



# Council Strategic Plan

2019-22



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*A Strategic Plan defines the business of the organization, clarifies its preferred future, and identifies strategic priorities and GOALS.*

*It is designed to inform decision-making and guide actions to respond to the needs of the community. The Strategic Plan informs the City's operational work plan and is used for assessing performance and progress on a quarterly basis.*



# mayor's message

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Carved by Cicero August, Francis Horne Sr., Richard Hunt

*Our Council's 2019-2022 Strategic Plan builds upon the long-term community vision established by the City's Official Community Plan: "To be one of the most livable small towns in Canada." The Official Community Plan includes goals for achieving that vision:*

- *Manage growth*
- *A well-serviced community*
- *A thriving economy and business community*
- *Responsible stewardship of the environment*
- *Strong community connections*
- *A safe, healthy community*

*The goals in our Strategic Plan mirror the goals established by the Official Community Plan, with one addition: "Responsible Stewardship of the City Organization." We were elected as your City Council to further the common interests of our community. Our Strategic Plan sets direction for City staff on how they can support the vision and goals of this Council. We've kept the community's vision for Duncan in mind as we established priorities and actions, which align with these goals, to be accomplished during this Council's term.*

*As your Mayor and Council, we want you to know that we heard what you said to us at your doorsteps and your business fronts, and that your voices were very much present during our strategic planning sessions.*

*As a Council, we identified that first and foremost our efforts needed to be directed toward addressing the impacts of homelessness and addiction in our community. We immediately began connecting with our community partners and the Minister of Municipal Affairs and Housing, the Minister of Health, and the Minister of Mental Health and Addictions to find solutions. These issues impact everyone in our community and our efforts to address them need to involve many community partners – such as the newly created Highway Corridor*

*Business Council. Together with North Cowichan, and through direct engagement with municipal staff, Cowichan Tribes representatives, business owners, RCMP, community groups, and residents, we have developed*



*a Safer Community Plan for the highway corridor, which is one of the areas experiencing impacts of this growing crisis. Recommended actions were presented to Duncan and North Cowichan Councils, Cowichan Tribes and School District No. 79 early May. Once our community partners have had an opportunity to provide feedback on the Safer Community Plan, together we will begin to move toward implementation. We believe in working together.*

*In addition to the focus on addressing social issues, our Council has revived the Environment & Sustainability Committee, Junior Council and Advisory Committee on Disability Issues. We look forward to their guidance and vision as we move forward. Because we are serious about the stewardship of the City's aquifers and our responsibility to the health of the Cowichan River, we are investing in upgrading our storm water systems and completing the installations of water metering systems.*

*We believe in working for you, strengthening our neighbourhoods, improving our communication and reinforcing our connections with you. We are working on innovative ways that will continue to grow our City to achieve our goal of being one of the most livable small towns in Canada, and will keep the heart of the Cowichan Valley strong and vibrant.*

**Mayor Michelle Staples**

*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.*

## GOAL

# manage growth

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## **Review Local Government Boundaries**

### ***Review Boundary Realignment***

- Ask Question on Citizen Satisfaction Survey
- If yes, proceed to study

### ***Review restructure options for areas south of the City***

- Ask Question on Citizen Satisfaction Survey
- If yes, proceed to study

## **Ensure zoning and policies are consistent with the Strategic Plan & Official Community Plan**

### ***Review the Official Community Plan (OCP)***

- Complete Cairnsmore Neighbourhood Plan
- OCP review

### ***Review Development Permit Guidelines***

- Advisory Design Panel to review the remainder of the DPA Guidelines (Multi Family and Downtown

completed in March 2018) - after OCP complete.

- Develop a Heritage Conservation Area with guidelines for all areas of Duncan
- Interim OCP amendments to include Cairnsmore Neighbourhood Plan and any interim heritage protection needs.

### ***Align procedures and policies with new Zoning Bylaw***

- Review zoning bylaw against other policies and bylaws for consistency (update both as necessary)

### ***Review Affordable Housing Opportunities***

- Review options for housing development on City lands
- Review initiatives and incentives to encourage creation of lower cost housing options

### ***Create a Land Acquisition Strategy***

- Create a Land Acquisition Strategy

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

## GOAL



# a well serviced community

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**Maintain and upgrade water, sewer, and storm sewer infrastructure**

***Implement the Residential Water Metering Program***

- Complete Phase 2 – City
- Complete Phase 3 – NC
- Implement Metered Billing – City 2020, NC 2021 – including educating high consumption users in 6 months prior

***Improve the quality of Storm Water outfall***

- Design and construct improvements to eliminate anaerobic issues at Marchmont Pumpstation
- Investigate potential further improvements to the quality of storm water entering Fishgut Alley

***Work with Regional Partners on water management***

- Participate in various watershed working groups
- Work with NC on emergency well investigations

**Ensure City assets are maintained**

***Develop an Asset Management Plan***

- City Hall Seismic Upgrade RFP
- City Hall Office Internal Reconfiguration

***Underground Infrastructure***

***Condition Assessments:***

- Complete Sewer Condition Assessment
- Continue Storm Drainage Assessment
- Continue Water Condition Assessment
- Water system capacity study
- Develop an asset management assessment policy
- Sidewalk condition assessments (separate from annual tripping hazard repairs)

***Complete a Master Transportation Plan***

- Traffic Modeling and scenario development for consideration now and by future OCP
- Public engagement
- Completion of Master Transportation Plan

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.

