

The Corporation of the City of Duncan, British Columbia

2020 Annual Report

For the Year Ended December 31, 2020



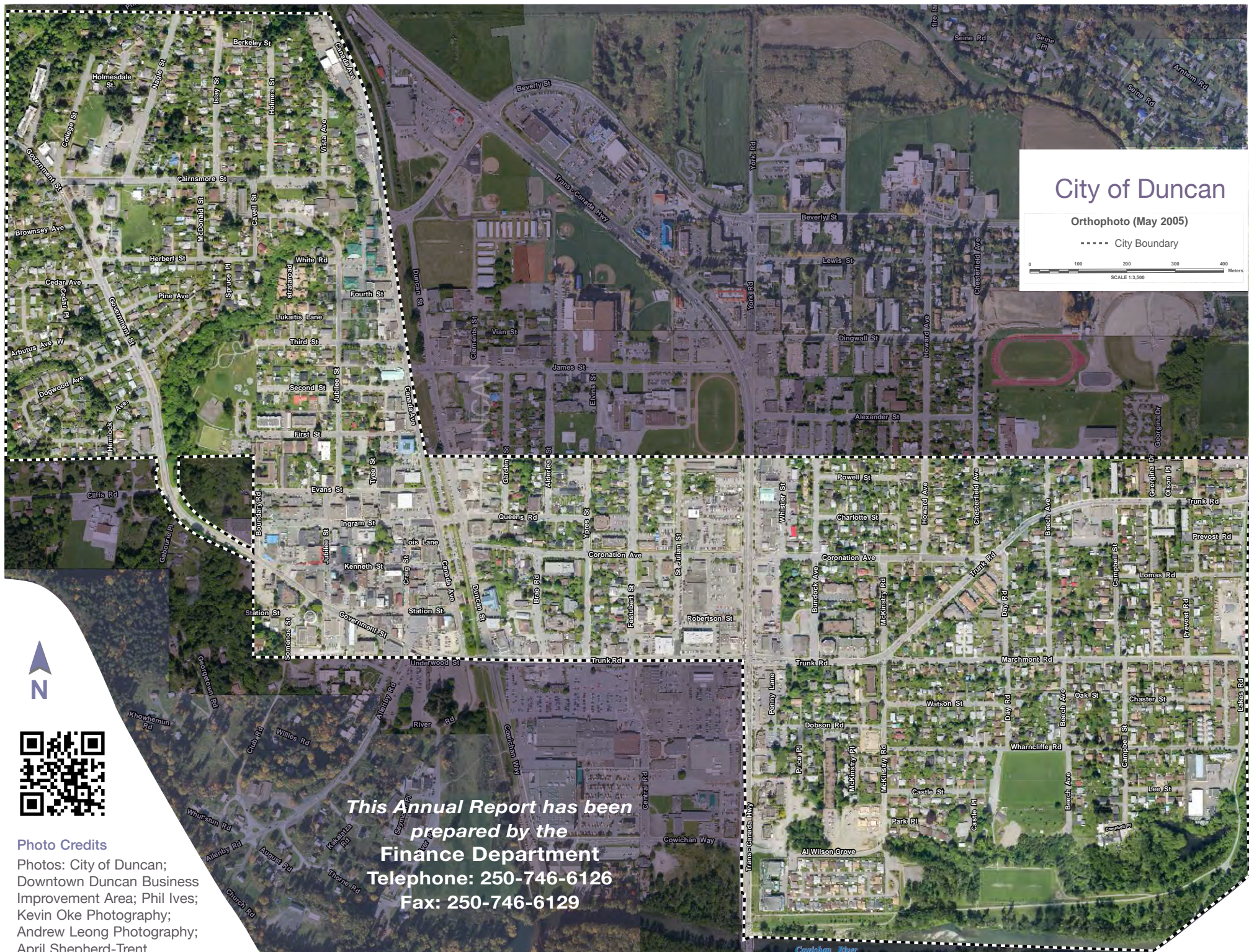


**The Corporation of the City of Duncan
British Columbia**

2020 Annual Report

**Fiscal Year Ended
December 31, 2020**





City of Duncan

Orthophoto (May 2005)

----- City Boundary

0 100 200 300 400 Meters
SCALE 1:3,500



Photo Credits

Photos: City of Duncan;
Downtown Duncan Business
Improvement Area; Phil Ives;
Kevin Oke Photography;
Andrew Leong Photography;
April Shepherd-Trent.

*This Annual Report has been
prepared by the*
Finance Department
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Our Annual Report provides an opportunity every year for citizens and stakeholders to review our accomplishments, and to see what objectives we have set for the coming year ahead.



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mayor and council



The Council has statutory authority to provide services, set budgets, levy taxes, and establish policies for the benefit and protection of its citizens.

Strategic Plan

Council sets out the City's objectives through their strategic plan, which defines the business of the organization, clarifies its preferred future, and identifies strategic priorities.

Mayor Michelle Staples



Internal Committee Appointments

- Totem Sub-Committee

External Appointments (Voting Member)

- Cowichan Valley Regional District Director
- North Cowichan Parks & Recreation Committee (Alternate)
- Duncan/North Cowichan Joint Utilities Board
- Municipal Insurance Association of BC
- Vancouver Island & Coastal Communities Climate Leadership Plan Steering Committee (Co-Chair)

External Appointments (Non-Voting Members)

- Cowichan Tribes
- Downtown Duncan Business Improvement Area Society (Alternate)
- Island Corridor Foundation
- Cowichan Community Action Team
- Cowichan Housing and Homelessness Coalition

mayor@duncan.ca

councillors

**Councillor
Bob Brooke**



**External Appointments
(Voting Member)**

- Duncan/North Cowichan Joint Utilities Board
- Vancouver Island Regional Library Board (Alternate)

