

Council **Strategic Plan**

2023- 2026





CITY OF DUNCAN



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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

Mayor Michelle Staples



On behalf of Council, I am pleased to introduce the 2023-2026 Duncan Strategic Plan. Building on our work to date, this new strategic planning cycle represents an opportunity to refocus our efforts on the key priorities that will further our collective vision to continue to create a thriving, vibrant, and livable City.

When we talk about cities, we are really talking about people. Cities are places to connect with one another, to form and strengthen relationships with our friends, neighbours, and colleagues. In our downtown, we can find heritage features that remind us of the past alongside vibrant cultural symbols that speak to the future we want for our community. Downtown Duncan is the heart of the Cowichan Valley, a point of community connection that celebrates this beautiful place we all call home through the vibrancy found in culture, art, music, events, and a thriving business community. Council will continue to work to preserve and enhance Downtown Duncan through initiatives such as the upcoming Station Street Placemaking Project, for which community members of all ages came together to design an outstanding public space for residents and visitors to gather.

Working under the guidance of a committee led by Cowichan Tribes Elders, who developed Hul'qumi'num signage for downtown, the first of two reconciliation murals has been installed with the support of City Council. We are committed to continuing the work of truth and reconciliation in all forms - using United Nations Declaration on the Rights of Indigenous Peoples as a framework – as we move forward with projects and initiatives at the local and regional level.

In Duncan, we embrace the fact that we are small – in a BIG way. The City's compact size works to our advantage in multiple ways, including by making it more affordable to deliver utility and transportation infrastructure to residents and businesses. By supporting sustainable development, the City can increase the supply of housing in Duncan while also ensuring that new developments contribute in a positive way to community aesthetics, placemaking, biodiversity, active transportation, and local climate change resiliency.

Making space that meets the needs of all members of our community is an important part of continuing to establish a City that is caring, inclusive, and accessible. Council recently endorsed the Duncan Accessibility Plan that represents our commitment to continuously improve our policies, practices, and built environment, which impacts residents, businesses, and visitors alike. The Duncan Accessibility Plan aligns with work we are doing in our parks to improve accessibility. The new McAdam Park playground and reconstructed Centennial Park play structure will be fantastic amenities for children and families of all ages and abilities to come and enjoy.

The priorities outlined in the 2023-2026 Strategic Plan will guide Council's work over the coming years. We invite you to review the Plan and engage with us as we work to make the City of Duncan the most livable small City in Canada.



goal

Strong relationship with Cowichan Tribes, with UNDRIP as a framework

Improved processes for engaging with Cowichan Tribes that respect Indigenous Rights and Title and are consistent with UNDRIP, and increased number of cultural, social, environmental, and economic development projects that the City works on in collaboration with Cowichan Tribes.

Continue to Support Reconciliation initiatives

- » Support mural project
- » Council discussion of Truth and Reconciliation calls to action

Work with Cowichan Tribes to build and strengthen relationships

- » Update service agreements with Cowichan Tribes
- » Continue to work on joint projects for mutual benefit
- » Hold Joint breakfast annually
- » Meet with CAO two times annually





goal Managed Growth Supported by Sustainable Development

As Duncan grows and evolves, new development enhances community sustainability, livability, and resiliency and reduces impacts to existing infrastructure and services through the incorporation of strong sustainable development principles in the design of new development.



Review Boundary Realignment North of the City

- » Develop North Boundary Realignment Study Terms of Reference
- » Undertake the Boundary Realignment Study

Review restructure options for areas South of the City

- » Develop the South Restructure Study Terms of Reference
- » Undertake the South Restructure Study

Complete the Official Community Plan Update

- » Undertake additional public consultation and finalize and adopt the new Official Community Plan

Update Zoning Bylaw to Align with New OCP

- » Update Zoning Bylaw

Adopt a Land Acquisition Strategy

- » Develop a Land Acquisition Strategy

Review Bylaws for adequate cost recoveries

- » Adopt DCC bylaw

goal Adequate Supply of Diverse, Affordable, and Supportive Housing Options

To support and provide different housing types, tenures, and densities and to protect or replace the existing affordable housing stock, to meet the diverse and changing needs of individuals and families of varying sizes, income levels, age groups, lifestyles, and required levels of support.



