CITY OF DUNCAN

Late Item - Agenda
Regular Council Meeting
Monday, June 22, 2026 @ 6:00 p.m.
Council Chamber, 200 Craig Street, Duncan, BC

Page #

1. Call to Order

1.1. Call to Order

2. Introduction of Late Items

2.1. Late Items:

- Joint Utilities Board Sewage Treatment Plant Outfall Relocation Project Update and Union of British Columbia Municipalities Funding Risk - Item 9.3

3. Approval of Agenda

3.1. Approve Agenda

That the June 22, 2026 Council agenda be approved, as amended to include the late item.

4. Adoption of Minutes

4.1. June 8, 2026 - Regular Council **5 - 8**

That the minutes of the June 8, 2026 Regular Council meeting be adopted, as circulated.

5. Delegations

5.1. Stephen Slawuta, RC Strategies - Regional Recreation Facility Needs Assessment **9 - 18**

6. Report of the Chief Administrative Officer

6.1. Report of the Chief Administrative Officer **19 - 21**

That Council receive the June 22, 2026 report of the Chief Administrative Officer for information only.

7. Reports of Committees

7.1. May 4, 2026 Accessibility Advisory Committee Recommendation

7.1.1. 2026 Accessibility Plan **22 - 53**

That Council adopt the 2026 Accessibility Plan as reviewed and amended by the Accessibility Advisory Committee on May 4, 2026.

8. Reports of Staff

8.1. Temporary Use Permit Application No. TUP-2026-01 for 610 Trunk Road **54 - 106**

Persons who believe their interests may be affected will be provided the opportunity to speak prior to consideration.

That Council amend Temporary Use Permit No. TUP-2026-01 for 610 Trunk Road by adding the following condition:

"10. The site operator must conduct neighbourhood security checks within a 60 m radius of the Land, with the nature and frequency of the security checks to be determined in consultation with the City's Bylaw Compliance Department and approved by the City's Chief Administrative Officer."

And That Council issue Temporary Use Permit No. TUP-2026-01 for 610 Trunk Road, as amended, to facilitate the temporary accommodation of up to 40 unsheltered people in up to 40 modular sleeping units for a three year term beginning on December 31, 2026 and ending on December 31, 2029.

8.2. 2025 Annual Report **107 - 246**

That Council receive the 2025 annual report, as attached to the June 22, 2026 report from the Director of Finance.

8.3. 2025 Statement of Financial Information **247 - 259**

That Council approve the 2025 Statement of Financial Information, as attached to the June 22, 2026 report by the Director of Finance.

8.4. December Field Booking Fee Reduction – Cowichan Valley Football Association **260 - 261**

That Council reduce the Cowichan Valley Football Association's December 2025 field booking fees from $1,949 to $989, recognizing that the booked field time was not used.

8.5. Strategic Plan Actions – Status Update Report **262 - 275**

That Council receive the June 22, 2026 Strategic Plan Actions – Status Update Report for information only.

8.6. Climate Action Report for 2025 **276 - 287**

That Council receive the report "Climate Action Report for 2025" dated June 22, 2026 for information only;

And That Council direct staff to purchase 300 carbon credits at an approximate total cost of $9,450 to be funded from the Local Government Climate Action Program reserve.

9. New Business

9.1. Pledge - Elect Respect **288 - 290**

***That** City Council sign the Elect Respect pledge.*

9.2. Proclamation - Childhood Cancer Awareness Month **291 - 292**

***That** Council proclaim September 2026 as Childhood Cancer Awareness Month in the City of Duncan.*

9.3. Joint Utilities Board Sewage Treatment Plant Outfall Relocation Project Update and Union of British Columbia Municipalities Funding Risk **293 - 306**

***That** Council direct staff to undertake the following, in relation to the Joint Utilities Board Sewage Treatment Plant (JUB STP) Outfall Relocation Project:*

1. *Advise the Union of BC Municipalities that North Cowichan and Duncan will not be re-scoping the JUB STP Outfall Relocation Project in order to retain the $6,000,000 of UBCM funding.*
2. *Continue to work to secure the balance of the New Building Canada Fund (NBCF) funding.*
    a. *If the NBCF funding is secured, staff will complete the design, or,*
    b. *if the NBCF funding is not secured, then staff will come back to the JUB for recommended direction as to whether to continue or not continue the design.*
3. *Seek new funding through the Build Communities Strong Fund, or any other funding that may be applicable, to fund the construction of the project.*
    a. *If staff are not successful in obtaining additional funding for the construction of the project, then staff will come back to the JUB for recommended direction related to the construction phase of the project.*
4. *Draft a letter to the Province of BC and Canada for the Mayor of North Cowichan, Mayor of the City of Duncan, the Board Chair of the Cowichan Valley Regional District, and the Chief of Cowichan Tribes to send, providing an update around the project funding, and requesting support for funding to complete the design and construction for this project, to include the following points:*
    a. *If we are able to retain the NBCF funding, we will complete the acquisition of approvals and design with the intent of requesting additional funding to construct the project, and,*
    b. *If we are unable to retain the NBCF funding, we will stop the design process.*

10. Reports of Mayor and Council

10.1. Councillors

10.2. Mayor Staples

11. Question Period

11.1. Question Period

Question Period is an opportunity for the public to ask brief questions regarding the business discussed during the meeting. When invited by the Mayor, members of the public who are attending the meeting may step up to the podium to ask their question(s).

12. Closed Session

12.1. Motion to Close

That the meeting be closed to the public under the following sections of the Community Charter to discuss matters related to:

- ***Personal Information - Section 90(1)(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality.***

13. Reconvene from Closed Session

13.1. Reconvene from Closed Session

14. Adjournment

14.1. Adjourn

That the June 22, 2026 Council meeting be adjourned at _____ pm.

City of Duncan
Minutes
Regular Council Meeting
Monday, June 8, 2026 at 6:00 PM
Council Chamber, 200 Craig Street, Duncan, BC

Present
Councillor Mike McKinlay, Chair
Councillor Garry Bruce
Councillor Stacy Middlemiss
Councillor Carol Newington (Video)

Absent
Mayor Michelle Staples
Councillor Jenni Capps
Councillor Tom Duncan

Also Present
Peter de Verteuil, Chief Administrative Officer
Paige MacWilliam, Deputy CAO/Director of Corporate Services
Bernice Crossman, Director of Finance
Kyle Young, Director of Planning and Sustainability
Rachel Hasting, Manager of Building and Bylaw Services
Jessica Hodgins, Corporate Services Coordinator

Call to Order

Call to Order

The Chair called the meeting to order at 6:02 pm.

Approval of Agenda

Approve Agenda
R-108-2026

It was moved and seconded:

That the June 8, 2026 Council agenda be approved, as circulated.

CARRIED

Delegations

S/Sgt. Beard, Officer in Charge - 2026 First Quarter Report

S/Sgt Ken Beard, Officer in Charge, North Cowichan/Duncan RCMP Detachment, presented the detachment's quarterly report "North Cowichan/Duncan Detachment Report – January to March 2026".

Adoption of Minutes

May 25, 2026 - Regular Council
R-109-2026

It was moved and seconded:

That the minutes of the May 25, 2026 Regular Council meeting be adopted, as circulated.

CARRIED

Report of the Chief Administrative Officer

Report of the Chief Administrative Officer
R-110-2026

It was moved and seconded:

That Council receive the June 8, 2026 report of the Chief Administrative Officer for information only.

CARRIED

Reports of Staff

Development Variance Permit Application No. DVP-2026-01 for 360 Duncan Street

The Director of Planning and Sustainability presented on staff's decision to deny the Development Variance Permit application to vary the location of the fence at the front of the property at 360 Duncan Street.

R-111-2026

Applicant representatives presented on their request for reconsideration of staff's decision.

It was moved and seconded:

That Council confirm staff's decision to deny issuance of Development Variance Permit No. DVP-2026-01 for 360 Duncan Street.

CARRIED

Development Variance Permit Application No. DVP-2026-02 for 261 & 263 Third Street

The Director of Planning and Sustainability presented on the request to vary the western property boundary setback from 4 m to 2 m.

R-112-2026

Persons who believe their interests may be affected were provided the opportunity to speak prior to consideration. There were no speakers.

It was moved and seconded:

That Council issue Development Variance Permit No. DVP-2026-02 for 261 and 263 Third Street to facilitate the development of a 5-storey multi-unit residential building.

CARRIED

Towing Policy
R-113-2026

It was moved and seconded:

That Council approve the Towing Policy, as attached to the June 8, 2026 report by the Manager of Building and Bylaw Services.

CARRIED

Artificial Intelligence (AI) Policy
R-114-2026

It was moved and seconded:

That Council approve the Artificial Intelligence Policy as attached to the June 8, 2026 report from the Corporate Services Coordinator.

CARRIED
OPPOSED: Councillor Bruce

Bylaws - Adoption

Council Procedure Bylaw Amendment No. 3050.06, 2026
R-115-2026

It was moved and seconded:

That Council adopt "Council Procedure Bylaw Amendment No. 3050.06, 2026" – a bylaw to align the inaugural meeting date with the council meeting schedule.

CARRIED

Bylaw Offence Notice Enforcement Amendment Bylaw No. 3200.08, 2026
R-116-2026

It was moved and seconded:

That Council adopt "Bylaw Offence Notice Enforcement Amendment Bylaw No. 3200.08, 2026" – a bylaw to establish bylaw offence fines associated with the Building Bylaw and to make other house-keeping amendments.

CARRIED

Reports of Mayor and Council

Mayor Staples

Acting Mayor McKinlay provided a verbal report.

Question Period

Question Period

There were no questions posed.

Closed Session

Motion to Close
R-117-2026

It was moved and seconded:

That the meeting be closed to the public under the following sections of the *Community Charter* to discuss matters related to:

- **Employee Relations - Section 90(1)(c) labour relations or other employee relations.**

CARRIED

At 7:22 pm, Council took at 5-minute recess before starting the closed session.

Reconvene from Closed Session

Reconvene from Closed Session

At 8:25 pm, Council rose without report from the closed session.

Adjournment

Adjourn
R-118-2026

It was moved and seconded:

That the June 8, 2026 Council meeting be adjourned at 8:25 pm.

CARRIED

Michelle Staples, Mayor

Paige MacWilliam, Director of Corporate Services

Regional Recreation Facility Needs Assessment

Summary Presentation

Presentation Overview

1. Needs Assessment Purpose and Process Overview

2. Recommended Infrastructure Strategies (Summary of Key Themes)

3. Questions

Study Purpose

- Assess the current state of regional recreation amenity needs (trends, changes, gaps, etc.).
- Review and update priorities from the 2019 Regional Recreation Strategic Plan.
- Provide a resource that will help ensure future decision making is based on sound data and rationale.

***The focus on the Needs Assessment was on regionally supported recreation infrastructure and is not intended to supersede local municipal planning and priorities.**

Study Process & Inputs

Summary of the Needs Assessment Research and Engagement Methods

- Feedback from over 1,000 residents through a resident survey and other in-person engagement opportunities.
- Feedback from 49 community organizations and interest groups through discussions sessions and a targeted community organization survey.
- Analysis of facility utilization and capacity.
- Analysis of key population and demographics indicators.
- Review of regional, provincial, and national trends and best practices.
- Spatial analysis and mapping to assess resident access, proximity, and potential facility gaps.
- Service level benchmarking of amenity service levels in the Cowichan Valley with other comparator regions.

Recommendations and Priorities

The study contains **strategies for 11 different types of recreation amenities**, including those that currently exist at regionally significant facilities or may warrant future consideration for regional provision.

A **3-Step Prioritization Framework** was used to inform the strategies.

Step 2 Amenity Scoring Criteria

Most Important Weighting Value	Very Important Weighting Value	Important Weighting Value
• Community demand	• Capital cost • Operating cost • Financial equity and access • Populations served • Utilization and capacity indicators • Geographic gaps	• Community group input / anticipated growth • Provincial and national trends • Economic benefits

Practical considerations layered in as part of Step 3 (Recommended Infrastructure Strategies): renewal need, site synergies and co-location, geographic and growth considerations, land supply, etc.

Key Strategy Themes

Strategies Aimed at <u>Sustaining Aging Infrastructure</u>

- Recommended as an **overarching priority** for the CVRD and regional partners.

- Reinvestment into **existing arenas, aquatics facilities, community programming spaces, the Cowichan Sportsplex (including track replacement), and Cowichan Performing Arts Centre** to sustain existing service levels and best position these facilities for the future.

Key Strategy Themes

Planning Required for Potential Major Facility Development (Strategies to Help Plan the Next Generation of Regional Facilities)

- 1-2 new **ice sheets** by 2040, ideally as part of a multi-sheet facility.
- Concept planning and cost validation for a third regional **indoor aquatics facility** to serve the south.
- Options for a **smaller scale performing arts venue** to complement the CPAC.
- As part of future major future facility development, identify opportunities to **efficiently meet other amenity needs (gymnasiums, indoor walking tracks, and fitness spaces).**

Key Strategy Themes

Strategies Suggesting that <u>Trends Monitoring or Further Needs Analysis is Required</u>

- Feasibility study or regional pickleball strategy to explore a **major 'hub' pickleball site.**
- Cowichan Sportsplex investments to explore: **Covering the Weyerhaeuser Thunderbox** and **improvements to the natural surface infield** to improve functional capacity (surface improvements, drainage upgrades, lighting).

***Improved data collection practices for casual / spontaneous use amenities are also recommended to help inform future planning.**

Thank You!

Chief Administrative Officer Report

To: Mayor and Council

Meeting Date: June 22, 2026

From: Peter de Verteuil, CAO **RMS 0640-30**

Public Works and Engineering

- **Cowichan Way/Al Wilson Grove Forcemain** – No change - *Staff are accelerating the review of options for re-routing the forcemain to connect to Dobson Road, to hopefully construct in 2026.*
- **Eagle Heights Reservoir Replacement** – No change - *The old reservoir tank will be demolished with Council's recent funding decision.*
- **Gibbins Reservoir Relining** – No change - *The contractor is working to address outstanding issues.*
- **TCH Boulevards Beautification** – No change - *The project is in design again after receiving comments back from MOTI and Duncan Parks Department.*
- **Coronation Ave Bike Lanes** – Still a number of deficiencies to be addressed. Pedestrian activated crossing lights have been installed at the Coronation and Ypres Intersection, including a Pedestrian Crosswalk ahead signal at the top of Coronation Hill.
- **Canada Ave Complete Streets** – Speed reader boards have been installed on Islay Street. RCMP have also been to Islay Street where a large number of speeders were fined; RCMP will be attending again periodically throughout the construction detour. *The target project completion date is April 30, 2027.*
- **Canada Ave – Government Street - Cowichan Way Traffic Signals** – The proposed new timing schedules by Raylec have been reviewed by the traffic engineer and will be implemented in the next few weeks. The lights will then utilize the traffic loops and decrease time allocated to a particular leg of the intersection when traffic is light for that leg.
- **Heather Street Watermain Replacement** – No change - *Design drawings are nearing completion and progressing to tender soon. Construction to start in August 2026.*
- **Wharncliffe Road** – No change - *2 speed humps are to be installed Tuesday June 23rd on Wharncliffe Road due to complaints and confirmed excessive speeding vehicles. The speed humps will be in conformance with BC Transit Standards*.

Planning and Development

- **Development Applications – Awaiting Response / Action from Applicant**
  - **50 Coronation Avenue** – No change - *The applicant is now partnering with Richer Health to develop a health hotel and wellness centre on the property. Conceptually, this consists of 171 guest suites, health and wellness services, and a restaurant. While the proposed uses are permitted under the zoning for the property, Council approval of site-specific zoning amendment may be required to support certain parameters (e.g. building height). Once a formal submission is made to the City, additional information will be provided to Council.*

- **490 Ypres Street** – No change – Councill approved *the zoning bylaw amendment for this 6-storey, 84-unit multi-unit residential development on February 10, 2025. The development permit has been issued. The building permit review was completed, and comments were provided to the applicant on May 9, 2025.*
- **447 Festubert Street** – No change – Council approved *the development permit for this 18-unit assisted living residential facility on January 26, 2026. Next step is a building permit application.*
- **482 and 490 Festubert Street –** No change – *This development permit application is for an 11-unit townhouse project. The application has been reviewed by the Advisory Design Panel. An application review letter has been provided. The development permit has been issued. The next step is a building permit application.*
- **365 Ypres Street** – No change - *This development permit application is for a 5-storey, 80-unit apartment building. The application was considered by the Advisory Design Panel on April 23, 2026. An application review letter was sent to the applicant, and the City is currently awaiting a response.*
- **261 and 263 Third Street** – *The City is prohibited from holding a public hearing on this proposal.* The applicant revised their proposal and is now seeking approval for a 5-storey, 17-unit multi-unit residential building (strata). The proposal no longer requires a zoning bylaw amendment. Council approved a rear parcel line setback variance on June 8, 2026. The next step is for the applicant to revise their development permit application drawings and res-submit those to the City for staff review and consideration of approval.

- **Development Applications – Awaiting Response / Action from City**
  - **521 Canada Avenue** – No change - *The City received a zoning bylaw amendment application to permit cannabis retail on the property. A cannabis retail store is currently operating at this location, authorized by a temporary use permit. The application is under review by staff.*
- **Development Applications – Underway / Development Commenced**
  - **162 First Street / 486 Jubilee Street** (Duncan Manor Redevelopment) – No change - *Council gave approvals on April 15, 2024 to facilitate the development of a 130-unit affordable housing building for seniors and people living with disabilities. Site work commenced in May 2026.*
  - **442 Festubert Street** – No change - *This 13-unit townhouse project was reviewed by the Advisory Design Panel on June 26, 2025. The development permit has been issued. A building permit has been issued and construction is underway.*

Administration and Finance

- **2026 Property Tax Notices** – *NEW THIS YEAR – You can now sign up to receive your property tax notice by email, as well as view your property tax and utility billing accounts online through a single safe access point. Visit www.duncan.ca for detailed instructions.* Paper notices have been mailed. If you have not received your notice June, please contact City Hall 250-746-6126 or email taxes@duncan.ca. Tax payments and home owner grant claims are due July 2, 2026.
- **ChildCareBC New Spaces Fund** – No change - *The City will build a new childcare centre in McAdam Park to provide 12 infant-toddler spaces and 24 spaces for kids aged 3-5 with $3,179,000*

provided by ChildCareBC. A geotechnical assessment has been completed and the report has been provided to the architect for the final design.

- **2025/2026 Regional Community to Community Program Grant** – No change - *The City will receive $11,150 in Community to Community (C2C) Program funding to support relationship building events and the development of agreements with Cowichan Tribes. Regional C2C program is administered by the Union of BC Municipalities and funded by the Province of BC and Indigenous Services Canada. A Council to Council event is tentatively being planned for July.*
- **Community Safety Action Plan** – No change - *Consent to enter agreements will be facilitated for other commercial property owners. Staff are preparing a who to call brochure, as well as information about the improvements to the graffiti removal program (increase to $100 and include anti-graffiti coating) and enhanced security initiative (increase to $2,000).*
- **Community Safety Advocacy Strategy** – No change - *Resolutions were endorsed at the Association of Vancouver Island and Coastal Communities conference on April 24 on the following topics:*
    - *Supportive Housing Residential Tenancy Act Amendments*
    - *Province-wide expansion of the Chronic Property and Public Disorder Intervention Initiative*

  Council has directed staff to send in a resolution and request a meeting with the Minister of Housing regarding the potential establishment of a recovery-oriented housing site. Staff continue to gather information to support that request. The meeting will also cover requesting the inclusion of The Village Model of housing in the housing continuum to ensure that this model receives regular and ongoing funding from BC Housing.
- **Provincial Advocacy** – No change - *Council has requested a meeting with the Minister of Transportation and Transit during the 2026 Union of BC Municipalities Convention to discuss Regional Highway Safety Improvements in the Cowichan Valley by advancing the 2014 Trans-Canada Highway Corridor Management Plan: Boys Road to Beverly Street*

Request for Decision

To:	Peter de Verteuil, CAO	**File No:**	0620-20
Meeting Date:	June 22, 2026	**Submission Date:**	June 10, 2026
From:	Jessica Hodgins, Corporate Services Coordinator		
Reviewed By:	Paige MacWilliam, Deputy CAO/Director of Corporate Services		
Subject:	Accessibility Plan Update		

RECOMMENDATION:

That Council adopt the 2026 Accessibility Plan as reviewed and amended by the Accessibility Advisory Committee on May 4, 2026.

BACKGROUND:

On July 17, 2023, Council endorsed the inaugural Duncan Accessibility Plan (DAP), meeting new Provincial requirements under the *Accessible BC Act* for public bodies to adopt accessibility plans that seek to identify and prevent barriers to participation with the organization.

On June 24, 2025, the Accessibility Advisory Committee received an update on the City's progress to-date in implementing the 2023 plan and made suggestions for further actions to support accessibility at the City of Duncan.

On May 4, 2026 the Accessibility Advisory Committee reviewed a proposed update to the Accessibility Plan that incorporated suggestions from the 2025 meeting. The Committee made further accessibility recommendations at this meeting.

ANALYSIS:

The *Accessible BC Act* requires that the City of Duncan update its accessibility plan every three years. Staff have prepared the proposed 2026 Accessibility Plan (Appendix A) to update the 2023 plan to include recommendations from the Accessibility Advisory Committee received since the Plan was first published. Throughout this time the City has maintained a public engagement page at bigconversations.duncan.ca/accessible to provide information on the City's accessibility initiatives and invite ongoing feedback from the community on accessibility.

At its May 4, 2026 meeting, the Accessibility Advisory Committee expressed support for a new administrative policy "Accessible Content and Style Guide" (Appendix B). The 2026 Duncan Accessibility Plan update has since been re-formatted according to this policy.

IMPLICATIONS:

Financial:	Most of the action items within the Accessibility Plan can be incorporated into the regular course of duties for the relevant staff. Any costs identified in the process of implementing action items from the plan will be brought forward to Council as needed.
Policy/Legislation:	The *Accessible BC Act* requires the City to update its accessibility plan every three years. The first accessibility plan was adopted on July 17, 2023. The plan guides improvements to various Council and administrative policies to improve accessibility.
Strategic Priority:	Though not specifically outlined in the Strategic Plan, the work defined in the Accessibility Plan connects with "Responsible Stewardship of the City Organization" and "Strong Community Connections and a Safe, Healthy Community".
Sustainability:	N/A
Communication:	Corporate Services staff will keep the Accessibility Advisory Committee updated via email throughout the process of updating the Accessibility Plan. Once adopted by Council, the updated plan will be posted on the City's website, on the Accessibility in the City page, and a printed copy will be available at City Hall.
Staffing Implications:	Corporate Services staff monitor progress on the Accessibility Plan action items and provide liaison and administrative support to the Accessibility Advisory Committee.

ALTERNATE OPTION:

As directed by Council.

APPENDICES:

Appendix A: 2026 Accessibility Plan
Appendix B: Accessible Content and Style Guide (Administrative Policy)

CITY of DUNCAN

Accessibility Plan

June 2026

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Introduction

The City of Duncan is a compact urban community, committed to delivering public services that are accessible and inclusive for everyone. The Duncan Accessibility Plan (DAP) represents our commitment to continuous improvement on the policies, practices, and built environment that impact our citizens and employees to remove and prevent barriers to full participation with our organization.

In 2021, the Province of British Columbia passed the *Accessible BC Act*. This legislation requires municipalities to establish an accessibility committee, an accessibility plan, and a process for receiving comments from the public on the plan and barriers to individuals in or interacting with the organization.

The City adopted its first Duncan Accessibility Plan on July 17, 2023. This second edition reports on the City's progress in improving accessibility over the past three years, and sets a new list of action items to guide the City's work through to 2029. The City is grateful to its Accessibility Advisory Committee members for volunteering their time, and sharing their experiences and insights to improve accessibility for Duncan's diverse population. The City welcomes ongoing input on this plan and any accessibility issues identified by the public, and is committed to incorporating public and committee feedback into future editions of this plan.

Welcome to the Duncan Accessibility Plan

On behalf of Council, I am pleased to introduce the City of Duncan's 2026 Accessibility Plan.

Our community is strongest when everyone can participate fully. This plan reflects our ongoing commitment to identifying and removing barriers, improving accessibility, and ensuring City services, programs, and spaces are inclusive for all.

We are grateful to each person who takes time to let us know how we can make our small city more accessible. Your feedback helps shape the work we are doing to build a more accessible and welcoming Duncan.

We want everyone to feel like they belong. Together, we are taking meaningful steps to make that happen.

Michelle Staples
Mayor, City of Duncan

On behalf of the City of Duncan Accessibility Advisory Committee, I am pleased to introduce the 2026 Duncan Accessibility Plan.

This plan reflects the voices and experiences of community members who shared their insights to help identify barriers and opportunities for improvement. Their contributions have been essential in shaping practical, meaningful actions to advance accessibility across the city.

We remain committed to supporting ongoing progress, listening to our community, and working collaboratively to ensure Duncan continues to become a place where everyone can participate fully. Thank you to all who contributed to this important work.

Carol Newington
Chair, Accessibility Advisory Committee

Territorial Acknowledgement

The Duncan Accessibility Plan acknowledges that the City of Duncan and its residents reside on the ancestral and unceded territory of Cowichan Tribes, a Coast Salish people.

In the spirit of reconciliation, the Duncan Accessibility Plan also acknowledges the disruptive legacy of colonialism, and in particular the dispersal of the Indigenous people onto limited reserve lands, along with the erosion of traditional food gathering, ceremonial and cultural practices, and systems of governance during the building of what is now, in part, the City of Duncan.

The Duncan Accessibility Plan affirms that the City of Duncan is committed to working with Cowichan Tribes to acknowledge and respect their long-standing presence and Indigenous Rights and Title, respond to the adverse impacts of colonialism, and strive to advance the process of reconciliation at the local level.

Objectives

Duncan's Accessibility Plan responds to the requirements of the *Accessible BC Act* to develop a plan to identify, remove and prevent barriers to individuals in or interacting with the organization. It builds upon the foundation set within the City's Official Community Plan (OCP) to foster a safe, supportive, and inclusive community that collaborates to provide equal opportunities for residents from all ethnic and cultural backgrounds, income levels, ability and gender identities. The OCP further indicates that the City will work to ensure that public facilities and infrastructure are universally accessible and inclusive for all ages, abilities, and needs. This Accessibility Plan expands the scope of our work to include a review of organizational policies and practices to support greater accessibility and inclusion in the workplace.

In keeping with the *Accessible BC Act*, the City will review and update its accessibility plan once every three years in consultation with the Accessibility Advisory Committee. Future updates will include public feedback received by the City through its various channels, including the Small Town. Big Conversations. public engagement platform, online Issue Reporting system, email, phone, and public input at Council and Committee meetings. With each update, the following principles will be considered:

- Inclusion
- Adaptability
- Diversity
- Collaboration
- Self-determination
- Universal design

What We Are Doing

The City of Duncan continues to seek opportunities to improve the accessibility and inclusiveness of our organization. Core to this is having ample opportunities for input from the community. This has been achieved through the establishment of the Accessibility Advisory Committee and a variety of public feedback mechanisms as described in the Duncan Communications Plan. Additionally, the City has taken steps to identify and remove physical barriers to engagement with City Hall and the built environment.

Committee Input

The Accessibility Advisory Committee works collaboratively to assess and improve community accessibility and inclusion, focusing on the experiences of people with disabilities. The Committee provides advice to Council on strategies to reduce social, physical, and sensory barriers that prevent people from fully participating in all aspects of community life.

Committee members bring a wide range of nonpartisan views and experience with disability issues to ensure that Council hears the widest possible perspective. At least half of the committee's membership is composed of people with disabilities or people who support individuals with disabilities. The Committee meets at minimum once per year, with additional meetings held at the call of the Chair.

The Committee has considered progress on the Duncan Accessibility Plan twice since it was first adopted by Council, and has provided additional suggestions to the City during this period. These suggestions are incorporated into this plan.

Feedback Mechanisms

The City has established ways in which the community can engage with us on accessibility matters. These include the Accessibility in the City forum on the Small Town. Big Conversations. public engagement page, public input opportunities at Council and Committee meetings, the Accessibility & Inclusiveness postcard, and an online Issue Reporting system at duncan.ca through which the public can report accessibility issues for staff review and follow up.

The City also welcomes feedback by phone, email, and in person at City Hall. Find out how to engage with us in our “Get in Touch” section.

Transportation Mobility Strategy Accessibility Audit

In 2021, the City contracted a study of streetscapes within the municipality as part of the development of the Transportation and Mobility Strategy. The study produced a table of location-specific recommendations to improve the accessibility of our built environment.

Subsequently, the Accessibility Advisory Committee reviewed the table of recommendations and prioritized the items to create an Accessibility Audit Workplan for the City to follow when resources permit and opportunities arise. A progress update on the Workplan is included in this plan, beginning on page 20.

City Hall

City Hall is located in a heritage building established in 1914. The City has taken several steps to improve the accessibility and inclusiveness of the building, including the installation of an exterior wheelchair ramp with automatic door opener to access the building, an interior wheelchair ramp into the Council Chamber, an elevator, and an accessible washroom.

Additionally, in acknowledging the colonial history of the building in which City Hall is located, the City invited Cowichan Tribes to perform a candling ceremony to cleanse the building to make it accessible and inclusive for indigenous community members.

Accessibility in the Workplace

Sensory information such as lights, sounds, and smells may prevent participation in an environment. Since 2015, the City’s Scent Sensitive policy has supported increased awareness of this for our employees and the public who access our buildings so that we continually encourage a scent sensitive working environment.

The City also provides adaptive tools that support the health and comfort of employees in the course of their duties.

In 2024, the City implemented a Work from Home policy. This policy formalizes work from home opportunities first implemented during the COVID-19 pandemic that have been maintained post-pandemic to offer flexibility and support employee wellness and accommodate diverse abilities.

As part of an extensive update to the City's recruitment and onboarding processes, the City has also amended policies to better communicate the City's commitment to accessible hiring practices and ways that new employees can request accommodations through the onboarding process.

Reporting on 2023 Action Items

The following actions were identified in the 2023 Duncan Accessibility Plan. They are organized according to their completion status, and an update is listed below each item. Any items that are ongoing or in progress are included with our 2026 action items. Please refer to the What We Will Do section for our "to-do" list for the next three years.

Completed

Action: Update the Human Resources – Recruitment Administrative Policy to ensure job postings and job descriptions clarify inclusive hiring practices.

Update: This policy has been amended to require that an accessibility statement be included in job postings expressing the City's commitment to accessibility and inclusion and including contact information for prospective applicants to reach out to the City if accommodation is required to apply for a posted position. The updated policy also requires the City to consider what features of the posted position may appeal to prospective applicants who require accommodation.

Action: Update the New Employee Orientation Policy with information on how employees can request accommodations.

Update: This policy has been amended to specifically identify accessibility considerations as part of the job-specific information that must be addressed with new employees during orientation. A comprehensive information document has been developed and appended to the policy to provide more information for new employees. This information document includes an Accessibility section that outlines the City's commitment to accessibility and inclusion, references the Duncan Accessibility Plan, and invites new employees to connect with their supervisor to discuss accessibility needs to support a safe, smooth, and welcoming onboarding experience. There is also an item on the onboarding checklist used by managers to verify whether the employee has any accessibility/ergonomic needs.

Review the Public Engagement Policy with an accessibility lens.

Update: This is complete. Refer to the next completed action item for detail.

Action: Update the Communications Plan with an accessibility lens, with particular attention to delivering information to citizens who primarily use non-electronic forms of communication.

Update: The 2024 update of the Duncan Communications Plan incorporates the City's Public Engagement policy and has a new section on Accessibility that emphasizes how we will continue to reach community members who primarily use non-electronic forms of communication. Recently, the City has found opportunities to elevate the level of public engagement on projects, including the Station Street Park Naming Initiative and the tree selection for City Square.

Action: Enable closed captioning for Council Meeting broadcasts on YouTube and during Zoom meetings.

Update: Automated closed captioning is available on Council meeting recordings through YouTube and can be activated through the Zoom meeting platform for display in Council Chamber when needed.

Action: Update the City's Public Hearing Process policy to describe what accommodations can be made for accessible participation.

Update: Council approved a policy update that reflects improved accessibility through the use of plain language that is more concise, and the addition of an accessibility section addressing building access, closed captioning, public speaking, and respect and inclusion.

Action: Update the City's Building Accessibility for Disabled Persons Policy.

Update: This Policy was repealed by Council on February 24, 2024, as the disability considerations contained in the policy are included in the City's current design standards and the *BC Building Code*, which has seen comprehensive updates since this policy was adopted in 1999.

Action: Update the City's Public Art Policy with an accessibility lens.

Update: This policy was extensively updated in 2025, and included the following additions:

1. In the Public Art Evaluation Guidelines, the following statements have been included: "Ensure that the accessibility of projects (both physical and sensory interaction) is considered," and "Consider how the Public Art may spark conversation and promote belonging, social cohesion, and inclusivity."

2. The composition of a Public Art Panel may include a member of the Accessibility Advisory Committee. Public Art Panel composition is established by City staff based on the context of a proposed Public Art project.

Action: Investigate expansion of options for online payments.

Update: The City has engaged OptionPay, a third-party service provider, to enable the public to instantly make credit card payments for a wide variety of transactions that we do not directly accept credit card payments for. This enhances accessibility by enabling individuals to instantly make payments for fees that they would previously have had to attend City Hall to pay or wait for their cheque to be received by mail.

Action: Develop signage to let the public know that closed captioning is available in Council Chamber and how to request it.

This item was identified by the Accessibility Advisory Committee in 2025 and is now complete. Signage has been posted at the entrance to the Council Chamber and the online Council Meeting Portal landing page has been updated to invite the public to contact the Director of Corporate Services about meeting accessibility.