**External Appointments
(Non-Voting Member)**

- Chamber of Commerce (Alternate)
- Cowichan Tribes Organization
- Cowichan Housing and Homelessness Coalition
- Cowichan Community Action Team
- Cowichan Housing Association Board

bbrooke@duncan.ca

**Councillor
Garry Bruce**



Acting Mayor

(January to April, 2020)

**Internal Committee
Appointment**

- Advisory Design Panel (Non-Voting)

**External Appointment
(Voting Member)**

- Cowichan Community Centre Commission (Alternate)

**External Appointments
(Non-Voting Member)**

- Chesterfield Sports Society (Cowichan Sportsplex)
- Valley Seniors Organization

gbruce@duncan.ca

**Councillor
Jenni Capps**



**Internal Committee
Appointment**

- Environment & Sustainability Advisory Committee (Chair)
- Junior Council (Liaison)
- Tourism Advisory Committee

**External Appointment
(Voting Member)**

- Vancouver Island Regional Library Board

**External Appointment
(Non-Voting Member)**

- Downtown Duncan Business Improvement Area Society
- Our Cowichan Communities Health Network (Alternate)

jcapps@duncan.ca

**Councillor
Tom Duncan**



Acting Mayor

(May to August, 2020)

**Internal Committee
Appointments**

- Tourism Advisory Committee (Chair)

**External Appointments
(Voting Member)**

- Cowichan Valley Regional District Board (Alternate)
- Cowichan Community Centre Commission
- Municipal Insurance Association of BC (Alternate)
- Regional Housing Service Community Advisory Committee

**External Appointments
(Non-Voting Member)**

- Duncan-Cowichan Summer Festival
- Island Corridor Foundation (Alternate)

tomduncan@duncan.ca

**Councillor
Stacy Middlemiss**



**External Appointments
(Voting Member)**

- Cowichan Community Centre Commission
- North Cowichan Parks & Recreation Committee

**External Appointment
(Non-Voting Member)**

- Cowichan Tribes (Alternate)

smiddlemiss@duncan.ca

**Councillor
Carol Newington**



Acting Mayor

(September to December, 2020)

**Internal Committee
Appointments**

- Advisory Committee on Disability Issues (Chair)
- Totem Sub-Committee (Chair)

**External Appointments
(Non-Voting Member)**

- Chamber of Commerce
- Cowichan Tribes
- Our Cowichan Communities Health Network
- Cowichan Valley Independent Living

cnewington@duncan.ca

message from the mayor

This year, 2020, was a year of responding to the unimaginable. It was a year of crisis unlike anything we have experienced in our lifetime, and we rose to the call. It was a year that demanded so much more than we had to give, from every single one of us, challenged us, made us adapt and grow to meet the ever changing environment around us.

In the midst of everything, city staff have continued to provide the core services fundamental to our daily lives. I want to express the deep appreciation for the incredible team of people at City Hall, Public Works Crews, the Bylaws team, the Volunteer Fire Fighters at Duncan Fire Hall, and City Council. You have each risen above and beyond to the challenges of the pandemic and led with grace, compassion, support and dedication under the pressures, uncertainties, and unpredictability of 2020 and I am so thankful for each and every one of you.

In the midst of a global pandemic, we all got busier than the normal busy and worked to balance fiscal responsibilities in spite of the surge of increased demands to services. We were able to meet unexpected demands, like the need for increased Bylaw patrols to address safety concerns of local businesses and residents when the shut-down initially occurred. As a temporary 3-month solution, our partnership with the Municipality of North Cowichan provided 24/7 patrols that was so beneficial to the community. Council worked for months to find the means to develop a permanent increase to the service, which is now fully operational.

Partnership is one of the defining words of 2020 and have been the success of every aspect of the pandemic response proving once again, the strength we find when we work together. Pandemic partnerships developed a response to homelessness. In working with Cowichan Housing, Cowichan Tribes and other local regional governments and service providers, we have housed 71 people in temporary accommodations in the core community. With North Cowichan and BC Housing, we have 98 units of supportive housing being built in North Cowichan and Duncan. We engaged and worked side by side (just before the pandemic) with businesses and residents and now have complete designs for Station Street Park and Whistler Street for development.

With residents and community, we have completed the engagement of the Cairnsmore Neighborhood and McAdam/Rotary Park Plans. Working together with the DDBIA, Elders from Cowichan Tribes, and the School District we have installed new Hul'qumi'num signs on 7 downtown streets.

The City developed a *COVID-19* grant program to support residents and businesses during the pandemic that supported, among other things, the DDBIA to set up and run temporary and additional outdoor seating "Station Street Commons", downtown last summer. Also, Council supported businesses to establish additional outdoor "pocket" dining areas in parks and parking stalls.

Alongside these examples, here are a few other items we have been able to achieve:

- » Water meter conversions within the city;
- » Worked with the Cowichan Valley Regional District and the Municipality of North Cowichan to re-establish Community Policing, Neighborhood Watch and Business Watch;
- » Completed Duncan Street Improvements;
- » Installed a rail crossing in Charles Hoey Park;
- » Advocated to the Province for pandemic response needs of residents, businesses and others as they arose;

And so much more...

Small Town, Big Thanks to each one of you for the heart, the compassion, the support, the time you held each other up, the time you gave, the contributions of kindness, the commitment to your friends, neighbours, businesses, front line workers, emergency response workers, yourselves and to each other. May we never see another year like 2020 and may we remember to take with us the lessons learned and the moments that made us proud as we move into 2021 and begin the next stage of our journey to reimagine the next 20 years of our future, together.