Review Affordable Housing Opportunities

- » Review options for housing development on Valley Seniors Organization property
- » Review bylaw requirements and incentives to encourage creation of lower cost housing options
- » Lobby Senior Governments for increased spending

goal Thriving and Resilient Economy and Business Community

Maintain and enhance Duncan's role as the business hub of the Cowichan Valley to create diverse employment opportunities, meet the commercial service needs of Duncan's residents, and grow the tax base.

Continue to Improve and beautify downtown

- » Establish priorities for downtown street revitalization
- » Concept designs of desired works for downtown streets

Review development approval processes and requirements for efficiency and attractiveness

- » Adopt Development Procedures Bylaw and Policies
- » Review Sign Bylaw

Explore opportunities to encourage private property downtown revitalization and beautification

- » Discuss opportunities with the Downtown Duncan Business Improvement Area Society
- » Identify and implement incentives





Improve the aesthetics of the Trans-Canada Highway corridor

- » Trans-Canada Highway (TCH) (Silver bridge to 140 TCH) multi use pathway, tree relocations, and signage
- » Update gateway landscaping on TCH (Trunk Road to north boundary)
- » Discuss with neighbouring jurisdictions designs for area between Silver bridge and Boys Road
- » Consider lighting of Silver bridge

Complete Gateway Project

- » Develop options for Beverly Street and TCH corner

Support Trans-Canada Highway corridor businesses and residents

- » Continue work with North Cowichan and Cowichan Tribes on Safer Community Plan
 - » Continue Enhanced Sharps pickup program (including associated debris)
 - » Discuss opportunities with the Cowichan Highway Corridor Business Council





goal

Improved Access to and Support for Sustainable Transportation

To create a connected, balanced, accessible, efficient, and sustainable transportation network that prioritizes improvements to walking, rolling, cycling, and transit.



Implement Transportation and Mobility Strategy

- » Final design and Implementation of Coronation/Queens Bike Lanes
- » Canada Avenue complete street project
- » Identify next priority projects