Action: Ensure there is adequate lighting in the City Hall basement hallway for safe and easy access from the accessible building entry to the elevator.

This item was identified by the Accessibility Advisory Committee in 2025 and is now complete. The City ensures that twice annual inspections of City Hall are conducted for health and safety, and lighting deficiencies would be reported through this process or by City staff who regularly use this hallway.

In Progress

Action: Update the Customer Service Policy to identify the ways in which staff can support accessibility in their interactions with members of the public.

Update: An update to the Customer Service administrative policy is in progress and on hold while the City further develops a concept for a new complaint submission platform (see “What We Will Do”, page 16)

Action: Work with the Accessibility Advisory Committee to update the Accessibility & Inclusiveness postcard.

Update: The City has had an accessibility rack card (post card) and accessibility brochure for businesses since 2015. These publications have undergone Committee review and are expected to be finalized in 2026.

Action: Identify priority projects from the Transportation and Mobility Strategy Accessibility Audit Workplan for Council consideration during the annual budget and capital project planning discussions.

Update: The Transportation and Mobility Strategy (TMS) Accessibility Audit Workplan outlines location-specific items identified through an Accessibility Audit completed in 2021.

Accessibility highlights in the TMS include:

- A policy to design and require universally accessible streets that consider the needs of all, including people with diverse abilities.
- Recommended intersection and crossing features including curb ramps and tactile indicators, leading pedestrian intervals, pedestrian countdown timers, and audible pedestrian lights.
- An Accessibility + Universal Design section that provides guidance for ways to improve accessibility through options such as pedestrian through zones, appropriate slopes & grades, accessible ramps, curb ramps, detectable warning surfaces, and accessible pedestrian signals.
- Consideration for accessible parking downtown.

Please refer to the Accessibility Audit Workplan on page 20 for more information.

Ongoing Actions

Action: Update the Duncan Accessibility Plan every three years in accordance with the *Accessible BC Act.*

Update: The first Duncan Accessibility Plan was adopted on July 17, 2023. The Accessibility Advisory Committee reviewed the plan progress in 2025 and 2026 in preparation for Council consideration of a proposed update in summer 2026.

Action: Incorporate accessibility and inclusion in future policy revisions where possible.

Update: The Corporate Services Department is responsible for reviewing and updating City policies, and consideration of accessibility has become part of the policy review process for Corporate Services staff. Ten (10) policies were amended or introduced during this reporting period to support accessibility.

Action: Maintain a permanent forum on Small Town. Big Conversations. to facilitate ongoing public input on the City's Accessibility Plan and accessibility issues in the community.

Update: The "Accessibility in the City" page is still live and includes an interactive map and feedback tool. It is promoted on the City's Facebook page and sometimes in the Beneath the Clocktower newsletter distributed by mail and online.

Action: Recognize AccessAbility Week annually to promote accessibility and inclusion in the workplace and in the community.

Update: Accessibility Week is recognized annually via the City's Facebook page, and Council proclaimed AccessAbility Week in the City of Duncan in 2025 and 2026.

Action: Continue to apply the accessibility criteria outlined in OCP Development Permit Area guidelines.

Update: Staff review development permit applications to ensure that all accessibility guidelines are considered in the design of new developments.

Action: Include accessibility features when developing new parks and green spaces.

Update: At McAdam Park, two new playground structures were installed in 2024. This new accessible play space includes recycled rubber surfacing and accessible ramp access to the 2-5 age group play structure. An accessible saucer swing was added in 2025. At Friendship Square – Hiiye'yutul', accessibility features include a new accessible washroom building, an accessible stage, accessible picnic tables, and accessible water bottle filling station and fountain.

What We Will Do

This section is where we set our intentions for actions to be completed from 2026-2029, identifying the actions and ongoing efforts to help make Duncan an accessible place for all.

Implementing these actions will require contributions by staff across City departments. Actions will be pursued as resources permit and as opportunities arise, and staff will seek out grant opportunities to further support this work.

The following actions reflect objectives to increase accessibility in a variety of areas. They are organized according to their completion status and include a summary of the intended strategy to achieve them.

In Progress

Action: Update the Customer Service Policy to identify the ways in which staff can support accessibility in their interactions with members of the public.

Strategy: Adopt an updated Customer Service Policy that reflects the breadth of settings in which employees deliver customer service and is consistent with the City's designated complaint submission platform, with both the policy and complaint platform reflecting enhanced consideration of accessibility.

Action: Distribute the updated Accessibility & Inclusiveness postcard.

Strategy: Print and distribute the revised postcard to interested organizations in the City of Duncan using the draft reviewed by the Accessibility Advisory Committee in 2025.

New Actions

Action: Verify whether all City services are available in an alternative way.

Strategy: Prepare a list of City services and document the relevant policies and practices that support accessibility for both the people delivering and receiving these services.

Action: Consider ways to make it easier to hear through the security partition at the front counter.

Strategy: Explore options to help employees and members of the public hear others through the security partition at the front counter to support safety, health, and wellness for everyone, and improved customer service.

Action: Provide equipment to assist people with disabilities in exiting City Hall during an emergency.

Strategy: Finalize the update to the City's evacuation and emergency policies and procedures and explore options for equipment, techniques, and/or procedures that can be included to support people with disabilities during an emergency.

Action: Explore making the City's publications more accessible by including widgets and QR codes.

Strategy: Continually assess opportunities to improve the accessibility of the City's publications, with consideration to cost, consistency across the organization, and staff capacity to implement.

Action: Include information on guide dogs and other service animals in the Accessibility and Inclusivity for Businesses brochure.

Strategy: Ensure that legislated requirements for service animals are clearly communicated in the City's publications and explore opportunities to share optional strategies to enhance accessibility for people with support animals.

Action: Support accessibility awareness training for local businesses and consider conducting a business accessibility audit.

Strategy: Communicate with local business organizations to share information on accessibility awareness and the City's efforts and objectives in the Duncan Accessibility Plan.

Action: Provide City businesses with information on how to be more accessible.

Strategy: Mail the Accessibility and Inclusivity for Businesses brochure to City businesses with their annual business licence renewal notice.

Ongoing Actions

Action: Update the Duncan Accessibility Plan every three years in accordance with the *Accessible BC Act.*

Strategy: Continue to meet the legislated deadlines established by the *Accessible BC Act*.

Action: Incorporate accessibility and inclusion in future policy revisions where possible.

Strategy: Continue to consider accessibility in the review and development of all City policies.

Action: Undertake ongoing outreach to encourage public input on the Duncan Accessibility Plan and accessibility issues in the community.

Strategy: Continue to use the City's public engagement platform and other communication tools and initiatives to reach out to residents and encourage more feedback on how the City can remove and prevent barriers to accessibility within our organization and through service delivery.

This is expected to be achieved over the coming years through distribution of the revised postcard and updated Accessibility and Inclusivity for Businesses brochure, ongoing annual recognition of AccessAbility Awareness Week, as well as more frequent promotion of the Accessibility in the City page through the City's online platforms.

Action: Recognize AccessAbility Week annually to promote accessibility and inclusion in the workplace and in the community.

Strategy: Continue to recognize AccessAbility Week annually.

Action: Apply the accessibility criteria outlined in OCP Development Permit Area guidelines.

Strategy: Continue to review development permit applications to ensure that all accessibility guidelines are considered in the design of new developments.

Action: Include accessibility features when developing new parks and green spaces.

Strategy: Document consideration of accessibility when developing new parks and green spaces and implement accessibility features when possible.

Action: Identify priority projects from the Transportation and Mobility Strategy Accessibility Audit Workplan for Council consideration during the annual budget and capital project planning discussions.

Strategy: Describe or list applicable accessibility considerations relevant to capital projects that are presented for Council consideration.

Transportation and Mobility Strategy Accessibility Audit Workplan

The location-specific actions in this section were identified through the Accessibility Audit completed in 2021 as part of the City of Duncan's Transportation and Mobility Strategy.

In 2023, the Accessibility Advisory Committee reviewed and updated the list of actions, prioritizing the pedestrian crossings indicated by an asterisk (*), and the recommended improvements at Canada Ave/Duncan St/Ingram St/Queens Rd (First railway crossing). Committee members participate in a walk-about from time to time to review these priority items.

Workplan items are organized according to location and include an update on progress achieved of planned. The City is committed to continuing to address Workplan items as resources permit.

Canada Ave / Duncan St / Ingram St / Queens Rd (First railway crossing)

1. Install Tactile Walking Surface Indicators (TWSIs) in the curb ramps at the intersection of Canada Ave and Ingram St and at the intersection of Duncan St and Ingram St*

   Update: Staff will create a project proposal for all TWSI with phases and costs.

2. Redesign pedestrian path of travel at the island by creating a level passage*

   Update: This may be solved with the tactile walking surface indicators.

3. Ensure that all curb ramps at these two intersections align with the path of travel*

   Update: This may be solved with the tactile walking surface indicators.

4. Install flashing pedestrian sign at south corner of Duncan St and Queens Rd to improve visibility for East/West traffic*

   Update: Staff are seeking updated direction on this item now that this intersection has undergone a significant redesign through the Coronation Avenue Bike Lanes Project.

Canada Ave / Duncan St
(Second railway crossing aligned with Kenneth St)

1. Redesign the sidewalk/ramp combinations to reduce the slope to maximum 1:12*

   Update: Staff recommend deleting this item: the ramps are already meeting sidewalk standards

2. Paint high-vis indicators along the edge of the sidewalk/ramp combinations in the parking lot

   Update: Staff will paint curbs and add tactile non-skid surface at crosswalk.

3. Realign the Sidewalk/ramp combination to create a straight path of travel from Duncan St to the opposite side of Canada Ave*

   Update: Staff recommend deleting this item: Current configuration is to save parking spots. Redesign would include reconstruction of two ramps and elimination of two parking spots.

Canada Ave / Duncan St
(Third railway crossing through Charles Hoey Park)

1. Install TWSIs on all curb ramps related to this pedestrian crossing*

   Update: Staff will create a project proposal for all TWSI with phases and costs.

Government St / Trunk Rd / Canada Ave / River Rd / Duncan St

1. Install audio indicators for the pedestrian crossing signal at the northwest corner of Canada Ave and Government St*

   Update: Staff will include this in audio signal updates.

2. Upgrade curb ramps at the pedestrian crosswalk at Cowichan Way and Trunk Rd intersection to align with the pedestrian path of travel*

   Update: Staff will undertake a redesign, aiming for construction in 2027.

3. Ensure that all curb ramps incorporate TWSIs and linear tactile indicators*

   Update: Staff will create a project proposal for all TWSI with phases and costs.

4. Provide a level landing area at the top of the curb ramp on the east side of River Rd near the pedestrian crossing signal button*

   Update: Staff recommend deleting this item as the project area would not be solely within the City's jurisdiction and the added complexity and expense of accounting for many signal buttons.

5. Upgrade the sidewalk along Government St to remove all trip hazards and surface degradation

   Update: Staff recommend deleting this item: Yearly sidewalk inspections are conducted throughout the City to identify trip hazards, and action is then taken in accordance with the Inspections and Maintenance of Sidewalks and Roadways policy. Staff have inspected this sidewalk and report there are no remaining major issues.

Jubilee St (Between Government St and Kenneth St)

1. Install correctly designed curb ramp adjacent to the accessible parking stall

   Update: Staff recommend deleting this item: most accessible spaces are at the end of the block or near driveways to allow for sidewalk access. This accessible stall is next to a driveway.

2. Ensure that when street design is upgraded, that sidewalks have a minimum 1200mm width

   Update: Staff recommend deleting this item: both sidewalks are already no less than 1,500mm

3. Consider providing a level path of travel at all driveway transitions to mitigate the relatively steep side slope of the sidewalk.

   Update: Staff recommend deleting this item: most accessible spaces are at the end of the block or near driveways to allow for sidewalk access.

Jubilee St / Government St

1. Upgrade Government St across from Jubilee to create a clear sidewalk path of travel beside/around accessible parking stall.

   Update: Staff will review for potential realignment around parking stalls.

2. Ensure that curb ramps on Jubilee St incorporate TWSIs and linear tactile indicators*

   Update: Staff will create a project proposal for all TWSI with phases and costs.

3. Redesign curb ramps at Jubilee St and Government St to align with the path of travel*

   Update: This is a longer-term project due to the condition of the concrete and minimal misalignment.

Station St (Between Craig St and Government St)

1. Install pedestrian controlled signaling at mid-block crosswalk*

   Update: Staff recommend deleting this item: a pedestrian controlled signal is uncommon for a slow downtown road.

2. Upgrade transition from crosswalk to sidewalk on both sides to remove uneven surfaces that may represent a trip hazard*

   Update: Staff will grind the curb down and re-lay the bricks on both sides to improve the transition. In accordance with the Inspections and Maintenance of Sidewalks and Roadways policy.

3. Install TWSIs on each side of this mid-block crosswalk*

   Update: Staff will create a project proposal for all TWSI with phases and costs.

4. Install a ramp adjacent to the designated accessible parking stall to allow for sidewalk access without travelling through vehicle path of travel

   Update: Staff recommend deleting this item: most accessible spaces are at the end of a block or near driveways to allow for sidewalk access. This accessible stall is next to the crosswalk.

5. Install TWSIs and tactile direction indicators at the crosswalk at Craig St and Station St*

   Update: Staff will create a project proposal for all TWSI with phases and costs.

Trans-Canada Highway (Between Coronation Ave and Trunk Rd)

1. Upon upgrades to this sidewalk area, incorporate trowel grooves in direction of path of travel to assist person with limited vision or who uses a white cane.

   Update: Staff are seeking clarification of the intent of this workplan item.

Trans-Canada Highway (Entrances to “The Farm” and Ramada)

1. Highly recommended to install a pedestrian-controlled crosswalk across Trans-Canada Highway at this location*

   Update: This is a long-term project as it is the jurisdiction of the Ministry of Transportation and Transit and is contemplated in the Highway Corridor plan that is under review.

2. Upgrade pedestrian crossing at the entrance to “The Farm”, including adding linear tactile indicators along the path of travel and TWSIs on each side of the driveway*

   Update: This item was completed during the Trans-Canada Highway Pathway project.

3. Ensure that regular maintenance policy provides for clear path of travel and removal of vegetation encroachment

   Update: This item was completed during the Trans-Canada Highway Pathway project.

4. Upgrade transition at the “Imperial Welding” driveway to reduce slope of sidewalk

   Update: This can be included in a future project to extend the Trans-Canada Highway pathway to Dobson Road.

5. Upgrade sidewalk to remove sections that may present a trip hazard due to uplift or surface degradation

   Update: Staff recommend deleting this item: Yearly sidewalk inspections are performed throughout the City to identify trip hazards and action is then taken in accordance with the Inspections and Maintenance of Sidewalks and Roadways policy.

Trans-Canada Highway / Coronation Ave

1. Upgrade intersection design by redesigning curb ramps to align with crosswalks and provide direct path of travel*

   Update: This is a long-term project as it is in the jurisdiction of the Ministry of Transportation and Transit and is contemplated in the Highway Corridor Plan that is under review.

2. Ensure curb ramp install includes TWSI's correctly positioned and incorporate current wayfinding features*

   Update: This is a long-term project as it is in the jurisdiction of the Ministry of Transportation and Transit and is contemplated in the Highway Corridor Plan that is under review.

3. Repaint yellow curbs

   Update: Staff will submit a request to the Ministry of Transportation and Transit for curb painting at this highway intersection.

4. Reposition crosswalk call button to area that can be accessed by someone using a mobility aid*

   Update: Staff will assess and determine next steps.

Trans-Canada Highway / Dobson Rd

1. Increase the width of the curb ramps at the Dobson Road pedestrian crosswalk and ensure that TWSIs and linear tactile indicators are incorporated in the new design; ensure that curb ramps are aligned to path of travel*

   Update: This is a long-term project as it is in the jurisdiction of the Ministry of Transportation and Transit and is contemplated in the Highway Corridor Plan that is under review.

2. Highlight pedestrian crossing by including a painted crosswalk*

   Update: Staff will assess and determine next steps.

Trans-Canada Highway / Trunk Rd

1. Upgrade intersection design by redesigning curb ramps to align with crosswalks and provide direct path of travel*

   Update: This is a long-term project as it is in the jurisdiction of the Ministry of Transportation and Transit and is contemplated in the Highway Corridor Plan that is under review.

2. Ensure curb ramp install includes TWSI's correctly positioned and incorporate current wayfinding features*

   Update: This is a long-term project as it is in the jurisdiction of the Ministry of Transportation and Transit and is contemplated in the Highway Corridor Plan that is under review.

3. Repaint yellow curbs

   Update: Staff recommend deleting this item: curb painting is part of the City's regular maintenance program.

Trunk Rd (Between Brae Rd and Trans-Canada Highway)

1. Upgrade all curb ramps from Brae Road to St Julien along Trunk Rd to reflect current best practices*

   Update: Staff will create a project proposal for all TWSI with phases and costs.

2. Upgrade all pedestrian crossing activation buttons to current best practice*

   Update: Pedestrian crossing activation buttons will be replaced according to accessible best practices as they reach the end of their service life.

3. Ensure that the island at Ypres St crossing has level passage*

   Update: Staff recommend deleting this item: the slope here ensures road grime stays in the gutter for the street sweeper.

4. Upgrade all Trunk Rd tree wells by removing trip hazards

   Update: Staff will review options for ease of maintenance.

5. Upgrade sidewalk crossing at Petro-Can to remove all trip hazards and uneven surfaces*

   Update: Staff will review options for short-term maintenance until property redevelops.

Get In Touch

Join the conversation at Small Town. Big Conversations.
bigconversations.duncan.ca/accessible

Find us on the web at duncan.ca.
Report an accessibility issue at duncan.ca/issue-reporting/
Find us on Facebook www.facebook.com/CityofDuncan

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CITY of DUNCAN

Administrative Policy

Accessible Content and Style Guide

Goal

The goal of the Accessible Content and Style Guide is to support City of Duncan staff to create and present content on behalf of the City in a way that is accessible and inclusive to people with and without disabilities.

Scope

This policy applies to all content created by City of Duncan employees, including content created exclusively for staff and content created for the public.

Policy

Writing and Terminology

- **Use plain language**. This includes using an active voice in the present tense, short sentences and paragraphs. Use everyday vocabulary, define technical terms, and aim for a Grade 8 reading level.
- **Use inclusive language.** This includes people-first language. For example, refer to a "person with a disability" unless a community or individual has indicated a preference for identity-first language. Avoid: "the disabled," "handicapped," "suffers from," "wheelchair-bound." Avoid inspiration tropes (for example, "brave" or "overcoming"). Ask the community or individual when unsure.
- **Use descriptive link text.** For example, use "View the garbage pickup schedule" rather than "click here".

Document Formatting

- **Headings**. Apply styles (for example: H1 for title, H2 for sections, H3 for subsections). Do not "fake" headings using bold and size only.
- **Lists.** Use true bulleted or numbered lists, not manual dashes.
- **Fonts and Emphasis.** Use the sans-serif fonts identified in the City's Visual Identity Standards with a minimum size 12 font. Use a larger font size for audiences likely to include low-vision users. Avoid all caps and excessive use of italics and underlines; prefer bold for emphasis and use it sparingly.
- **Contrast & Colour**. Ensure sufficient contrast; don't rely on colour alone to convey meaning—use labels or patterns and approved City templates whenever available.
- **Images.** Add concise alt text that conveys purpose, not decoration. Describe what it is, why it is there, what data it conveys. Mark decorative images as decorative.
    - For example, alt text for the City logo should read: "The City of Duncan logo, included to mark this as an official City document."
- **Tables.** Avoid using tables, when possible, except for data. Always set header rows. Provide summaries for complex tables.

CITY of DUNCAN

Administrative Policy
Accessible Content and Style Guide

- **Language metadata.** Set document language to English (Canada).
- **PDFs**. Bookmark sections to support navigation; check links; and provide an HTML alternative for critical content.

Web Practices and Multimedia

- **Webpage titles.** Keep page titles unique and meaningful.
- **Forms**. Ensure forms have labels and instructions. Provide inline help where possible.
- **Videos**. Communicate that all videos posted to the City of Duncan website are also available on the City of Duncan YouTube Channel so that viewers can use YouTube's closed captioning and transcription features.
- **Infographics**. When infographics are used, ensure there is text that describes the same thing.
- **Social Media**. Include alt text fields in social media posts. Avoid text-heavy images without a text version. Captions should not use emojis in place of words.

Inclusive Imagery

- When available, choose images that:
    - show people with disabilities participating in everyday life.
    - reflect the diversity of City of Duncan citizens in age, gender, culture, and disability types.

Review & Testing

- **Self-check.** Take time to review your document for consistency with this policy before finalizing it. Run automated checks when available in software applications.
- **Seek input.** Contact Corporate Services if proposed content significantly deviates from the guidance in this policy. Consideration by the City's Accessibility Advisory Committee may be recommended.

Procurement & Vendor Content

- Always request that contractors provide content in an accessible format when intended to be viewed by the general public.

CAO Approval Date: **June 17, 2026**

Request for Decision

To:	Peter de Verteuil, CAO	**File No:**	3060-30-TUP-2026-01
Meeting Date:	June 22, 2026	**Submission Date:**	June 17, 2026
From:	Kyle Young, Director of Planning & Sustainability		
Subject:	Temporary Use Permit Application No. TUP-2026-01 for 610 Trunk Road		

RECOMMENDATION:

That Council amend Temporary Use Permit No. TUP-2026-01 for 610 Trunk Road by adding the following condition:

"11. The site operator must conduct neighbourhood security checks within a 60 m radius of the Land, with the nature and frequency of the security checks to be determined in consultation with the City's Bylaw Compliance Department and approved by the City's Chief Administrative Officer."

And that Council issue Temporary Use Permit No. TUP-2026-01 for 610 Trunk Road, as amended, to facilitate the temporary accommodation of up to 40 unsheltered people in up to 40 modular sleeping units for a three year term beginning on December 31, 2026 and ending on December 31, 2029.

BACKGROUND:

Subject Property

Civic Address:	610 Trunk Road (**APPENDIX B**)
Neighbourhood	Marchmont
Property Area:	0.39 ha 0.97 ac 3,940 m^2 42,410 ft^2
Zoning:	High Density Residential (MDR) (**APPENDIX C**)
OCP Designation:	High Density Residential
OCP DPAs	DPA 1 – Design Standards, DPA 3 – Natural Hazards
Local Area Plan:	N/A
Site Description:	The property contains a number of temporary sleepings units, common facilities, and an office associated with the current temporary use permit authorizing temporary accommodation for unsheltered people. An air photo is included as **APPENDIX D**. Site photos are included as **APPENDIX E**.
Site Context (North):	Trunk Road, followed by multi-unit residential developments
Site Context (East):	Single-unit residences, followed by townhouses
Site Context (South):	Single-unit residences, following by Dobson Road
Site Context (West):	Commercial uses

History

The subject property is owned by BC Housing. In December 2021, Council issued a temporary use permit (TUP) authorizing the Cowichan Housing Association and Lookout Housing and Health Society ("Lookout") to develop and operate temporary accommodation uses on the property for an 8-month term. At the request of CHA, Council renewed the TUP for an additional 8-month term (16 months total) that expired on May 30, 2023. Prior to the expiry, Council issued a new TUP for the same uses for an additional 18-month term that is set to expire on November 30, 2024. On January 3, 2024, the provincial government announced that it would be providing $1.5 million in annual operating funding for the Village site in Duncan through to December 31, 2026.

More recently, BC Housing has confirmed renewed funding for the Village under the Homeless Encampment Action Response Temporary Housing (HEARTH) program. This renewed funding includes renovating or replacing the sleeping units to ensure the safety and wellbeing of the residents, as well as a potential indoor amenity space, a fenced perimeter, and additional lighting and surveillance equipment.

Proposal

In order to continue operating the Village, BC Housing has applied for a new TUP. The request is for a three year term beginning on December 31, 2026 (when the current TUP expires) and ending on December 31, 2029.

The proposed TUP, including the proposed project program information, is attached as **APPENDIX A**. The proposal and TUP are generally the same as the previously issued TUPs, except for neighbourhood security, which is discussed below. While the TUP would authorize up to 40 sleeping units, there are only 34 sleepings units onsite presently. Permitting up to 40 sleeping units would provide the flexibility to add six more sleeping units (potentially in the undeveloped southeast corner of the site) without the need to amend the TUP.

ANALYSIS:

The intent of the temporary use permit legislation is to authorize a local government to allow uses not permitted in the zoning to take place on a temporary, interim basis. The maximum term of a TUP is three years and may be renewed once for an additional three years. However, a proponent can apply for multiple, consecutive TUPs.

The temporary accommodation uses have successfully met the basic housing needs of some of the unsheltered population in the Duncan area. The support services and opportunities offered onsite and in the neighbourhood have made a positive impact on the residents and the community, including improved physical and mental well-being, peer outreach, neighbourhood monitoring, improved sanitation, street clean-up, and incident response.

Neighbourhood Security

In previous security and operations plans for the Village, it stated that the site operator used to conduct

neighbourhood walks, including operator staff and peer outreach, and this was noted to have a positive impact on issues being experienced in the neighbourhood. Unfortunately, more recently, the site operator has not kept up with the neighbourhood staff and peer walks. Furthermore, BC Housing has advised that the current funding only covers onsite staffing and resource needs and does not cover offsite security walks. In lieu of this, BC Housing has committed to a number of other design, operational, and neighbourhood inclusion commitments. These are listed in the draft letter of commitments, which forms part of the TUP (see **APPENDIX A**). While these commitments are anticipated to result in a number of benefits to the operation of the Village, they do not include offsite security checks in the area surrounding the Village.

As part of the TUP application process, the proposal was referred to the RCMP for review and feedback. It would appear from the data and analysis from the RCMP that calls for service have increased in recent years, which seems to coincide with the operator's reduced presence in the broader neighbourhood. City staff feel that the operator staff and peer walks continue to be an important element of the success of the Village in the neighbourhood. While BC Housing may be unable to fund dedicated offsite resources, staff feel that it is a reasonable request to require, as a condition in the TUP, that the operator allocate some the existing resources it planned to fully dedicate to onsite management to offsite neighbourhood security walks within a 60 m (200 ft) distance from the Village site. Staff are recommending that the TUP be amended to add this condition, with the exact details to be determined as a collaborative effort between the operator and City staff.

BC Housing has not confirmed its long term redevelopment plans for the property, but it is staff's understanding that BC Housing ultimately intends to develop the site with permanent housing. If BC Housing wished to proceed with redevelopment of the property sooner than the 3-year term, they could do so. Until that time, staff are supportive of issuance of the proposed new TUP and continuation of the temporary accommodation and support services uses taking place on the property.

If Council does not issue the new TUP, BC Housing would need to decommission the site and return the land to its original state by December 31, 2026.

Engagement

Pursuant to Official Community Plan (OCP) policies, proponents are required to undertake engagement prior to Council consideration of TUPs for temporary housing. BC Housing issued its own letter to owners and occupiers within 150 m of the subject property, separate from the City's statutory notification.

IMPLICATIONS:

Financial:	N/A
Policy/Legislation:	The OCP policies and *Local Government Act* requirements for TUPs will need to be met.

Strategic Priority:	GOAL: Adequate Supply of Diverse, Affordable, and Supportive Housing Options » Lobby Senior Governments for increased spending Council lobbied for the provincial government to fund the Village housing model, which is likely one of the reasons the province ultimately decided to provide the additional funding.
Sustainability:	N/A
Communication:	Notice was sent to owners and occupiers within 60 m (200 ft) of the subject property, a development notice sign was installed along the property frontage, and an advertisement was placed in an issue of the newspaper.
Staffing Implications:	Staff resources were required to process the temporary use permit application. Bylaw compliance resources are required to attend Community Advisory Committee meetings.

ALTERNATE OPTIONS:

1. Council could issue the TUP, as attached to the staff report, without the additional condition related to neighbourhood security walks. Motion for consideration:

   That Council issue Temporary Use Permit No. TUP-2026-01 for 610 Trunk Road to facilitate the temporary accommodation of up to 40 unsheltered persons in up to 40 modular sleeping units.

2. Council could deny issuance of the temporary use permit. If a new TUP is not issued, the temporary uses would need to cease and the site decommissioned and returned to its original state by December 31, 2026. The residents would not be permitted to stay on the property. Motion for consideration:

   That Council deny issuance of Temporary Use Permit No. TUP-2026-01 for 610 Trunk Road.

3. Council could amend the temporary use permit conditions, then issue the temporary use permit, as amended. Motion for consideration:

   That Council amend Temporary Use Permit No. TUP-2026-01 for 610 Trunk Road by *[insert amendments]*.

   That Council issue Temporary Use Permit No. TUP-2026-01 for 610 Trunk Road, as amended, to facilitate the temporary accommodation of up to 40 unsheltered persons in up to 40 modular sleeping units.

APPENDICES:

APPENDIX A Temporary Use Permit
APPENDIX B Location Map
APPENDIX C Zoning Map
APPENDIX D Air Photo
APPENDIX E Site Photos

APPENDIX A

CITY of DUNCAN

TEMPORARY USE PERMIT NO. TUP-2026-01

Subject Property:	610 Trunk Road
Legal Description:	LOT A, SECTION 16, RANGE 7, QUAMICHAN DISTRICT, PLAN VIP58624
PID:	018-828-515
Property Owner:	Provincial Rental Housing Corporation
Applicant:	Provincial Rental Housing Corporation
File Number:	3360-30-TUP-2026-01
Proposal:	Temporary Accommodation for Unsheltered People

CONDITIONS OF PERMIT

General Conditions

1. This permit is issued subject to compliance with all City bylaws and provincial and federal laws.

2. This permit applies only to the subject property identified on this permit (the "Land").

Authorized Temporary Uses

3. This permit authorizes the temporary use of the Land for accommodation of up to 40 unsheltered people in up to 40 modular sleeping units.

4. The Land must only be used and developed in accordance with this permit and the following schedules, except as required to be modified by the conditions in this permit:

   SCHEDULE 1: Project Program
   SCHEDULE 2: Letter of Commitments

Term

5. This permit is valid for a 3-year term beginning on December 31, 2026 and ending on December 31, 2029.

Site Plan

6. Prior to undertaking any site improvements, adding sleeping units, or adjusting the site configuration, a proposed updated site plan must be provided to the City's Chief Administrative Officer for approval.

Operation

7. The site operator must adhere to the project program and letter of commitments in **Schedule 1** and **Schedule 2** of this permit, including support services, neighbourhood support and operational commitments, security, and enforcement of program participation agreements.

8. Outdoor activity and intake areas must be landscaped and/or screened from public view and from the view of adjacent properties.

9. Adequate lighting must be provided in all areas where people will be on site and must be shielded and reflected away from adjacent uses.

10. All structures must comply with any life safety recommendations by the City's Fire Inspector.

Temporary Use Permit Issuance and Expiry

This permit was issued by the City on June 22, 2026.

This permit expires on December 31, 2029.

The City of Duncan:

_____

Corporate Officer

TEMPORARY USE PERMIT NO. TUP-2026-01

I HEREBY CERTIFY that I have read the terms and conditions of the Temporary Use Permit contained herein. I understand and agree that the City of Duncan has made no representations, covenants, warranties, guarantees, promises, or agreements (verbal or otherwise) with the registered property owner, other than those contained in this permit.

_____	_____
Owner/Agent (signature)	Witness (signature)
_____	_____
Print Name	Print Name
_____	_____
Date	Date

SCHEDULE 1
Project Program

Home Office
1701 – 4555 Kingsway
Burnaby, BC V5H 4V8

Phone 604-433-1711
Fax 604-439-4722
www.bchousing.org

File: 96122 – 12447
Project Address: 610 Trunk Rd, Duncan BC V9L 2R4

June 17, 2026

City of Duncan
200 Craig St. Duncan BC V9L 1W3
Attn: Planning & Development Services

Re: Village Renewal at 610 Trunk Rd. Temporary Use Permit – Letter of Intent

We hereby submit our application for the Temporary Use Permit for temporary accommodation for the unsheltered people of the Cowichan Valley at the Village, located at 610 Trunk Rd, Duncan. The application seeks to extend approval of the temporary use of a Provincial Rental Housing Corporation (PRHC) owned site for accommodation of up to 40 unsheltered people.

There is a demonstrated need in the community to address homelessness by providing support to those who are unhoused. The Cowichan Valley, an estimated population of 94,941 has an unsheltered homeless population exceeding 400 individuals. In the most recent Point-in-Time (PiT) count conducted across the Cowichan region on November 27, 2025, there were 428 individuals identified as experiencing homelessness.

Lookout Housing and Health Society (Lookout Housing Society) and BC Housing are working together to revitalize the existing 40-bed temporary housing site, as part of the provincial encampment response under the HEART/HEARTH program. The Village serves a target population of individuals unhoused or at risk of homelessness. The existing temporary housing structures will be renovated and/or replaced to ensure life safety of the residents with appropriate indoor amenity space, a fenced perimeter, and additional lighting and cameras as needed.

BC Housing has a direct relationship with Lookout Housing Society and has committed additional resources to ensure a dedicated position is focusing on the safety and the concerns of the community. BC Housing will prepare a Letter of Commitment (LOC) outlining these contributions, integral to The Village renewal.

The anticipated renewal of the Village is scheduled to begin fall 2026. Lookout Housing Society will continue to operate the Village under the Homeless Encampment Action Response Temporary Housing (HEARTH) Operator Agreement with BC Housing. Services and programs offered at The Village are only intended for the residents of The Village.

Should you require any further information or have inquiries regarding our application, please do not hesitate to contact us.

