing bylaws.

It is difficult to predict the rate of change along Camp Road. Not all homeowners will want to lift their homes to add a secondary suite below and fewer yet will want to move it back at the same time. To date, only one owner has done so (in 2019).

However, even if a handful of homes are moved back to increase the front yard setback, this would change the character of Camp Road. The intent, and usually the effect, of zoning bylaws is that, over time, buildings and structures conform to the regulations in the bylaw. The same can be expected for Camp Road.

Further, doing nothing means the disconnect between the Zoning Bylaw and the Statement of Significance would continue. If the community values the preservation of heritage and heritage character, the preservation of heritage should be supported by zoning regulations.

2. Amend the Official Community Plan and the Zoning Bylaw to remove secondary suite as a permitted use along Camp Road.

Since the issue discussed in this report has at least partially arisen as a result of the possibility to lift a home to add secondary suites below, the Village could amend the Official Community Plan and the Zoning Bylaw to take away that use. However, it should be noted that owners along Camp Road may also lift their home to increase the size of the living space, without adding a suite.

This action is not consistent with policies in the Official Community Plan which include:

Goal 2-Growth Management

The Village will follow Smart Growth principles by directing growth and development in and around the Village Centre, and areas already serviced by existing infrastructure. Encourage complete communities, infill, mixed use, and more compact built form that is applied to the Village as a whole (p. 22).

Residential Infill

This land use is intended to accommodate ground orientated medium density housing within a 10 - minute walk of the Historic Village Commercial Core. The area is envisioned as primarily single and two-family dwellings in a more compact arrangement with densities ranging from 25 to 37 units per hectare (10 to 15 units per acre).

The renovation of heritage homes to include multiple rental suites is also envisioned within this area. Typical ground oriented medium density development includes the following densification scenarios:

- *Narrow lot single family dwellings*
- *Single Family with an accessory dwelling unit (garage apartment, coach house, laneway house)*
- *Duplex dwelling units*
- *Townhouse dwelling units*

- *Rowhouse dwelling units*

This designation aims to double the existing population within low-density neighbourhoods in close proximity to the Village core. Adding density within existing service areas optimizes the use of neighbourhood infrastructure and provides opportunities for development funded upgrades to existing civic infrastructure. The pattern of residential infill will maintain the form and character of low density residential neighbourhoods while meeting changing needs, wants, and values of existing and future residents.

Older neighbourhoods will be revitalized to accommodate market demand through infill, rather than urban sprawl. Compact building forms reduce the cost of land and materials resulting in an increase in attainable housing supply in proximity to the core area employment centre. (p. 29-30).

At the same time, the OCP also includes the following goal and objectives.

Goal 3–Heritage Preservation

The Village will protect the heritage resources and heritage values of the community (p. 22)

5.4 Heritage Preservation

To maintain and support the cultural heritage of the community and assist in the revitalization of the downtown area, a Heritage Conservation Area has been established for the Historic Village Commercial Core and is described in Section 11. This, however, does not preclude future preservation of the diverse heritage residential building stock located throughout the Village, which will be considered a major asset and necessary part of the Village’s character (p. 43)

5.4.2 Heritage Preservation Objectives

- 2) Preserve the Village’s built heritage, artifacts, structures, and landscapes.*
- 3) Identify and promote incentives to assist in the conservation of heritage buildings structures, sites, and significant trees (p. 43).*

In summary, removing ‘secondary suite’ as a permitted use would require both an amendment to Zoning Bylaw No, 1027, 2016 and the Official Community Plan Bylaw No. 990, 2014.

In accordance with section 475 of the *Local Government Act*, as part of the amendment of an official community plan, the Village must provide one or more opportunities for consultation with affected persons, in this case, Camp Road residents.

If removing secondary suites as permitted use on Camp Road is the option preferred by Council, staff recommend exploring this as part of the Official Community Plan update in 2021.

3. Amend the Zoning Bylaw to establish a maximum set-back from the road in the Camp Road neighbourhood.

The Village could establish a maximum setback from the road to prevent homes from being moved back to a point where it impacts the streetscape. As per Table 1, the current front yard setback varies from 0 metres to about 19 metres. Of a total of 60 homes, 21 homes are encroaching into the road right-of-way by 0.5 to 2 metres. Twenty homes have either their entrance, front porch, or living space right on the front property line, i.e. a 0 metre setback.

In order to preserve the historic minimal front yard setbacks of the houses relative to the roadway, the Zoning Bylaw could be amended to permit a minimum setback of 0 metres and a maximum setback of 2 metres. There is currently one zone in the Village, the VCMU-1 Village Core Commercial Mixed Use zone, which has a minimum setback of 0 metres.

This would make 29 properties of the currently legal non-conforming properties conform to the bylaw. It would make the ten properties with large setbacks, legal non-conforming.

Property owners who wish to have a larger setback than the maximum would have to apply for a variance when they add to their home or re-build.

This is a fairly simple and likely effective response to the issue. However, it also means that property owners would not have the flexibility to choose between providing parking on-site or providing cash-in-lieu. In most cases, cash-in-lieu would be payable when suites and accessory dwelling units are added.

4. Amend the Zoning Bylaw to reduce on-site parking requirements or exempt Camp Road from the requirements.

The Village could exempt Camp Road from on-site parking requirements or cash-in-lieu.