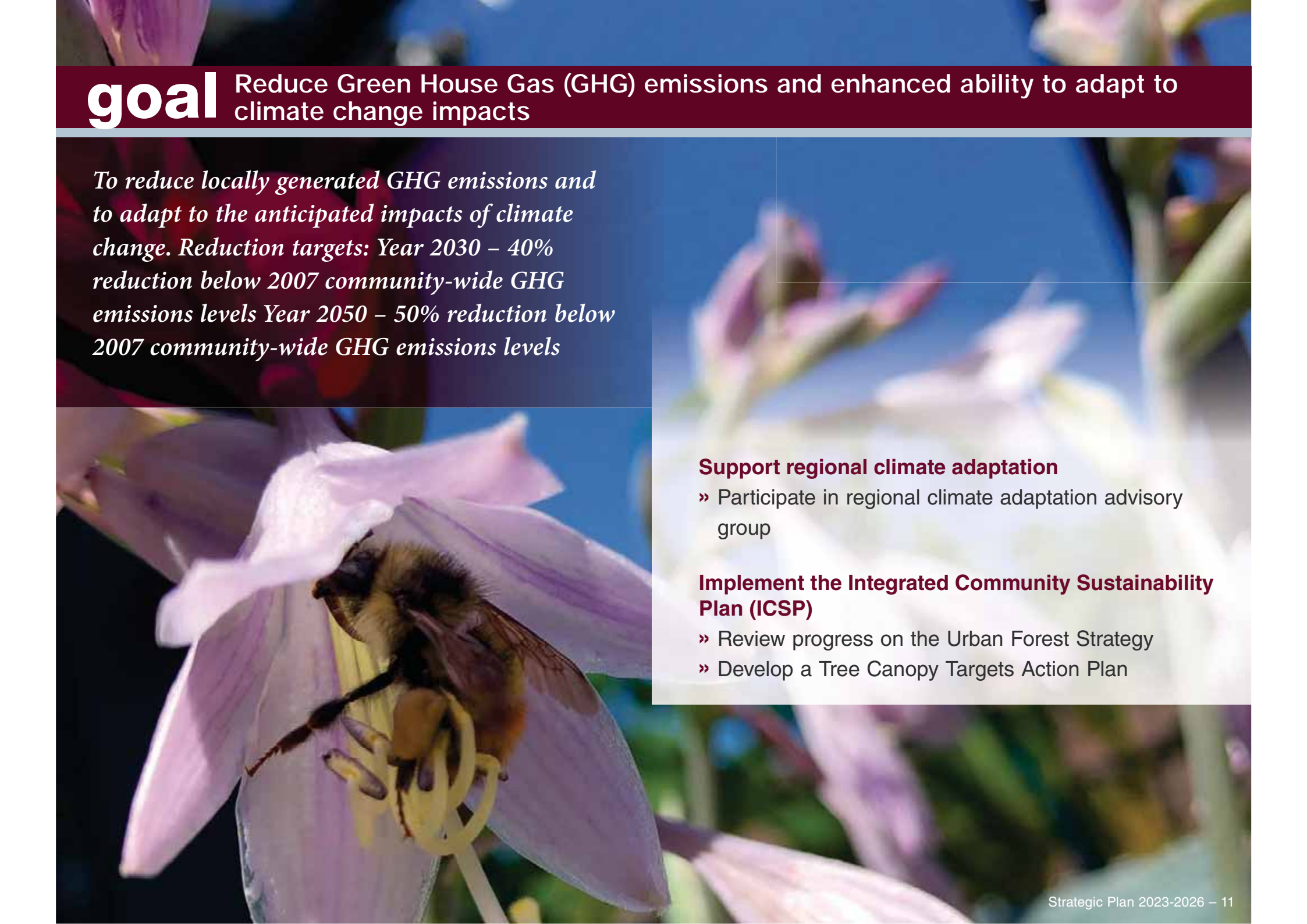
goal Healthy, Protected, and Resilient Natural Environment

To protect ecologically sensitive areas and conserve and enhance biodiversity in all areas of Duncan.

Improve the water outfall quality and fish habitat

- » Remove JUB outfall from the Cowichan River and review best practices for treatment options
- » Improve governance on sewer management decisions
- » Replace Fish Gut Alley culvert with box culvert





goal Reduce Green House Gas (GHG) emissions and enhanced ability to adapt to climate change impacts

To reduce locally generated GHG emissions and to adapt to the anticipated impacts of climate change. Reduction targets: Year 2030 – 40% reduction below 2007 community-wide GHG emissions levels Year 2050 – 50% reduction below 2007 community-wide GHG emissions levels

Support regional climate adaptation

- » Participate in regional climate adaptation advisory group

Implement the Integrated Community Sustainability Plan (ICSP)

- » Review progress on the Urban Forest Strategy
- » Develop a Tree Canopy Targets Action Plan

goal Thriving arts community with strong cultural connections

To ensure that local arts and culture can flourish by expanding, strengthening, and integrating arts and culture into community planning, recreation programming, and economic development.

Support public art initiatives

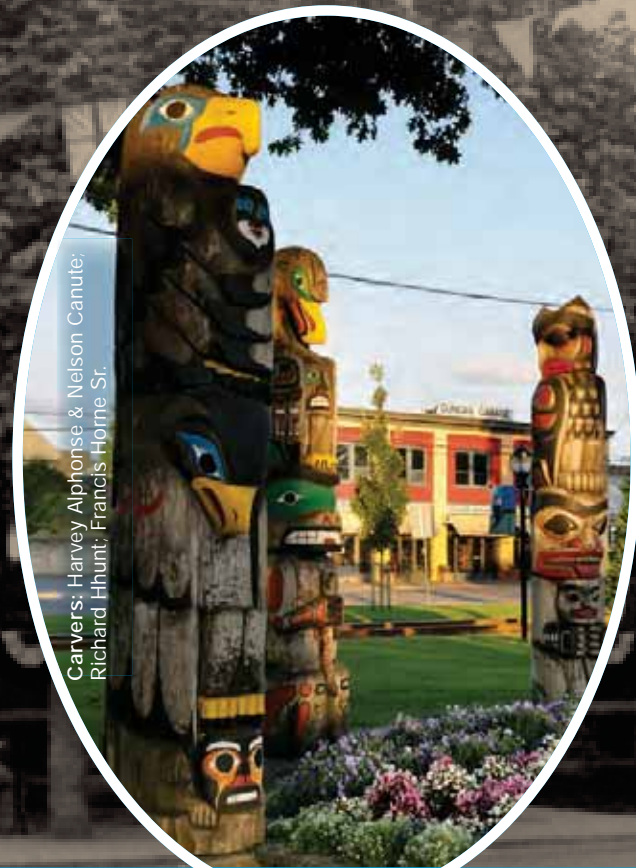
- » Select priority utility boxes, select artists, and proceed with decorative wraps
- » Update public art policy