Sincerely,

Julia Schenck
Development Manager, Regional Development - Vancouver Island, BC Housing

The following appendices form part of this application:

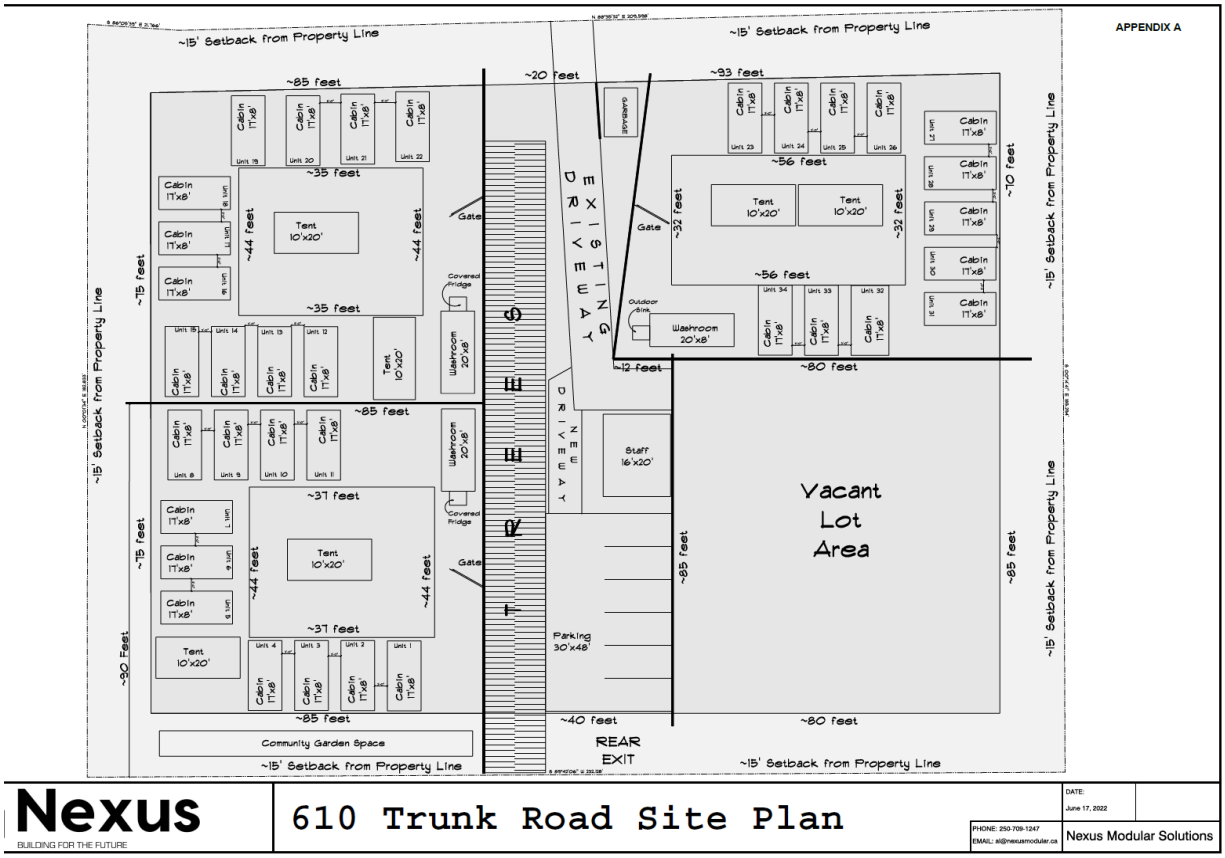
APPENDIX A – SITE PLAN

APPENDIX B – PROJECT OVERVIEW

APPENDIX C – *DRAFT* SAFETY AND OPERATIONS PLAN

APPENDIX D - Program Participation Agreement (updated version in progress)

APPENDIX A – SITE PLAN



APPENDIX B – PROJECT OVERVIEW

PROPOSED INTENT

24-hour temporary housing and support services for up to 40 individuals from **December 31st 2026** to **December 31, 2029** at the Village site, 610 Trunk Rd, Duncan.

SITE SPECIFICS

Support services:

- 7 days/week outreach and support staff
- Sanitation, garbage, recycling and clean team
- 3 meals/day
- Peer outreach, coordination, and incident response

Neighbourhood Support/Operational Commitments:

- Letter of Commitment, outlining particulars
- Street-smart Peer Outreach Cleanup Program and quick response team
    - Cleaning and regular maintenance of the grounds and immediate surroundings, provided by staff, peer outreach, and volunteers.
- Perimeter walks/checks by staff
- Program Participation Agreement
- 24/7 Open Communication Line for feedback and concerns

The Village project includes:

- Temporary emergency shelter for up to 40 individuals
- up to 40 8'x14' sleeping units
- Fenced perimeter of the site, site entry observable by central staff unit
- 3 fenced and enclosed living sections for 11-12 individuals for privacy and safety
- 3 shower and bathroom units 8'x20'
- 24/7 onsite staff
- 24/7 on-call site leadership

The living sections of the site consists of 3 enclosed fenced sections, 2 sections containing 11 and 1 containing 12 sleeping units. Each self-contained sleeping unit provides a home for 1 individual, complete with 1 bed, 1 wardrobe, 1 end table, 1 foldable table, and 2 stools. The units are 17 feet long, and 6 feet wide with a 14-foot interior and a 3-foot covered porch. Each unit has an electric baseboard heater, as well as an adjustable vent for cooling and fresh air.

Each of the enclosed sections contains a large common amenity space. These spaces include a bathroom unit with 3 toilet stalls and 2 showers. Additionally, they are equipped with 2 picnic tables and a 10'x20' tent and 1 10'x16' pergola covering the seated areas. Each section is located at ground level, providing full access to individuals with limited mobility. A shared refrigerator/freezer in each section is available for food and drink storage. These resources also benefit residents in the event of extreme summer weather conditions, as the tents are outfitted with sprinkler hoses to be utilized as cooling stations and the fridges keep plenty of cold water on hand.

Figure 1 Sleeping unit exterior - front entrance

Figure 3 Sleeping unit interior - foyer

Figure 4 Outdoor shared amenity space

In the centre of the property, a 20’x20’ staff unit provides space for the staff to meet with residents for case planning, referrals, system navigation, collection of statistics, and the distribution of meals, harm reduction supplies and educational opportunities. It also serves as a safe and easy check-in centre for external service providers and family members as they arrive on-site to meet with residents. Providing the opportunity for staff to direct and monitor the site entrance, limiting the entry of unauthorized guests. This staff unit also contains one fridge for the meals delivered daily. Shelving in the unit provides storage for Harm Reduction and site supplies, First Aid equipment, and donations.

Figure 5 Staff unit – exterior access + fridge

Figure 6 - Staff unit check-in window

Figure 7 – The Village landscaping

APPENDIX C – DRAFT SECURITY + OPERATIONS PLAN

Site and Community Security

Lookout staff actively monitors the site, engaging with individuals who may be trespassing, loitering, littering, or openly using substances in the area. This responsive and community-driven approach to local security and support has continued to create a positive impact in the neighbourhood. There is a demonstrated decrease in local crime and we have continued to document low instances of disturbances within the area monitored. Our growing relationship with the neighbouring community has resulted in increased acceptance, effectively changing opinions locally from negative to positive. Lookout staff are fully trained in Non-Violent Crisis Intervention, First Aid and conflict de-escalation techniques, leading to a decrease in the need to call emergency services, as well as a decline in the number of people necessitating intervention within the area.

All participants

- Are required to keep their sleeping units in good condition, with monthly safety inspections to ensure sleeping units meet the hygiene and safety standards as required by the Program Participation Agreement; Agree to the Good Neighbour and Crime-Free Addendum that they have read and signed upon entry to the site. These agreements are essential in maintaining the standards required by the existing TUP, and carry to potential risk of discharge if the resident is found to be in violation of the agreement;
- The agreement includes being mindful of loitering, littering, trespassing, openly using substances, mischief, theft and disturbances (including violence). Lookout employs a zero violence policy, which can result in a 24 or 48-hour service restriction from the site.

APPENDIX D - PROGRAM PARTICIPATION AGREEMENT
with Good Neighbour and Crime-Free Addendum

PROGRAM PARTICIPANT AGREEMENT

The Village – 610 Trunk Rd Duncan, BC V9L 2R4

This Agreement is dated for reference _____ and is between the Provider and the Program Participant, as defined below.

"Provider" means:

Lookout Housing and Health Society

"Program Participant" means:

Full Legal Name	Birth Date
Full Legal Name	Birth Date

1. This Agreement provides for the Program Participant's participation in Support Services provided by the Provider (as defined in this Agreement).
2. The Support Services are intended to assist the Program Participant in addressing and enhancing life skills, restoring the ability to maintain healthy, independent lives and eventually maintain a productive independent tenancy.
3. The Provider will provide the Program Participant with Program Accommodation in recognition of the need for stable accommodation while the Program Participant receives the Support Services.
4. This housing at unit _____

_____

(the 'Program Accommodation") will be provided only while the Program Participant complies with the terms of this Agreement. (For the purposes of this Agreement, "Building" includes any land or other premises associated with the Program Accommodation and the building(s) in which it is located.)

Initial	Initial	Initial

A. DURATION OF AGREEMENT

This Agreement commences on _____.

This Agreement ends on the date on which:

1. The Provider terminates the Agreement; or
2. The Program Participant terminates this Agreement.

B. RIGHT TO OCCUPY

1. The Provider grants the Program Participant the right to occupy the Program Accommodation subject always to the terms of this Agreement and the Program Participant's compliance with this Agreement and the terms of the Support Services.
2. The *Residential Tenancy Act* (or successor legislation) does not apply to this Agreement. The Program Accommodation is exempt from the *Residential Tenancy Act* (or successor legislation) as the Program Accommodation is only made available in the course of providing the Program Participant with the Support Services.
3. The Program Participant will use the Program Accommodation only for residential occupancy while receiving Support Services and will not conduct any trade or business from the Program Accommodation or act in any way that is inconsistent with or that interferes with the provision of Support Services to the Program Participant or any other occupant at the Building.
4. If this Agreement is terminated for any reason, the Program Participant must vacate the Program Accommodation.

C. RESPONSIBILITIES OF THE PROGRAM PARTICIPANT

1. The Program Participant acknowledges that the Program Accommodation is provided for the purpose of receiving Support Services and will be available only while the Program Participant complies with the terms of this Agreement. The Program Participant will:
   a. comply with the terms as set out in this Agreement;
   b. accept and cooperate with the provision of Support Services provided by the Provider in the site specific attachment (see attachment) which may include:
      i. support for Program Participants to maintain their occupancy, including but not limited to:
         a. directly assisting with room de-cluttering and/or normal cleaning and maintenance;
         b. repayment plans for outstanding Program Accommodation Payments or other debts;
      ii. individual or group support services such as life skills, community information, social and recreational programs;
      iii. connecting the Program Participant to community supports and services such as education, employment, health and life skills and independent residential tenancy opportunities when appropriate;
      iv. case planning and Program Participant needs assessment;

Initial	Initial	Initial

v. assistance with Income Assistance, Pension Benefits, Disability Benefits, obtaining a BC Identification Card, or establishing a bank account as appropriate;
vi. wellness checks,
vii. such other support services as may be determined by the Provider in enhancing the Program Participant's ability to maintain a healthy, independent life and eventually maintain a productive independent tenancy

(together, the "Support Services");

c. provide and adhere to the Declaration of Income and Assets ("DIA") and additional terms or modifications as may be required by the Provider;

d. be responsible for the conduct of all guests and will ensure guests adhere to the Provider's rules, directions, notices and standards of conduct.

2. The Program Participant agrees to cooperate with the provision of such Support Services and not to interfere with or hinder the provision of such Support Services by the Provider to the Program Participant or any other occupant of the Building.

3. The specific Support Services provided will be determined in consultation with the Program Participant. The Provider may develop an individual service plan for the Program Participant, which will be adhered to by the Program Participant. The Program Participant will meet with the Provider at intervals determined by the Provider to review and evaluate the individual service plan and consider which Support Services will best provide rehabilitative and other assistance to the Program Participant.

D. PROGRAM ACCOMMODATION PAYMENT

1. The amount of Program Accommodation Payment payable will either be determined on the basis of 30% of the Program Participant's gross monthly household income or will be a fixed rent structure as determined by the Provider (such determination to be informed by and in accordance with any operator agreement between the Provider and one or more third parties). The Provider will give the Program Participant notice of the amount of such Program Accommodation Payment prior to the date this Agreement starts. The Shelter portion from the ministry will be used to cover the cost of this program.

2. The Program Participant agrees to pay _____
Payable on the first day of each month.
This rental amount is for unit: _____
_____

3. The amount of the Program Accommodation Payment may be revised by the Provider from time to time on notice from the Provider, based on the most recently completed DIA where appropriate.

Initial	Initial	Initial

4. The Program Participant agrees:
   a. to complete and sign a DIA, at least once in every twelve (12) month period, and to do so again from time to time as required by the Provider;
   b. to provide proof of income and assets with the DIA as required by and to the satisfaction of the Provider; and
   c. that the truth of the DIA and proof of income and assets is material and fundamental to this Agreement, and that misleading or untrue information in either can result in termination of this Agreement.

5. Where the Program Participant's source of income is from the Ministry of Social Development and Poverty Reduction (or successor Ministry), the Program Participant will have the Program Accommodation Payment paid directly to the Provider.
6. The Program Participant will pay the Program Accommodation Payment on or before the first day of each calendar month to be paid either:
   a. directly from the Ministry of Social Development and Poverty Reduction; or
   b. by pre-authorized payment.
7. The Program Participant will pay the Program Accommodation Payment as determined by the Provider.
8. The Program Participant must pay the Program Accommodation Payment on time. If the Program Accommodation Payment is late, it will be a breach of this Agreement and could result in a termination of this Agreement.
9. The program accommodation includes:

_____
_____
_____

E. GUEST MANAGEMENT

1. The Program Accommodation is only for the designated Program Participants, and only Program Participants may live in the Program Accommodation. If is the Provider believes that a guest or other unauthorized person is living in or occupying a Program Accommodation unit, the Provider reserves the right to ask the person to leave. Furthermore, if the Provider deems that a person who is not the Program Participant is co-residing in a unit, it will be a breach of this Agreement and could result in a termination of this Agreement.
2. The Program Participant may not permit guests in the Program Accommodation.
3. No guests will be provided access to the site. For security purposes, this requirement applies to external service providers who wish to visit the Program Participant.
4. The Provider reserves the right to refuse access to the Building, the Program Accommodation or any other program accommodation units to any person if the Provider determines the safety or security of participants or staff to be at risk or if the person fails to or refuses to comply with all of the Provider's rules, notices, directions and standards of conduct.
5. Guests are not allowed in the common areas of the Building or allowed to participate in program activities or Support Services, unless explicitly approved by the Provider in writing.

Initial	Initial	Initial

6. Guests are subject to all Provider's rules, notices, directions and standards of conduct. Program Participants are responsible for their guests' behavior and issues with guests' behavior will be considered a breach of this Agreement and could result in a termination of this Agreement.
7. The Provider reserves the right to limit the amount of guests per unit in accordance with maintaining fire safety standards throughout the Building or for other reasons as determined by the Provider.
8. The Program Participant agrees to notify the Provider promptly of any change or anticipated change in the occupants of the Program Accommodation. Any change in the number of persons occupying the Program Accommodation is material and of great importance to the Provider and must be authorized in advance and in writing. Changes in the number of occupants not authorized by the Provider is a breach of this Agreement and may result in a termination of this Agreement.
9. The Program Participant is responsible for their guest and must accompany them at all times when in the Program Accommodation.
10. Program Participant is not permitted to give access fobs/keys/codes to their guest.

F. HEALTH AND CLEANLINESS STANDARDS

1. The Program Participant must maintain ordinary health, cleanliness and sanitary standards throughout the Program Accommodation and the Building as required or requested by the Provider, including (without limitation):
   a. cleaning the Program Accommodation and reporting maintenance problems to the Provider to ensure that all environmental health and safety standards are met; and
   b. allowing staff and repair and maintenance workers timely access to the Program Accommodation to ensure all concerns are resolved and repairs and maintenance are completed as required or requested by the Provider from time to time.

G. LOCKS AND KEYS/KEY CARDS

1. Program Participants will be issued a key and/or key card to access the entrance to the Building, the floor on which they reside, and their unit. The card remains the property of the Provider and is non-transferable. The Program Participant may not copy, destroy, damage or tamper with the key card in any way.
2. The Program Participant may not change or add a lock or security device (e.g. a door chain) to the Program Accommodation without prior written approval from the Provider.
3. In an emergency, the Provider may change the lock on the main door of the Building and promptly provide the Program Participant with a copy of the new key or key card.

Initial	Initial	Initial

4. The Program Participant agrees not to make extra keys or key cards for any lock in the Program Accommodation or Building.

5. If the Program Participant is locked out of the Program Accommodation or Building and the Program Accommodation or any part of the Building is damaged in regaining access, the Program Participant must pay any costs of repairing such damages. The Program Participant must pay any other costs incurred in regaining access.

H. ENTRY OF PROGRAM ACCOMMODATION

1. The Provider may enter the Program Accommodation if one of the following applies:
   a. the Provider gives the Program Participant a written notice which states why the Provider wishes to enter the Program Accommodation including, but not limited to, a general inspection or the need to conduct repairs, replacement, upgrade or renovations to the Program Accommodation and/or Building and specifies a reasonable time not sooner than twenty-four (24) hours and not later than seventy-two (72) hours from the time of giving notice;
   b. as part of the wellness checks procedure established by the Provider which may warrant room checking when a Program Participant has not been seen or heard from for an extended period;
   c. at any time without notice if the Provider determines that there is an emergency;
   d. the Program Participant gives the Provider permission to enter at the time of entry or not more than one month before the time of entry for a specific purpose;
   e. the Program Participant has abandoned the Program Accommodation or if the Provider reasonably believes that the Program Participant has abandoned the Program Accommodation; or
   f. at any time without notice if this Agreement has ended, regardless of whether the Program Participant has moved out.

I. PET

1. If the site allows, the Program Participant may keep a pet in the Program Accommodation and Building, but only in accordance with the pet ownership rules and regulations established or amended by the Provider from time to time.

2. The Program Participant must sign a Lookout Pet agreement and provide a $100.00 pet deposit prior to bring a pet into Program Accommodation.

J. ALTERATIONS OF PROGRAM ACCOMMODATION

1. The Program Participants must obtain the prior written consent of the Provider to do any of the following:

Initial	Initial	Initial

a. place any notice or sign on the Program Accommodation or the Building;
b. place on or affix any radio, satellite or television equipment or any other object whatsoever to the outside of the Program Accommodation or the Building;
c. make any structural alterations to the Program Accommodation or the Building;
d. paint, paper, or carpet the Program Accommodation or the Building;
e. install or store heavy appliances or equipment in the Program Accommodation in or on the Building; and
f. where the Provider supplies drapes, curtains and curtains rods, use of any other drapes, curtains and/or curtains rods not approved by the Provider.

K. HAZARDS

1. The Program Participant must take all steps reasonably necessary to prevent the creation of any hazard and must immediately report any hazards or safety concerns to the Provider without delay.

L. COMMON AREA

1. The Program Participant must take all reasonable steps to ensure that the use of the common areas of the Building, including any laundry room, recreation room and facilities, or storage area, by the Program Participant or guest will:
   a. be prudent, safe and equitable; and
   b. Comply with all notices, rules or regulations posted on or about the Building or communicated by the Provider concerning the use of such common areas.
2. The Program Participant agrees that the use of common areas by a Program Participant, and any guests is at the sole risk of the Program Participant.

M. STORAGE

1. The Program Participant must not store any major appliance, bicycle, wheelchair, scooter or power scooter in hallways and must not store any property except in designated storage areas. The Program Participant agrees that use of the storage areas is at the sole risk of the Program Participant.

N. RULES AND REGULATIONS

1. The Program Participant agrees to observe the rules and regulations for the Program Accommodation and the Building delivered with this Agreement and such amendments, variations, modifications and additions made by the Provider to such rules and regulations from time to time.
2. The rules and regulations and any amendments, variations, modifications or additions thereto may be posted on the building or delivered to each unit addressed to “residents”.

O. MOVING

1. The Program Participant must move possessions and furniture in or out of the Program Accommodation and the Building in a competent manner and if any damage is caused in the course of moving in or out of the Program Accommodation or the residential property, the Program Participant must pay to repair such damage.

Initial	Initial	Initial

P. LIABILITY WAIVER

1. The Program Participant, on the Program Participant's own behalf and on behalf of all occupants and guests of the Program Accommodation, waives and releases the Provider and its officers, directors, employees and volunteers from any claims, expenses, actions, proceedings, causes of action and liabilities whatsoever, whether caused by the wrongful or negligence act or omission of any of them, in connection with, related to or arising from:
   a. this Agreement, including the Support Services and/or other services to be provided pursuant to, connected with or related to it;
   b. the use or occupation of the Program Accommodation or the Building or the use of any services, furnishings, accommodations, equipment and facilities existing or supplied in connection with the Program Accommodation or the Building; and
   c. any damage to or loss of any personal property of a Program Participant, occupant or guest.

Q. ENDING THIS AGREEMENT – PROGRAM PARTICIPANT

1. The Program Participant may end this Agreement by providing a written notice to the Provider. This notice must be in writing and must:
   a. include the address of the Program Accommodation;
   b. include the date this Agreement is to end; and
   c. be signed by the Program Participant.

Initial	Initial	Initial

R. ENDING THIS AGREEMENT – THE PROVIDER

1. The Provider may choose to terminate this Agreement at any time by giving the Program Participant less than twenty-four (24) hours written notice if the Program Participant has committed a serious act of violence towards or has seriously jeopardized the health or safety of any staff, guests, or other occupants of the building or members of the community.
2. The Provider may end this Agreement at any time by giving the Program Participant not less than forty-eight (48) hours written notice if:
   a. the Program Participant or their guests engage or behave in a manner that is abusive and/or a threat to the mental or physical health or safety of any staff, guests, other occupants of the building or members of the community;
   b. the Program Participant or their guests engage in vandalism or wilfully cause damage to the Program Accommodation or any aspect of the building;
3. The Provider may end this Agreement by giving the Program Participant a thirty (30) day written notice if:
   a. the Program Participant breaches any other requirement or provision of this Agreement and fails to correct that breach to the satisfaction of the Provider;
   b. the Program Participant is absent from the Program Accommodation unit for one (1) month or longer without the prior written consent of the Provider even if the Program Accommodation Payment has been paid for that period;
   c. number of occupants or physical makeup of the Program Accommodation changes without the Provider's prior written approval; or
   d. the Program Participant has failed to pay the program fee to the Provider or is chronically late in paying their fee.
4. The Provider's notice will:
   a. include the address of the Program Accommodation;
   b. include the date this Agreement and therefore the right to occupy the Program Accommodation will end;
   c. include the reason for ending this Agreement; and
   d. be signed by the Provider.

S. PROVISIONS RELATING TO ALL TERMINATIONS

1. The Provider and the Program Participant may mutually agree in writing to end this Agreement at any time.
2. Once a notice to end this Agreement is given by either party or made by agreement, the Program Accommodation may be shown to other prospective occupant at any reasonable time by giving the Program Participant twenty-four (24) hours' notice. The Program Participant agrees to allow access to the Program Accommodation to facilitate this requirement.
3. At the end of any notice period for termination of this Agreement, the Program Participant must remove all personal property and belongings from the Program Accommodation and the Building.

Initial	Initial	Initial

4. All appliances, furniture and fixtures provided by the Provider remain the property of the Provider and must be left in good working order (reasonable wear and tear excepted) in the Program Accommodation.

5. If the Program Participant fails to move out of the Program Accommodation upon termination of this Agreement or fails to remove all belongings and personal property from the Program Accommodation:
   a. the Provider may change the locks;
   b. the Provider may remove private property or belongings from the Program Accommodation and in that event, the property will be stored in a safe place and manner for a period of not less than sixty (60) days following the date of removal;
   c. Any personal property or belongings of the Program Participant not retrieved by the Program Participant by the end of the sixty (60) day period will be considered to have been abandoned by the Program Participant any may be disposed of by the Provider, in its sole discretion;
   d. notwithstanding the foregoing, the Provider may dispose of the property in a commercially reasonable manner if reasonably concludes that:
      i. the property has a total market value of less than $500;
      ii. the cost of removing, storing and selling the property would be more than the proceeds of its sale; or
      the storage of the property would be unsanitary or unsafe.

T. NOTICE

1. All notices that are required or permitted under this Agreement are to be in writing and may be served on a person in any one of the following ways:
   a. by ordinary or registered mail, or posting in the mailbox or mail slot, served to the Program Participant at the Program Accommodation or the Provider at the addresses below;
      <<Provider Name>>
      <<Provider Address>>

      or

   b. by the Provider by posting on the door or other conspicuous place adjacent to the Program Accommodation; or
   c. by personal service by leaving a copy with the Provider or the Program Participant.

2. Service of the notice is deemed complete:
   a. if made by mail, or registered mail, seventy-two (72) hours after the time of mailing, except where there is a postal service disruption during that period;
   b. if posted in the mailbox or mail slot, or posted on the door or other conspicuous place, 48 hours after time of the posting; or
   c. if made by personal service, immediately upon that personal service being affected.

Initial	Initial	Initial

BINDING AGREEMENT

By signing this Agreement below the parties are bound by its terms and acknowledge receiving a copy of this Agreement.

Program Participant Signature	Date Signed
Print Name	
Provider or Authorized Agent Signature	Date Signed
Print Name and Title	

Initial	Initial	Initial

GOOD NEIGHBOUR AGREEMENT

By signing this agreement, the Provider agrees to:

- Be accountable while showing leadership and commitment to supportive housing existing in all communities
- Have a complaints process in place for Program Participants and community members
- Hold regular meetings where we can hear feedback about community concerns
- Work with Program Participants, neighbors, and community members to address any concerns

By signing this agreement, the Program Participant agrees to:

- Treat your neighbours and the community with consideration and respect
- Not make excessive noise at any time or cause unnecessary disturbances
- Understand that vulnerable persons share this address; and the Program Participant will not to participate in any activities that put the community of [Building] at risk
- Not to engage in activities that can affect the personal or emotional well-being of other Program Participants or any other persons
- Make sure that the security doors are closed properly and that you do not let people through the communal entry system that you do not know
- Put your garbage in the bins as provided – please do not throw anything from your windows
- Clean up after your animals as you are walking them around the neighborhood
- Ensure you leave community spaces, including playgrounds and parks, clean.
- Comply with all rules, standards of conduct, directions and notices of the Provider.
- Not smoke cigarettes inside the accommodation, including but not limited to the lobby, elevator, hallways and front entrance of the building as per the city by-laws.

Initial	Initial	Initial

Good Neighbour Agreement Declaration:

I, _____, the Program Participant of the [Building], have read the information contained in this agreement, the terms of which have been explained to me by:

_____ _____

Provider staff member print name Provider staff signature

By signing below, I agree to follow the good neighbour guidelines.

Program Participant print name: _____

Signature:_____

Date:_____

Initial	Initial	Initial

Lookout Housing and Health Society
Shelter Program Agreement Addendum for
Crime Free Participation

In consideration of the execution or renewal of a Participation Agreement of the Program Participation Agreement, Program provider and participant agree as follows:

The participant shall not engage in any criminal activity on the premises or property including, but not limited to:

1. any drug-related criminal activity
2. solicitation (pimps, prostitution activity)
3. street gang activity
4. discriminatory behaviour
5. violence or threatened violence
6. unlawful use of a firearm
7. any criminal activity that threatens the health, safety or welfare of the landlord, other tenants or persons on the residential property or residential premises.

VIOLATION OF THE ABOVE PROVISIONS, WHICH IS A REASONABLE AND MATERIAL TERM OF THE PROGRAM AGREEMENT, SHALL BE GOOD CAUSE FOR A NOTICE TO END PROGRAM AGREEMENT.

A single violation of any of the provisions of this added addendum shall be deemed a serious violation and material non-compliance with Program Agreement. It is understood and agreed that a single violation shall be good cause for a notice to end a Program Agreement. Unless otherwise provided by law, proof of violation shall not require criminal conviction, but shall be predominant of the evidence.

In case of conflict between the provisions of this addendum and any other provisions of the Program Agreement, the provisions of this addendum shall govern.

Should incidents occur resulting in police involvement, I agree to allow the investigating police agency to release information to the Program provider, in accordance with the Freedom of Information and Protection of Privacy Act and/or Personal Information and Privacy Act (PIPA).

This program Agreement is incorporated into the Program Agreement executed or renewed this day between the Program Provider and Participant.

Participant signature: _____ Date: _____

Site Name: _____ Date: _____

Initial	Initial	Initial

SCHEDULE 2
Letter of Commitments

Home Office
1701 – 4555 Kingsway
Burnaby, BC V5H 4V8

Phone 604-433-1711
Fax 604-439-4722
www.bchousing.org

Month ##, 2026

[Name]
[Title]
[Address]
[City of Duncan, XXX XXX]
[email@email.ca]

Dear [Name],

Re: Temporary Modular Housing at 610 Trunk Road, Duncan – Letter of Commitment

This letter expresses BC Housing's dedication and commitment to collaborate with the City of Duncan, Lookout Housing and Health Society, neighbours and other local partners to support the successful ongoing community inclusion of temporary housing with supports at 610 Trunk Road in Duncan.

This project is an important part of our collective effort to respond to issues of homelessness in the Cowichan Valley Regional District. We are driven by the principle that people without access to basic shelter must focus solely on survival. After a person can access the necessities including a warm bed, washrooms and meals, they are in a much better position to improve their personal situation and well-being. Having sufficient shelter and housing in a community also means there are fewer vulnerable people sheltering outdoors, and this contributes to community safety overall.

BC Housing Commitments

A caring community can contribute greatly to the well-being of our most vulnerable neighbours. BC Housing recognizes that this project would bring change to the community. Our aim is for this to be a positive change. As such, we commit to being a good neighbour and actively promoting the inclusion of this housing in the community.

To support this, we make the following commitments:

1. **Design Commitments**

    a) BC Housing will renovate and/or replace the existing temporary housing structures to ensure the life safety of residents. Improvements will include:

        - new indoor amenity space
        - a fenced perimeter
        - additional lighting and security cameras.

BC HOUSING

Home Office
1701 – 4555 Kingsway
Burnaby, BC V5H 4V8

Phone 604-433-1711
Fax 604-439-4722
www.bchousing.org

2. Operational Commitments

a. BC Housing will fund the housing operator to manage the site and deliver support services to residents. Support services may include 24/7 staffing, three meals per day, individualized case planning and resident needs assessments, life skills training, connections to education and cultural supports, access to health and wellness services including overdose prevention and community-based mental health and substance-use supports, and connections to community services.

b. BC Housing will maintain an Operating Agreement with the housing operator that sets out expectations for the operation and management of The Village and the delivery of resident services.

c. BC Housing will ensure that the housing operator adheres to the Operating Agreement and maintains consistent and effective operations at The Village.

d. BC Housing through the housing operator commits to being good neighbours and will work with residents and neighbours to foster good community relationships.

e. BC Housing will ensure the housing operator establishes and communicates clear policies and expectations with residents through a program participation agreement.

f. BC Housing will ensure the housing operator establishes and communicates clear expectations with housing residents regarding respectful behavior in the surrounding neighbourhood.

g. BC Housing will provide funding through the annual operating budget to support the operator in delivering a peer-led program. The program will involve residents contributing positively to the community through activities such as litter and neighbourhood cleanup.

h. BC Housing will ensure the housing operator conducts perimeter checks between 7:00 a.m. and 7:00 p.m. to support community safety, monitoring, and cleanliness in the surrounding neighbourhood.

i. BC Housing, through the housing operator, will promote a no-tolerance policy for criminal activity on the housing property, and will report any observed criminal activity to Duncan RCMP and cooperates with investigations.

j. BC Housing will ensure the housing operator contacts emergency services (911) in the event of any emergency situations observed on the housing property or in the immediate area surrounding the housing, including fires and medical emergencies.

k. BC Housing will ensure the housing operator follows and respects the City of Duncan's Good Neighbour Bylaw No. 3156 regarding noise, cleanliness and property maintenance and requires housing residents and staff to do the same.

BC HOUSING

Home Office
1701 – 4555 Kingsway
Burnaby, BC V5H 4V8

Phone 604-433-1711
Fax 604-439-4722
www.bchousing.org

l. BC Housing will ensure the housing operator follows and respects the City of Duncan's Controlled Substances Property Remediation Bylaw No. 3196 regarding illegal drug-related activities on a property and requires housing residents and staff to do the same.

m. BC Housing will ensure the housing operator provides a designated smoking area in accordance with the City of Duncan Smoke-Free Bylaw No. 3179, 2018 prohibiting smoking in public places and workplaces, enclosed spaces and common areas inside residential buildings and requires housing residents and staff to do the same.

n. BC Housing will ensure the housing operator follows and respects City of Duncan Fire Department and Fire Services Bylaw No. 3218, 2023, as well as the BC Fire Safety Act and BC Fire Code, including ensuring that all fire safety requirements are met and no fire hazards exist on the housing property.

o. BC Housing will ensure the housing operator follows and respects the Province of British Columbia's Safe Streets Act regarding solicitation and requires housing residents and staff to do the same.

p. BC Housing will ensure the housing operator follows and respects the BC Trespass Act, including provisions regarding unauthorized access to private property, and requires housing residents and staff to do the same.

3. Neighbourhood Inclusion Commitments

a. If needed BC Housing can re-distribute a *Who to Call | When to Call* flyer to neighbours and local businesses. This flyer will include:

   i. A direct, 24/7 phone number for onsite housing staff

   ii. Other local emergency and community contacts as agreed upon by BC Housing, the housing operator and the City of Duncan.

b. BC Housing and/or the housing operator will acknowledge and investigate any community concerns about activities on the housing property as they are received.

   i. BC Housing and/or the housing operator will work to resolve any issues as quickly as possible, collaborating with neighbors, community members and/or the City of Duncan as the situation may require.

   ii. If a community concern regarding the housing is conveyed to the City of Duncan BC, Housing and/or the housing operator will meet with City representatives, share pertinent information and work together towards a positive outcome.