This approach would mean that the Village would not be collecting funds to improve street parking in the future. Examples of possible improvements include signage to allow for residential-only parking, establish time limits for public parking, and/or increase parking efficiency by delineating parking spaces. It should be noted that paving the shoulders where people currently park may not be desirable since it would impact the informal character of the street scape and affect the neighbourhood's character.

Staff recommend that an exemption of parking requirements only be considered as part of a comprehensive Village parking study which would also review whether, for the sake of fairness, the same approach should be taken in the remainder of the R-1A zone.

5. Amend the Official Community Plan to establish a Heritage Conservation Area over the Camp Road neighbourhood.

This approach would allow the Village to ensure development along Camp Road is not only sensitive to the street scape but also to other character defining elements identified in the Statement of Significance. Homeowners would have to apply for a heritage alteration permit rather than a development permit when adding a secondary suite or an accessory dwelling unit. The Heritage Alteration Permit guidelines would identify the specific heritage

characteristics of Camp Road and require that any alterations or new buildings share those characteristics. It would also be a mechanism to prevent buildings from being moved back from the road.

The downtown core is currently designated a Heritage Conservation Area. Camp Road would be within a separate Heritage Conservation Area with guidelines that apply specifically to that neighbourhood. The required heritage alteration permit would replace the currently required Development Permit#6 – Residential Infill. The cost and time to process a heritage alteration permit are similar to a development permit.

Properties located within a Heritage Conservation Area require a heritage alteration permit to do any of the following:

- Subdivide land;
- Start the construction of a building or structure or an addition to an existing building or structure;
- Alter a building or structure;
- Alter a feature that is protected heritage property;
- Demolition of a building.

This is similar to the requirements of the Residential Infill development permit; however, a heritage alteration permit can include stronger requirements for supporting the heritage character of the neighbourhood.

Short and long term strategy

In order to deal with the concern about a loss of heritage character due to homes being moved back from the road relatively quickly and retain the historic streetscape, Council could reduce the minimum setback to 0 metres and add a maximum set-back of 2 metres in the next Zoning Bylaw update.

The option of a Heritage Conservation Area for Camp Road, and possibly for other historic neighbourhoods, can be explored with Cumberland residents as part of the 2021 Official Community Plan update.

Any possible changes to any cash-in-lieu of parking requirement can be explored as part of a comprehensive parking study which would include other areas of the Village.

FINANCIAL IMPLICATIONS

Assuming the addition of either one ADU or one secondary suite along Camp Road per year, exempting Camp Road from the cash-in-lieu of parking requirement, would reduce revenue to the Municipal Parking Fund by \$11,400 per year. This would restrict the Village's ability to make future parking improvements.

If a Heritage Conservation Areas is established for the Camp Road neighbourhood in the future, all alterations, not just the additions of a suite or ADU, would require a permit. This

would increase revenue from development applications but also increase staff resources required to process the additional applications, estimated at about one additional application per year.

OPERATIONAL IMPLICATIONS

The development of policy and bylaw updates and the processing of development permits and heritage alteration permits are part of the services provided by the Development Services Department.

STRATEGIC PRIORITIES

- Quality Infrastructure Planning and Development
- Comprehensive Community Planning
 - Support tourism through parks and recreation, heritage and environmental conservation.
- Healthy Community
- Climate Change
- Effective communication, administrative, financial and support services

CONCURRENCE

Ken Rogers, Manager of Development Services
Michelle Mason, Chief Financial Officer

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MM

ALTERNATIVE

1. The Committee of the Whole may recommend to Council to refer this report to the APC and/or the Heritage Committee for recommendations.
2. The Committee of the Whole may recommend to Council to direct staff to pursue one or several of the options discussed.

Respectfully submitted,

Karin Albert

Karin Albert
Senior Planner

Clayton Postings

Clayton Postings
Chief Administrative Officer

COMMITTEE OF THE WHOLE REPORT



REPORT DATE: April 17, 2020

MEETING DATE: April 27, 2020

TO: Mayor and Councillors

FROM: Karin Albert, Senior Planner

SUBJECT: Heritage Protection Tools for Local Governments

RECOMMENDATIONS

1. THAT the “Heritage Protection Tools for Local Governments” report, dated April 17, 2020 be received.
2. THAT the Committee of the Whole recommend to Council to provide direction to staff on implementation of possible actions identified in the “Heritage Protection Tools for Local Governments” report, dated April 17, 2020 as part of the upcoming Council strategic priorities planning session in order to allow for an assessment of the impact on staff resources and the targeted allocation of those resources to achieve strategic priorities.

PURPOSE

This report outlines the tools local governments have under the *Local Government Act* to protect heritage features including heritage places, buildings, and neighbourhoods. The report concludes with potential next steps that the Village could take to further protect its heritage.

PREVIOUS COUNCIL DIRECTION

| Date | Resolution |
|---------------|--|
| Feb. 24, 2020 | THAT Council direct staff to come back with potential next steps for protection of areas with heritage statements of significance. |

BACKGROUND

Current Heritage Protection in Cumberland

Cumberland’s many heritage homes, historic downtown, and historic town sites and mining sites are central to the Village’s identity. The Village’s first design guidelines to protect the heritage character of the downtown core date to 1991.

Cumberland's current goals, objectives and policies for heritage preservation are outlined in the Village's Official Community Plan Bylaw, No. 2014 (OCP) (see attachment 1) and an action plan is identified in Chapter 4 of the Cumberland Heritage Management Plan, 2016.