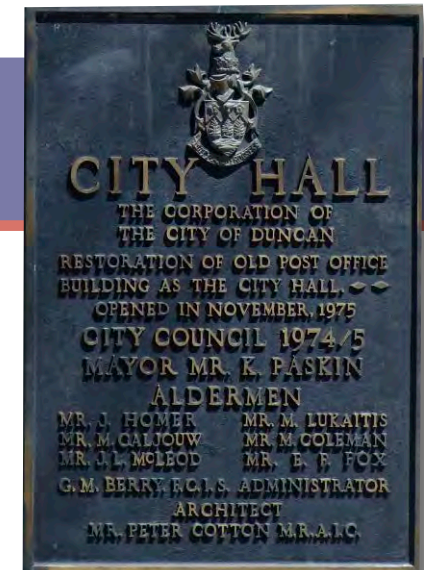
A handwritten signature in blue ink that reads "Michelle Staples". The signature is fluid and cursive, with a large, stylized 'S' at the end.

Michelle Staples, Mayor

history

Mayors of Duncan Since 1912

K.F. Duncan	1912 – 1913
O.T. Smythe	1914 – 1916, 1923
E.F. Miller	1917 – 1918, 1922
T. Pitt	1919 – 1921
J.I. Mutter	1924 – 1928
H.F. Prevost	1929 – 1935
J. Grieg	1936 – 1939
E.W. Lee	1940 – 1942
G.H. Savage	1943 – 1946
J.C. Wragg	1947 – 1955
J.T. Dobson	1956 – 1967
J.W. Quaife	1968 – 1973
K. Paskin	1974 – 1979
M.G. Coleman	1980 – 1982
D.W. Barker	1983 – 1986
M.G. Coleman	1987 – 2005
P.J. Kent	2006 – 2018
M. Staples	2019 – Present



Freeman Designations

Norah C. Denny	1963
Dorothy R. Geoghegan	1963
John T. Dobson	1975
C.A. (Bob) Howard	1977
John Homer	1985
Art Mann	1998
Pres Bruce	1999
Martin Lukaitis	2004
Joan Gillatt	2005
Glenn Mackie	2008
Mike Caljouw	2009
Michael Coleman	2011
Phil Kent	2019



awards 2020

Perpetual Arts Trophy

Alex Gallagher

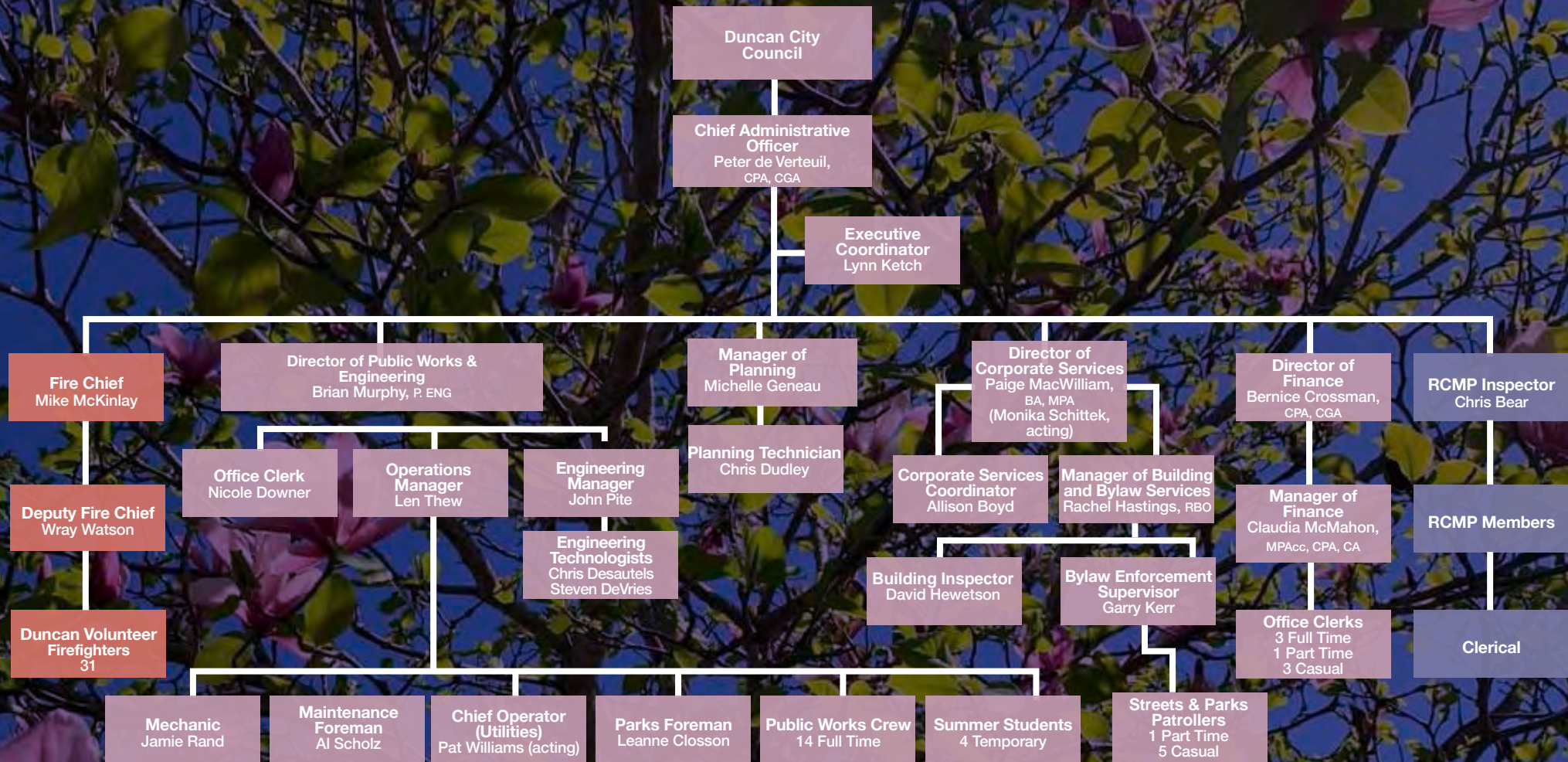
Perpetual Trophy for Excellence & Sportsmanship