Home Office
1701 – 4555 Kingsway
Burnaby, BC V5H 4V8

Phone 604-433-1711
Fax 604-439-4722
www.bchousing.org

Compliance with this Letter of Commitment

Should the City of Duncan identify that BC Housing has failed to meet the commitments in this letter, BC Housing commits to working collaboratively with the housing operator and City of Duncan on a plan that outlines steps and timelines for resolving the identified issues.

Signatures

The undersigned acknowledge and agree to the contents of this Letter of Commitment:

_____ _____

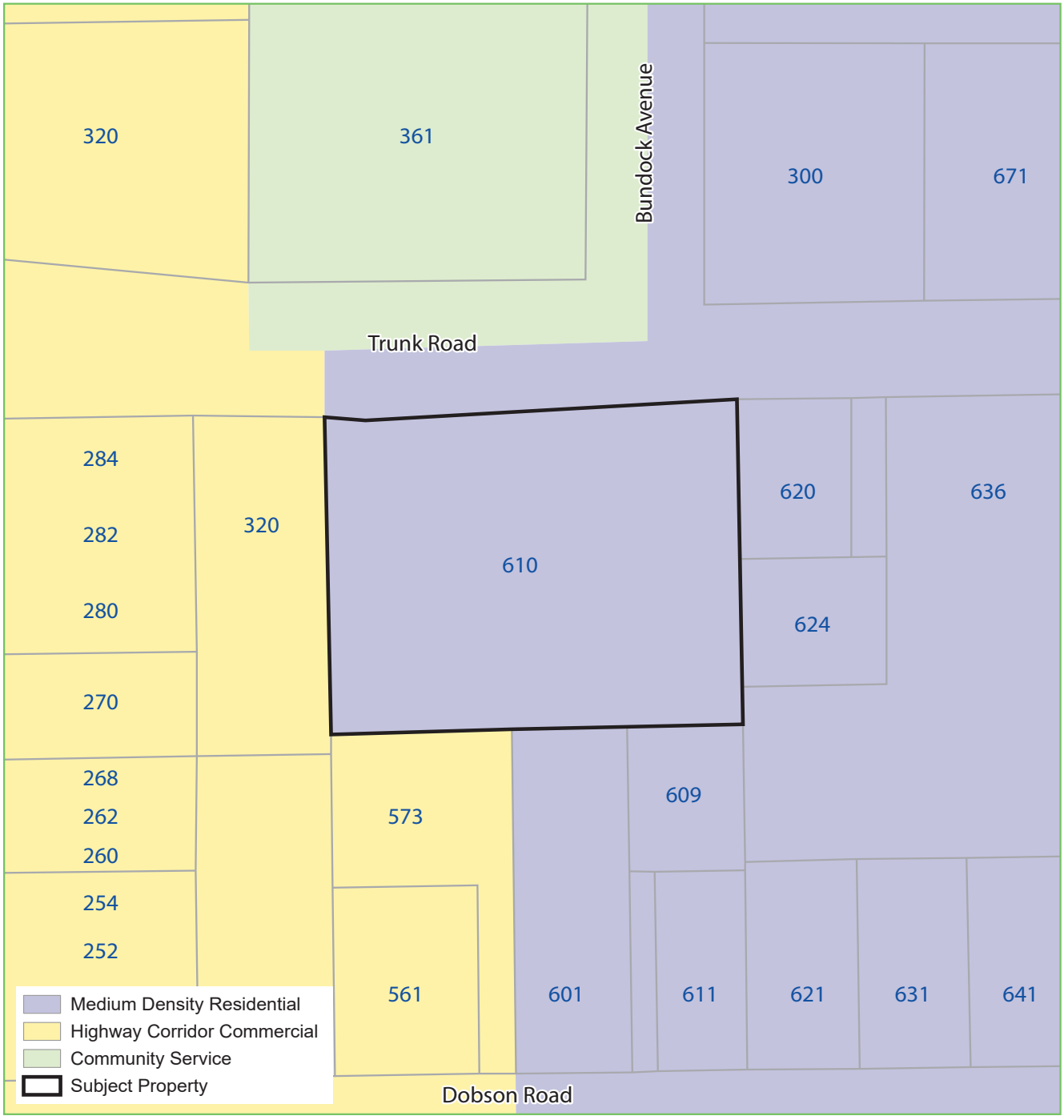
Jennifer Fox
Regional Director, Vancouver Island Region
Supportive Housing and Homelessness
BC Housing

Date

CITY of DUNCAN

Location Map

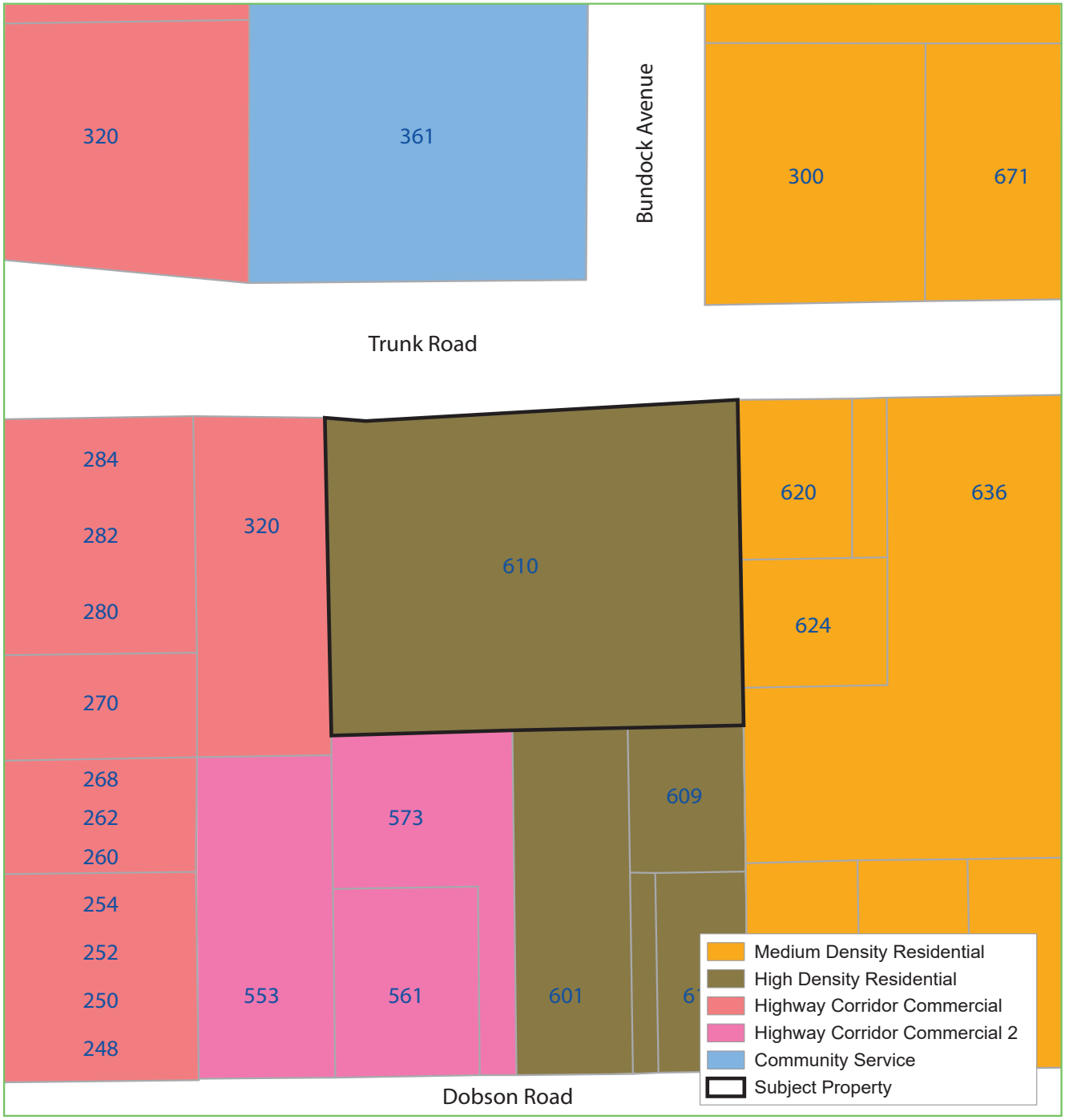
File: TUP-2026-01



CITY of DUNCAN

Zoning Map

File: TUP-2026-01



CITY of DUNCAN

Ortho Imagery (2024) Map

File: TUP-2026-01

N

Subject Property

0 5 10 20 30 40 50 m

APPENDIX E

Paige MacWilliam

From: JEAN DAVIS [redacted]
Sent: Wednesday, June 10, 2026 11:36 AM
To: Paige MacWilliam
Subject: New TUP

[You don't often get email from [redacted] Learn why this is important at https://aka.ms/LearnAboutSenderIdentification]

[EXTERNAL EMAIL] Do not click links or open attachments unless you recognize the sender and know the content is safe.

To Members of the Council of the City of Duncan.

I am writing in support of the proposed new TUP for the continued temporary use of the property at 610 Trunk Road for accommodation of up to 40 unsheltered people in up to 40 modular sleeping units. This has been a success story and needs to continue.

Thank you.

Jean F Davis

[redacted] Cedar Avenue
Duncan BC
[redacted]

Sent from my iPad

Paige MacWilliam

From:	Justin [redacted]
Sent:	Tuesday, June 16, 2026 9:00 AM
To:	Paige MacWilliam
Cc:	Rachel Hastings; Eliott Kennedy
Subject:	Feedback Regarding Proposed Temporary Use Permit Extension (TUP-2026-01) – 610 Trunk Road
Attachments:	IMG_3919.png; IMG_3918.png; IMG_3921.png; IMG_3924.png; Ongoing Public Safety Concern and Request for Action – 554 & 610 Trunk Rd, Dunca.pdf

[EXTERNAL EMAIL] Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear Director of Corporate Services and Members of Duncan City Council,

I am writing regarding the proposed Temporary Use Permit extension (TUP-2026-01) for 610 Trunk Road.

I am the owner of Joy Drycleaning, located near the facility. At the outset, I would like to emphasize that my intention is not to oppose supportive housing or services for vulnerable members of our community. Rather, I wish to provide feedback based on my direct observations and experiences since the facility was established in 2022.

Since the Village opened, I have repeatedly observed concerns relating to public safety, trespassing, sidewalk obstruction, suspicious activity, litter, and other impacts affecting the surrounding neighbourhood. In addition, customers and local residents visiting my business have occasionally expressed concerns regarding safety and conditions in the immediate area.

I recognize that not every incident occurring near the facility can be attributed to the Village, its residents, or its operators. I also understand that enforcement responsibilities are divided among different agencies, including the RCMP, the City, and other service providers.

However, my concern is not based on a single event. Rather, it is based on a recurring pattern that has been observed over several years since the facility was established.

Most recently, I experienced an incident involving trespassing that required RCMP involvement. During my efforts to seek assistance, I learned through communications with facility staff that there were

occasions when staff were working alone and were unable to leave the building to respond to concerns outside the facility. This experience raised concerns about whether the patrol and monitoring commitments originally presented to neighbouring businesses can be consistently achieved under the current operational structure.

I have also observed situations where groups of individuals remained for extended periods on sidewalks and roadsides near the facility, creating potential concerns regarding pedestrian safety, traffic safety, and public accessibility. On previous occasions, I reported similar concerns involving sidewalk obstruction and suspicious activities to the City and RCMP. While individual incidents may fall under the jurisdiction of different agencies, the recurring nature of these concerns suggests a need to review whether existing preventative measures are functioning as intended.

Another concern relates to visitor management. Following a recent RCMP matter, I observed individuals at or near the Village property who appeared familiar to me from that incident. I cannot determine whether those individuals were residents, guests, or unrelated visitors. However, situations of this nature highlight the importance of having clear visitor management procedures and maintaining records that may assist facility management and law enforcement when serious incidents occur.

For these reasons, I respectfully ask Council to consider incorporating measurable accountability measures as part of any TUP renewal, including:

• Verification and documentation of neighbourhood patrols that were originally described to neighbouring businesses;

• Sufficient staffing levels to ensure patrol commitments can be fulfilled consistently;

• Clearly identifiable patrol staff when conducting neighbourhood monitoring;

• Appropriate visitor management and record-keeping procedures;

• Regular reporting to the City regarding patrol activities, incident responses, and community concerns;

• Improved communication channels between facility management and neighbouring businesses.

I believe that supportive housing programs can coexist successfully with neighbouring businesses and residents when there is transparency, accountability, and effective management. My goal is not to oppose the continuation of the facility, but to encourage practical measures that will strengthen public confidence and improve safety for everyone, including facility residents, staff, neighbouring businesses, and the broader community.

The attached materials are provided for context and are intended to illustrate the operational concerns referenced in this letter. They are not submitted to attribute blame to any individual or resident, but rather to support consideration of practical accountability measures as part of the TUP renewal process.

The attached materials include:

Attachment 1 – Communications with Village Management regarding staffing availability and response limitations;

Attachment 2 – Photographs documenting recent observations of prolonged sidewalk and roadside occupancy near the facility area;

Attachment 3 – Previous correspondence regarding public safety concerns in the surrounding area (optional).

Thank you for your consideration and for your continued service to the residents of Duncan.

Sincerely,

Justin Kang

Owner, Joy Drycleaning
284 Trans Canada Highway
Duncan, BC

6:15

88

and staying in front of my door right now. Could you please [illegible] and check for me in [illegible]ely?

V

Village(shelter) ›

Hi Justin sorry I fell asleep early last night. It's always best to call the office phone as they are there 24-7 and do walks in the area every hour.

Thanks for the reply, Eliott. Just to let you know, since no one answered the office phone yesterday, I called the RCMP and they handled the situation well.

Regarding the 24-7 office availability, I'm a bit confused because two nights ago when I called for help with another trespasser, the staff member who answered said they couldn't help because they were working alone.

Could you clarify how the village operations and hourly patrols work during the night and early morning hours? I want to make sure we know exactly what to expect in an emergency. Thanks!

전송됨

iMessage

6:16

88

V

Village(shelter) ›

Hi Eliott, this is Justin from Joy Drycleaning. I just tried calling your office but couldn't reach anyone.

Someone is trespassing and staying in front of my door right now. Could you please come and check for me immediately?

(어제) 오전 8:25

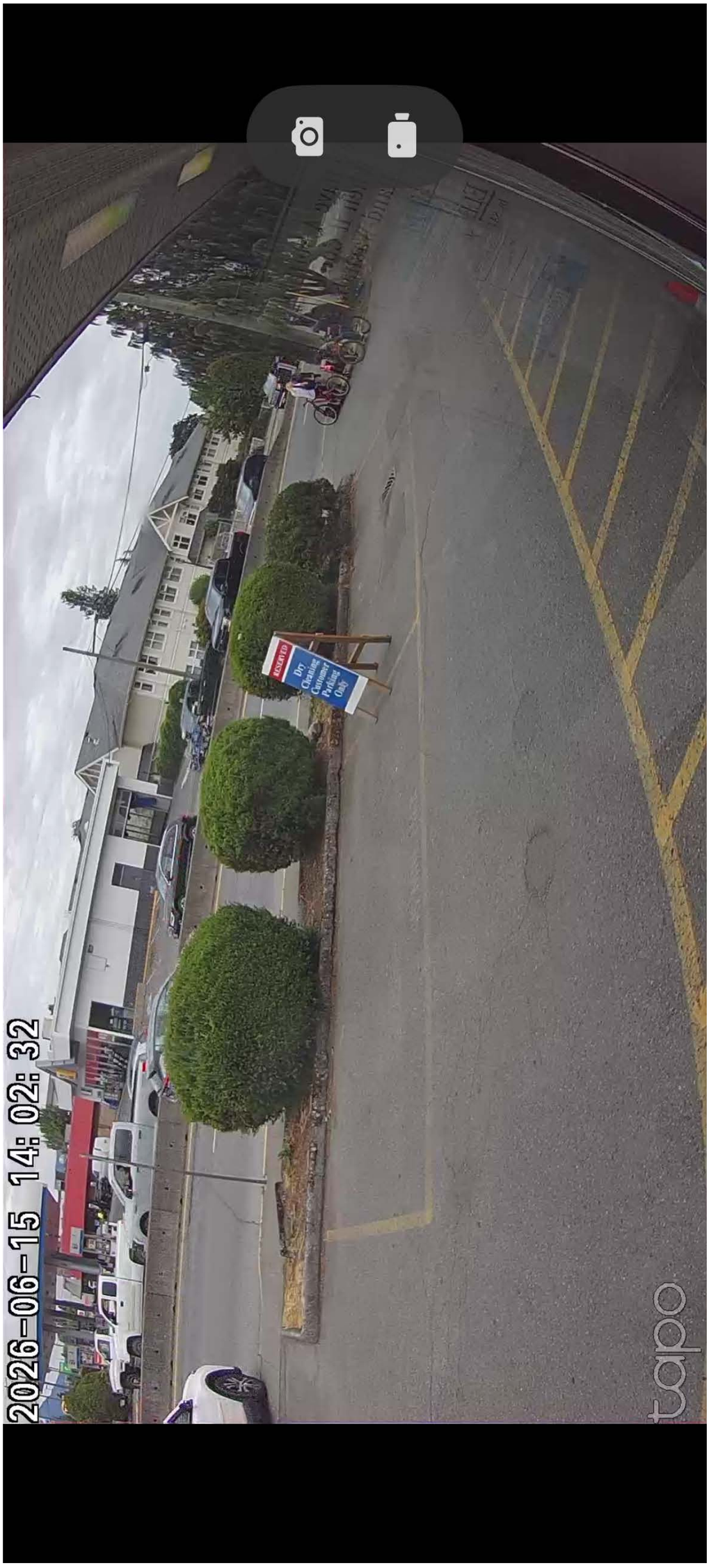
Hi Justin sorry I fell asleep early last night. It's always best to call the office phone as they are there 24-7 and do walks in the area every hour.

Thanks for the reply, Eliott. Just to let you know, since no one answered the office phone yesterday, I called the RCMP and they handled the situation well.

Regarding the 24-7 office availability, I'm a bit confused because two nights ago when I called for help with another

iMessage

couldn't help because they


RESERVED
Dry Cleaning Customer Parking Only
2026-06-15 14:02:32
tapo

Gmail [redacted]

Ongoing Public Safety Concern and Request for Action – 554 & 610 Trunk Rd, Duncan

Justin [redacted] 4월 6일 (월) 오후 2:38
받는사람: <duncan@duncan.ca>
참조: Rachel Hastings <rachel@duncan.ca>, Beard, Kenneth (RCMP/GRC) <kenneth.e.beard@rcmp-grc.gc.ca>, Eliott Kennedy <Eliott.Kennedy@lookoutsociety.ca>

Dear Sir or Madam,

I am writing to raise an ongoing concern regarding public safety and community health in the areas surrounding 554 Trunk Rd (near the Mental Health Association) and 610 Trunk Rd (near "The Village") in Duncan.

In addition to the incident that occurred earlier today at approximately 8:20 AM—which has already been reported to the RCMP—I would like to bring to your attention that I have repeatedly observed similar situations in these areas during my daily commute.

On multiple occasions, individuals have been:

- occupying and blocking public sidewalks,
- engaging in suspicious activities involving pipe-like objects,
- and creating situations that force pedestrians, including myself, to step onto the roadway to pass safely.

These recurring conditions pose a clear risk to pedestrian safety, public health, and the general accessibility of public spaces.

As noted, during today's incident, I was approached in an aggressive and threatening manner, and an object was thrown toward me, which required police intervention.

While this specific incident is under RCMP review, the broader pattern of activity in these locations remains a serious concern.

Given the repeated nature of these occurrences, I respectfully request that the City of Duncan, the Bylaw Office, and the RCMP consider appropriate and coordinated measures to:

- ensure public sidewalks remain safe and accessible,
- address ongoing safety risks,
- and improve overall conditions in these areas.

For your reference, relevant parties have been included in this correspondence.

Thank you for your attention to this matter and for your continued efforts to maintain a safe and healthy community.

Sincerely,

Myungsin Kang

IMG_0276.mov

Paige MacWilliam

From: Wade Dyke [redacted]
Sent: Wednesday, June 17, 2026 6:47 PM
To: Paige MacWilliam
Subject: TUP-2026-01-610

[EXTERNAL EMAIL] Do not click links or open attachments unless you recognize the sender and know the content is safe.

Absolutely not !!! I do not approve !!! I own a condo at [redacted] Bundock . This establishment has ruined property values and has made life hell with vagrants hanging out in front of the building .Ruining sales of places that are up for sale . I can't even get sleep half the time from the chaos that stems from this property . Plus people trying to break into my work truck ! Having sex and doing drugs in the bushes across the street at Sunridge. Absolutely do not condone this . I need to sell my property in the next year . I can't have this will drop my value by allot places won't even sell in my building because of this we have had people run away from this already . I would attend the meeting but I'm up north at this time . Wade Dyke #[redacted]

Request for Decision

To:	Peter de Verteuil, CAO	**File No:**	1880-20
Meeting Date:	June 22, 2026	**Submission Date:**	June 17, 2026
From:	Bernice Crossman, Director of Finance		
Subject:	2025 Annual Report		

RECOMMENDATION:

That Council receive the 2025 annual report, as attached to the June 22, 2026 report from the Director of Finance.

BACKGROUND:

Each year, the City prepares an annual report in accordance with Section 98 and 99 of the *Community Charter*. The annual report must include:

- Audited financial statements
- Listing of permissive tax exemptions
- A report respecting municipal services and operations
- A progress report respecting Council's strategic priorities

The annual report must be made available to the public for viewing and comment for 14 days before Council considers it and must be received by Council before June 30 of each year.

The Government Finance Officers Association (GFOA) has awarded the Canadian Award for Financial Reporting to the City for the annual report for 14 years in a row. The 2025 annual report will also be submitted to the GFOA for consideration of the award.

ANALYSIS:

The City's annual report was published on the City's website on June 5, 2026, and an advertisement inviting public comment was placed in the local newspaper. At the time of writing this report no comments have been received from the public. Comments will be invited at the Council meeting when the annual report is considered by Council.

IMPLICATIONS:

Financial:	N/A
Policy/Legislation:	Sections 98 and 99 of the *Community Charter* – Annual Municipal Report
Strategic Priority:	N/A – This report is a legislated requirement.
Sustainability:	N/A

Communication:	The annual report was made available to the public for viewing and comment
Staffing Implications:	Staff time was required to create the report, advertise, and place it on the website.

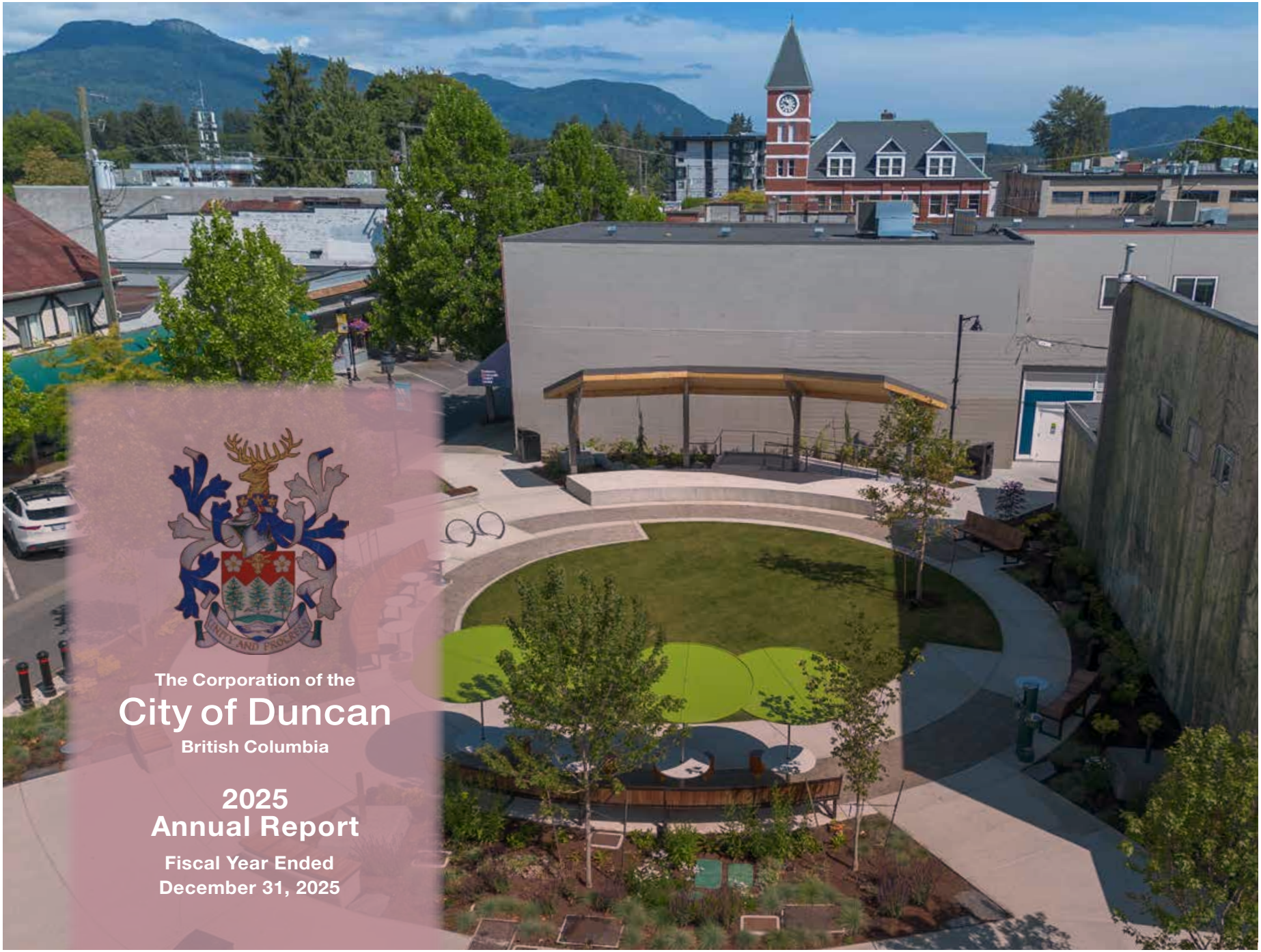
ALTERNATE OPTION:

None

APPENDICES:

Appendix A – 2025 Annual Report

DUNCAN
The Corporation of the City of Duncan, British Columbia
2025
ANNUAL
REPORT
For the Year Ended December 31, 2025



The Corporation of the

City of Duncan

British Columbia

2025 Annual Report

Fiscal Year Ended
December 31, 2025

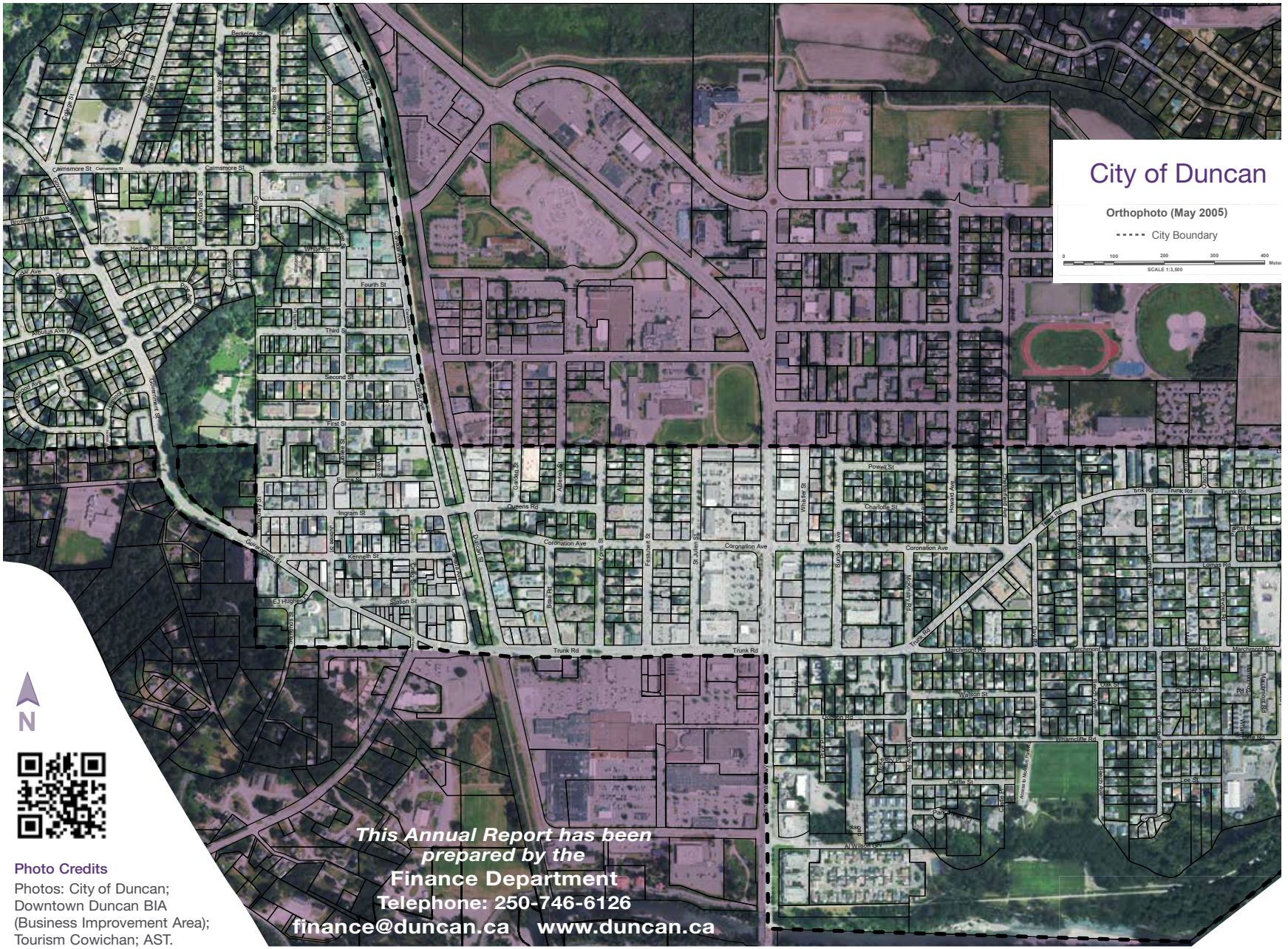


Photo Credits

Photos: City of Duncan; Downtown Duncan BIA (Business Improvement Area); Tourism Cowichan; AST.

DUNCAN

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 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

External Appointments (Voting Member)
- Cowichan Valley Regional District Board (CVRD)
- Duncan / North Cowichan Joint Utilities Board
- Municipal Insurance Association
- Vancouver Island & Coastal Communities Climate Leadership Plan Steering Committee
- Island Coastal Economic Trust

Provincial Appointment (Voting Member)
- BC Climate Solutions Council

External Appointments (Non-Voting Member)
- Chamber of Commerce
- Cowichan Community Action Team
- Cowichan Tribes
- Downtown Duncan Business Improvement Area Society
- Island Corridor Foundation Liaison Committee
- Nanum'lyus tth'ele Committee
- National Day of Truth and Reconciliation March Committee

mayor@duncan.ca

Councillors

Councillor Garry Bruce

Internal Committee Appointment
- Advisory Design Panel (Non-Voting)

External Appointments (Voting Member)
- Duncan / North Cowichan Joint Utilities Board
- Cowichan Core Recreation Commission (Alternate)
- North Cowichan / Duncan Sports Wall of Fame (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)

External Appointment (Voting Member)
- Vancouver Island Regional Library Board

jcapps@duncan.ca

Councillor Tom Duncan

Internal Committee Appointment
- Tourism Advisory Committee (Chair)

External Appointments (Voting Member)
- Cowichan Valley Regional District Board (Alternate)
- Cowichan Core Recreation Commission
- Coastal Community Social Procurement Initiative Steering Committee
- Vancouver Island Regional Library Board (Alternate)

External Appointment (Non-Voting Member)
- Duncan-Cowichan Festival Society

tomduncan@duncan.ca

Councillor Mike McKinlay

External Appointments (Non-Voting Member)
- Cowichan Community Action Team
- Cowichan Tribes
- Our Cowichan Communities Health Network
- North Cowichan / Duncan Sports Wall of Fame
- Valley Seniors Organization

mmckinlay@duncan.ca

Councillor Stacy Middlemiss

smiddlemiss@duncan.ca

Councillor Carol Newington

Internal Committee Appointment
- Accessibility Advisory Committee (Chair)

External Appointments (Voting Member)
- Municipal Insurance Association (Alternate)

External Appointments (Non-Voting Member)
- Chamber of Commerce (Alternate)
- Cowichan Community Policing & Engagement Society
- Cowichan Tribes
- Cowichan Valley Independent Living
- Nanum 'lyus tth'ele Committee
- National Day of Truth and Reconciliation March Committee
- Our Cowichan Communities Health Network

cnewington@duncan.ca

Message from the Mayor

If this past year has shown us anything, it's that it is never simple to find balance between what we need for the future and what has to be done to meet the needs of today.

One of the main concerns we hear on a daily basis is for community safety, which became one of our biggest focus areas in 2025. Striking a balance between compassion, safety, and advocacy most days feels like trying to paint a house while it's on fire. Council adopted the Community Safety Action Plan to clearly define the tools we have while we use our Community Safety Advocacy Strategy to establish priorities for our continued fight for more of the solutions from senior levels of government.

We modernized our garbage, recycling and organics (co-mingled kitchen scraps and yard waste) collection with automated trucks. While not the flashiest headline, this has been important for the health and safety of the incredible crews that take care of the things we throw away.