The Village of Cumberland has a Community Heritage Register, established by Council Policy No. 13.1 in October 2017. The Register lists properties that have heritage value to the community and currently includes 11 properties (see attachment 2). Staff and the Village's Heritage Committee are working to add further sites to the Register each year.

The 2014 OCP established a Heritage Conservation Area (HCA) over the Village commercial core. Property owners with properties within the HCA have to apply for a Heritage Alteration Permit (HAP) to alter or replace a building or to construct a new building and have to meet HAP guidelines.

Cumberland has also designated five properties as heritage properties by bylaw.

A community heritage register, a Heritage Conservation Area and heritage designation bylaws are key local government tools in the protection of heritage.

There are a number of other tools available to the Village to protect heritage, all of which are supported for implementation in section 5.4.3. of the OCP (see attachment 1).

What follows describes the heritage protection tools available to local government, the level of protection they afford, and their current or potential application in Cumberland.

Heritage Planning Tools

Community Heritage Register

By resolution, local government can establish an official listing of properties identified as having heritage character or heritage value to the community (*Local Government Act (LGA), section 598*).

A Statement of Significance is required to be written for each place or feature that is added to the Community Heritage Register.

Properties on a community heritage register are listed in the Provincial Heritage Register and can be eligible for nomination to the Canadian Register of Historic Places.

A community heritage register:

- lists the heritage resources in the community;
- may distinguish between heritage properties of different levels and types of heritage value;
- gives notice to property owners and potential buyers of heritage features that the community values and would like to see preserved;
- allows the Village to inspect the property to assess its heritage value, the heritage character or need for conservation (*LGA, s.600*);
- ask for a heritage impact assessment regarding possible effects that an activity or action enabled by an approval may have on the heritage property (*LGA, s.601*);

- deny demolition for up to 30 days after an inspection to allow for the inspection report to be delivered to Council (*LGA, s. 600*) and enter into discussions with the owner regarding possible voluntary protection measures. Note that approvals cannot be withheld beyond the Council meeting.

Heritage Recognition

Under section 599 of the *LGA*, the Village may install a plaque or other marker to recognize the heritage value of a property subject to the permission of the owner of the property on which the marker is installed.

Heritage Assessment Tools

Heritage Inspection

Local government can order heritage inspections to assess heritage value and conservation needs of heritage property listed on a community heritage register, heritage property within a Heritage Conservation Area (HCA), designated heritage property or other heritage property according to criteria that can be established by the Village by bylaw.

The inspection can be carried out while the property is under temporary protection(see below).

Following the inspection, a report is presented to Council and may form the basis for discussions with the property owner about heritage conservation including possible tools and incentives for the owner to protect the heritage property.

In the case of properties only on a community heritage register but not otherwise protected, approvals cannot be withheld beyond the time of the meeting at which the matter is presented to Council.

In the case of protected heritage property, approvals can be withheld until a heritage alteration permit is issued, the applicant agrees to mitigate the actions that detract from the heritage value or character of the property, or the temporary heritage protection period expires (a maximum of 6 months for heritage property within an HCA or designated by bylaw).

Heritage Impact Assessment

Owners or developers can be required to provide information prior to development approvals regarding the impact of their proposals on protected heritage properties (properties on a community heritage register, within an HCA, under an agreement, or designated).

Temporary Heritage Protection

Temporary Heritage Protection Order

Local governments may issue temporary protection orders for the protection of property that is or may be heritage property, or that is key in the protection of other heritage property, such as heritage property located adjacent to a property to be developed.

The order may not be longer than 60 days and can only be made once in a two year period without the agreement of the property owner.

The order can identify landscape features that are subject to the order, specify the types of alterations allowed without obtaining a heritage alteration permit, and establish policies regarding issuing a heritage alteration permit.

Continuing Protection Bylaw

If considering a new heritage conservation area (HCA) as part of an OCP update, the Village could introduce a Continuing Protection Bylaw to apply the requirements of the new HCA as soon as the OCP bylaw has passed first reading. The Continuing Protection Bylaw can be in place for up to 120 days following the date of first reading (*LGA, s. 607*)

The Village can also introduce a Continuing Protection Bylaw to apply the requirements of a new heritage designation bylaw to a property immediately after first reading of the designation bylaw. In this case, the Continuing Protection Bylaw would be in force for up to 60 days starting from the date of first reading. If the heritage designation bylaw is not adopted within that time period, the protection ceases.

Heritage Control Period to Allow for Conservation Planning

The Village can declare, by bylaw, a heritage control period for a specified *area* to allow for heritage conservation planning. The control period cannot be longer than one year from the date of adoption of the bylaw.

As with a temporary heritage protection order, the order can identify landscape features that are subject to the order, specify the types of alterations allowed without obtaining a heritage alteration permit, and establish policies regarding issuing a heritage alteration permit.

For example, if the Village was considering to establish a new Heritage Conservation Area, it could establish a heritage control period until the heritage values of the proposed new HCA are reviewed and a decision made with regards to establishing a new HCA.

A heritage control period can only be declared once in a 10 year period for a given area.

Effect of Temporary Protection Measures

While a property is under a temporary protection order, a continuing protection bylaw, or a heritage control period bylaw, the owner cannot alter the exterior of the building, make a structural change to a building, move a building, take an action that would damage a fixture or feature identified in the order of bylaw for temporary protection, nor excavate or build on the property unless authorized by a heritage alteration permit.