Tom Veenstra

Scroll of Honour Recipients

Shellagh Mallard	1977	Ronnie Phipps	2000
Mabel Sanderson	1978	Ernie Moon	2001
Albert Dirom	1981	Ruby Peter	2001
Jack Dobson	1983	Dennis Alphonse	2002
Robert W. Young	1983	Andy Bigg	2003
Jack Fleetwood	1985	Gordon Closson	2004
Preston Bruce	1985	Bill Kesarich	2005
Douglas W. Barker	1986	Debbie Williams	2005
Myrtle Haslam	1986	Betty Anne Devitt	2006
Audrey Waddy	1986	Betty James	2007
Arthur R. Mann	1987	Lori Iannidinardo	2007
Gordon M. Berry	1988	Bob James	2008
Leslie Sjoberg	1988	Rigs Sutton	2008
Glenda Osborne	1989	Bill & Celia Abram	2009
Ossie Osborne	1989	Ron George	2009
Jim Elliot	1990	Patricia & Duffy Chaster	2010
Nora Maxwell	1990	Louise McMurray	2011
Nancy Casswell	1991	William Abner Thome	2011
Phillip Moody	1991	Ruth Chaster	2012
Barbara Coleman	1992	Denise L. McKinlay	2013
John Sanders	1992	Chuck McCandless	2013
Mary Wadsworth	1993	Jack Faber	2014
Cam Drew	1994	Norm Jackson	2015
Mary Newington	1995	Marina Stanko	2016
Carlene Marentes	1996	Harold Wallace	2017
Jack Hutton	1997	Leanne Closson	2018
Glenn Mackie	1998	Judy Hill	2018
Stan Green	1999	Reta & Otto Lachman	2019
Joan Gillatt	2000		

organizational structure





our core values

- ▶ We approach projects with a focus on sustainability
- ▶ We provide Duncan's citizens with timely, efficient and friendly service in a cost effective manner
- ▶ We value green space and urban forests
- ▶ We will enhance and maintain a vibrant downtown core
- ▶ We value retaining our historical and cultural uniqueness
- ▶ We provide safe and comfortable transportation alternatives to those that live in or visit our City
- ▶ We consider the interests of our neighbours when making key City decisions

department info

Chief Administrative Officer

The Chief Administrative Officer (CAO) of the City of Duncan is appointed by, and reports to, City Council. The CAO oversees the overall administration of the City, its officers and employees, including day to day operations. The CAO leads the senior management team and sets the overall direction to ensure achievement of Council's Strategic Plan.

In addition, the CAO is charged with keeping Council up to date on corporate matters and ensuring that Council policies are implemented and bylaws are enforced in conformity with the *Community Charter*, the *Local Government Act* and other relevant legislation.

Valuing a familial corporate culture, the CAO strives for a high level of inter-departmental communications as well as external communications with residents, businesses, and the development community. Administrative policies and procedures support a strong, professional customer focus.





MESSAGE FROM THE

chief administrative officer

I am pleased to present our residents and taxpayers with the 2020 Annual Report. This Annual Report is our opportunity to highlight the City's operations and describe our strong financial position.



“Small. In a big way.” has never been more applicable than in 2020 for Duncan Council, staff, and the community generally. So many people and organizations stepped up to make a difference. Every year, City staff work to further the strategic priorities and directives of City Council, while continuing to provide effective and efficient municipal service delivery. “Small. In a big way.” can partly relate to our ability to be creative with solutions, for both the organization and the community. One example was the sharing of street sweeping

services with the Municipality of North Cowichan that was a pilot initiative that started in 2020; while not without hiccups, this has worked out quite well. Another example was supporting Island Health and Canadian Mental Health Association to expand the sharps pickup peer program. As the Mayor's message in this annual report indicates, 2020 was a year of partnerships and collaboration. I would like to personally thank Cowichan Housing Association for stepping up and beginning to tackle the immediate homelessness issues, while also furthering their mandate of providing seed funding for affordable housing projects.

As most are acutely aware, even with all of Cowichan Housing Association's, BC Housing's, and Island Health's efforts, the housing, homelessness, and opioid crises continue to worsen. These are nation wide issues and yet Duncan Council and staff continue to spend a significant amount of time, within the City's limited capacity and jurisdiction, to try to make a difference in these areas. Unfortunately, there are no simple solutions and addressing these issues will continue to be a focus for the City and the community for some time. In November of 2020, the City issued a position paper on these issues to help inform residents, businesses, and the Provincial government as to what City council believes needs to be done. This paper can be found on the City's website at <https://duncan.ca/2020/11/city-releases-position-paper-on-local-issues/>

Thank you to all City staff for their professionalism and extremely high level of personal service. That has always been the City's number one focus, while keeping property taxes reasonable and our finances in order, as can be seen from this year's financial statements. 2021 will see the City pay off the 2008 Cowichan Aquatic Centre loan debt, putting the City in the enviable position of being debt free (at least until the Sewer Lagoon outfall relocation is completed).

Thank you to Council for your support, understanding, and professionalism with each other and with staff in a very difficult COVID-19 year that was constantly changing; different opinions shared and debated in an atmosphere of respect and solutions serves the public in the most effective and efficient manner.

And thank you to the residents and businesses of Duncan for your recognition of the City's efforts this year, and always. Please continue to reach out to us with questions at any time.