We started a Tree Rebate Program and held our first annual tree sale for Duncan residents. Together we can reach our goal of a 40% tree canopy in our City, providing future generations with places to enjoy out of the sun, lower temperatures, and improved air quality.

We opened a new park right in the core of Downtown Duncan, completing the community-led creation of Hiiye'yutul' – Friendship Square. I encourage everyone to spend some time enjoying this place filled with art, culture, and community. It's a great place to reflect on who we are as a community, who we want to become, and what it takes from each of us to get there.

People talk a lot about the importance of community safety, yet this past year saw an increase in racism and discrimination driven by fear and misinformation: a rising tide trying to push us back into an "us-versus-them" mentality. Duncan has to be a place that pushes back on that. If we want to build a strong and safe community, then we have to stand up to hate of all forms and ways it tries to turn us against each other. Together we will grow something beautiful and strong. Just like the trees we plant now, the words we speak to each other will take root deeply and become something that holds up everyone who calls this place home.

None of what we create together can happen without the dedication and hard work of City staff, Council, and a community that keeps showing up for each other – that is something to take into 2026.

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.P. 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 2025

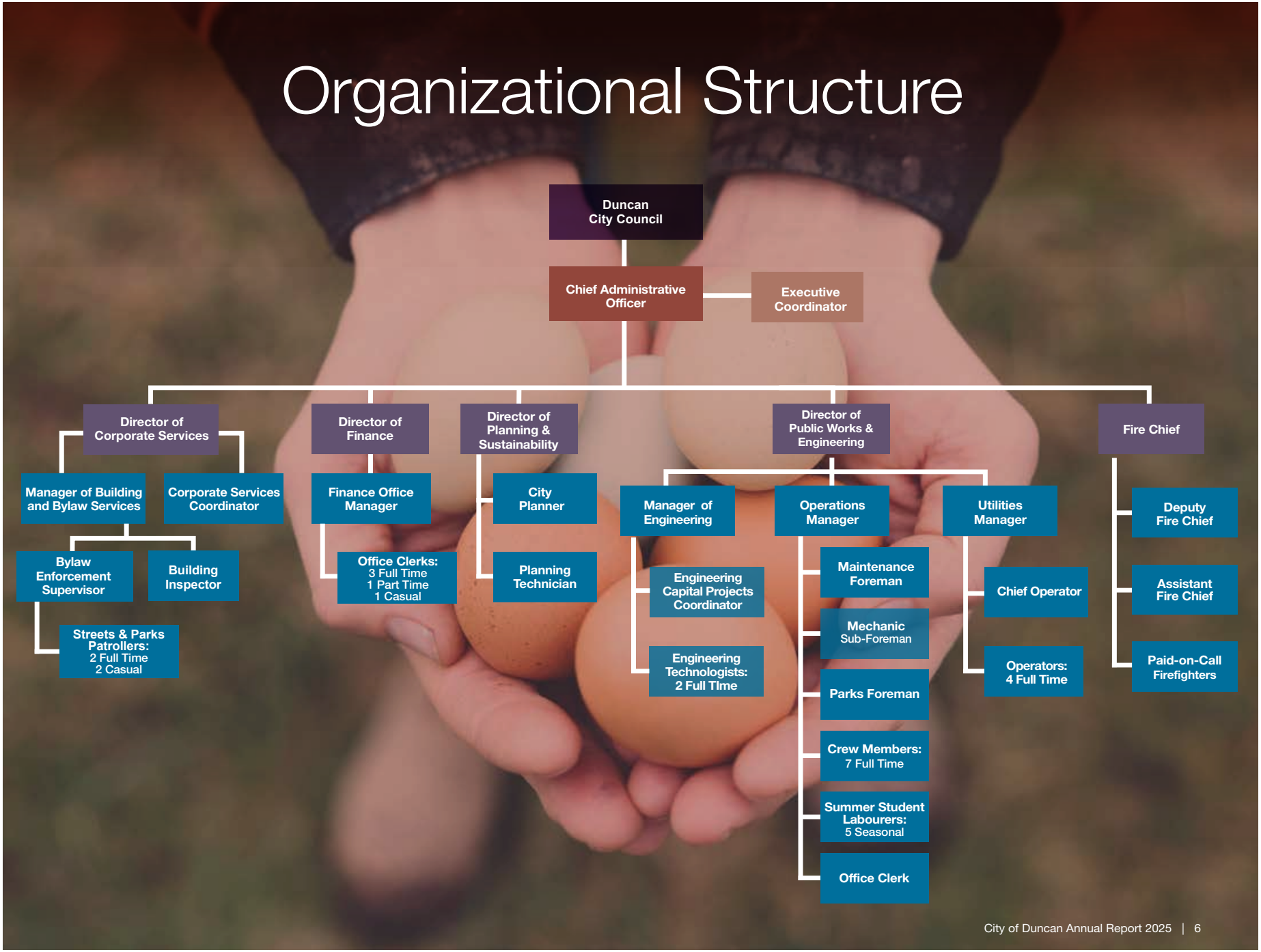
Perpetual Arts Trophy Recipient

Fraser Clark

Scroll of Honour Recipients

Susan Smith	2023	Joan Gillatt	2000
Andy Hutchins	2022	Ronnie Phipps	2000
Mike McKinlay	2021	Stan Green	1999
Reta & Otto Lachman	2019	Glenn Mackie	1998
Leanne Closson	2018	Jack Hutton	1997
Judy Hill	2018	Carlene Marentes	1996
Harold Wallace	2017	Mary Newington	1995
Marina Stanko	2016	Cam Drew	1994
Norm Jackson	2015	Mary Wadsworth	1993
Jack Faber	2014	Barbara Coleman	1992
Denise L. McKinlay	2013	John Sanders	1992
Chuck McCandless	2013	Nancy Casswell	1991
Ruth Chaster	2012	Phillip Moody	1991
Louise McMurray	2011	Jim Elliot	1990
William Abner Thome	2011	Nora Maxwell	1990
Patricia & Duffy Chaster	2010	Glenda Osborne	1989
Bill & Celia Abram	2009	Ossie Osborne	1989
Ron George	2009	Gordon M. Berry	1988
Bob James	2008	Leslie Sjoberg	1988
Rigs Sutton	2008	Arthur R. Mann	1987
Betty James	2007	Douglas W. Barker	1986
Lori Iannidinardo	2007	Myrtle Haslam	1986
Betty Anne Devitt	2006	Audrey Waddy	1986
Bill Keserich	2005	Jack Fleetwood	1985
Debbie Williams	2005	Preston Bruce	1985
Gordon Closson	2004	Jack Dobson	1983
Andy Bigg	2003	Robert W. Young	1983
Dennis Alphonse	2002	Albert Dirom	1981
Ernie Moon	2001	Mabel Sanderson	1978
Ruby Peter	2001	Shellagh Mallard	1977

Organizational Structure



Our Core Values

Carver: Galvin Hunt

- **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**

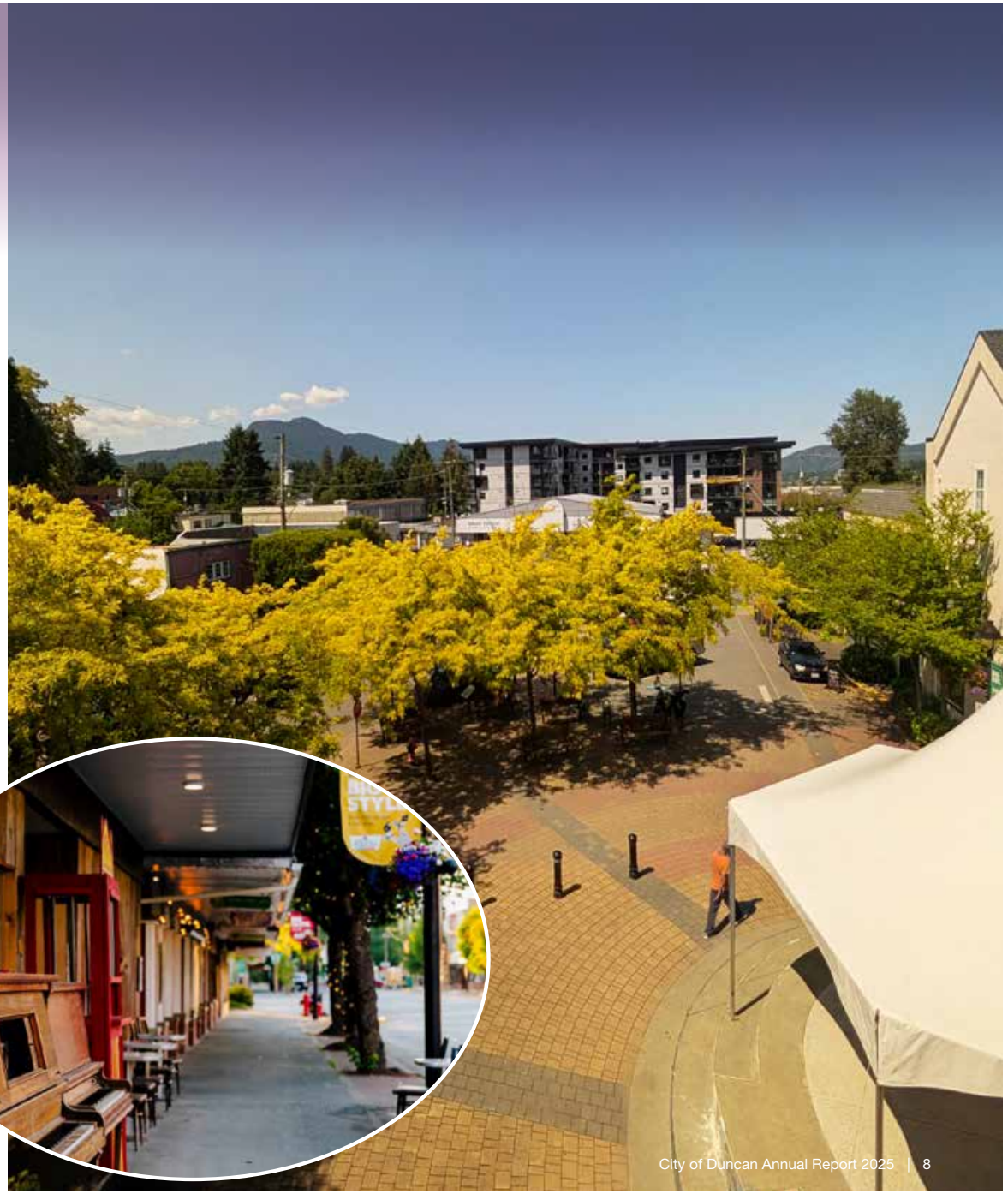
department info

Chief Administrative Officer

The Chief Administrative Officer (CAO) oversees the administration of the City, its officers, and employees to ensure that policies are implemented and bylaws are enforced consistently and in accordance with applicable legislation. It is the CAO's role to set the overall direction for the work of City employees towards achievement of Council's Strategic Plan objectives.

Reporting directly to City Council, the CAO keeps Council informed of City operations and serves as the bridge between Council and employees.

The City's CAO values a familial corporate culture and encourages high level inter-departmental and external communication to achieve this, along with proactive service delivery for residents, businesses, and the development community. The CAO also establishes administrative policies that support a strong, professional customer focus.



message from the

Chief Administrative Officer

I am pleased to present the City of Duncan's Annual Report for 2025. This report provides an overview of the services we deliver, the progress we made over the year, and how we continued to manage the City's finances with a focus on stability and long-term planning.

The City remains in a strong financial position and continues to operate without debt, using a deliberate mix of taxation, grants, and reserves to fund services and investments.

Unfortunately, 2025 continued to be shaped by cost pressures that are largely outside municipal control. The phased-in transition to municipal responsibility for RCMP policing costs continues to add pressure each year as staffing obligations and member costs increase. RCMP dispatch costs (E-Comm/911) also had to be phased in. The Police Bridging Capital levy has helped reduce taxpayer impacts, but these escalating costs remain a significant challenge as Council works to balance service levels with affordability.

Community safety remained a core focus in 2025. Council adopted a new Community Safety Action Plan and a Community Safety Advocacy Strategy to replace earlier documents and provide clearer direction. The Action Plan sets out what the City can do within its regulatory authority and enforcement tools; proactive patrol initiatives, partnerships with the RCMP, contracted security, and local service providers. It emphasizes maintaining public spaces through programs such as the Mobile Peer Clean Up Crew and the Open Door Street Crew. The Action Plan further strengthens practical supports for local businesses and the public realm, including enhancements to the graffiti removal program, the façade improvement grant, and the Enhanced Security Initiative.

The Community Safety Advocacy Strategy clearly distinguishes municipal action from the broader solutions that require senior government authority and investment. It identifies priority advocacy topics – including housing unaffordability, the toxic drug supply, mental health supports, and prolific property crime – and guides Council's year-over-year advocacy with provincial and federal partners. While the City will continue to enforce bylaws and maintain public spaces, this strategy reinforces our ongoing call for expanded treatment and recovery options, mental health services, and a range of housing supports across the continuum to improve outcomes for individuals and community safety for everyone.

Several important projects progressed in 2025. The Meridian – providing 137 rental homes with ground-floor commercial space on Canada Avenue. Construction resumed on the White Road Supportive Housing project, with occupancy in early 2026, and the Duncan Manor development will begin construction in early 2026. The Station Street Placemaking Project, officially named Friendship Square – Hiiye'yutul', opened in late 2025.

The Duncan Fire Department continued its modernization efforts as it adapts to changing regulations and increasing call volumes. In early 2025, the department added its first full-time Deputy Chief to lead an enhanced training program. Shortly called upon to step up as Acting Fire Chief, Geoff Spriggs has provided steady leadership and a clear focus on operational readiness, training, and continuous improvement – strengthening the department's ability to meet the needs of the community.

The City continues to support and encourage responsible development and new housing. Planning and Sustainability Services advanced Duncan's commitments under the federal Housing Accelerator Fund, supported by $2.64 million in grant funding. This work helps ensure the City's land use framework is clear, current, and supportive of growth that strengthens the community.

Duncan is well served by Council and staff who prioritize respectful engagement, collaboration, and practical problem-solving. That culture matters—particularly at a time when workforce recruitment and retention remain difficult across many sectors and when communities are navigating increasingly complex issues.

I am grateful to those residents, businesses, and property owners who choose to contribute thoughtfully, and respectfully, toward constructive feedback and solutions. Your participation strengthens our local democracy and helps shape the kind of community we strive to be. Please continue to reach out with your questions, feedback, and ideas.

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.

department information

Corporate Services Administration

Within the Corporate Services Division, the Corporate Services Administration Department carries out the statutory responsibilities of the Corporate Officer as outlined in the Community Charter. Corporate Services is responsible for:

- Providing Council, staff, and the public with agenda and meeting materials;
- Recording Council and Committee proceedings;
- Establishing policy for the safe storage, handling, and disposal of City records;
- Ensuring access to City records as required by law;
- Providing advice to Council and committees on procedural matters;
- Ensuring the City has policies and practices in place to protect personal information;
- Administering oaths, affirmations, affidavits, and declarations in relation to City business;
- Drafting bylaws, policies, plans, resolutions, and agreements for the City;
- Facilitating municipal elections, referenda, and elector approval processes; and
- Managing the City's corporate communications and online information and public engagement platforms to provide residents with information about Council decisions, City services and operations.

department information

Corporate Services

During 2025, Corporate Services Administration was responsible for:

- 20 Council meetings
- 15 Delegations
- 18 Committee meetings
- 13 Press releases
- 354 Council resolutions

In addition to Council and Committee of the Whole meetings, Corporate Services Administration supports the Accessibility Advisory Committee, Environment and Sustainability Advisory Committee, Tourism Advisory Committee, and the Advisory Design Panel.

department information

Building and Bylaw Services

Also under the Corporate Services Division, the Building and Bylaw Services Department is responsible for enforcing regulatory bylaws, processing building permit applications, and conducting building and fire inspections.

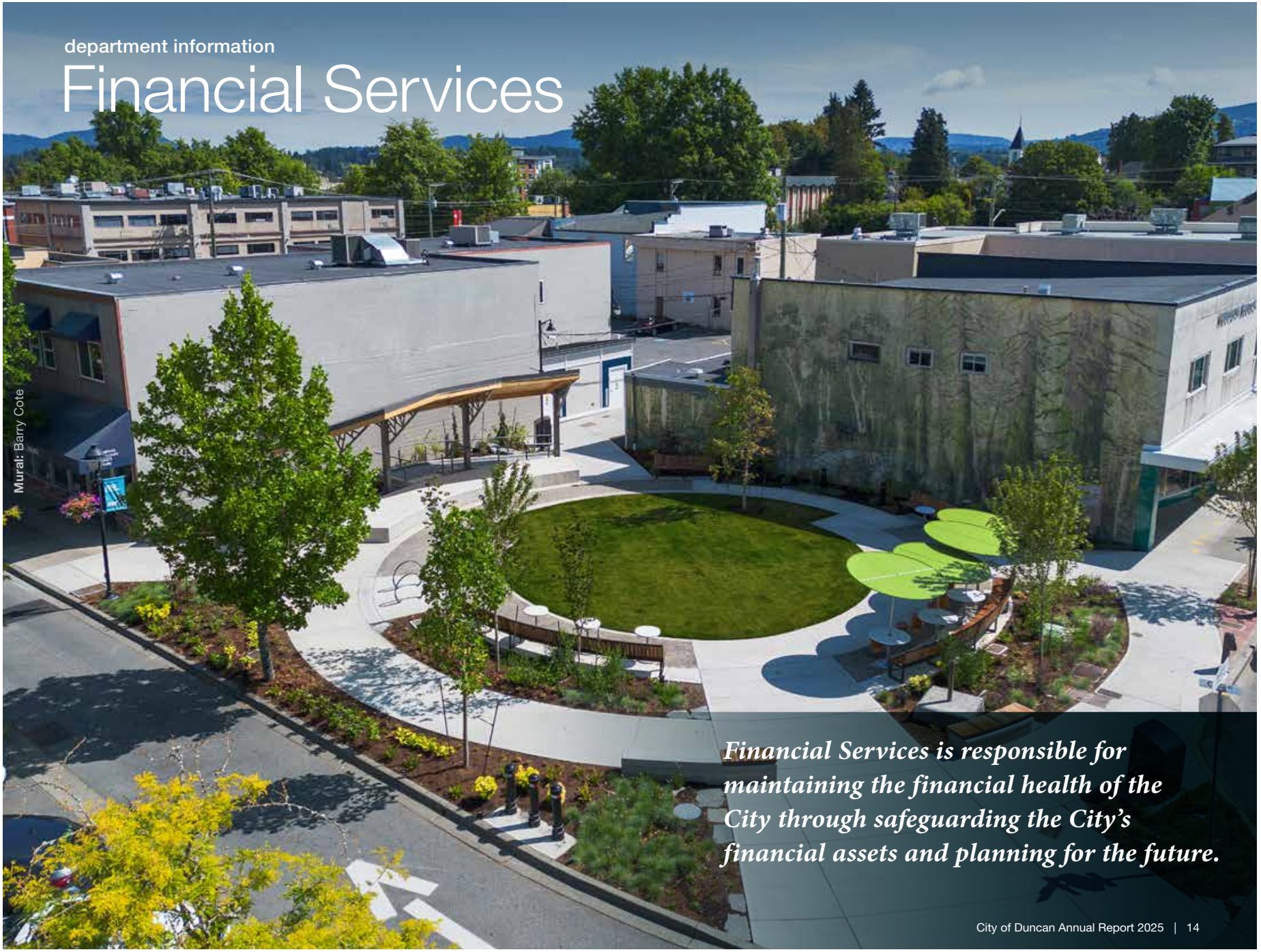
In 2025, the City issued 30 building permits with a total construction value of $1.9 million. As the City's population continues to grow, both residential and commercial construction activity is essential to meet growing demands and support the renewal of critical local infrastructure.

One of the main focuses of Building and Bylaw Services is parking enforcement. Bylaw staff are responsible for monitoring all timed control streets, pass holder parking, and 7 parking lots, while taking a customer-friendly approach by encouraging compliance with education first.

In 2025 the Corporate Services Division led the development of Council's Community Safety Action Plan and Community Safety Advocacy Strategy. Responding to the impacts of the concurrent housing and toxic drug crises, these plans make a commitment to continue action at the local level to address community safety for vulnerable individuals, local businesses, and residents, balanced with advocacy to senior governments to do their part.

department information

Financial Services



Mural: Barry Cote

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

department information

Financial Services

Financial Services 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 department prepares a detailed budget identifying all revenues and sources of funding for operating and capital expenditures, including projections for the next five 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.

Financial Services staff calculate and levy property taxes, water, sewer, and garbage/recycling fees as well as processing all other payments made to the City. This division also coordinates all purchasing requirements, including tendering and purchase orders.

The division manages a portfolio of over $29 million in various securities and oversees the collection of over $13 million in property taxes, over $5.3 million in utilities, as well as developer contributions and other miscellaneous revenues.

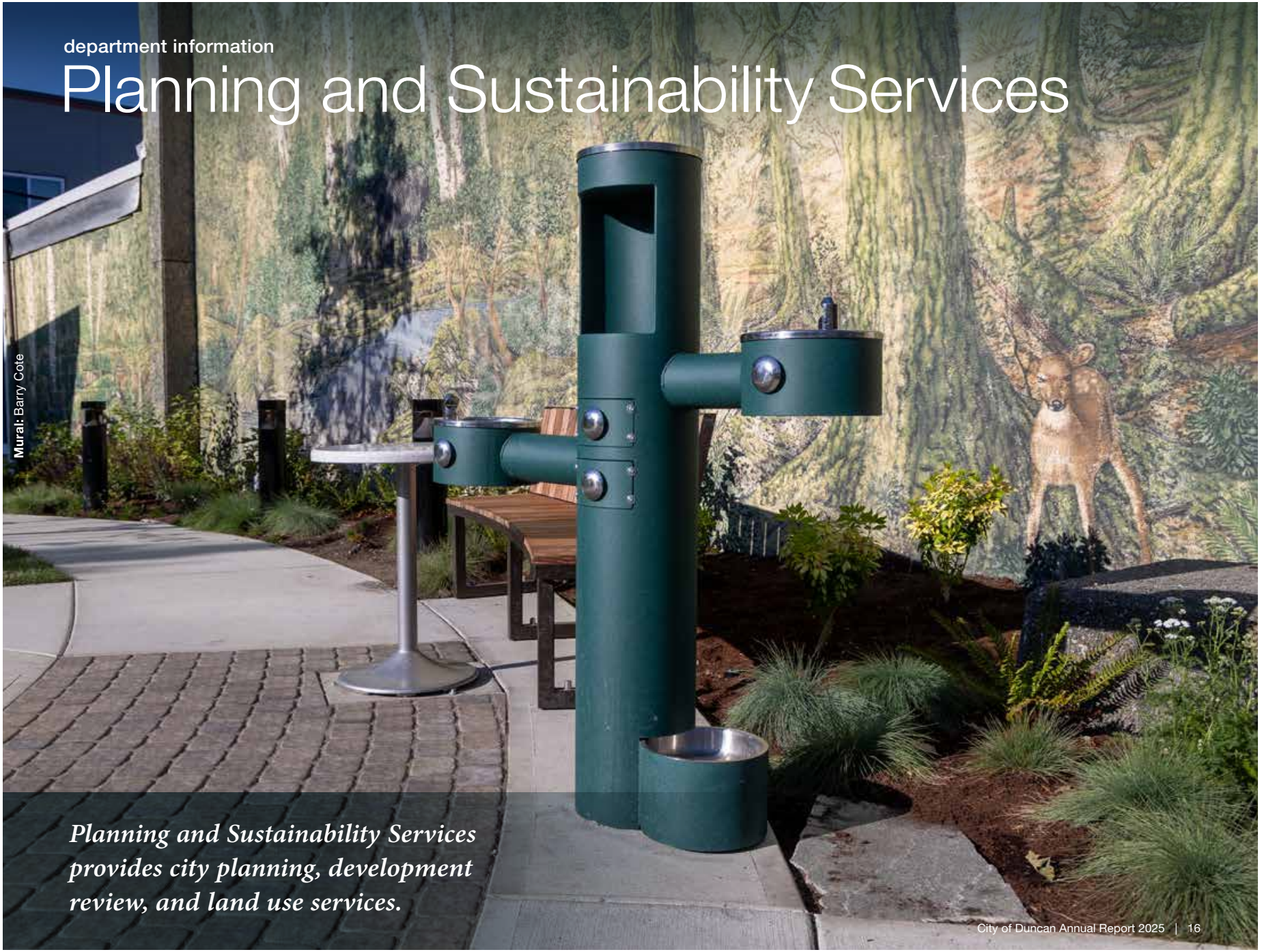
Financial Services manages many other functions including business licensing, pet licensing, utility billing, payroll, debt financing, and information technology.

During 2025, Financial Services was responsible for:

» Property tax billing and collection	2,261 property tax notices
» Water billing	10,170 bills issued
» Accounts receivable	136 invoices
» Pet licence billing and collection	261 dog licences
» Business licence billing and collection	952 active business licences
» Pre-authorized payments for taxes	288 accounts
» Pre-authorized payments for utilities	403 utility accounts
» Payroll	103 T4's issued
» Accounts payable	382 cheques processed
	1,543 EFTs processed

department information

Planning and Sustainability Services



Mural: Barry Cote

Planning and Sustainability Services provides city planning, development review, and land use services.

department information

Planning and Sustainability Services

Planning and Sustainability Services undertakes both current and long-range planning for the City, including reviewing planning applications, responding to land use and development inquiries, and development and ongoing implementation of City plans and strategies. These plans include the Official Community Plan, University Village Sustainable Local Area Plan, Cairnsmore Sustainable Neighbourhood Plan, Transportation and Mobility Strategy, and the Integrated Community Sustainability Plan. In 2025, Planning and Sustainability Services received six development permit applications that would authorize 42 new residential units. The division also received two development variance permit applications, one temporary use permit application, and one subdivision application.

Led by Planning and Sustainability, the City completed all seven of the initiatives in the Housing Action Plan that forms part of the City's Housing Accelerator Fund agreement with the Canada Mortgage and Housing Corporation. The housing initiatives included interim updates to the zoning bylaw to support new housing developments. Other department initiatives from 2025 include facilitating the City's first tree sale and rebate program which saw 79 new trees planted in the community, and assisting with the implementation of the new digital totem tour project. 2025 also saw the completion of the Station Street Placemaking Project with the opening of Friendship Square – Hiiye'yutul'. Planning and Sustainability Services provides support to Building and Bylaw Services to respond to contraventions of the City's land use and development bylaws. Division staff also serve as liaisons to the City's Advisory Design Panel and the Environment and Sustainability Advisory Committee.

Protective Services

The Royal Canadian Mounted Police provide policing services to the City of Duncan.

Carver: Dylan Thomas

Protective Services

Royal Canadian Mounted Police

North Cowichan
Duncan

The Royal Canadian Mounted Police (RCMP) provide policing services to the City of Duncan under a municipal contract. Services are delivered from the North Cowichan / Duncan RCMP Detachment which serves a greater area including the Municipality of North Cowichan, Cowichan Tribes lands, and a large Provincial rural area. The entire Detachment strength includes 69 police officers and additional paid support staff.

The Detachment's "blended" model offers advantages by allowing some flexibility, when necessary, to deploy specialized resources where they are needed. The Detachment can also draw on municipally, federally, and provincially-funded Human Resources, and can more effectively deploy the following programs to better serve residents:

- Uniformed General Duty "First Responders"
- Plain Clothes Investigators (Serious Crime and Drug / Property Crime personnel)
- Corridor Enforcement Unit.

The Detachment's 2025-2026 annual performance plan is focused on the following local issues that were consistently identified as priorities throughout the Cowichan Valley:

- Crime reduction;
- Leadership and governance;
- Employee excellence and workplace culture; and
- Relationship building with Indigenous communities.

Protective Services

To advance the safety and security of Cowichan Valley residents, the North Cowichan/Duncan RCMP work to:

- increase trust with vulnerable populations;
- employ a multi-faceted approach to public safety through collaboration with other community service agencies; and
- expand the use of technology to support operational policing.

The Detachment has also been working to increase accountability for decisions and actions to increase public trust; balance the priorities of government, communities, and the BC RCMP; consult with and implement processes and services that meet the needs of municipal, provincial, and Indigenous partners; use data and business intelligence to manage resources effectively, transparently, and accountably; and employ human and financial resources in a transparent and accountable manner.

Every year the Detachment's Management Team carefully examines the service delivery component of operations to ensure that existing resources are being deployed in the most effective and efficient manner. As a busy detachment with constant pressure on core policing personnel at all hours, the Detachment offers twenty-four (24) hour service with an established process to prioritize calls so that emergencies are elevated for response, followed by lower priority calls when and if time permits.

department information

Fire Services

Fire Services provides fire suppression, fire investigation, fire prevention, first responders, motor vehicle incident response, and rescue services.

department information

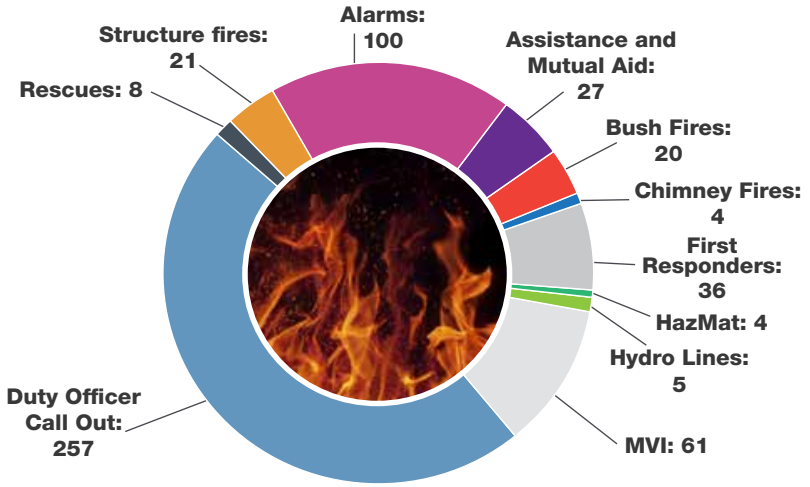
Fire Services

The Duncan Fire Department consists of 3 Command Staff, 8 Officers, and 21 firefighters. The Department performs fire suppression, fire investigations, fire prevention activities, first responder duties, rescue services, and responds to interface and brush fires. In 2025, the Fire Department's service area extended beyond Duncan to include the Eagle Heights area of the Cowichan Valley Regional District, and Cowichan Tribes lands adjacent to downtown. Working closely with partners such as BC Emergency Health Services, the RCMP, Cowichan Search and Rescue, and the BC Wildfire Service, the Fire Department is also part of the Cowichan Valley Fire Department Regional Mutual Aid Agreement, which is a no-charge reciprocal system of emergency response and assistance available to all 17 local fire departments throughout the region.

In 2025, the Duncan Fire Department responded to approximately 543 incidents, including structure fires, motor vehicle accidents, hazardous materials incidents, medical emergencies, burning complaints, and technical rescues. This represented a decrease from 793 calls in 2024, largely due to revised dispatch protocols and changes to the department's medical response model, which now focuses on delayed medical emergencies to ensure resources remain available for higher-risk incidents.

Training remains a core focus of the department. In 2025, firefighters averaged 196 hours of training each, totaling 6,272 training hours across the department. Training programs focus on maintaining required operational competencies, leadership development, emergency management skills, and mental health awareness for first responders.

Distribution of Calls by Response Type
Total Calls: 543



department information

Fire Services

The Duncan Fire Department also maintained a strong commitment to community outreach and fire prevention education. Members conducted school and childcare centre visits, Fire Hall tours, and public demonstrations to promote fire safety awareness. Firefighters also participated in community events such as Duncan Days, Fire Prevention Week activities, and the North Cowichan/Duncan RCMP Safety Expo to engage with residents and provide public safety education.

Progress was also made on the department's 2025 Action Plan, with approximately 41% of action items completed and 33% in progress. Key accomplishments included improvements to Fire Hall safety and infrastructure, upgrades to operational systems, enhanced occupational health and safety compliance, and improvements to records management and operational policies. Remaining priorities will continue to be addressed in 2026.

Overall, the Duncan Fire Department continues to focus on emergency response readiness, firefighter training, community safety education, and operational improvements to ensure effective fire protection and emergency services for the residents of Duncan and the surrounding region.

department information

Public Works and Engineering Services

Public Works and Engineering Services 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.

department information

Public Works and Engineering Services

Public Works and Engineering Services is responsible for the maintenance and upkeep of all City-owned buildings, lands, utilities, and infrastructure. The health and safety of our citizens is the top priority. Within the Public Works Department, some of the functions regularly performed are:

Fleet Maintenance

The City's Mechanic maintains the fleet and associated municipal equipment and is responsible for:

- Ensuring that the commercial portion of the fleet is serviced, maintained, and inspected to meet the requirements of the Commercial Vehicle Service Enforcement Agency, allowing the fleet to operate in a safe manner on all roadways; and
- Maintaining a fleet of more than 50 units comprised of solid waste vehicles, heavy duty construction vehicles, snow and de-icing equipment, parks equipment (e.g. mowers), flood pumps and equipment, and other small tools.

Utilities

The Utilities crew maintains and upgrades:

- The municipal water distribution network comprising approximately 82 km of water main, 3,472 water connections as well as 4 well sites and 3 water reservoirs;
- The sanitary sewer collection system comprising approximately 29 km of pipes and 3 lift stations;
- The storm water collection system comprising approximately 27 km of pipes and 1 pump station.

Roads and Sidewalks

The Maintenance crew is responsible for:

- Maintenance and upgrades to municipal traffic signals, road markings, and signage;
- Maintenance and upgrades to municipal curbs, sidewalks, and roads;
- Building and facilities maintenance; and
- Snow and ice clearing.