Temporary protection orders are typically made in response to the imminent demolition of a heritage building and are likely to cause conflict with property owners. To provide certainty for owners and developers with respect to what is permitted and what is not, it is preferable to be as pro-active as possible to identify heritage features and protect them through appropriate bylaws and agreements.

Voluntary Heritage Protection Agreements

Heritage Revitalization Agreement

Local governments and property owners can enter into a formal written agreement to protect heritage property by putting in place restrictions on development, typically in return for development incentives.

The agreement may specify terms and vary or supplement existing Village bylaw and permit conditions, including:

- a bylaw or heritage alteration permit
- a land use regulation bylaw such as a Zoning Bylaw, a development cost recovery bylaw, subdivision and development requirements;

If the Village wishes to enter into a heritage revitalization agreement that permits a change in the use or density of land not supported by the Zoning bylaw, the Village would have to hold a public hearing on the agreement.

Once signed, a heritage revitalization agreement can be amended only by bylaw and only with the consent of the owner.

The heritage revitalization agreement is registered on title of the property and is binding on future property owners.

Heritage Conservation Covenant

Local governments or heritage organizations can negotiate terms of a contractual agreement with a property owner to protect a part or all of a heritage property through a heritage conservation covenant. The covenant is registered on title and binding on future owners.

A heritage covenant is most often used when no changes to a property or building are proposed and the owner wishes to ensure the long term protection of the property's heritage values. Unlike a heritage revitalization agreement, a covenant is not a tool to vary Village bylaws and regulations such as zoning.

Heritage Protection by Bylaw

Heritage Conservation Area

Local government can identify a distinctive heritage area in their OCP to provide some protection to the area's heritage character. The heritage features of the area, the objectives of the heritage conservation area designation and guidelines to achieve the objectives must be identified in the OCP.

Heritage conservation areas may require a heritage alteration permit (HAP) for:

- subdivision,
- additions,
- new construction,
- alteration of a building, structure, land, or feature,

- demolition of a building.

The HAP guidelines for Cumberland's Village core commercial heritage conservation area are outlined in the Village's OCP.

In addition to those guidelines, the Village could, by bylaw, establish minimum maintenance standards for properties within its heritage conservation area.

Heritage Designation

Heritage designation is by bylaw and can provide long-term protection to a single property, a portion of a property (exterior, interior, landscape features), or to more than one property. It is the primary form of heritage regulation that can prohibit demolition. It can also prohibit moving, structural and land changes, and alterations to specified exterior, interior fixtures, and landscaping.

The designation bylaw can specify the types of alterations to the property that are allowed without a heritage alteration permit and establish permit guidelines.

If a property owner feels that the heritage designation reduces the market value of the property, they can apply for compensation within a year of designation. Owners may waive the right to compensation in an agreement with the municipality. Disputes over whether an owner is entitled to compensation and/or the amount, are settled by binding arbitration under the provincial *Arbitration Act*.

If the claim for compensation is successful, the local government must provide fair compensation to a property owner for loss in market value as a direct result of designation. The compensation may be monetary or non-monetary.

The process to adopt a heritage designation bylaw requires a public hearing on the proposed bylaw.

The Village could, by bylaw, establish minimum maintenance standards for properties that are protected by a heritage designation bylaw.

The heritage designation is registered on the property's title and binding on future owners.

Long-Term Maintenance

Heritage Site Maintenance Standards Bylaw

Local governments can establish minimum standards for maintaining properties protected by designation or in a heritage conservation area. The bylaw can also establish different standards for different areas or types of properties.

This tool is usually used to reduce the possibility of 'willful neglect' of a protected heritage property where an owner allows his buildings to become derelict to justify demolition.

Incentives

Tax exemptions

Under section 225 of the Community Charter (CC), local governments may grant by bylaw a partial or full tax exemption for protected heritage property (i.e., designated, within an HCA, subject to a heritage revitalization agreement or a section 219 covenant). The exemption may be full or partial and has to be for a limited term. The exemption typically requires an exemption agreement which outlines the conditions that have to be met to receive the exemption. Tax exemptions require notice of the permissive exemption to be given and support of at least 2/3 of Council members.

Grants to Non-Profits

Some local governments are able to offer grants for improvements to heritage buildings to non-profit societies.

Non-monetary support

Local governments may offer technical advice, program coordination, commemoration, public works projects, or priority routing of development applications that protect heritage features or character.

Relaxation or variance of land-use bylaws

Local governments can use heritage alteration permits to waive or relax some portions of land-use bylaws that may save costs for an owner who wishes to restore a heritage building.

Density bonus

Local governments can offer a density bonus in return for heritage protection.

For example, if a developer agrees to rehabilitate and legally protect a heritage building on their development site, the Village could allow the developer the chance to increase the density of their project. This only works if the property is large enough for a second building.

Where it is not possible to add more development to the site where the heritage building is located, Council may allow the developer to transfer available density from the heritage property (the 'donor' site) to another property (the 'receiver' site), where there is more opportunity for development.

Provision for heritage buildings in the BC Building Code

The BC Building Code provides a set of alternate compliance methods for heritage buildings as well as the ability to apply alternate solutions that have been developed by a Fire Protection Engineer and approved by the Building Inspector. Buildings qualify for alternate compliance methods if they are on the community heritage register, designated by bylaw or located within a Heritage Conservation Area.

SUMMARY

The above heritage protection tools and the level of protection they afford are summarized in Table 1 below.