## GOAL

# a thriving economy and business community

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## Encourage a business and development friendly environment

### *Review development approval processes and requirements for efficiency and attractiveness*

- Adopt Development Procedures Bylaw and Policies
- Review Business license processes

## Encourage a thriving downtown

### *Continue to Improve downtown infrastructure*

- Facilitate Community discussion on future of old Red Balloon site
- Discussion of priorities for revitalization of the downtown streets – will be considered and options developed in the Transportation Master Plan, and form part of the OCP

### *Complete a Downtown Parking Review*

- Provide materials and information for consideration
- Advisory committee makes recommendations

### *Develop a new Tourism Action Plan*

- Develop a new tourism action plan



# a thriving economy and business community



Carved by Laverne Roy "Corky" Baines

## Improve first impressions from the Trans Canada Highway (TCH)

### *Proceed with TCH visual improvements*

- Ramada multi use pathway, tree relocations, and signage
- Update grassed boulevards on TCH with plantings, replace some of the unhealthy cherry trees, remove unused driveways
- Consider designs for area between TCH bridge and Boys Road and discuss with neighbouring jurisdictions
- Consider lighting of TCH bridge

### *Gateway Project*

- Develop options for Beverly and Trans Canada Highway corner

### *Work with TCH businesses and residents to develop plans*

- Work with neighbourhoods and jurisdictions on a plan for improvement



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

## GOAL



Carved by Doug LaFortune, Simon Charlie

# strong community connections and a safe, healthy community 9

## Increase partnerships and connections with the community and neighbouring jurisdictions

### *Implement the Joint Inter-Municipal Protocol*

- Continue twice annual meetings
- Continue to build bridges between staff

### *Work with Cowichan Tribes to build and strengthen the relationship*

- Update service agreements with Cowichan Tribes
- Continue to work on joint projects for mutual benefit (e.g. Allenby Road, Active Transportation Plan, Indian Road water, Boys Road sewer)
- Hold Joint breakfast annually
- Meet with Band Manager 2 times annually

### *Work with North Cowichan, Cowichan Tribes and others on supports for Homeless Residents*

- Facilitate discussions with North Cowichan, Cowichan Tribes, Province, and others on supports and facilities for Homeless Residents

## Improve external communications

### *Improve external communications with Public*

- Create Public Engagement Policy
- Continue use of PlaceSpeak

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.

## GOAL

# responsible stewardship of the environment

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## Work with the region on sustainable waste water solutions and Central Sector Liquid Waste Management Plan (CSLWMP)

### *Remove Joint Utilities Board (JUB) outfall from the Cowichan River and review treatment options*

- Continue to work with partners to accomplish
- Treatment best practices discussion when the opportunity arises

### *Improve governance on sewer management decisions*

- The JUB is undertaking a governance study - Work with Municipality of North Cowichan (MNC) and Cowichan Valley Regional District (CVRD) staff on the study

## Ensure decisions are made with regard to sustainability

### *Implement the Integrated Community Sustainability Plan (ICSP)*

- Environment Committee will prioritize one item to work on implementing from the ICSP

### *Review purchasing policy*

- Review purchasing policy to encourage green and sustainable and buy-local purchases.



# responsible stewardship of the city organization

## Ensure responsible management of City resources

### *Develop a long term Financial Plan*

- Create Draft Asset Management Plan

### *Improve Records Management*

- Address historic records backlog
- Conduct records management assessment
- Develop records management plan
- Purchase records management software
- Implement records management plan

### *Support and Encourage Initiatives to Improve Efficiencies*

- Review policies
- Review procedures
- Review bylaws

### *Improve Organizational Emergency Preparedness*

- 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



# responsible stewardship of the city organization



**Ensure training and capacity considers the future and internal communications are clear, concise, and timely**

## *Maintain a respectful workplace program*

- Provide biennial respectful workplace training

## *Improve internal communications*

- Bi weekly Directors meetings
- Monthly all exempt staff meetings

## *Provide Council training opportunities*

- At least two Council workshops or lunch and learns annually
- Report to Council on Usage of individual training budgets
- Governance, communications, or project discussion workshops for group discussion and awareness
- Councillors to seek out relevant training to utilize their individual annual training allocation





Carved by Don Smith

## Guiding documents and principles:

- University Village Plan
- TCH Corridor Management Plan
- Urban Forest Strategy
- Community Energy Emissions Plan
- Duncan Area Active Transportation Plan
- Use Cost Sharing Opportunities and Shared Service Agreements to provide higher quality, more affordable services
- Downtown Revitalization Strategy
- Corporate Communications Plan
- Recognize Staff Capacity as a Finite Resource