The Maintenance crew is also responsible for maintaining the largest outdoor Totem collection in Canada.

department information

Public Works and Engineering Services

Garbage, Recycling, Organics, and Yard Waste

The Maintenance crew collects and services litter bins in City parks and on sidewalks.

The City also provides a curbside collection service to residential properties on a bi-weekly basis for garbage and recycling, on a weekly basis for organic waste, and contracts glass collection service once per month for 10 months of the year. In September 2025 the City introduced a new automated curbside collection truck to support the health and safety of employees and enhance service to the public by permitting yard waste with kitchen scraps in organics collection.

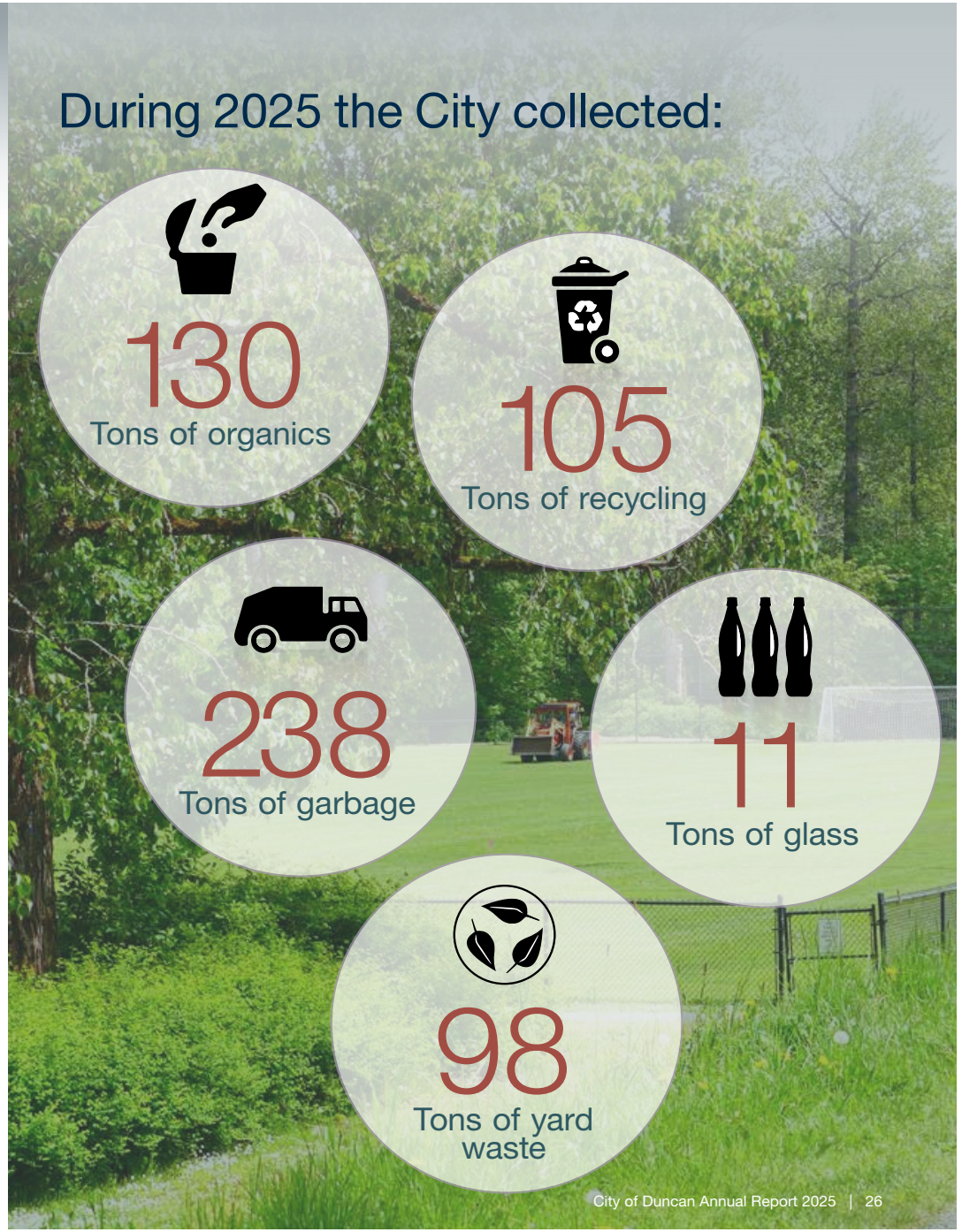
During 2025 the City collected:

- 130 tons of organics
- 105 tons of recycling
- 238 tons of garbage
- 98 tons of yard waste
- 11 tons of glass

Parks and Green Space

The Parks crew maintains 13 hectares of public parks including playgrounds, playing fields, trails, planter gardens, flower beds, and green space. This includes planting over 8,000 annuals each year and putting up 114 hanging baskets each Spring. Selection of plantings include pollinator-friendly varieties.

The Parks crew is also responsible for weed removal on streets and sidewalks and for coordinating street sweeping and leaf collection activities.



department information

Engineering Department

Engineering

The Engineering Department oversees the long-range planning and capital renewal of public infrastructure including roads, sidewalks, traffic management, parks design, the water distribution network, water supply sources, the sanitary collection system, storm drainage collection system, and flood protection systems. Engineering staff ensure City standards and specifications are met for all public infrastructure projects and undertake infrastructure capacity planning and capital project renewals of all City infrastructure.

The Engineering Department is responsible for reviewing and approving utility servicing for all new subdivisions and developments within the City's jurisdiction. Engineering also reviews water servicing for new developments outside the City that are within the City's water service area.

Mapping, surveying, and related recordkeeping are also part of the Engineering function.

Vision, Goals and Progress

Our Strategic Plan defines the work that we do by identifying strategic priorities. The annual report is a snapshot of accomplishments to date, demonstrating our progress in achieving the Strategic Plan priorities and describing how we will continue to progress these priorities going forward.

our vision for a

Strong Relationship with Cowichan Tribes

Carver: Herb Rice

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.

our vision for a strong relationship with Cowichan Tribes

Our Commitments

Support reconciliation initiatives

Progress in 2025

- Held community to community forum, with funding support from UBCM, which are relationship building events with Cowichan Tribes elected officials and staff, with the objective of renewing the water service agreement.
- City staff worked with Cowichan Tribes staff to develop renewed water service agreements.
- Held a Reconciliation Workshop, invited City and Cowichan Tribes Council members.

What we will do in 2026 – 2027

- Community-to-Community relationship building event will be scheduled in 2026.

Work with Cowichan Tribes to build and strengthen relationships

Progress in 2025

- Memorandum Of Understanding between the City and Cowichan Tribes is under development to provide a framework for working together.
- Community-to-Community funding has been received.
- City CAO met with Cowichan Tribes CAO twice.

What we will do in 2026 – 2027

- Continue to work on joint projects for mutual benefit.
- Continue to hold joint breakfast annually.
- City CAO and Cowichan Tribes CAO continue to meet regularly.
- Finalize Memorandum of Understanding.

our vision for

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.

managed growth supported by sustainable development

Our Commitments

Review Local Government Boundaries

Progress in 2025

- North Boundary Realignment Study Terms of Reference draft is under development.
- South Restructure Study Terms of Reference draft is under development.

What we will do in 2026 – 2027

- Undertake the North Boundary Realignment Study.

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

Progress in 2025

- Interim housing and parking amendments were adopted.

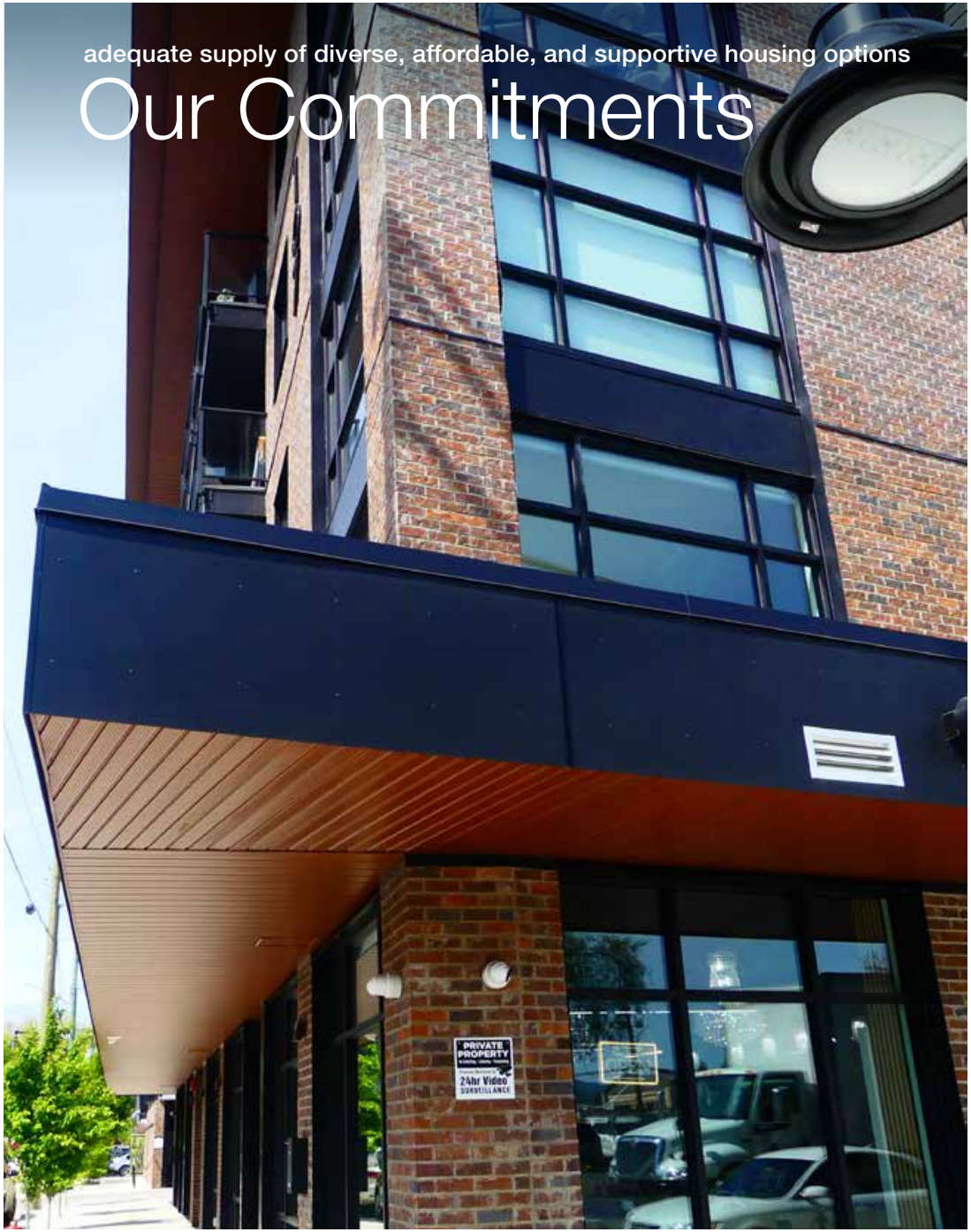
What we will do in 2026 – 2027

- Begin work to update the 2017 zoning bylaw.
- Commence a land acquisition strategy.

our vision for

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.



adequate supply of diverse, affordable, and supportive housing options

Our Commitments

Review Affordable Housing Opportunities

Progress in 2025

- Completed affordable housing financial feasibility analysis.
- Reviewed bylaw requirements and incentives to encourage creation of lower cost housing options.
- Lobbied Senior Governments for increased spending on affordable and accessible housing options.
- Adopted 2025 Community Safety Advocacy Strategy.
- Applied for seed funding for Valley Seniors property redevelopment (unsuccessful).
- Applied for funding to expand the Village (unsuccessful).

What we will do in 2026 – 2027

- Continue to lobby senior governments for increased spending on affordable and accessible housing options.
- Continue to review options for housing development on Valley Seniors property.

our vision for a

Thriving and Resilient Economy and Business Community

Carvers: Tom LaFortune, Harold Joe

To 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.

thriving economy and business community

Our Commitments

Continue to improve and beautify downtown

Progress in 2025

- Completed Station Street Park project.
- Continued to work on Kenneth Street / Government Street intersection conceptual design.

What we will do in 2026 – 2027

- Confirm next street renewal priority.
- Create concept designs of desired works for downtown streets.

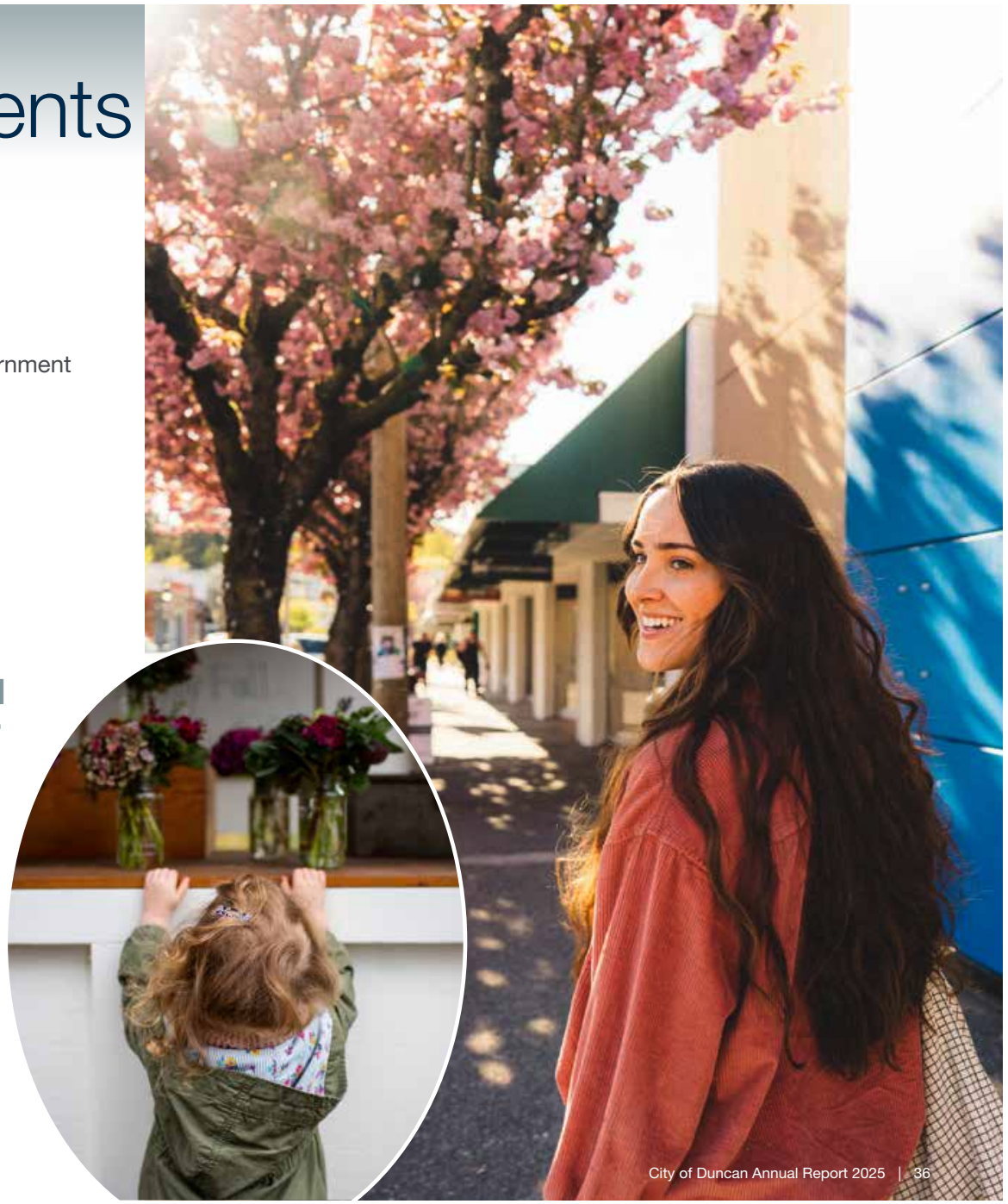
Review development approval process and requirements for efficiency and attractiveness

Progress in 2025

- Adopted Development Procedures Bylaw and policies.

What we will do in 2026 – 2027

- Update/amend the Sign Bylaw.



thriving economy and business community

Our Commitments

Explore opportunities to encourage private property downtown revitalization and beautification

Progress in 2025

- Further discussed the Graffiti Removal Program and partnership with the Downtown Duncan Business Improvement Areaå's Safety and Security Initiative.
- Updated the Graffiti Removal Program and Façade Improvement Grant and Enhanced Security Grant parameters.

What we will do in 2026 – 2027

- Expand the area of nighttime security patrols of downtown area and expand participation to other businesses.

Improve aesthetics of the Trans-Canada Highway (TCH) corridor

Progress in 2025

- Completed construction of the TCH pathway.
- Progressing through design of gateway landscaping boulevard improvements and conflicts with underground utilities.

What we will do in 2026 – 2027

- Discuss with neighbouring jurisdictions designs for area between TCH bridge and Boys road.
- Consider lighting of TCH bridge.
- Complete landscaping boulevard improvements Trunk Road to North Boundary.

thriving economy and business community

Our Commitments

Complete Gateway Project

Progress in 2025

- Two new gateway signs were constructed, with one installed on the Trans-Canada Highway north of the Silver Bridge.

Support TCH corridor businesses and residents

Progress in 2025

- Adopted Community Safety Action Plan and Community Safety Advocacy Strategy.
- Continued the enhanced sharps pickup program.
- Met with Highway Business Council representative.

What we will do in 2026 – 2027

- Continue the enhanced sharps pickup program.
- Continue implementing the new Community Safety Action Plan and Advocacy Strategy.

our vision for

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.

improved access to and support for sustainable transportation

Our Commitments

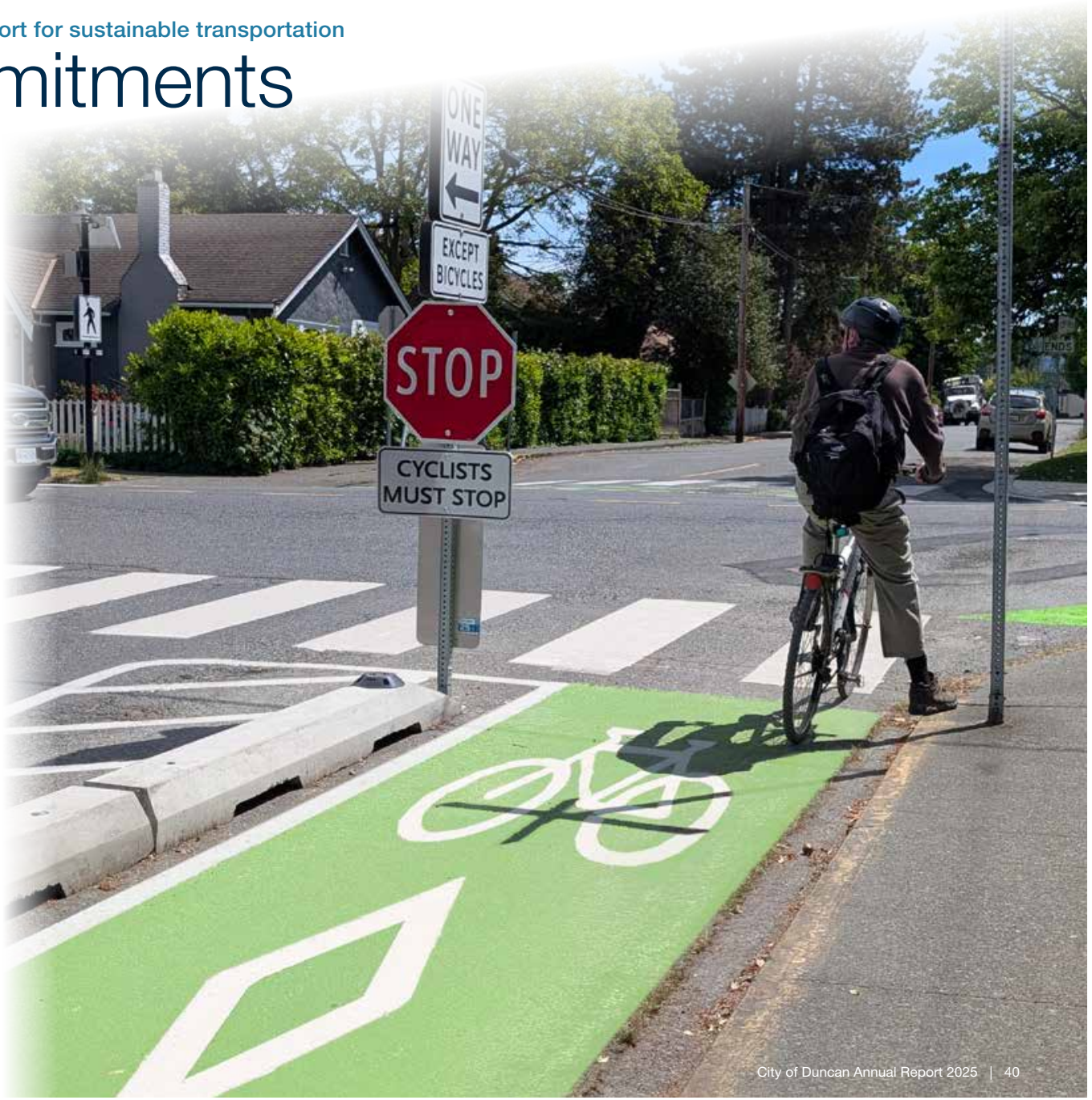
Implement the Transportation & Mobility Strategy

Progress in 2025

- Completed majority of construction of the Coronation / Ypres / Queens protected bike lanes.
- Completed detailed design for the Canada Avenue Complete Streets project.

What we will do in 2026 – 2027

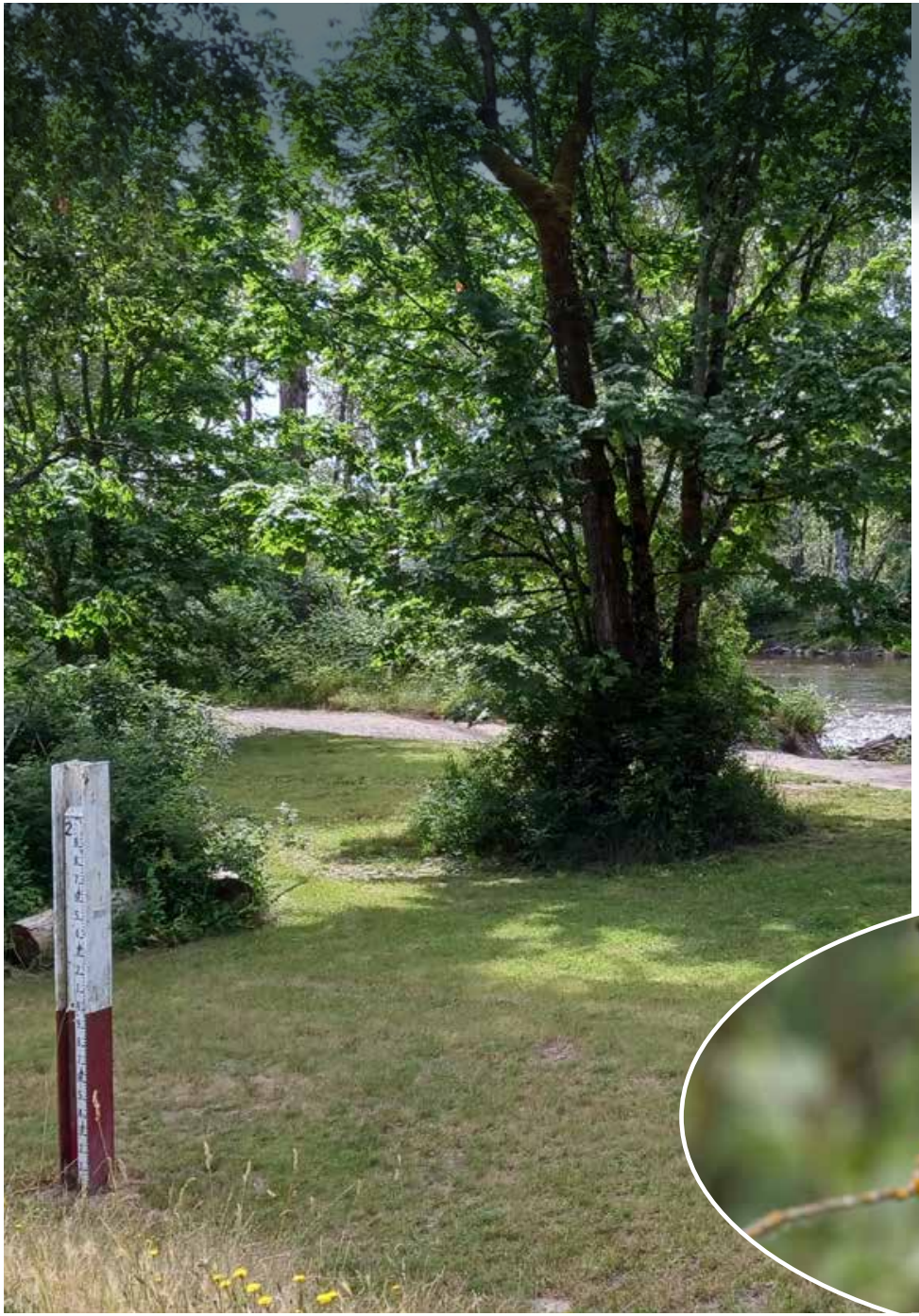
- Complete final details of construction of the Coronation / Ypres / Queens protected bike lanes
- Complete construction of the Canada Avenue Complete Streets project with North Cowichan.
- Heather Street watermain project to be completed in 2026. Philip Street watermain project to follow Canada Avenue project completion.



our vision for

Healthy, Protected, and Resilient Natural Environment

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



healthy, protected, and resilient natural environment

Our Commitments

Improve the water outfall quality and fish habitat

Progress in 2025

- Continued working with the Joint Utility Board on the plans to remove outfall from the Cowichan River and review best practices for treatment options.
- Cowichan River gravel was removed from across from the Rotary Park River pathway washout area.

What we will do in 2026 – 2027

- Continue to work with the Joint Utility Board to remove outfall from the Cowichan River and review best practices for treatment options.
- Replace Fish Gut Alley culvert with box culvert (subject to grant funding).
- Continue to promote on-site stormwater management for new developments.
- Hold a Joint Utility Board meeting to improve governance on sewer management decisions.

our vision for

Reducing 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.

Our Commitments

Reduction targets:

Year 2030

» 40% reduction below 2007 community-wide GHG emission levels.

Year 2040

» 50% reduction below 2007 community-wide GHG emission levels.

Support regional climate adaptation:

Progress in 2025

» Participated in regional climate adaptation advisory group.

What we will do in 2026 – 2027

» Continue to participate in regional climate adaptation advisory group.

Implement the Integrated Community Sustainability Plan:

Progress in 2025

» Reviewed progress on the Urban Forest Strategy.
» Implemented tree rebate program for property owners, residents, and businesses to promote urban canopy.

What we will do in 2026 – 2027

» Continue to participate in regional climate adaptation advisory group.
» Implement tree rebate program for property owners, residents, and businesses to promote urban canopy.
» Develop a Tree Canopy Targets Action Plan.

our vision for a

Thriving Arts Community with Strong Cultural Connection

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.

thriving arts community

Our Commitments

Support public art initiatives

Progress in 2025

» Updated the public art policy.

Mural: Charlene Johnny

Mural: Ruth Spann

our vision for

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.

Our Commitments

Develop a Heritage Program

Progress in 2025

» Established a Community Heritage Register.

What we will do in 2026 – 2027

» Review additional properties for additions to the register.

our vision for

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.

well maintained and accessible parks and recreation opportunities

Our Commitments

Station Street Placemaking:

Progress in 2025

» Completed construction of Station Street placemaking project.

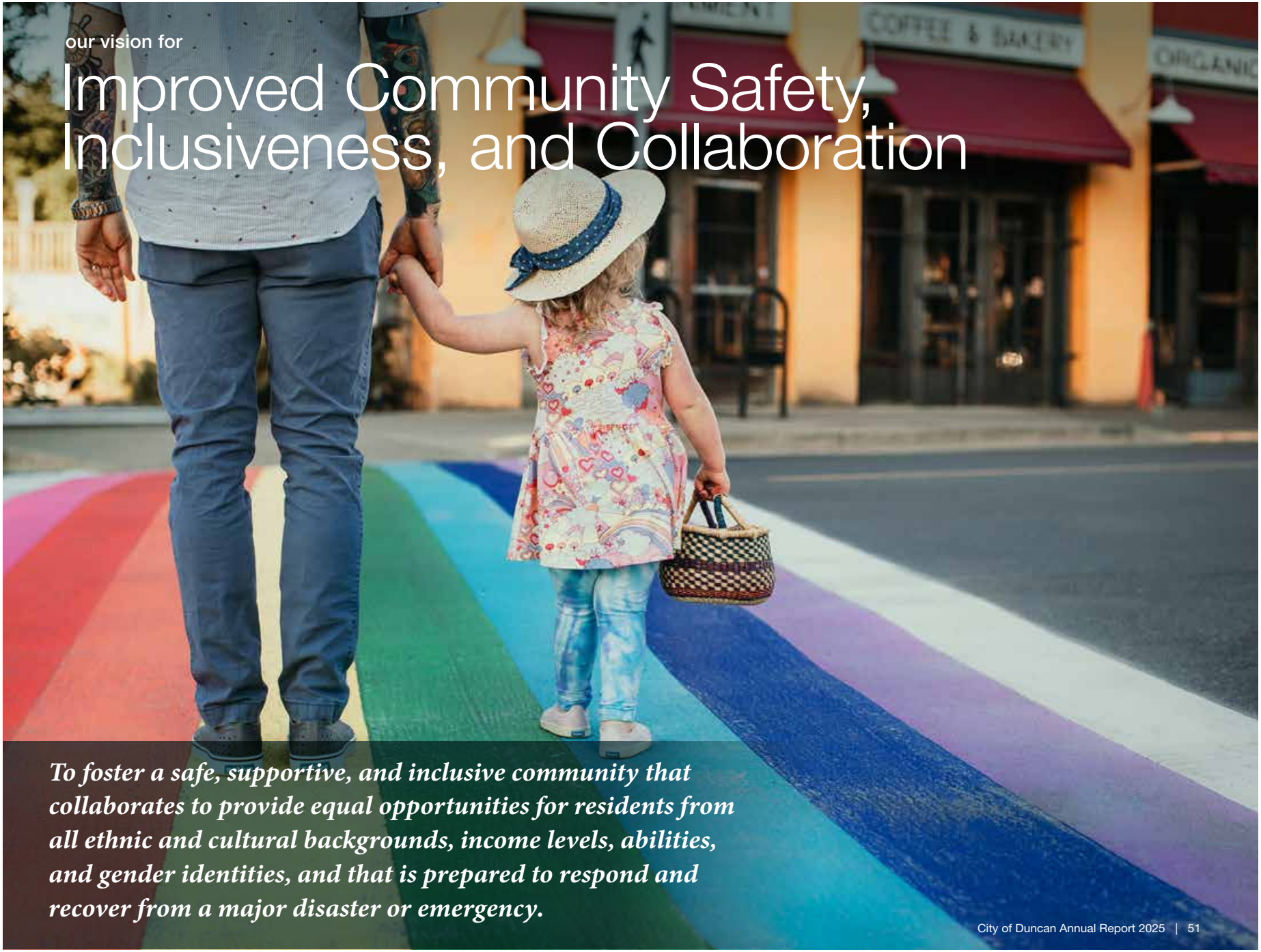
McAdam Park and Rotary Park Masterplan:

Progress in 2025

» Construction of McAdam Park small and large playgrounds was completed.

What we will do in 2026 – 2027

» New water fountain to be installed in McAdam Park.
» Identify next priority projects.



our vision for

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.

improved community safety, inclusiveness, and collaboration

Our Commitments

Lead and enhance efforts to build community connections

Progress in 2025

- Facilitated liaison appointments.
- Facilitated Council attendance at community events.
- Council members participated in/at leadership tables.
- 2025 citizen survey completed.
- Held one Joint Council meeting with North Cowichan.