Table 1 – Key Features of Local Government Heritage Protection Tools

| Tool | Purpose | Owner Participation Voluntary (V) or Mandatory (M) | Protection of Building (BLDG) or Form & Character (F&CH) | Alterations require heritage alteration permit (Y) | Length of Protection from Demolition | Maintenance requirements (Y/N) |
|--|--|---|---|---|---|---------------------------------------|
| Community Heritage Register | Research Education Planning | M | - | - | 30 days | N |
| Heritage Recognition | Education | V | - | - | - | N |
| Heritage Inspection | Research | M | - | - | 30 days | N |
| Heritage Impact Assessment | Research | M | - | - | 30 days | N |
| Temporary Protection Order | Develop Policy for a HAP | M | BLDG | Y | 60 days once in 2 year period | N |
| Continuing Protection Bylaw | Apply HCA or Designation before bylaw adoption | M | BLDG and/or F&CH | Y | See HCA or Heritage Designation Bylaw | N |
| Heritage Control Period Bylaw | Heritage Planning & HAP | M | BLDG | n/a | 1 year once in 10 year period | N |
| Heritage Revitalization Agreement | Protection | V | BLDG and/or F&CH | Y | As per agreement | As per agreement |
| Heritage Covenant | Protection | V | BLDG and/or F&CH | Y | As per covenant | As per agreement |
| Heritage Conservation Area in OCP | Protection | M | F&CH | Y | 6 months | N |
| Heritage Designation Bylaw | Protection | M | BLDG | Y | Indefinitely | As per bylaw |

NEXT STEPS FOR FURTHER HERITAGE PROTECTION IN CUMBERLAND

Section 5.4.3. of the Village's Official Community Plan Bylaw No. 990, 2014 supports the use of any and all of the above tools, including maintenance standards and incentives to protect heritage in Cumberland (attachment 1).

The Heritage Management Plan, 2016 lists a number of implementation actions. The 2019-2022 Council Strategic Priorities do not include specific heritage projects. Hence, implementation of heritage initiatives happens as planning staff time permits (e.g. during slow-downs of development applications and completion of priority planning projects).

Following are key actions for further protection of the Village's most iconic heritage buildings, sites and areas in Cumberland which may be accomplished at a relatively small cost to the Village.

1. Continue adding to the Community Heritage Register.

The Register and required Statements of Significance are the first step in most of the protection measures discussed above. Staff will continue to work with the Heritage Committee to add further features to the Register.

2. Create a brochure about tools to protect heritage in the Village.

Staff can develop a brochure outlining options for property owners to protect their heritage property such as heritage conservation covenants, heritage revitalization agreements, and heritage designation.

The informational brochure can be made available at the Village Office, on the Village website and handed to owners of heritage property interested in developing their site.

3. Contact owners to encourage further heritage protection.

The informational brochure can be sent, together with a short letter to owners of iconic heritage properties in Cumberland to inform them that the Village is interested in working with the property owner to explore options for the protection of their heritage property and buildings. Note that any formal agreement, such as a heritage revitalization agreement, would typically include additional density, tax exemptions or other incentives in return for heritage protection. Staff would present a report to Council of interested owners and possible terms of a revitalization agreement for review.

4. Review adding further HCA's during the next OCP review.

One of the implementation actions in the Village's Heritage Management Plan, 2016 is to consider establishing additional Heritage Conservation Areas in the R-1A zone. Areas identified for consideration are the Camp Road, Egremont Road, Maryport Avenue and Allen Avenue neighbourhoods and the residential stretch of Cumberland Road. The residential areas would best be captured in a distinct Heritage Conservation Area that is separate from the commercial core Heritage Conservation Area and have its own form and character guidelines.

Since this has implications for homeowners who wish to renovate or rebuild, staff recommend to discuss this option with Cumberland residents as part of the next OCP review.

5. Review the design guidelines within the existing HAP

The existing design guidelines within the Heritage Alteration Permit for the commercial core are crucial to ensuring that the form and character of the downtown core is maintained. As part of the OCP review, staff can review the guidelines to ensure they are accomplishing the objectives of the Heritage Conservation Area.

6. Provide training for the Heritage Committee to review designs

An understanding of design and the impact of renovations or new buildings on the existing form and character of a streetscape is an important skill for members of the Heritage Committee. The Village could organize a training session for the Heritage Committee once in-person meetings are again possible and/or explore webinars on the topic to help members evaluate a Heritage Alteration Permit application's fit with the historic form and character of the Village commercial core. This session can be open to the public and developers.

7. Recruit heritage professionals to the Heritage Committee

To increase the diversity of experience and expertise on the Heritage Committee, the Village could seek to recruit a heritage professional, such as a heritage planner, a heritage consultant, or an architect to the Committee. Additional expertise, especially in urban design, could help the Committee in the review of heritage alteration permits.

FINANCIAL IMPLICATIONS

If Council wishes to proceed with the next steps identified above, staff will provide costs as part of the upcoming 2021 financial plan discussions. A preliminary cost estimate is \$12,000 - \$15,000 for a Heritage Committee training session, production and printing of an informational brochure, and legal costs to review heritage revitalization agreements. Depending on the types of incentives included in a future heritage revitalization agreement, there would be possible losses in revenue of application fees, development cost charges, property taxes and/or cash-in-lieu of parking.

OPERATIONAL IMPLICATIONS

Heritage planning is part of the services provided by the Development Services Department. If owners of heritage property respond to the invitation to enter into heritage revitalization agreements with the Village, drafting and negotiating the agreement will take staff time away from other projects.