Peter de Verteuil
Chief Administrative Officer

DEPARTMENT INFORMATION

corporate services



Corporate Services is the communications link between Council and other municipal departments and the general public.

corporate services

Corporate Services provides a communication link from Council to the City's departments and the community by:

- » Providing Council, staff and the public with agenda and meeting materials;
- » Recording Council and Committee proceedings;
- » Maintaining and ensuring access to public records in compliance with statutory requirements;
- » Providing legislative and governance recommendations and support to Council and Committees on procedural matters as per the *Local Government Act*, *Community Charter*, Bylaws and other legislation;
- » Providing corporate office functions including freedom of information and protection of privacy, administering oaths and taking affirmations, affidavits and declarations;
- » Drafting bylaws, policy, resolutions, and agreements for the City;
- » Facilitating municipal elections, referendum and elector approval processes;
- » Administering, monitoring and seeking compliance with the bylaws enacted by the Mayor and Council to regulate the conduct of affairs in the City;
- » Providing residents with current and timely knowledge of Council decisions and announcements by using a variety of communication methods and outreach opportunities;
- » Developing and curating marketing materials to promote City initiatives;



corporate services

- » Working with City departments to provide online public engagement opportunities; and
- » Fostering and enhancing relationships with the media.

During 2020 corporate services was responsible for:

- » 36 Council meetings
- » 18 Delegations
- » 8 Committee Meetings
- » 16 Press releases
- » 331 Council resolutions

In addition to Council and the Committee of the Whole meetings, administrative support is provided to the Advisory Committee on Disability Issues, Environment and Sustainability Advisory Committee, Totem Advisory Sub-Committee, and Tourism Advisory Committee and the Advisory Design Panel. Each committee is governed by a Terms of Reference.





DEPARTMENT INFORMATION

financial services

The Financial Services Department is responsible for maintaining the financial health of the City through safeguarding the City's financial assets and planning for the future.

financial services

The finance department is responsible for maintaining the financial health of the City through safeguarding the City's financial assets and planning for the future.

Each year the finance department prepares a detailed budget identifying all revenues and sources of funding for operating and capital expenditures, including projections for the next six years. In addition to the annual report and other statutory reporting, periodic financial reports are provided to Council and other departments to aid them in their duties.

Finance staff calculate and levy property taxes, water, sewer and garbage / recycling fees as well as processing all other payments made to the City. All purchasing requirements such as tendering and purchase orders are coordinated through this department.

The finance department manages a portfolio of over \$18.4 million in various securities and oversees the collection of over \$9 million in property taxes, almost \$4 million in utilities as well as developer contributions and other miscellaneous revenues. Over \$10 million in payments to suppliers are also made through the finance department.

The finance department manages many other functions including business licensing, pet licensing, utility billing, payroll, debt financing and information technology.

During 2020 finance was responsible for:

» Property tax billing and collection	2,254 property tax notices
» Water billing	7,264 bills issued
» Accounts receivable	174 invoices
» Pet licence billing and collection	258 dog licences
» Business licence billing and collection	797 active business licences
» Pre-authorized payments for taxes	301 accounts
» Pre-authorized payments for utilities	118 accounts
» Home Owner Grant administration	1,320 grants
» Property tax deferments	89 deferments
» Payroll	100 T4's issued
» Accounts payable	520 cheques processed 1,476 EFTs processed



DEPARTMENT INFORMATION

development services



The Development Services Department provides city planning, development review, building inspection and land use services.

Carvers: Tommy Hunt Jr.; Lenard Paquette Jackson; Ned Matilpi.

development services

The department of Development Services provides city planning, development review, building inspection and land use services. The department has one planner, one planning technician and a building inspector who also functions as the Local Assistant to the Fire Commissioner.

The department is responsible for overseeing and updating the Official Community Plan (OCP); Zoning Bylaw; undertaking area and long-term planning such as the Active Transportation Plan and Integrated Community Sustainability Plan.

The department is also responsible for processing applications for Development Permits, Development Variance Permits, zoning and OCP Amendments and providing input on subdivision applications.

Land use bylaw enforcement relative to building, 200 year floodplain, zoning, signs, landscaping bylaws, business licensing and off-street parking are also part of the department's responsibilities.

In 2020, the City issued 46 building permits with a total construction value of \$6.7 million.



protective services



Totem: Rick Hansen Man in Motion Totem by Laverne Roy "Corky" Baines

The Royal Canadian Mounted Police provide policing services to the Municipality of North Cowichan and City of Duncan.

protective services



RCMP

The Royal Canadian Mounted Police (RCMP) provide policing services to the Municipality of North Cowichan under a municipal contract. In this area, the Royal Canadian Mounted Police also provides

policing services to the City of Duncan as part of a greater policing responsibility for the Cowichan Valley, which includes the City of Duncan, Cowichan Tribes lands and a large Provincial rural area. The City of Duncan's population is currently less than 5,000, and as such, the City is policed as part of the existing Provincial contract. The entire detachment strength is currently fifty-nine police officers and twenty support staff. These full-time personnel are supported by a network of community volunteers in a variety of critical service delivery roles. These include volunteer Auxiliary Constables, Citizens on Patrol, Speed Watch, Block Watch, Community Police Office volunteers and others. Their contributions to their community cannot be overstated. We simply could not provide the level of service to the communities we serve without their assistance.

A service delivery advantage is gained when a community is served by a "blended" detachment like North Cowichan / Duncan. This allows some



flexibility, when necessary, to deploy specialized resources where they are needed. A blended detachment utilizes municipally funded, federally funded and provincially funded human resources. As well, it enables the RCMP to deploy the following programs to better serve the City of Duncan residents: » Uniformed General Duty "First Responders" » Plain Clothes Investigators (Serious Crime and Drug / Property Crime personnel) » Community Policing and Crime Prevention Unit (school liaison, bicycle patrols, etc.)

protective services

Each RCMP Detachment in Canada is mandated to prepare an annual performance plan that addresses identified, “Local Policing Priorities”. The 2020/21 plan is focused on the following local issues that were consistently identified as priorities throughout the valley:

- » Police / Community Relations – Visibility of Police – ensuring the community trusts the police and understands the work they do
- » Crimes Against Persons – Prevent and reduce crimes against persons
- » Reduce Substance Abuse
- » Reduce property crime
- » Increase traffic enforcement and road safety
- » Enhancing Indigenous relations, cultural awareness and crime reduction
- » Contribute to Employee Wellness

Given the COVID-19 pandemic, Police have had to find different ways to become involved with the community. While still being available, the RCMP has had to adapt a great many protocols at the detachment while trying to not restrict services. Every year the Management Team at North Cowichan/Duncan Detachment carefully examines the service delivery component of operations with a view to ensuring that existing resources are being deployed in the most effective and efficient manner. As it is a very busy Police Detachment, with constant pressure on the core policing personnel at all hours, twenty-four (24) hour service is maintained with a prioritization process for attending priority calls first, and responding to low priority calls when and if time permits.