What we will do in 2026 – 2027

- Continue to hold Joint Council meetings, facilitate liaison appointments, Council attendance at community events and participate at leadership tables.

our vision for

Well Managed and Resilient City Infrastructure and Servicing

Carver: Laverne Roy "Corky" Baines

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.

well managed and resilient city infrastructure and servicing

Our Commitments

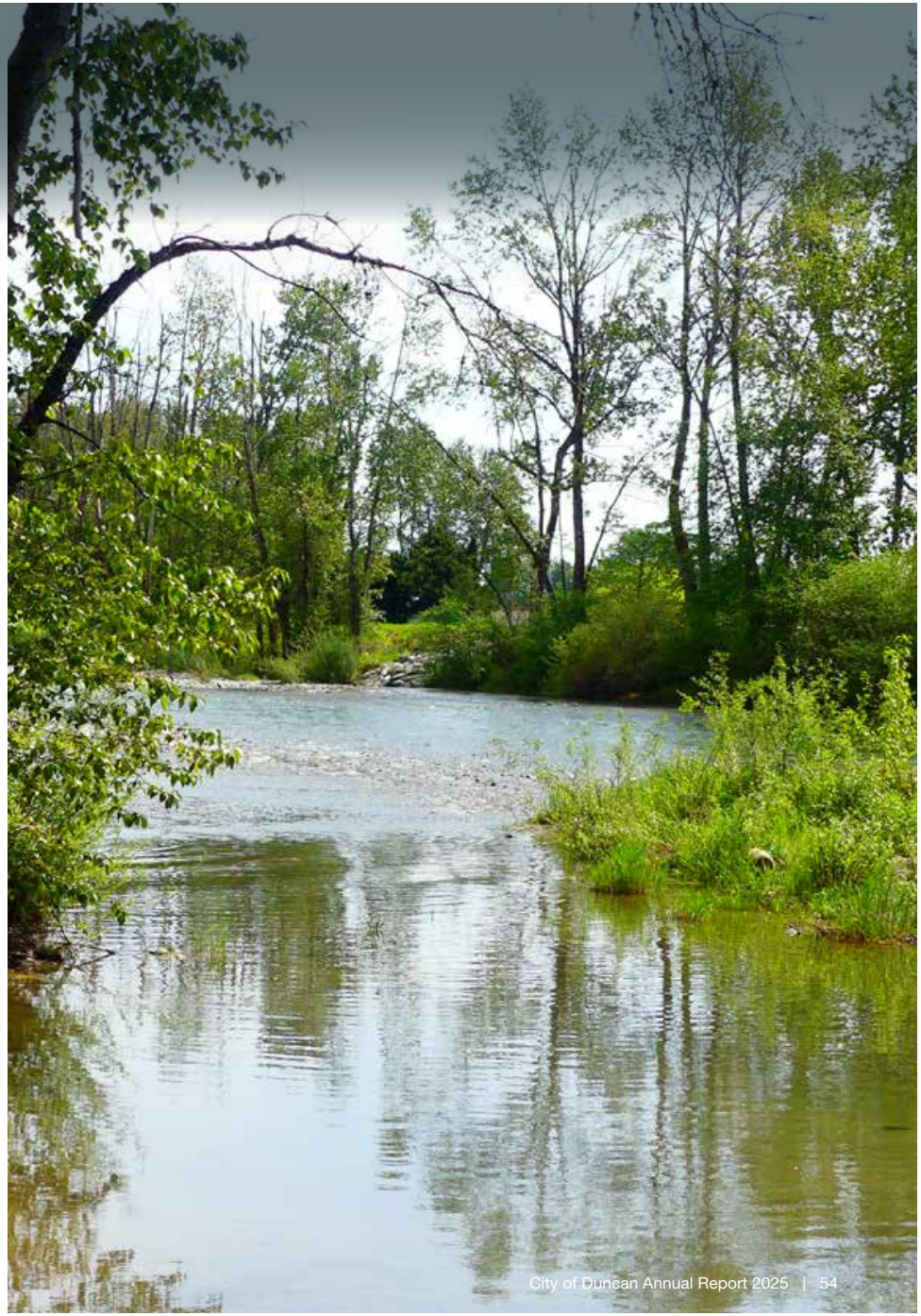
Implement water metering and upgrade key utilities

Progress in 2025

- Continued ongoing transitions to metered water billings.
- Eagle Heights water reservoir replacement under construction.
- Gibbins water reservoir lining underway.
- Held preliminary discussions with Cowichan Tribes regarding the need to replace the Cowichan Way Lift Station to accommodate development.
- Worked with North Cowichan on emergency well investigation.
- Currently investigating alternate well locations in the Koksilah area.

What we will do in 2026 – 2027

- Look into additional capital funds for the second storage tank at Eagle Heights water reservoir.
- Transition to sewer billing based on water consumption.
- Complete high priority watermain upgrades.
- Continue working with North Cowichan on emergency well locations.
- Continue investigating alternate well locations in the Koksilah area.
- Continue transitions to metered water billing.
- Finalize plans with Cowichan Tribes for the replacement of the Cowichan Way lift station.



city infrastructure and servicing

Our Commitments

City Hall upgrades

Progress in 2025

» Explored opportunities for seismic upgrades.

What we will do in 2026 – 2027

» Continue further detailed design for seismic upgrades.
» Explore opportunities and apply for grants for seismic upgrades.

Asset management planning

Progress in 2025

» Asset Management Plan is being implemented with annual increases in taxation to fund infrastructure renewals.
» Continued to refine asset inventories and condition assessments.
» Storm drainage assessment scope being developed with engineering consultant.
» Implemented automated solid waste collection.

What we will do in 2026 – 2027

» Continue refinement of asset inventories and condition assessments.
» Complete storm drainage assessment with engineering consultant and coordinate work with North Cowichan at boundary points.
» Undertake sidewalk condition assessments.

Improve records management

Progress in 2025

» Continued to address historic records backlog.
» Completed records management assessment.
» Continued work on developing a records management plan implementation.

What we will do in 2026 – 2027

» Complete records management plan implementation.
» Implement new records management software.

Improve organizational emergency preparedness

What we will do in 2026 – 2027

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

our vision for

Good Governance and Workplace Culture

good governance and workplace culture

Our Commitments

Maintain a respectful workplace

Progress in 2025

- New employees attended the Understanding the Village workshop.
- Created regular Council updates available to staff and the public on the City's website.
- Continued monthly manager meetings.
- Instituted a regular schedule for staff to review pertinent City policies.

What we will do in 2026 – 2027

- Respectful Workplace and Employee Code of Conduct training sessions will be held for all staff.
- Continue to enhance internal communications.
- Continue monthly manager meetings.
- Continue work on proactive communications processes.
- Continue providing and reporting on Council training opportunities.

financial reporting

The Corporation of the City of Duncan

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Government Finance Officers Association

Canadian Award for Financial Reporting

Presented to

City of Duncan

British Columbia

For its Annual
Financial Report
for the Year Ended

December 31, 2024

Executive Director/CEO

message from

Director of Finance

May 12, 2026

On behalf of the Finance Department, I am pleased to present an overview of the 2025 financial position of the City of Duncan.

The consolidated financial statements are the responsibility of the management of the City of Duncan and were prepared by City staff in accordance with generally accepted accounting principles for local governments, as recommended by the Public Sector Accounting Board (PSAB). The principles have been applied on a basis consistent with that of the preceding year.

The City maintains a robust system of internal accounting controls designed to protect municipal assets and ensure the accuracy of financial information. These controls are reviewed and tested on a cyclical basis through contracted audit services.

MNP LLP, the City's independent auditors appointed by Council, have expressed that in their opinion these statements present fairly, in all material respects, the financial position of the City and its financial performance. Council formally accepted the financial statements at the May 11, 2026 Council Meeting.

As of December 31, 2025, the City had an increase in accumulated surplus of $4.4 million for the year, to a total of $67 million. The accumulated surplus is largely comprised of net investments in tangible capital assets ($58 million), which includes land, park infrastructure, roads, utility assets, and asset retirement obligations.

Consolidated total revenues remained fairly stable compared to 2024. Revenue growth was mainly driven by increased property taxes levied and modest increase in sale of services due to utility rate increases. A rise in senior level government grants resulted in an increase in grant revenue. On the expense side, overall costs were consistent with the previous year, with the most notable increase occurring in protective services due to additional policing costs.

The City maintains a healthy financial position with currently no debt. We remain committed to providing appropriate physical infrastructure to support a vibrant local economy and offer a well serviced community. The City holds an asset management plan that catalogues its infrastructure, assesses condition and life expectancy, and outlines a sustainable replacement strategy. The plan identifies the funding levels required for long-term, reliable service delivery, and the City is dedicated to meeting these infrastructure needs.

We were honoured to once again receive the Government Finance Officers Association of the United States and Canada (GFOA) award for Financial Reporting for its annual financial report for the fiscal year ended December 31, 2024. This prestigious award recognizes excellence in municipal financial reporting. This marks the 14th consecutive year that the City has earned this distinction.

If you have any questions regarding the Annual Report, the financial statements, or the City's financial position, please do not hesitate to contact me.

Sincerely,

Bernice Crossman, CPA, CGA
Director of Finance

consolidated financial statements

(audited)

STATEMENT OF RESPONSIBILITY

The accompanying Consolidated Financial Statements are the responsibility of the management of the Corporation of the City of Duncan and have been prepared in compliance with legislation, and in accordance with generally accepted accounting principles established by the Public Sector Accounting Board of CPA Canada.

In carrying out its responsibilities, management maintains appropriate systems of internal and administrative controls designed to provide reasonable assurance that transactions are executed in accordance with proper authorization, that assets are properly accounted for and safeguarded, and that financial information produced is relevant and reliable.

Council of the City met with management and the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements.

MNP LLP as the City's appointed external auditors, have audited the Consolidated Financial Statements. The Auditor's report is addressed to the Mayor and members of Council and appears on the following page. Their opinion is based upon an examination conducted in accordance with Canadian generally accepted auditing standards, performing such tests and other procedures as they consider necessary to obtain reasonable assurance that the Consolidated Financial Statements are free of material misstatement and present fairly the financial position and results of the City in accordance with Canadian public sector accounting standards.

Peter de Verteuil, CPA, CGA
Chief Administrative Officer

Duncan, British Columbia
May 11, 2026

Independent Auditor's Report

To the Mayor and Council of the Corporation of the City of Duncan:

Opinion

We have audited the consolidated financial statements of the City of Duncan (the "City"), which comprise the consolidated statement of financial position as at December 31, 2025, and the consolidated statement of operations, net financial assets and cash flows and supplementary schedules for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the City as at December 31, 2025, and the results of its consolidated operations, net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the City in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information, consisting of an annual report, which is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

(continued)

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the City's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the City or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the City's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

(continued)

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the City's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the City to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Duncan, British Columbia

May 11, 2026

MNP LLP

Chartered Professional Accountants

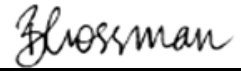
372 Coronation Avenue, Duncan B.C., V9L 2T3
T: 250.748.3761 F. 250.746.1712 MNP LLP

Consolidated Statement of Financial Position

YEAR ENDED DECEMBER 31, 2025

	2025	2024
FINANCIAL ASSETS		
Cash and cash equivalents (Note 3)	**$ 2,109,379**	$ 2,696,184
Accounts receivable (Note 4)	**2,462,443**	2,332,757
Short-term investments (Note 3)	**30,702,513**	31,494,562
Loan receivable (Note 5)	**-**	16,793
	35,274,335	36,540,296
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities (Note 6)	**3,999,250**	3,338,665
Sick and severance liabilities (Note 11(b))	**434,499**	404,726
Refundable deposits (Note 7)	**831,386**	1,356,071
Deferred revenue (Notes 3 & 8)	**5,109,876**	4,752,955
Restricted revenue (Notes 3 & 9)	**2,838,049**	3,346,422
Asset retirement obligations (Note 15)	**14,132,004**	16,188,641
	27,345,064	29,387,480
NET FINANCIAL ASSETS	**7,929,271**	7,152,816
NON-FINANCIAL ASSETS		
Tangible capital assets (Schedule 1)	**58,803,305**	55,203,299
Inventories of supplies	**213,842**	207,455
Prepaid expenses	**65,032**	20,839
	59,082,179	55,431,593
ACCUMULATED SURPLUS (Schedule 2)	**$ 67,011,450**	$ 62,584,409

COMMITMENTS AND CONTINGENCIES (Note 10)



Director of Finance

See accompanying notes to the consolidated financial statements

Consolidated Statement of Operations

YEAR ENDED DECEMBER 31, 2025

	2025 Budget (Note 12)	**2025 Actual**	2024 Actual
REVENUE			
Taxation and grants in lieu of taxes (Note 16)	$ 7,040,118	**$ 7,026,876**	$ 6,189,507
Sale of services	6,386,992	**6,487,397**	6,043,794
Licenses, permits, penalties and fines	1,154,439	**1,001,381**	981,727
Return on investments	391,300	**1,088,609**	1,455,524
Grants	8,156,932	**2,108,011**	592,505
Government transfers (Note 17)	561,000	**582,792**	938,729
Funds contributed from other governments	31,850	**29,114**	26,262
Development Cost Charge funds utilized	2,183,458	**649,172**	167,267
Community Building funds utilized	1,544,513	**614,838**	427,490
Developer contributions	-	**268,616**	40,639
Gain (loss) on disposal of tangible capital assets	-	**77,275**	-
Tangible capital assets contributed by developers	-	**354,449**	329,269
Total revenue	27,450,602	**20,288,530**	17,192,713
EXPENSES			
General government services	1,923,330	**2,053,560**	1,788,069
Protective services	4,744,706	**4,442,651**	3,223,819
Public works & engineering	2,237,037	**2,607,650**	2,398,128
Environmental health services	447,154	**455,957**	369,781
Environmental development services	427,400	**391,910**	358,209
Recreation and cultural services	942,120	**1,325,934**	1,099,423
Water services	2,333,461	**2,602,177**	2,359,083
Sewer services	1,045,657	**1,981,650**	1,969,990
Total expenses (Note 14)	14,100,865	**15,861,489**	13,566,502
ANNUAL SURPLUS	13,349,737	**4,427,041**	3,626,211
ACCUMULATED SURPLUS, BEGINNING OF YEAR	62,584,409	**62,584,409**	58,958,198
ACCUMULATED SURPLUS, END OF YEAR	$ 75,934,146	**$ 67,011,450**	$ 62,584,409

See accompanying notes to the consolidated financial statements

Consolidated Statement of Change in Net Financial Assets

YEAR ENDED DECEMBER 31, 2025

	2025 Budget (Note 12)	**2025 Actual**	2024 Actual
ANNUAL SURPLUS	$ 13,349,737	**$ 4,427,041**	$ 3,626,211
Purchase of tangible capital assets	(33,119,811)	**(7,361,302)**	(5,033,435)
Tangible capital assets acquired in kind	-	**(354,449)**	(329,269)
Amortization of tangible capital assets	1,893,970	**2,365,822**	2,228,721
Increase in tangible capital assets due to asset retirement obligations	-	**2,056,637**	978,151
Increase in proportionate share of Joint Utilities Board tangible capital assets	-	**(366,344)**	516,493
Gain on disposal of tangible capital assets	-	**(77,275)**	-
Proceeds of sale of tangible capital assets	-	**136,906**	-
Decrease (increase) in inventory of supplies	-	**(6,387)**	(17,861)
Decrease (increase) in prepaid expenses	-	**(44,194)**	(7,666)
	(31,225,841)	**(3,650,586)**	(1,664,866)
CHANGE IN NET FINANCIAL ASSETS	(17,876,104)	**776,455**	1,961,345
NET FINANCIAL ASSETS, Beginning of Year	7,152,816	**7,152,816**	5,191,471
NET FINANCIAL ASSETS, End of Year	$ (10,723,288)	**$ 7,929,271**	$ 7,152,816

See accompanying notes to the consolidated financial statements

Consolidated Statement of Cash Flows

YEAR ENDED DECEMBER 31, 2025

	2025	2024
OPERATING TRANSACTIONS		
Annual surplus	**$ 4,427,041**	$ 3,626,211
Non-cash items included in annual surplus:		
Amortization	**2,365,822**	2,228,721
Tangible capital assets contributed by developers	**(354,449)**	(329,269)
Increase in proportionate share of		
Joint Utilities Board tangible capital assets	**(366,344)**	516,493
Loss (gain) on disposal/write down of tangible capital assets	**(77,275)**	-
	5,994,795	6,042,156
Changes in non-cash items:		
Accounts receivable	**(129,686)**	(720,124)
Loan receivable	**16,793**	16,390
Inventory of supplies	**(6,387)**	(17,861)
Prepaid expenses	**(44,193)**	(7,666)
Accounts payable and accrued liabilities	**660,585**	1,056,906
Sick and severance liability	**29,773**	(87,289)
Refundable deposits	**(524,685)**	(3,573)
Deferred revenue	**356,921**	446,249
Restricted revenue	**(508,373)**	177,108
Cash provided by operating transactions	**5,845,543**	6,902,296
CAPITAL TRANSACTIONS		
Proceeds on disposal of tangible capital assets	**136,906**	-
Purchases of tangible capital assets	**(7,361,302)**	(5,033,435)
Cash applied to capital transactions	**(7,224,396)**	(5,033,435)
INVESTING TRANSACTIONS		
Net increase in short-term investments	**792,049**	(981,041)
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	**(586,805)**	887,821
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	**2,696,184**	1,808,363
CASH AND CASH EQUIVALENTS, END OF YEAR	**$ 2,109,379**	$ 2,696,184

See accompanying notes to the consolidated financial statements

1. General

The Corporation of the City of Duncan ("the City") is incorporated under the provisions of the British Columbia *Local Government Act*. Its principal activities are the provision of local government services to the City, as governed by the *Community Charter* and the *Local Government Act.*

The consolidated financial statements have been prepared by management in accordance with Canadian accounting standards as recommended by the Public Sector Accounting Board (PSAB) of CPA Canada. The notes to the consolidated financial statements are an integral part of these statements. They provide detailed information and explain the significant accounting and reporting policies and principles that form the basis for these statements. They also provide relevant supplementary information and explanations which cannot be conveniently expressed in the consolidated financial statements.

2. Significant Accounting Policies

a) Basis of Accounting

The consolidated financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting records revenue as it is earned and measureable. The accrual basis of accounting also recognizes the effect of transactions and events in the period in which they occur, regardless of whether there has been a receipt or payment of cash or its equivalent. Liabilities are recognized until the obligation or condition(s) underlying the liability is partly or wholly satisfied. Assets are recognized until the future economic benefit underlying the asset is partly or wholly used or lost. Revenue recognition policy is described in Note 2(h). Expenses are recognized as they are incurred and measurable based upon receipt of goods or services and/or the creation of a legal obligation to pay. Budget information has been aggregated to comply with these reporting standards.

The consolidated financial statements reflect the assets, liabilities, revenues, expenses and changes in fund balances and financial position of the City. These financial statements consolidate the following operations:

General Revenue Fund
General Capital Fund
Reserve Funds
Waterworks Utility Revenue Fund
Waterworks Utility Capital Fund
Sewer Utility Revenue Fund
Sewer Utility Capital Fund

b) Reporting Entity

The City has a partnership agreement with the Municipality of North Cowichan for the operation of the Joint Utilities Board, and as such, consistent with Canadian public sector accounting standards for government partnerships, the Joint Utilities Board is accounted for on a proportionate consolidation basis whereby the City's pro-rata share of the assets, liabilities, revenues and expenses are combined on a line by line basis in the consolidated financial statements. Inter-partnership balances and transactions have been eliminated. The City's proportionate share of the Duncan-North Cowichan Joint Utilities Board fluctuates based on current capacity units being used which is 31.13% for 2025 (2024 - 31.13%).

1. General

c) Cash and Cash Equivalents

Cash equivalents include short-term highly liquid investments that are cashable on demand or have a term to maturity of 90 days or less at acquisition. Cash equivalents also include investment in the Municipal Finance Authority (MFA) of British Columbia Money Market Funds, which are recorded at cost plus earnings reinvested in the funds.

d) Loans and Receivables

Loans and receivables are measured at cost less an appropriate allowance for doubtful receivables. The allowance for doubtful receivables represents the City's estimates of incurred losses arising from the failure or inability of customers to make payments when due. These estimates are based on the ageing of customer balances, specific credit circumstances and the City's historical bad debt experience. Additions to the allowance for doubtful accounts are made by recording charges to bad debt expense reported in operations. Receivables are charged to the allowance for doubtful accounts when an account is deemed to be uncollectible.

e) Inventory

Inventory is recorded at the lower of cost and net realizable value, determined on an average cost basis.

f) Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the change in net financial assets for the year.

g) Tangible Capital Assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to the acquisition, construction, development or betterment of the asset. Certain tangible capital assets for which historical cost information is not available have been recorded at current fair market values discounted by a relevant inflation factor. Certain assets are disclosed at a nominal value as the determination of current fair market value was not available. The City does not capitalize interest charges as part of the cost of its tangible capital assets. The cost, less residual value, of tangible capital assets (excluding land) is amortized on a straight-line basis over the estimated useful life of the asset, commencing in the year that the asset is put into service. In the year that the asset is put into service, amortization is claimed for a proportionate number of in-service months. Assets under construction are not amortized until the asset is available for productive use. Estimated useful lives are disclosed below.

Donated assets are recorded at their estimated fair value upon acquisition. Assets contributed to the City in 2025 were comprised of water, sewer, storm and road infrastructure and totaled $354,449 (2024 - $329,269) and were capitalized at their fair value at the time of receipt.

2. Significant Accounting Policies (continued)

General Tangible Capital Assets

Land	Indefinite
Land Improvements	10 to 50 years
Buildings and Leasehold Improvements	
Buildings	15 to 50 years
Leasehold improvements	Life of lease
Vehicles and Equipment	
Vehicles	10 to 20 years
Machinery, equipment and furniture	5 to 15 years
Maintenance and road construction equipment	15 years
Computer Hardware and Software	5 years

Infrastructure Assets

Land	Indefinite
Road surface	10 to 20 years
Road grade	60 years
Sidewalk grade	60 years
Sidewalk surface	20 to 30 years
Bridges	50 years
Traffic lights and equipment	30 years
Water and Sewer	
Underground networks	40 to 80 years
Dams and other surface water structures	50 to 60 years

Repairs and maintenance costs are expensed. Betterments which extend the estimated useful life of the asset or enhance the service potential of the asset are capitalized.

Certain assets which have historical or cultural value including works of art, historical documents as well as historical and cultural artifacts are not recognized as tangible capital assets because a reasonable estimate of the future benefits associated with such property cannot be made. The City's Totem collection has been recorded as a capital asset due to its integral relationship to the economic and tourism strategy and identity of the City. The Totem collection has been recorded at cost. Intangibles and crown lands that have not been purchased by the City, such as forests, water and other natural resources are not recognized as tangible capital assets.

2. Significant Accounting Policies (continued)

h) Revenue Recognition

Tax revenues are recognized in the year that they are levied. Government transfers are recognized as revenues when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled. Revenue with performance obligations are recognized when the City satisfies a performance obligation by providing the promised goods or services to a payor. The performance obligation is evaluated as being satisfied either over a period of time or at a point in time.

Externally restricted grant and other operating revenues received from other organizations in advance of specified future expenses are deferred until they are earned by being matched against those expenses.

Development Cost Charges are imposed for the sole purpose of providing funds for the City to pay the capital cost of providing, altering, or expanding sewage, water, drainage and highway facilities and for acquiring park land, in order to serve directly or indirectly, the development in respect of which the charges are imposed. Development revenues and other levies which are restricted by the legislation of senior governments or by agreement with external parties for specified future expenses are deferred and reported as restricted revenues. When qualifying expenses are incurred, restricted revenues are brought into revenue at equal amounts. These revenues are comprised of the amounts shown in Notes 8 and 9.

i) Financial Instruments

The City recognizes its financial instruments when the City becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value.

At initial recognition, the City may irrevocably elect to subsequently measure any financial instrument at fair value. The City has not made such an election during the year.

The City subsequently measures investments in equity instruments quoted in an active market and all derivative instruments, except those that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, at fair value. Fair value is determined by published price quotations. Transactions to purchase or sell these items are recorded on the trade date. Net gains and losses arising from changes in fair value are recognized in the statement of remeasurement gains and losses. The City has not presented a statement of remeasurement gains and losses as it does not have any items giving rise to remeasurement gains (losses). Interest income is recognized in the statement of operations. Investments in equity instruments not quoted in an active market and derivatives that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, are subsequently measured at cost. With the exception of those instruments designated at fair value, all other financial assets and liabilities are subsequently measured at amortized cost using the effective interest rate method.

Transaction costs directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in operating annual surplus. Conversely, transaction costs are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

2. Significant Accounting Policies (continued)

j) Use of Estimates

Preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period.

Significant areas requiring the use of management estimates relate to the useful lives of tangible capital assets, valuation of contributed tangible capital assets, valuation of asset retirement obligations, determination of accrued sick benefits, collectability of accounts receivable, accrued liabilities and contingencies. Actual results could differ from those estimates. Adjustments, if any, will be reflected in operations in the period of settlement. Liabilities for contaminated sites are estimated based on the best information available regarding potentially contaminated sites that the City is responsible for. These estimates and assumptions are periodically reviewed and any adjustments necessary are reported in operations in the period in which they become known.

k) Liability for Contaminated Sites

A liability for remediation of a contaminated site is recognized at the best estimate of the amount required to remediate the contaminated site when: contamination exceeding an environmental standard exists, the City is either directly responsible or accepts responsibility, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount is determinable. The best estimate of the liability includes all costs directly attributable to remediation activities and is reduced by expected net recoveries based on information available at December 31, 2025.

At each financial reporting date, the City reviews the carrying amount of the liability. Any revisions required to the amount previously recognized are accounted for in the period revisions are made. The City continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

l) Asset Retirement Obligations

A liability for an asset retirement obligation is recognized at the best estimate of the amount required to retire a tangible capital asset (or a component thereof) at the financial statement date when there is a legal obligation for the City to incur retirement costs in relation to a tangible capital asset (or component thereof), the past transaction or event giving rise to the liability has occurred, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount can be made. The best estimate of the liability includes all costs directly attributable to asset retirement activities, based on information available at December 31, 2025. The best estimate of an asset retirement obligation incorporates a present value technique, when the cash flows required to settle or otherwise extinguish an asset retirement obligation are expected to occur over extended future periods.

2. Significant Accounting Policies (continued)

When a liability for an asset retirement obligation is initially recognized, a corresponding asset retirement cost is capitalized to the carrying amount of the related tangible capital asset (or component thereof). The asset retirement cost is amortized over the useful life of the related asset.

At each financial reporting date, the City reviews the carrying amount of the liability. The City recognizes period-to-period changes to the liability due to the passage of time as accretion expense. Changes to the liability arising from revisions to either the timing, the amount of the original estimate of undiscounted cash flows or the discount rate are recognized as an increase or decrease to the carrying amount of the related tangible capital asset.

The City continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

3. Cash, Cash Equivalents and Short-Term Investments

Cash and cash equivalents are comprised of the following:

	2025	2024
Bank Deposits	**$ 2,083,500**	$ 661,781
Municipal Finance Authority - Money Market Fund	**25,879**	2,034,403
	$ 2,109,379	$ 2,696,184

Short-term investments include funds invested in guaranteed investment certificates with Scotia Bank, Island Savings Credit Union, Coastal Community Credit Union, Raymond James, Canaccord Genuity and investments held by the Joint Utilities Board. The short-term investments are recorded at amortized cost. The Guaranteed Investment Certificates and term deposits mature at various dates between June 9, 2026 and January 30, 2027. Interest rates vary from 2.6% to 5.05% (2024 – 4.5% to 5.9%).

Included in short-term investments are funds held for deferred and restricted revenues totalling $7,947,925 (2024 - $8,099,377) and funds held for statutory reserve funds and reserve accounts totalling $19,478,692 (2024 - $20,291,074).

4. Accounts Receivable

	2025	2024
Property taxes	**$ 255,350**	$ 272,235
Water and sewer fees	**1,464,140**	1,463,142
Provincial government	**359,663**	-
Federal government	**281,799**	254,584
Other municipalities and regional governments	**32,250**	205,355
Other receivables	**69,886**	138,086
	2,463,088	2,333,402
Less: allowance for doubtful receivables	**(645)**	(645)
	$ 2,462,443	$ 2,332,757

5. Loan Receivable

Pursuant to the 2014 Fire Suppression agreement between the City and Cowichan Tribes, the latter is responsible for its share of the costs of the 2015 Fire Hall upgrade project. The City has agreed to finance the balance due over 10 years, with interest at 2.46% and payments to be made annually, commencing in 2016. There are no terms of forgiveness or other conditions attached to the loan. The loan was paid out in 2025.

	2025	2024
Other municipalities and regional governments	**$ -**	$ 16,793

6. Accounts Payable and Accrued Liabilities

	2025	2024
Trade accounts and accrued liabilities	**$ 1,075,362**	$ 1,223,257
Contractor holdbacks	**385,116**	133,002
Salaries and wages	**337,377**	309,434
Other municipalities and regional governments	**2,201,395**	1,672,972
	$ 3,999,250	$ 3,338,665

7. Refundable Deposits

	2025	2024
Balance, beginning of year	**$ 1,356,071**	$ 1,359,644
Deposits received	**51,085**	609,296
Deposits and interest refunded/recognized as revenue	**(566,818)**	(639,370)
Increase (decrease) in interest payable	**(8,952)**	26,501
Balance, end of the year	**$ 831,386**	$ 1,356,071

8. Deferred Revenue

	2024	Receipts & Interest	Recognized as Revenue	2025
Canada Community Building Fund	$ 1,338,951	352,163	(614,838)	**$ 1,076,276**
Prepaid property taxes	897,685	998,377	(897,684)	**998,378**
Grants	1,818,368	2,267,129	(1,818,368)	**2,267,129**
Other revenue prepaid	697,951	268,886	(198,744)	**768,093**
	$ 4,752,955	$ 3,886,555	$ (3,529,634)	**$ 5,109,876**

Canada Community Building Fund (formerly Gas Tax Agreement)

Canada Community Building Fund (CCBF) is provided by the Government of Canada. The use of the funding is established by a funding agreement between the City and the Union of British Columbia Municipalities. CCBF funding may be used towards designated projects, as specified in the funding agreement. These amounts are recognized as revenue in the period in which the corresponding expenditures are incurred.

CCBF Continuity:

	2025	2024
Opening balance of unspent funds	**$ 1,338,951**	$ 1,395,189
Less: CCBF funds utilized	**(614,838)**	(427,490)
Add: amount received during the year	**293,221**	293,221
Add: interest earned during the year	**58,942**	78,031
Closing balance of unspent funds	**$ 1,076,276**	$ 1,338,951

9. Restricted Revenue

Receipts that are restricted by the legislation of senior governments are initially deferred and reported as liabilities. Included in liabilities is the Development Cost Charges Reserve, the use of which, together with any earnings thereon, is restricted by legislation. These amounts are recognized as revenue in the period in which corresponding expenditures are incurred.

Development Cost Charges:

	2025	2024
Balance, beginning of year	**$ 3,346,422**	$ 3,169,314
Contributions from developers	**-**	162,856
Used during the year	**(649,172)**	(167,267)
Return on investments	**140,799**	181,519
Balance, end of the year	**$ 2,838,049**	$ 3,346,422

10. Commitments and Contingencies

a) Commitment

The Cowichan Aquatic Centre is jointly owned by the City of Duncan and the Municipality of North Cowichan. Per an operating agreement, the City contributes towards the ongoing operations of the Centre. This agreement commits the City to contribute to the costs of the Centre based on the City's proportionate share of property tax assessments.

As a result of a successful referendum held on October 15, 2022, the Cowichan Aquatic Centre will transition to a regional recreation funding model through the Cowichan Valley Regional District (CVRD) over a phase in period of 2023-2025. After 2025 the City of Duncan will only be contributing towards the ongoing operations of the Centre through the CVRD.

b) Contingent Liabilities

As at December 31, 2025 there existed claims against the City. In the opinion of management and legal counsel, the outcome of the claims, now pending, is not determinable. As the outcome is not determinable at this time, no amount has been accrued in the financial statements. Should any loss result from the resolution of these claims, such loss will be charged to operations in the year of resolution.

c) Reciprocal Insurance Exchange Agreement

The City is a subscribed member of the Municipal Insurance Association of British Columbia (The "Exchange") as provided by Section 3.02 of the *Insurance Act* of the Province of British Columbia. The main purpose of the Exchange is to pool the risks of liability so as to lessen the impact on any subscriber. Under the Reciprocal Insurance Exchange Agreement the City is assessed a premium and specific deductible for its claims based on population. The obligation of the City with respect to the Exchange and/or contracts and obligations entered into by the Exchange on behalf of its subscribers in connection with the Exchange are in every case several, and not joint and several.

11. Retirement Benefits

a) Pension Liability

The City of Duncan and its employees contribute to the Municipal Pension Plan (a jointly trusteed pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2024, the plan has about 273,000 active members and approximately 133,000 retired members. Active members include approximately 47,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation for the Municipal Pension Plan as at December 31, 2024, indicated a $2,675 million funding surplus for basic pension benefits on a going concern basis. The next valuation will be as at December 31, 2027.

The City paid $313,912 (2024 - $269,833) for employer contributions to the plan in fiscal 2025 while employees contributed $289,430 (2024 - $249,544) to the plan in fiscal 2025.

Employers participating in the plan record their pension expenses as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

b) Sick Leave and Severance Liability

The City provides compensated absences and pays out sick time on retirement or resignation to a maximum of six months pay. The City also provides severance pay on retirement or disability at the rate of one or one half or two days per total years of continuous service. The estimated sick leave and severance liability has been calculated by management under the following actuarial assumptions:

- annual inflation rate is 3.0% (2024 - 3.0%)
- discount rate is 4.3% (2024 - 4%)
- the probability of staff remaining for the required vesting period of 20 years is 100%

Based on these assumptions, sick leave and severance benefits accrued at December 31, 2025 is $434,499 (2024 - $404,726).

12. Budget Figures

Budget figures represent the Financial Plan Bylaw No. 3257 adopted by Council on April 14, 2025. The financial plan anticipated the use of surpluses accumulated in previous years to balance against current year expenses in excess of current year revenues. The following schedule reconciles the consolidated surplus as presented in the Financial Plan approved by Council to the consolidated surplus as shown on the Consolidated Statement of Operations.

Financial Plan Bylaw surplus for the year	**$ -**
Add back:	
Transfers to (from) reserves	**3,511,202**
Capital expenditures	**33,119,811**
Less:	
Budgeted transfers from accumulated surplus	
General	**(94,313)**
Sewer	**-**
Water	**-**
Capital	**-**
Budgeted transfers from own reserves	
General	**-**
Sewer	**(3,148,157)**
Water	**(7,698,306)**
Capital	**(10,446,530)**
Amortization	**(1,893,970)**
Adjusted Annual Surplus	**$ 13,349,737**

13. Segmented Information

The City is a diversified local government institution that provides a wide range of services to its citizens, including the provision of water, sewer, drainage, fire protection, garbage collection, recreation and parkland. Distinguishable functional segments are separately disclosed in the body of the consolidated financial statements. The segments are categorized as follows:

General Government
General government operations provide the functions of corporate administration, finance, human resources, legislative services, building services and maintenance, and other functions not categorized to a specific department. It includes general revenues and transfers not allocated to a specific function.