STRATEGIC PRIORITIES

- Quality Infrastructure Planning and Development
- Comprehensive Community Planning
- Healthy Community
- Climate Change

Effective communication, administrative, financial and support services

ATTACHMENTS

1. Cumberland Heritage Protection Objectives and Policy
2. Cumberland Community Heritage Register

CONCURRENCE

| | |
|---|----|
| Ken Rogers, Manager of Development Services | KR |
| Michelle Mason, Chief Financial Officer | MM |

ALTERNATIVES

1. The Committee of the Whole may recommend to Council referral of the report to the Heritage Committee.
2. The Committee of the Whole may recommend to Council specific actions for implementation.

Karin Albert

Karin Albert
Senior Planner

Clayton Postings

Clayton Postings
Chief Administrative Officer

ATTACHMENT 1: Cumberland Heritage Protection Objectives and Policy

Village of Cumberland Official Community Plan Bylaw No. 990, 2014

The protection of Cumberland's heritage is a key objective in the Village of Cumberland Official Community Plan Bylaw No. 990, 2014. Following are the heritage objectives and policies in the OCP:

5.4.2 HERITAGE PRESERVATION OBJECTIVES

- 1) Continue to promote public education and support for heritage preservation and the importance of archaeological and historical sites and materials within and related to the Village.
- 2) Preserve the Village's built heritage, artifacts, structures, and landscapes.
- 3) Identify and promote incentives to assist in the conservation of heritage buildings structures, sites, and significant trees.
- 4) Build on and incorporate previous work such as the Village of Cumberland Heritage Conservation Management Plan, prepared in 1993, and more recently the Cumberland Enhancement Study, prepared in 2008.

5.4.3 HERITAGE PRESERVATION POLICIES

- 1) Prepare an information pamphlet for the public outlining the process and requirements for development within the designated HCA.
- 2) Work in a collaborative and transparent process with property owners, occupiers, and those with registered interest within the designated Heritage Conservation Area.
- 3) The Village should establish Community Heritage Register of properties for the Historic Village Commercial Core Heritage Conservation Area for their heritage value on the basis of:
 - a. Historical and Social Significance
 - b. Cultural Significance
 - c. Architectural and Artistic Significance
 - d. Group and Setting Significance
 - e. Landmark Significance
 - f. Archaeological Significance
- 4) The Village should explore the adoption of a Heritage Site Maintenance Standards Bylaw for affected properties listed in a Community Heritage Register.
- 5) Where opportunity and funds are available, acquire lands and structures of cultural and historic significance within the Village for the purposes of conservation, preservation and redevelopment of the Village's historic character.

- 6) Work with private landowners to retain appropriate public access to the existing system of logging roads, artifacts and rail beds as part of the Village's broader heritage infrastructure.
- 7) Strengthen heritage preservation initiatives through the implementation of incentives obtained through:
 - a. Tax exemption
 - b. Grants and non-monetary incentives
 - c. Creation of a Business Improvement Area (BIA) within the Historic Village Commercial Core
- 8) Prevent the demolition or unauthorized alteration of heritage buildings or structures.
- 9) Employ, where appropriate, temporary heritage protection initiatives that shall include:
 - a. Heritage Inspections
 - b. Heritage Impact Assessments
 - c. Temporary Heritage Protection
 - d. Heritage Conservation Covenants
 - e. Heritage Revitalization Agreements
 - f. Heritage Designations
 - g. Heritage Compensations
 - h. Heritage Conservation Areas
 - i. Heritage Alteration Permits
 - j. Heritage Site Maintenance Standards
 - k. Tree Protection
 - l. Reservation and Dedication of Heritage Property
- 10) Existing buildings will only meet sustainability objectives, if best practice and energy and water efficient technologies are considered in the upgrade of their performance characteristics. Heritage conservation is inherently sustainable, as it minimizes:
 - a. The need to destroy building materials and retains established land use situations and infrastructure
 - b. Conserves embodied energy
 - c. Reduces pressure on landfill sites
 - d. Avoids impacts of new construction and minimizes the need for new building materials
 - e. The loss of cultural and economic opportunities that support a healthy livable community
- 11) The Village encourages innovation and application of these practices and technologies in which this can be undertaken without destroying heritage character defining elements, and consideration should be given as to how to balance heritage and upgrading requirements. Energy upgrading measures for heritage buildings should be assessed against the Standards and Guidelines.

OCP, p. 43-44

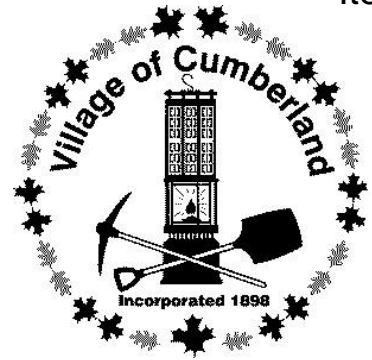
Attachment 2: Cumberland Community Heritage Register and Designations by Bylaw