DEPARTMENT INFORMATION

fire services

The Duncan Volunteer Fire Department supplies fire suppression, fire investigation, fire prevention, first responders, motor vehicle incidents, rescue services, as well as special services such as low and high angle rope rescue, light urban search and rescue, and all car seat installations.

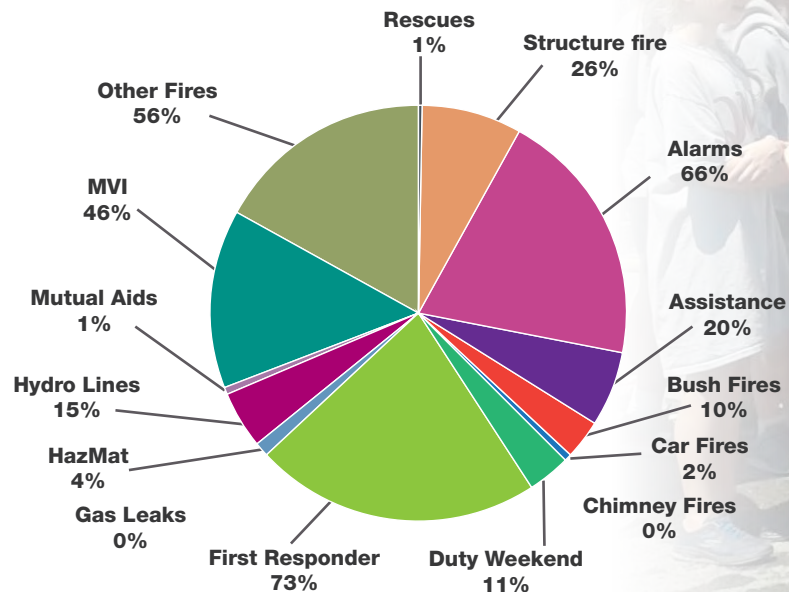


fire services

The Duncan Volunteer Fire Department consists of a Chief, Deputy Chief, Assistant Chief, 4 Captains, 4 Lieutenants and 20 firefighters. The department supplies fire suppression, fire investigation, fire prevention, first responders, motor vehicle incidents, rescue services, and interface and brush fires to the citizens of Duncan, Eagle Heights and Cowichan Tribes lands.

The Fire Department has special services such as low and high angle rope rescue, light urban search and rescue, and all car seat installations.

Distribution of Calls by Response Type



Total Events: 305

public works services



Operations is responsible for the maintenance and upkeep of all City owned existing buildings, lands, utilities and infrastructure. The health and safety of our citizens is the top priority of the operations division.

public works services

Operations is responsible for the maintenance and upkeep of all City owned existing buildings, lands, utilities and infrastructure. The health and safety of our citizens is the top priority of the operations division. Some of the functions regularly performed by the operations division are:

Fleet Maintenance

The City's mechanics maintain the fleet and associated municipal equipment and is responsible for:

- » Ensuring that the commercial portion of the fleet are serviced, maintained and inspected to meet the requirements of the Commercial Vehicle Service Enforcement Agency, allowing them to operate in a safe manner on the highways; and
- » Maintaining a fleet of 52 units comprising solid waste vehicles, construction, snow and de-icing equipment, parks equipment including mowers, weed whackers, flood pumps and equipment and other small tools.

Utilities

The Operations division is responsible for maintenance and upgrades to:

- » The municipal water distribution network comprising approximately 82 km of water main, 3,450 water connections as well as four well sites;
- » The sanitary sewer collection system comprising approximately 29 km of pipes; and
- » The storm water collection system comprising approximately 27 km of pipes.

Roads and Sidewalks

The Operations division is responsible for:

- » Maintenance and upgrades to municipal traffic signals, road markings and signage;
- » Maintenance and upgrades to municipal curbs, sidewalks and roads;
- » Street sweeping; and
- » Snow and ice clearing.



public works services

Garbage, Recycling, Organics, and Yard Waste

The City provides residential solid waste collection on a bi-weekly basis, residential recycling collection on a bi-weekly basis, organic collection weekly and yard waste and glass collection once per month for 10 months of the year.

During 2020 the City collected:

- » 165 tons of organics
- » 135 tons of recycling
- » 241 tons of garbage
- » 83 tons of yard waste
- » 10 tons of glass

Parks and Green Space

The operations department maintains 13 hectares of public park including playing fields, trails and green space. They also maintain the largest outdoor totem collection in Canada.



Totem: Sea and Sky by Harold Alfred



DEPARTMENT INFORMATION

engineering services

Engineering Services ensures long range planning and capital renewal of public infrastructure systems.

engineering services

Engineering

Engineering Services ensures long range planning and capital renewal of public infrastructure systems (such as roads, sidewalks, traffic, parks, water distribution network, water supply source, sanitary collection system, storm drainage collection system, flood protection system etc.). This includes oversight of City standards and specifications as well as focusing on infrastructure capacity planning and capital renewal of all City infrastructure.