goal Recognized and Protected Heritage and Historical Resources

To ensure that local heritage and historical resources, including sites, buildings, and features are identified and inventoried, recognized, and, where warranted, protected, and to ensure that heritage conservation is considered in decision-making.

Develop a Heritage Program

- » Establish list of potential heritage properties
- » Propose a Heritage Program for Council consideration
- » Implement the Heritage Program



Carvers: Harvey Alphonse & Nelson Canute;
Richard Hhunt; Francis Horne Sr.

goal

Well-maintained and accessible parks and recreation opportunities

To maintain, expand, and connect the parks, open spaces, and recreation facilities network to meet the diverse needs of different user groups of current and future residents, while balancing the long-term maintenance and operational costs of providing those amenities.

Station Street Park

- » Complete place making project

Implement McAdam and Rotary Park Master Plan

- » Install McAdam Park playground
- » Identify next priority projects



goal Improved Community Safety, Inclusiveness, and Collaboration

To foster a safe, supportive, and inclusive community that collaborates to provide equal opportunities for residents from all ethnic and cultural backgrounds, income levels, abilities, and gender identities, and that is prepared to respond and recover from a major disaster or emergency.

Implement the Joint Inter Municipal Protocol with North Cowichan

- » Continue twice annual meetings

Lead and enhance efforts to build community connections

- » Facilitate liaison appointments
- » Council attendance at community events
- » Leadership table participation

Improve external communications

- » Review latest Citizen Survey
- » Undertake promotional campaign for new Engagement HQ platform
- » Review the Communication Plan
- » Council discussion on the use of social media platforms by Council



goal

Well-Managed and Resilient City Infrastructure and Servicing

To ensure that City infrastructure and servicing is maintained, replaced, and expanded to meet the needs of current and future residents, while lowering the burden on services by reducing water use and stormwater runoff and reducing and diverting solid waste.

Implement the Residential Water Metering Program

- » Complete Metered Billing – Convert Cowichan Tribes to new rate structure
- » Implement sewer billing based on water consumption

Upgrade Key Utility Infrastructure

- » Eagle Heights Water Reservoir replacement
- » Gibbins Water Reservoir lining replacement
- » Upgrade Sewer Lift Stations
- » Work with North Cowichan on emergency well investigations
- » Investigate alternate well locations in the Koksilah area

City Hall Upgrades

- » Complete the roof replacement
- » Complete exterior sandstone repairs
- » Further detailed design
- » Explore opportunities and apply for grants

Continue Asset Management Planning

- » Create Asset Management Plan
- » Refine Water System Asset Inventory
- » Storm Drainage Assessment
- » Undertake Sidewalk condition assessments (separate from annual tripping hazard repairs)

Automated Solid Waste Collection

- » Implementation of Automated Solid Waste Collection

Improve Records Management

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

Improve Organizational Emergency Preparedness

- » Undertake a third-party creation of business continuity plan

goal

Continue to Support Good Governance and Workplace Culture



Maintain a respectful workplace

- » Provide biennial Respectful Workplace training
- » Update Code of Conduct
- » Update Respectful Workplace Policy
- » Enhance internal communications

Provide Council training opportunities

- » Report to Council on Usage of individual training budgets

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