10 Oct 2017: Resolution 17-559 – Council adoption of Community Heritage Register Policy and Community Register

| Borden No.* | Feature | Heritage Commission Recommendation | Council Resolution to Add to Register | Designation Bylaw | Statement of Significance | BC Heritage Branch Record |
|-------------|-------------------------------------|------------------------------------|---------------------------------------|--------------------------|---------------------------|---------------------------|
| DjSg-9 | Memorial Arch | No record found | No | Bylaw 818 07 Nov 2006 | In Bylaw | Complete |
| DjSg-8 | Old Post Office | Yes | 17-559 10 Oct 2017 | Bylaw 837 06 Nov 2006 | Yes | Complete |
| DjSg-5 | Cumberland Municipal Cemetery | Yes | 17-629 13 Nov 2017 | Bylaw 882 26 Nov 2007 | Yes | Complete |
| DjSg-6 | Cumberland Japanese Cemetery | No record found | No | Bylaw 883 26 Nov 2007 | In Bylaw | Complete |
| DjSg-7 | Cumberland Chinese Cemetery | No record found | No | Bylaw 884 26 Nov 2007 | In Bylaw | Complete |
| | Camp Road Neighbourhood | Yes | 19- 391 09 Sep 2019 | | Yes | Complete |
| DjSg-12 | Chinatown, Coal Creek Historic Park | Yes | 17-559 10 Oct 2017 | | Yes | Complete |
| | Fan House, No. 5 Mine | Yes | 17-559 10 Oct 2017 | | Yes | Complete |
| | Ilo Ilo Theatre | Yes | 19-391 09 Sep 2019 | | Yes | Complete |
| | Saito House | Yes | 19-391 09 Sep 2019 | | Yes | Complete |
| DjSg-13 | Cumberland United Church | Yes | 18-317 28 May 2018 | | Yes | Complete |

* The Borden Number is a unique identifier for each archaeological and heritage site in Canada. The identifier consists of two parts, four letters (formatted AaBb) and a number separated by a dash. The letters represent the Borden block which is the geographical location of the site. The number indicates the sequence of when it was identified.

COTW REPORT FOR INFORMATION



File No.

REPORT DATE: April 21, 2020
 MEETING DATE: April 27, 2020

TO: Mayor and Council

FROM: Clayton Postings, Chief Administrative Officer

SUBJECT: Corporate Strategic Priorities Quarterly report – Jan-Mar. 2020

PURPOSE

To provide Council with a summary of activities and status updates relating to Corporate Strategic Priorities, major initiatives and capital projects during the first quarter of 2020.

BACKGROUND

The report attached is a summary report which is intended to provide Council and the community an update on Village strategic and major initiatives. The intent is to develop a more comprehensive summary report by the next reporting period, as Staff capacity returns to normal business.

Future quarterly reports will include the following:

- Building and Development activities
- Protective Services (Fire and Bylaw)
- Financial update

The objective will be to post these quarterly reports on the Village's website for the community to be able to access and gain information on the status of the various priorities and initiatives which the Village is involved in.

The existing reports does not completely recognize the impacts which the COVID-19 response and recovery plans will have on existing Village resources, as well with the upcoming Council annual strategic planning session, there may be adjustments to the priorities and initiatives identified.

ATTACHMENTS

- Strategic and Initiatives Quarterly report – Jan-Mar. 2020

Respectfully submitted,

Clayton Postings

Clayton Postings
 Chief Administrative Officer



Village of Cumberland Strategic Initiatives and Status at a Glance

PURPOSE

Quarterly reports are prepared to update Village Council and the community on the progress being made towards the Strategic Plan, major initiatives and capital projects. This reporting process facilitates an important dialogue between Council and staff on projects and issues of importance to the organization and community.

| | |
|-------------------------|------------------|
| Reporting period | Jan. – Mar. 2020 |
|-------------------------|------------------|

| STATUS KEY | | | |
|------------|---|--|------------------------------|
| | In planning phase | | Operations |
| | No change to status since previous reporting period | | Economic Development |
| | Minor changes to objective, scope, schedule or budget | | Corporate Services |
| | Major changes to objective, scope, schedule or budget | | Parks and recreation |
| ✓ | Complete | | Development Services |
| | | | Protective Services |
| | | | Chief Administrative Officer |
| | | | OPS |
| | | | ED |
| | | | CS |
| | | | PR |
| | | | DS |
| | | | PS |
| | | | CAO |

| Strategic Priority: Quality Infrastructure Planning and Development | | | | |
|---|---|--------|------------------------|------------|
| | Initiative | Status | Estimated Completion | Lead Dept. |
| | Construct a new Fire Hall | | Dec. 2020 | OPS/PS |
| | Develop environmentally sustainable Liquid Waste Management Plan | | Dec. 2025 | OPS |
| | <ul style="list-style-type: none"> • Lagoons • Liquid Waste Management Plan | | Dec. 2021 Dec. 2025 | |
| | Civic Facilities replacement planning | | Dec. 2020 | OPS/PR |
| | Transportation Master Plan - update | | Dec. 2021 | OPS |
| | Sanitary Master Plan – update | | Dec. 2022 | OPS |
| | Storm Sewer Master Plan - Update | | Dec. 2022 | OPS |
| Ongoing /Integrated Operational | | | | |
| | Asset Management | | | OPS/CS |