Engineering is responsible for the review and approval of utility servicing for all new subdivisions and developments within the city limits. They also review the water servicing for all new developments outside the City but within the City's water service area.

Mapping and related record keeping is also considered to be part of the engineering function.

OUR VISION FOR

managed growth



To accommodate and manage population growth to meet the needs of Duncan's residents, build on and enhance the City's attributes, and work towards a more sustainable built and natural environment.

our commitments

Review Local Government Boundaries

What we will do in 2021

- » Review boundary realignment.
- » Review restructure options for areas south of the City.



Ensure Zoning and Policies are Consistent with the Strategic Plan and Official Community Plan

Progress in 2020

- » Continued development of the Cairnsmore Neighborhood Plan.
- » Started review of the Official Community Plan.
- » Reviewed initiatives and incentives to encourage creation of lower cost housing options.
- » Increased parking opportunities through land acquisition and lease.
- » Included some heritage related language in new Cairnsmore Neighborhood Plan to assist in development of a heritage conservation area.

What we will do in 2021

- » Complete the Cairnsmore Neighborhood Plan.
- » Continue to evaluate and review the Zoning Bylaw in relation to potential or new applications coming forward and identification of overlooked or incompatible issues or inconsistencies.
- » Continue development of a Heritage Conservation Area.
- » Continue review of the Official Community Plan.
- » Create a land acquisition strategy.

A photograph of a wooden bridge with railings crossing a stream in a forest. The bridge is made of light-colored wood and has a simple railing design. The stream is calm, reflecting the surrounding greenery. The forest is dense with tall trees and lush foliage. The scene is peaceful and natural.

OUR VISION FOR

a well serviced community

To provide appropriate physical infrastructure to support a vibrant local economy, community connectivity and social and environmental health and safety.



our commitments

Maintain and upgrade water, sewer, and storm sewer infrastructure

Progress in 2020

- » Converted customers inside the City to metered water rates.
- » Participated in watershed meetings and working groups.
- » Investigated Paradise well site to assess feasibility for City needs.

What we will do in 2021

- » Complete conversion to metered water rates outside the City.
- » Continue to work with North Cowichan on emergency well investigations.
- » Participate in watershed meetings and working groups.
- » Continue water main condition assessments.

Ensure City assets are maintained

Progress in 2020

- » Continued work on an asset management plan.
- » Continued assessment of underground infrastructure condition.
- » Began seismic upgrade investigations for City Hall.
- » Began the water system capacity study.
- » Began the Transportation and Mobility Strategy.

What we will do in 2021

- » Complete a seismic upgrade design for City Hall.
- » Continue to develop an asset management plan.
- » Complete the Transportation and Mobility Strategy.
- » Complete a sidewalk condition assessment.
- » Complete the water system capacity study.



OUR VISION FOR A THRIVING

economy & business community

To maintain and enhance the City's role as the commercial, service, employment, and social centre of the Cowichan Valley where businesses and residents can prosper in a sustainable manner and where residents and visitors can work, shop, access services, and enjoy many cultural and recreational amenities.

our commitments

Encourage a business and development friendly environment.

Progress in 2020

- » Reviewed development approval processes and requirements for efficiency and attractiveness.

What we will do in 2021

- » Create development procedures bylaw and policies.

Encourage a thriving downtown.

Progress in 2020

- » Held community consultation on design concepts for a new public space at 85 Station Street. Consultation was held online due to COVID-19.
- » Completed design and applied for grant to implement construction of public space at 85 Station Street.

What we will do in 2021

- » Discuss priorities for revitalization of the downtown streets.
- » Review and update the Tourism Marketing Plan.



our commitments

Improve first impressions from the Trans-Canada Highway.

Progress in 2020

- » Held community consultation on design concepts for a public space and improvements on Whistler Street. Consultation was held online due to COVID-19.
- » Consulted with businesses along the Highway regarding a multi-use pathway, tree relocations and signage.
- » Continued to implement the Safer Community Plan together with the Municipality of North Cowichan and Cowichan Tribes.

What we will do in 2021

- » Construct a multi-use pathway from Silver Bridge to Ramada Inn.
- » Remove and replant grassed boulevards and replant, replace some unhealthy cherry trees with other varieties, and remove some unused driveways.
- » Continue to implement the Safer Community Plan.
- » Consider designs for area between Trans-Canada Highway bridge and Boys Road and discuss with neighbouring jurisdictions.
- » Consider lighting of Trans-Canada Highway bridge.

OUR VISION FOR

strong community connections

and a safe & healthy community



To create a community where all sectors work together to achieve the social, economic and environmental well-being of residents.

our commitments

Increase partnerships and connections with the community and neighbouring jurisdictions

Progress in 2020

- » Approved a joint protocol agreement with the Municipality of North Cowichan.
- » Held a Joint Council meeting with North Cowichan.
- » Discussed Safer Community Plan, Supportive Housing initiatives and other projects with staff from North Cowichan, Cowichan Tribes and the City.
- » Held several meetings between Cowichan Tribes and City Staff to discuss water agreements, joint development issues and other areas of mutual interest.

What we will do in 2021

- » Continue to work on joint projects for mutual benefit with North Cowichan and Cowichan Tribes.
- » Work with Cowichan Tribes and North Cowichan to build and strengthen relationships.
- » Update service agreements with Cowichan Tribes.
- » Facilitate discussions with North Cowichan, Cowichan Tribes, Province and other on supports and facilities for Homeless Residents.

Improve External Communications and Customer Service

Progress in 2020

- » Used PlaceSpeak for public feedback on initiatives.
- » Implemented a Public Engagement Policy.
- » Improved online payment options available.

What we will do in 2021

- » Continue to use PlaceSpeak for public feedback on initiatives.