Village of Cumberland Strategic Initiatives and Status at a Glance

| Strategic Priority: Comprehensive Community Planning | | | | |
|---|---|---------------|-----------------------------|-------------------|
| | Initiative | Status | Estimated Completion | Lead Dept. |
| | Update zoning Bylaw | | Oct. 2020 | DS |
| | Develop an urban forest management plan | ✓ | Complete | DS |
| | Develop industrial land strategy | | Jun. 2020 | ED/DS |
| | Regional Housing Needs Report – CVRD partnership | | Sept. 2020 | DS |
| | Municipal owned forest land management strategy | | Dec. 2020 | PR |
| | Official Community Plan - update | | Dec. 2021 | DS |
| | Economic Development Strategy implementation | | Jun. 2023 | ED |
| Ongoing /Integrated Operational | | | | |
| | Solid Waste service options <ul style="list-style-type: none"> • Alternative energy and integrated resource recovery | | Dec. 2021 Dec. 2023 | OPS |
| | Revitalize historic Village commercial core | | Ongoing | ED/DS |
| | Regional Trail connectivity | | Ongoing | DS/PR |
| | Affordable Housing | | Ongoing | DS |
| Strategic Priority: Healthy Community | | | | |
| | Initiative | Status | Estimated Completion | Lead Dept. |
| | Child care inventory and space creation plan | ✓ | Complete | DS/PR |
| | Age friendly assessment | ✓ | Complete | DS/PR |
| | Bear Smart program | | June 2020 | PR/PS |
| | Village Park Master Plan - implement | | | PR |
| Ongoing /Integrated Operational | | | | |
| | Tourism support through parks/rec, arts, heritage, environmental conservation | | Ongoing | ED |
| | Regional Air Quality plan | | CVRD - TBD | DS |
| | Arts and Culture support | | Ongoing | PR/ED |
| | Accessibility considered | | Ongoing | OPS/PR |



Village of Cumberland Strategic Initiatives and Status at a Glance

| Strategic Priority: Climate Change | | | | |
|--|--|---------------|-----------------------------|-------------------|
| | Initiative | Status | Estimated Completion | Lead Dept. |
| | Feasibility – multi fueling station | | | ED |
| | Community Climate Energy and Emissions plan | | TBD | DS |
| Ongoing /Integrated Operational | | | | |
| | Explore eco-asset management | | Ongoing | CS |
| Strategic Priority: Effective communication, administration, financial and support services | | | | |
| | Initiative | Status | Estimated Completion | Lead Dept. |
| | Review business licence scheme | | May 2020 | ED |
| Ongoing /Integrated Operational | | | | |
| | Utilize technology for internal and external communication | | Ongoing | CAO |
| | Civic engagement process - maintained | | Ongoing | CAO |
| Major initiatives and capital projects | | | | |
| | Initiative | Status | Estimated Completion | Lead Dept. |
| | Land acquisition – Cumberland Community Forest Society | | July. 2020 | PR |
| | COVID-19 recovery plan | | TBD | CAO |
| | Water Filtration plant commissioning | | Jun. 2020 | OPS |
| | No. 2 Dam Conceptual Design | | Aug. 2020 | OPS |
| | Roads & Utilities Construction 2020 | | Oct. 2020 | OPS |
| | Roads – Micro Surfacing | | Jun. 2020 | OPS |
| | SCADA System Upgrade | | Sept. 2020 | OPS |



Village of Cumberland Strategic Initiatives and Status at a Glance

INITIATIVE SUMMARIES

Initiative Summaries section comprises those initiatives where a status change has occurred. These summaries highlight the initiative objectives, status and timeline.

| | |
|-----------------|--|
| Initiative | COVID-19 recovery plan |
| Objective | Develop a recover plan both for the municipality as well as community (businesses, non-profits, events, residents, etc.) |
| Status | Have the objectives or scope of the project changed? Unknown at this time Have the resources required to complete the project changed? Unknown Has the timeline for the project changed? Unknown |
| Lead Department | Chief Administrative Officer |

| | |
|-----------------|--|
| Initiative | Review business license scheme |
| Objective | Conduct a review of the Village's current business license policy/processes, including a review of other municipal business license bylaws |
| Status | Have the objectives or scope of the project changed? - No, although some information has required updating Have the resources required to complete the project changed? - No Has the timeline for the project changed? - Yes, project has been carried over from 2019 due to re-prioritization. |
| Lead Department | Economic Development |



Village of Cumberland Strategic Initiatives and Status at a Glance

| | |
|-----------------|---|
| Initiative | Water Treatment Plant commissioning |
| Objective | To meet the conditions of our water operating permit and the Drinking Water Treatment Objectives of the province |
| Status | Have the objectives or scope of the project changed? No Have the resources required to complete the project changed? No Has the timeline for the project changed? Yes |
| Lead Department | Operations |

| | |
|-----------------|--|
| Initiative | Roads & Utilities Construction 2020 |
| Objective | Carry over of some projects from 2019 – bundle road and utility projects to hopefully leverage competitive bid pricing. Two of our worst rated residential roads are included in this package for reconstruction. |
| Status | Have the objectives or scope of the project changed? – Potentially yes due to increased scope of work in the Windermere Road area. Have the resources required to complete the project changed? – Financial...TBD Has the timeline for the project changed? – Some projects carried over from 2019 |
| Lead Department | Operations |

| | |
|-----------------|---|
| Initiative | No. 2 Dam Conceptual Design |
| Objective | Complete a conceptual design for the dam, look at hydro generation feasibility, spillway midigation measures, and seek funding. |
| Status | Have the objectives or scope of the project changed? – Yes....scope change from MoE to remediate the spillway channel as part of the dam design. Have the resources required to complete the project changed? - small financial cost increase due to scope change from MoE. Village was not successful in it's \$2.3 million ICIP grant application. Has the timeline for the project changed? – Yes due to requirements to remediate the spillway channel and other factors that have caused delays. |
| Lead Department | Operations |