OUR VISION FOR RESPONSIBLE

stewardship of the environment

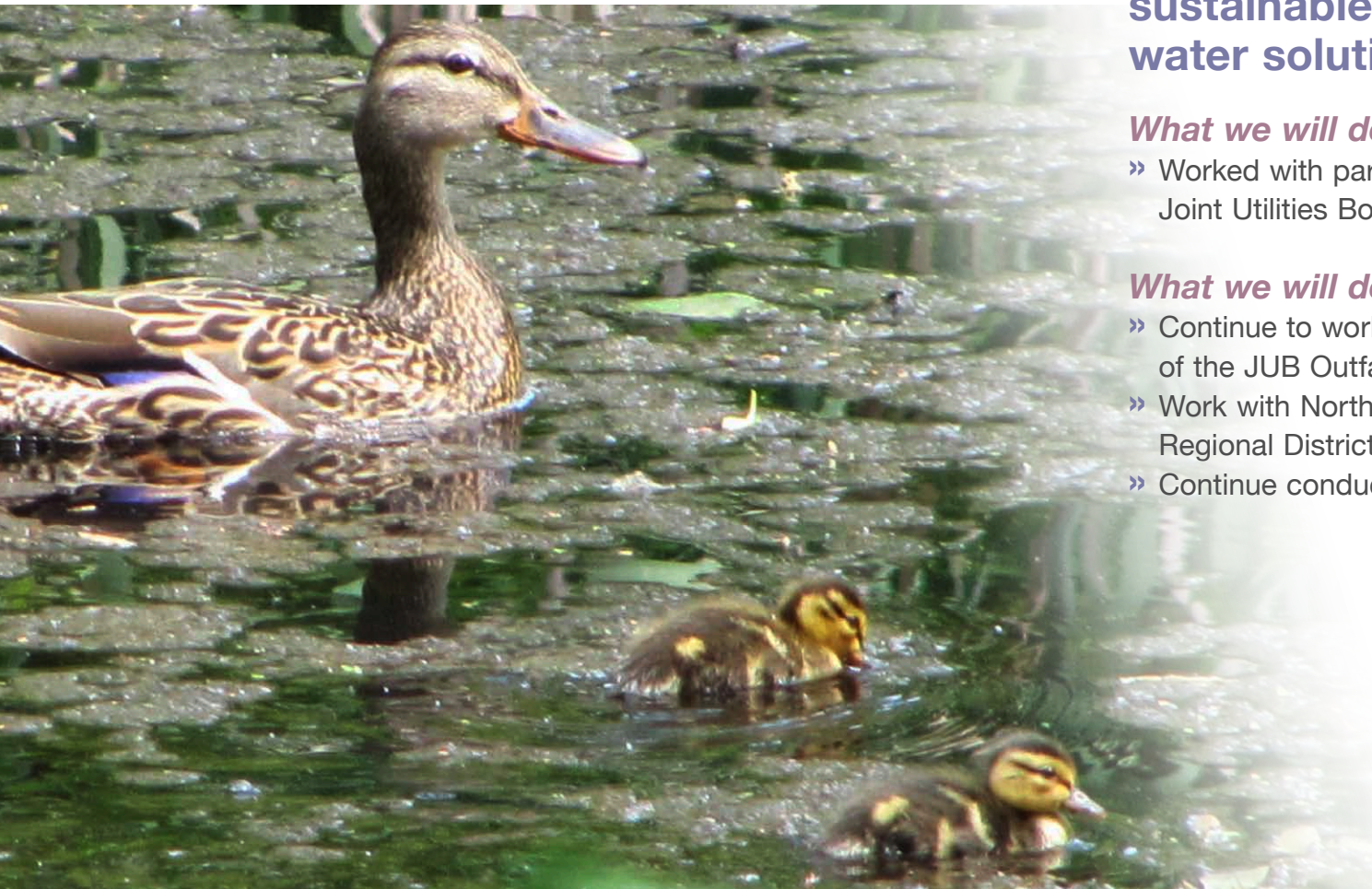
To encourage environmental sustainability by accommodating change and development in a manner that improves Duncan's environmental health and recognizes the City's interconnection with the ecology of the broader region.

our commitments

Ensure decisions are made with regard to sustainability

Progress in 2020

- » Monitored dissolved oxygen levels at Marchmont Pump Station.
- » Investigated further potential enhancements to storm water entering Fish Gut Alley.



What we will do in 2021

- » Environment & Sustainability Advisory Committee will prioritize one item to work on implementing from the Integrated Community Sustainability Plan.
- » Become a member of the Coastal Communities Social Procurement Initiative and begin staff training on social procurement.
- » Investigate potential further improvements to the quality of storm water.

Work with the region on sustainable waste and storm water solutions

What we will do in 2021

- » Worked with partners on relocation of the Joint Utilities Board (JUB) Outfall.

What we will do in 2021

- » Continue to work with partners on relocation of the JUB Outfall.
- » Work with North Cowichan and Cowichan Valley Regional District Staff on a JUB governance study.
- » Continue conducting storm water quality analysis.



OUR VISION FOR RESPONSIBLE

stewardship of the city organization

our commitments

Ensure training and capacity considers the future

What we did in 2020

- » Held regular staff meetings.
- » Most training was suspended in 2020 due to COVID-19.

What we will do in 2021

- » Continue to hold regular staff meetings and investigate other forms of training for general workplace culture.
- » Increase capacity in the bylaw enforcement and building inspection departments.
- » Update staff safety training (First Aid, confined space, etc).

Ensure responsible management of City resources

What we did in 2020

- » Completed inventory, classification and scanning of all property folio files.
- » Completed review of easements, covenants and right-of-way records.
- » Completed review of agreement records.

What we will do in 2021

- » Conduct a records management assessment.
- » Develop a records management plan.
- » Purchase records management software.
- » Undertake a third-party review and update/creation of the City's Emergency plans and business continuity plans, ensuring that they coordinate with the applicable CVRD plans.
- » Review policies, procedures and bylaws.