Protective Services
Protective services is comprised of fire and rescue services, bylaw enforcement, animal control, and building inspection services. The Duncan Volunteer Fire Department provides fire suppression services, fire prevention programs and detection and extinguishment of fires. Bylaw enforcement administers, monitors and seeks compliance with the bylaws enacted by Mayor and Council to regulate the conduct of affairs in the City. The building inspection segment provides enforcement of municipal bylaws and the Provincial Building Code and regulations.

Public Works & Engineering
The City's Public Works department is responsible for general roadway maintenance and upgrades, street lighting, sidewalks and other general duties. The department ensures that transportation infrastructure is safe and well maintained.

Environmental Health Services
The environmental health function includes garbage, organics, yard waste and recycling collection and the operations of public washrooms in City parks. The expenditures of the City's Environment Committee are also included in this segment.

Environmental Development Services
Development services provides planning assistance to guide property owners in complying with the City's zoning bylaws, Official Community Plan and development procedures for subdividing lands and providing the necessary infrastructure to support these developments.

Recreation and Cultural Services
The recreation and culture function contributes to the quality of life in the community through the provision of a variety of programs, services and facilities. These include an extensive network of parks, the Cowichan Aquatic Centre, Seniors' Centre and the Cowichan Valley Museum.

Water Services
The City's Public Works department is responsible for environmental programs including the engineering and operation of the potable water system to obtain, treat and deliver water. The City's water system services approximately 15,000 people, extending into portions of the Municipality of North Cowichan, the Cowichan Valley Regional District Electoral Areas D and E and Cowichan Tribes territory. Water services are a self-funding utility.

Sewer Services
The City's Public Works department is responsible for environmental programs including the engineering and operation of the sewer and waste water collection system, treatment and disposal. The City collects sewer and waste water for treatment at the Joint Utilities Board (JUB) lagoons. Sewer services are a self-funding utility.

14. Operating Expenses By Object

	2025	2024
Amortization	**$ 2,111,648**	$ 2,502,104
Capital fund expenses	**2,006,200**	889,665
Contract services	**3,480,240**	2,919,614
Fuel	**95,353**	98,549
Goods and services	**1,425,866**	1,316,273
Grants in aid	**59,642**	75,645
Hydro	**406,108**	366,932
Insurance	**261,418**	186,598
Interest	**27,711**	42,096
Leases	**6,678**	8,100
Professional fees	**404,035**	150,850
Travel, conference and training	**277,078**	231,965
Wages and benefits	**5,299,700**	4,777,396
Write down of account receivable to net realizable value	**(188)**	715
	$ 15,861,489	$ 13,566,502

15. Asset Retirement Obligations

The City owns several assets that are known to have asbestos and lead paint, which represent a health hazard upon demolition. There is a legal obligation to remove and dispose of the hazardous materials. Following the adoption of Public Accounting Standard PS3280 *Asset Retirement Obligations* (ARO), the City recognized an obligation relating to the removal of the hazardous materials in these assets as estimated at January 1, 2023. The City estimated the amount of the liabilities using undiscounted future expenditures estimated to retire the tangible capital asset. The transition and recognition of ARO involved an accompanying increase to the Buildings capital assets. The increase in capital assets is amortized on a straight-line basis over the remaining expected useful life of the related assets. The City has adopted this standard using the prospective method with no restatement to the prior year.

At January 1, 2023, the City recorded an asset retirement obligation and an increase to tangible capital assets of $481,000.

Lease Obligation

The Joint Utility Board (JUB) has a lease obligation that requires the full remediation of the land it leases to operate and maintain joint sewer lagoons to be returned to its original state at the end of the lease. Following the adoption of PS 3280 - *Asset retirement obligations* , the Board recognized an obligation relating to full remediation of the leased lands as estimated at January 1, 2023. The lease term was for 49 years and expires on July 31, 2060. The transition and recognition of asset retirement obligations involved an accompanying increase to the sewer lagoon assets. The increase in these capital assets is amortized on a straight-line basis over the remaining term of the lease.

The Board has adopted this standard using the prospective method. Under the prospective method, the discount rate and assumptions used on initial recognition are those at the date of adoption of the standard. Estimated costs have been discounted using the present value calculation with a discount rate of 4.17%.

At January 1, 2023, the Board recorded an asset retirement obligation and an increase to tangible capital assets of $51,449,802. The City's portion of this obligation is $16,685,792.

Total Asset Retirement Obligation	**2025**	2024
Opening Balances:		
City asset retirement obligation	**$ 481,000**	$ 481,000
City portion of JUB asset retirement obligation	**13,651,004**	15,707,641
Liability incurred in the current fiscal year	**-**	-
Liability settled in the current fiscal year	**-**	-
Estimated total liability closing balance	**$ 14,132,004**	$ 16,188,641

16. Taxation

Taxation revenue, reported on the statement of operations, is made up of the following:

	2025 Budget	**2025 Actual**	2024 Actual
Taxation			
Property taxes - general	$ 6,879,780	**$ 6,837,664**	$ 6,016,941
Special assessments			
Utilities	101,958	**101,959**	101,594
Frontage and parcel taxes	45,180	**45,060**	45,180
	147,138	**147,019**	146,774
Grants in lieu of taxation			
Provincial Government	-	**22,740**	8,321
Federal Government	13,200	**19,453**	17,471
	13,200	**42,193**	25,792
Taxation	$ 7,040,118	**$ 7,026,876**	$ 6,189,507

17. Government Transfers

	2025 Budget	**2025 Actual**	2024 Actual
Unconditional Transfers from Other Governments			
Traffic fine revenue sharing	$ 30,000	**$ 46,000**	$ 30,000
Provincial revenue sharing	531,000	**528,000**	587,100
	561,000	**574,000**	617,100
Conditional Transfers from Other Governments			
Federal government	-	**-**	101,634
Provincial government	-	**8,792**	219,995
	-	**8,792**	321,629
Total Government Transfers	$ 561,000	**$ 582,792**	$ 938,729

18. Financial risks and concentration of risk

The City is exposed to credit risk, liquidity risk, market risk, and foreign exchange risk from the City's financial instruments as follows.

a) Credit Risk

Credit risk arises from the City's cash and cash equivalents, accounts receivable, portfolio investments, and loan receivable. Accounts receivable (excluding property taxes receivable as these are not considered financial instruments under PS 3450) consist primarily of amounts receivable from utilities, and transfers from other governments. To manage the risk, the City regularly reviews the collectability of its accounts receivable and if needed, will establish an allowance based on its best estimate of potentially uncollectible amounts.

The City manages exposure to credit risk for portfolio investments by ensuring adequate diversification and by investing guaranteed investment certificates with major Canadian financial institutions, and with the MFA. These investments meet the investment requirements of Section 183 of the Community Charter of the Province of BC. There has been no change to the credit risk exposure from prior year.

b) Market Risk

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates will affect the City's income or the value of its holdings of financial instruments. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing return on investment. There has been no change to the market risk exposure from prior year.

c) Liquidity Risk

Liquidity risk is the risk that the City will not be able to meet its financial obligations as they become due. The City is exposed to liquidity risk through its accounts payable and accrued liabilities, and deposits liability. The City manages liquidity risk through its planning, budgeting and forecasting process, and by continually monitoring actual and forecasted cash flows from operations, anticipated investing, and financing activities to ensure that its financial obligations are met. The City's planning and budgeting process incorporates a 5-year financial plan, which includes operational activities and capital investments. Other financial liabilities are generally due within the next fiscal year. There has been no change to the liquidity risk exposure from prior year.

d) Foreign Exchange Risk

The City has not entered into any agreements or purchased any foreign currency hedging arrangements to hedge possible currency risks, as management believes that the foreign exchange risk derived from currency conversions is not significant. The City does not have any material transactions during the year or financial instruments denominated in foreign currencies at year end. There has been no change to the foreign exchange risk exposure from prior year.

Consolidated Schedule of Tangible Capital Assets

YEAR ENDED DECEMBER 31, 2025

Schedule 1 (Audited)

	General Capital Assets				Infrastructure					Totals	
	Land	Land Improvements and Parks	Buildings and Leasehold Improvements	Vehicles and Equipment	Storm Water Engineering Structures	Roads & Sidewalks	Water	Sewer	Assets Under Construction	2025	2024
Cost											
Opening costs	$ 2,780,392	$ 5,017,036	$ 9,001,759	$ 9,222,059	$ 4,535,963	$ 17,044,922	$ 21,300,755	$ 4,421,379	$ 2,242,724	**$ 75,566,989**	$ 70,226,651
Additions during the year		790,091	360,588	1,207,970	360,056	1,236,935	1,942,450	188,473	1,629,188	**7,715,751**	5,362,704
Additions due to ARO recognition			-							**-**	
Disposals and write-downs				(463,798)	-	(49,246)	(13,427)	-		**(526,471)**	(22,366)
Capitalization of assets under construction		754,645	22,052		117,904	247,342	537,994	-	(1,679,937)	**-**	-
Closing cost	2,780,392	6,561,772	9,384,399	9,966,231	5,013,923	18,479,953	23,767,772	4,609,852	2,191,975	**82,756,269**	75,566,989
Accumulated Amortization											
Opening accumulated amortization	-	3,031,530	4,085,173	4,836,331	2,213,793	12,132,097	7,195,936	2,155,854	-	**35,650,714**	33,852,952
Amortization:											
General government	-	1,926	90,587	93,344	49	715				**186,621**	177,090
Protective services			59,640	194,445			773			**254,858**	237,297
Public works and engineering		28,625	19,485	167,758	75,789	410,794	6,563	6,701		**715,715**	628,124
Environmental health				52,676						**52,676**	737
Recreation and culture		199,482	81,343	7,937		7,676				**296,438**	261,477
Water		677	46,960	9,809			398,339			**455,785**	447,392
Sewer			1,000				77	69,248		**70,325**	68,011
Total amortization	-	230,710	299,015	525,969	75,838	419,185	405,752	75,949	-	**2,032,418**	1,820,128
Disposals and write-downs		-	-	(404,167)	-	(49,246)	(13,427)	-		**(466,840)**	(22,366)
Closing accumulated amortization	-	3,262,240	4,384,188	4,958,133	2,289,631	12,502,036	7,588,261	2,231,803	-	**37,216,292**	35,650,714
Net Book Value of Tangible Capital Assets (Excluding Joint Utility Board)	$ 2,780,392	$ 3,299,532	$ 5,000,211	$ 5,008,098	$ 2,724,292	$ 5,977,917	$ 16,179,511	$ 2,378,049	$ 2,191,975	**$ 45,539,977**	$ 39,916,275
									Joint Utility Board Tangible Capital Assets (Schedule 4)	**13,263,328**	15,287,024
									Total Net Book Value of Tangible Capital Assets	**58,803,305**	55,203,299

Contributed Assets		
Storm	**$ -**	$ 14,472
Water	**$ 256,253**	$ 99,474
Sewer	**$ -**	$ -
Roads & Sidewalks	**$ 98,196**	$ 215,323
	$ 354,449	$ 329,269

Consolidated Schedule of Accumulated Surplus

YEAR ENDED DECEMBER 31, 2025

Schedule 2 (Audited)

	2025	2024
OPERATING FUNDS		
Unappropriated		
General	**$ 631,935**	$ 833,679
Waterworks utility	**884,699**	1,046,807
Sewer utility	**438,825**	558,476
Total Unappropriated	**1,955,459**	2,438,962
Appropriated		
Sewer utility: Joint Utilities Board Reserve	**905,997**	839,718
Total Appropriated	**905,997**	839,718
Total Operating Funds	**2,861,456**	3,278,680
NET INVESTMENT IN TANGIBLE CAPITAL ASSETS		
Net book value tangible capital assets (Schedule 1)	**58,803,305**	55,203,299
Asset retirement obligations	**(14,132,004)**	(16,188,641)
Total Net Investment in Tangible Capital Assets	**44,671,301**	39,014,658
RESERVE FUNDS		
Sale of real property	**482,000**	463,695
Underground utilities	**60,426**	276,780
Operating reserves	**1,922,152**	2,156,456
Machinery and equipment	**2,617,923**	2,736,112
Capital works and other miscellaneous reserves	**668,542**	890,731
General capital	**9,103**	8,735
Capital infrastructure	**2,533,265**	2,565,562
Downtown revitalization	**44,709**	44,823
Melba Schappert bequest	**16,380**	15,719
Works and Services	**195,749**	187,845
Public art	**18,531**	14,195
Growing Communities Fund	**2,026,181**	2,263,152
Housing Accelerator Fund	**92,200**	101,634
Waterworks utility	**6,238,011**	6,047,700
Sewer utility	**4,154,480**	4,171,099
Firetruck borrowing	**(1,600,959)**	(1,653,167)
Total Reserve Funds	**19,478,693**	20,291,071
Total Accumulated Surplus	**$ 67,011,450**	$ 62,584,409

Consolidated Schedule of Segment Disclosures

YEAR ENDED DECEMBER 31, 2025

Schedule 3 (Audited)

	General Government		Protective Services		Public Works & Engineering		Environmental Health Services		Environmental Development Services	
	2025	2024	**2025**	2024	**2025**	2024	**2025**	2024	**2025**	2024
REVENUE										
Taxation and grants in lieu of taxes (Note 16)	**$ 7,026,876**	$ 6,189,507	**$ -**	$ -	**$ -**	$ -	**$ -**	$ -	**$ -**	$ -
Sale of services	**$ 16,165**	78,081	**709,571**	571,190	**16,915**	20,726	**329,274**	316,540	**-**	-
Licenses, permits, penalties and fines	**$ 621,512**	683,356	**-**	-	**379,869**	298,371	**-**	-	**-**	-
Return on investments	**$ 1,052,710**	1,109,437	**-**	-	**-**	-	**-**	-	**-**	-
Grants	**$ 2,108,011**	592,505	**-**	-	**-**	-	**-**	-	**-**	-
Government transfers (Note 17)	**$ 582,792**	938,729	**-**	-	**-**	-	**-**	-	**-**	-
Funds contributed from other governments	**$ 29,114**	26,262	**-**	-	**-**	-	**-**	-	**-**	-
Development Cost Charge funds utilized	**$ 140,888**	150,000	**-**	-	**-**	-	**-**	-	**-**	-
Community Building funds utilized	**$ -**	-	**614,838**	427,490	**-**	-	**-**	-	**-**	-
Developer contributions	**$ -**	-	**-**	-	**-**	-	**-**	-	**-**	-
Gain(Loss) on disposal of assets	**$ -**	-	**-**	-	**77,275**	-	**-**	-	**-**	-
Assets contributed by developers	**$ -**	-	**-**	-	**354,449**	329,269	**-**	-	**-**	-
Increase (decrease) in proportionate share of JUB assets	**$ -**	-	**-**	-	**-**	-	**-**	-	**-**	-
Total revenue	**$ 11,578,068**	$ 9,767,877	**$ 1,324,409**	$ 998,680	**$ 924,859**	$ 648,366	**$ 329,274**	$ 316,540	**$ -**	$ -
EXPENSES										
Operating expenses										
Payroll	**$ 1,442,721**	$ 1,352,607	**$ 1,142,497**	$ 866,551	**$ 1,330,589**	$ 1,278,803	**$ 100,476**	$ 78,934	**$ 363,570**	$ 337,078
Other	**220,620**	46,148	**2,980,528**	1,975,169	**243,326**	288,351	**299,226**	284,921	**28,340**	21,131
Total operating expenses	**1,663,341**	1,398,755	**4,123,025**	2,841,720	**1,573,915**	1,567,154	**399,702**	363,855	**391,910**	358,209
Capital fund expenses	**186,468**	180,843	**64,768**	144,802	**318,020**	202,850	**3,579**	5,189	**-**	-
Amortization	**186,621**	177,090	**254,858**	237,297	**715,715**	628,124	**52,676**	737	**-**	-
Interest	**17,130**	31,381	**-**	-	**-**	-	**-**	-	**-**	-
Actuarial adjustment to debt	**-**	-	**-**	-	**-**	-	**-**	-	**-**	-
Total expenses	**$ 2,053,560**	$ 1,788,069	**$ 4,442,651**	$ 3,223,819	**$ 2,607,650**	$ 2,398,128	**$ 455,957**	$ 369,781	**$ 391,910**	$ 358,209
Surplus (Deficit)	**$ 9,524,508**	$ 7,979,808	**$ (3,118,242)**	$ (2,225,139)	**$ (1,682,791)**	$ (1,749,762)	**$ (126,683)**	$ (53,241)	**$ (391,910)**	$ (358,209)

* The general government category includes revenues and expenses that cannot be attributed to a particular segment.

(continued on next page)

Consolidated Schedule of Segment Disclosures *(continued)*

YEAR ENDED DECEMBER 31, 2025

Schedule 3 (Audited)

	Recreation and Cultural Services		Water Services		Sewer Services		Total	
	2025	2024	**2025**	2024	**2025**	2024	**2025**	2024
REVENUE								
Taxation and grants in lieu of taxes (Note 16)	**$ -**	$ -	**$ -**	$ -	**$ -**	$ -	**$ 7,026,876**	$ 6,189,507
Sale of services	**14,873**	13,106	**3,567,579**	3,375,146	**1,833,020**	1,669,005	**6,487,397**	6,043,794
Licenses, permits, penalties and fines	**-**	-	**-**	-	**-**	-	**1,001,381**	981,727
Return on investments	**-**	-	**13,670**	193,587	**22,229**	152,500	**1,088,609**	1,455,524
Grants	**-**	-	**-**	-		-	**2,108,011**	592,505
Government transfers (Note 17)	**-**	-	**-**	-	**-**	-	**582,792**	938,729
Funds contributed from other governments	**-**	-	**-**	-	**-**	-	**29,114**	26,262
Development Cost Charge funds utilized	**-**	-	**506,819**	9,500	**1,465**	7,767	**649,172**	167,267
Community Building funds utilized	**-**	-	**-**	-	**-**	-	**614,838**	427,490
Developer contributions	**-**	-	**172,265**	40,639	**-**	-	**172,265**	40,639
Gain(Loss) on disposal of assets	**-**	-	**-**	-	**-**	-	**77,275**	-
Assets contributed by developers	**-**	-	**-**	-	**-**	-	**354,449**	329,269
Increase (decrease) in proportionate share of JUB assets	**-**	-	**-**	-	**-**	-	**-**	-
Total revenue	**$ 14,873**	$ 13,106	**$ 4,260,333**	$ 3,618,872	**$ 1,856,714**	$ 1,829,272	**$ 20,288,530**	$ 17,192,713
EXPENSES								
Operating expenses								
Payroll	**$ 363,861**	$ 334,910	**$ 453,064**	$ 406,386	**$ 137,364**	$ 88,109	**5,334,142**	$ 4,743,378
Other	**316,482**	417,117	**1,538,915**	1,396,238	**510,758**	1,244,282	**6,138,195**	5,673,357
Total operating expenses	**680,343**	752,027	**1,991,979**	1,802,624	**648,122**	1,332,391	**11,472,337**	10,416,735
Capital fund expenses	**349,153**	85,919	**154,413**	109,067	**929,799**	160,995	**2,006,200**	889,665
Amortization	**296,438**	261,477	**455,785**	447,392	**403,729**	476,604	**2,365,822**	2,228,721
Interest	**-**	-	**-**	-	**-**	-	**17,128**	31,381
Actuarial adjustment to debt	**-**	-		-	**-**	-	**-**	-
Total expenses	**$ 1,325,934**	$ 1,099,423	**$ 2,602,177**	$ 2,359,083	**$ 1,981,650**	$ 1,969,990	**$ 15,861,489**	$ 13,566,502
Surplus (Deficit)	**$ (1,311,061)**	$ (1,086,317)	**$ 1,658,156**	$ 1,259,789	**$ (124,936)**	$ (140,718)	**$ 4,427,041**	$ 3,626,211

* The general government category includes revenues and expenses that cannot be attributed to a particular segment.

Consolidated Details and Reconciliation to Core Government Results

YEAR ENDED DECEMBER 31, 2025

Schedule 4 (Audited)

	The Corporation of the City of Duncan		Joint Utilities Board (JUB) Proportionate Share		Total	
	2025	2024	**2025**	2024	**2025**	2024
STATEMENT OF FINANCIAL POSITION						
Portfolio investments (Note 3)	**$ 29,243,639**	$ 30,059,614	**$ 1,458,874**	$ 1,434,950	**$ 30,702,513**	$ 31,494,562
Asset Retirement Obligation (Note 15)	**$ 481,000**	$ 481,000	**$ 13,651,004**	$ 15,707,641	**$ 14,132,004**	$ 16,188,641
Deferred revenue (Note 8)	**$ 4,556,999**	$ 4,157,725	**$ 552,877**	$ 595,232	**$ 5,109,876**	$ 4,752,957
Tangible capital assets (Schedule 1)	**$ 45,539,977**	$ 39,916,275	**$ 13,263,328**	$ 15,287,024	**$ 58,803,305**	$ 55,203,299
Prepaid expenses	**$ 65,032**	$ 20,839	**$ -**	$ -	**$ 65,032**	$ 20,839
Equity in tangible capital assets	**$ 45,539,976**	$ 39,916,275	**$ 13,263,328**	$ 15,287,024	**$ 58,803,304**	$ 55,203,299
Accumulated surplus	**$ 66,493,129**	$ 62,165,307	**$ 518,321**	$ 419,101	**$ 67,011,450**	$ 62,584,409
INVESTMENT IN TANGIBLE CAPITAL ASSETS						
Acquisition of tangible capital assets (Schedule 1)	**$ 7,715,751**	$ 5,362,704	**$ 986,607**	$ 164,219	**$ 8,702,358**	$ 5,526,923
STATEMENT OF OPERATIONS						
Increase (decrease) in share of JUB assets	**$ -**	**$ -**	**$ -**	$ -	**$ -**	$ -
Total revenues	**$ 20,288,530**	$ 17,192,713	**$ -**	$ -	**$ 20,288,530**	$ 17,192,713
Sewer services expenses	**$ 1,080,746**	$ 890,479	**$ (432,624)**	$ 441,912	**$ 648,122**	$ 1,332,391
Sewer services amortization	**$ 70,325**	$ 68,011	**$ 333,404**	$ 408,593	**$ 403,729**	$ 476,604
Total expenses	**$ 15,960,709**	$ 12,715,997	**$ (99,220)**	$ 850,505	**$ 15,861,489**	$ 13,566,502

Grant Continuity Schedule

YEAR ENDED DECEMBER 31, 2025

Excluding Joint Utilities Board Financial information)

Schedule 5 (Audited)

COVID SAFE RESTART GRANT	2025 Budget	**2025 Actual**	2024 Actual
Opening balance	$ 275,751	**$ 275,751**	$ 565,384
Funds spent			
Revenue shortfalls	-	**-**	-
Facility reopening and operating	-	**-**	-
Emergency planning and response	-	**-**	(122,065)
Bylaw enforcement and protective services	(4,943)	**(819)**	(1,139)
Computers and other IT	-	**-**	-
Services for vulnerable persons	-	**-**	-
Other related costs	(202,400)	**(286,535)**	(198,051)
Total spending	(207,343)	**(287,354)**	(321,255)
Interest earned	-	**11,603**	31,622
BALANCE, end of year	$ 68,408	**$ -**	$ 275,751

GROWING COMMUNITIES FUND	2025 Budget	**2025 Actual**	2024 Actual
Opening balance	$ 2,263,152	**$ 2,263,152**	$ 2,215,255
Funds Received	-	**-**	-
Funds spent			
Infrastructure projects	(1,560,962)	**(332,193)**	(76,000)
Other related costs	-	**-**	-
Total spending	(1,560,962)	**(332,193)**	(76,000)
Interest earned	-	**95,222**	123,897
BALANCE, end of year	**$ 702,190**	**$ 2,026,181**	$ 2,263,152

Statement of Responsibility
AS AT DECEMBER 31, 2025

SUPPLEMENTAL STATEMENT DUNCAN – NORTH COWICHAN JOINT UTILITIES BOARD

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The accompanying financial statements of Duncan - North Cowichan Joint Utilities Board (the "the Board") are the responsibility of management and have been prepared in compliance with applicable legislation and in accordance with public sector accounting principles for local governments established by The Chartered Professional Accountants of Canada. A summary of the significant accounting policies are described in Note 1 to the consolidated financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The the Board's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the consolidated financial statements. These systems are monitored and evaluated by management.

Mayor and Council meet with management and the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their acceptance of the consolidated financial statements.

The consolidated financial statements have been audited by KPMG LLP, independent external auditors appointed by the the Board. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the the Board's consolidated financial statements.

Teri Vetter

Chief Financial Officer

INDEPENDENT AUDITOR'S REPORT

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Fax 250 480 3539

To the Mayor and Councilors of Duncan - North Cowichan Joint Utilities Board

Opinion

We have audited the financial statements of the Duncan - North Cowichan Joint Utilities Board (the "Entity"), which comprise:

- the statement of financial position as at end of December 31, 2025
- the statement of operations for the year then ended
- the statement of changes in net debt for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2025 and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

(continued)

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In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

  The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

(continued)

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- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants

Victoria, Canada
May 7, 2026

Statement of Financial Position

FOR THE YEAR ENDED DECEMBER 31, 2025, WITH COMPARATIVE INFORMATION FOR 2024

SUPPLEMENTAL STATEMENT DUNCAN – NORTH COWICHAN JOINT UTILITIES BOARD

	2025	2024
Financial assets:		
Investments and marketable securities	$ 4,685,949	$ 4,609,104
Liabilities:		
Deferred revenue	1,775,857	1,911,905
Asset retirement obligation (note 2)	43,847,449	50,453,431
	45,623,306	52,365,336
Net debt	(40,937,357)	(47,756,232)
Non-financial assets:		
Tangible capital assets (note 3)	42,602,219	49,102,417
Accumulated surplus (note 4)	$ 1,664,862	$ 1,346,185

Commitments and contingencies (note 5)

See accompanying notes to financial statements.

On behalf of the the Board:

Teri Vetter

Chief Financial Officer

Statement of Operations

FOR THE YEAR ENDED DECEMBER 31, 2025, WITH COMPARATIVE INFORMATION FOR 2024

SUPPLEMENTAL STATEMENT DUNCAN – NORTH COWICHAN JOINT UTILITIES BOARD

	Financial plan (note 7)	2025	2024
Revenues:			
The Corporation of the District of North Cowichan	$ 4,515,791	$ 2,272,811	$ 924,339
The Corporation of the City of Duncan	2,599,153	1,266,649	482,807
Cowichan Valley Regional District	1,144,975	596,607	256,409
Cowichan Tribes	259,928	125,007	43,123
Return on investments	-	102,376	124,357
Grants and government transfers	159,558	417,202	283,898
Total revenue	8,679,405	4,780,652	2,114,933
Expenses (note 6):			
Administration	74,680	66,384	63,847
Amortization	-	1,070,924	1,312,412
Accretion	-	1,992,305	2,186,492
Sewer lagoon operations and maintenance	1,419,969	1,332,362	1,284,029
Total expenses	1,494,649	4,461,975	4,846,780
Annual surplus (deficit)	7,184,756	318,677	(2,731,847)
Accumulated surplus, beginning of year	1,346,185	1,346,185	4,078,032
Accumulated surplus, end of year	$ 8,530,941	$ 1,664,862	$ 1,346,185

See accompanying notes to financial statements.

Statement of Operations

FOR THE YEAR ENDED DECEMBER 31, 2025, WITH COMPARATIVE INFORMATION FOR 2024

SUPPLEMENTAL STATEMENT DUNCAN – NORTH COWICHAN JOINT UTILITIES BOARD

	Financial plan (note 7)	2025	2024
Annual surplus (deficit)	$ 7,184,756	$ 318,677	$ (2,731,847)
Acquisition of tangible capital assets	(7,069,556)	(3,169,013)	(527,499)
Amortization of tangible capital assets	-	1,070,924	1,312,412
Accretion expense	-	1,992,305	2,186,492
Asset retirement obligation	-	6,605,982	3,141,828
	(7,069,556)	6,500,198	6,113,233
Change in net debt	115,200	6,818,875	3,381,386
Net debt, beginning of year	(47,756,232)	(47,756,232)	(51,137,618)
Net debt, end of year	$ (47,641,032)	$ (40,937,357)	$ (47,756,232)

See accompanying notes to financial statements.

Statement of Operations

FOR THE YEAR ENDED DECEMBER 31, 2025, WITH COMPARATIVE INFORMATION FOR 2024

SUPPLEMENTAL STATEMENT DUNCAN – NORTH COWICHAN JOINT UTILITIES BOARD

	2025	2024
Cash provided by (used in):		
Operating activities:		
Annual surplus (deficit)	$ 318,677	$ (2,731,847)
Items not involving cash:		
Amortization of tangible capital assets	1,070,924	1,312,412
Accretion on asset retirement obligation	1,992,305	2,186,492
	3,381,906	767,057
Changes in non-cash operating assets and liabilities:		
Deferred revenue	(136,048)	(43,029)
	3,245,858	724,028
Capital activities:		
Acquisition of tangible capital assets	(3,169,013)	(527,499)
Investing activities:		
Purchase of investments	(76,845)	(196,529)
Increase in cash	-	-
Cash, beginning of year	-	-
Cash, end of year	$ -	$ -

See accompanying notes to financial statements.

Duncan - North Cowichan Joint Utilities Board ("JUB" or "the Board") was formed by bylaw in 1977 by the Councils of The Corporation of the City of Duncan and The Corporation of the District of North Cowichan to exercise the provisions of the Municipal Act by entering into an agreement for the joint financing, construction, operation and maintenance of certain municipal utilities and sewerage facilities for the benefit of both municipalities. JUB is governed by two members from City of Duncan Council and two members from the Municipality of North Cowichan Council.

The Board operates and maintains joint sewer lagoons on behalf of the City of Duncan and the District of North Cowichan. The distribution of expenditures related to operations is based on the number of users in each municipality.

1. Significant accounting policies:

The financial statements of the Board are prepared by management in accordance with Canadian public sector accounting principles for governments as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the the Board are as follows:

(a) Basis of accounting:

the Board follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay. Expenses paid in the current period and attributable to a future period are recorded as prepaid.

1. Significant accounting policies: ***(continued)***

(b) Financial instruments:

The Board's financial instruments consist of investments. The carrying amount of these financial instruments approximates the fair value because they are short-term in nature or because they bear interest at market rates.

Financial instruments are recorded at fair value on initial recognition. Derivative instruments, equity instruments that are quoted in an active market are reported at fair value. All other financial instruments are subsequently recorded at cost or amortized cost unless management has elected to carry the instruments at fair value.

Unrealized changes in fair value are recognized in the Statement of Remeasurement Gains and Losses until they are realized, when they are transferred to the Statement of Operations. There are no unrealized gains or losses and accordingly, a separate statement of remeasurement gains and losses has not been included in these financial statements.

1. Significant accounting policies: *(continued)*

(c) Asset retirement obligations:

An asset retirement obligation is a legal obligation associated with the retirement of a tangible capital asset that North Cowichan will be required to settle. The District recognizes asset retirement obligations when there is a legal obligation to incur retirements costs in relation to a tangible capital asset, the past transaction or event giving rise to the liability has occurred, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount can be made.

Asset retirement obligations are initially measured at the best estimate of the amount required to retire a tangible capital asset at the financial statement date. The estimate of a liability includes costs directly attributable to asset retirement activities. Asset retirement obligations are recorded as liabilities with a corresponding increase to the carrying amount of the related tangible capital asset being amortized with the buildings following the amortization policies.

At each financial reporting date, the District reviews the carrying amount of the liability. The District recognizes period-to-period changes to the liability due to the passage of time as accretion expense. Changes to the liability arising from revisions to either the timing, the amount of the original estimate of undiscounted cash flows or the discount rate are recognized as an increase or decrease to the carrying amount of the related tangible capital asset. The District continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

1. Significant accounting policies: *(continued)*

(d) Revenue recognition:

Revenues from transactions without performance obligations are recognized when the Board has the right to claim or retain an inflow of economic resources received or receivable and there is a past transaction or event that gives rise to the economic resources. Revenues from transactions with performance obligations are recognized when (at a point in time) or as (over a period of time) the Board s atisfies the performance obligations, which occurs when control of the benefits associated with the promised goods or services has passed to the payor.

Government transfers are recognized in the consolidated financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made. Government transfers with stipulations restricting their use are recognized in the financial statements as revenues in the period in which eligible expenses are incurred provided they are authorized and meet eligibility criteria.

(e) Leases:

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to the ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses incurred.

(f) Use of estimates:

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities

1. Significant accounting policies: ***(continued)***

(f) Use of estimates:

at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Estimates include assumptions used in estimating historical cost and useful lives of tangible capital assets and asset retirement obligations. Actual results could differ from these estimates.

2. Asset retirement obligations:

The Board has a lease obligation that requires the full remediation of the land it leases to operate and maintain joint sewer lagoons to be returned to its original state at the end of the lease. Following the adoption of PS 3280 - Asset retirement obligations, the Board recognized an obligation relating to full remediation of the leased lands as estimated at January 1, 2023. The lease term was for 49 years and expires on July 31, 2060. Estimated costs have been discounted using the present value calculation with a discount rate of 4.53% (2024 - 4.17%) The increase in these capital assets is amortized on a straight-line basis over the remaining term of the lease.

Discount and inflation rates in the future are estimates and subject to change. These changes can impact ARO's value significantly when being applied over an extended period of time.

	2025	2024
Balance, beginning of year	$ 50,453,431	$ 53,595,259
Change in estimated cash flows	(8,598,287)	(5,328,320)
Accretion expense	1,992,305	2,186,492
Balance, end of year	$ 43,847,449	$ 50,453,431

3. Tangible capital assets:

	Buildings	Engineering structures	Machinery	Work-in-process	Total 2025	Total 2024
Cost:						
Balance, beginning of year	$ 192,388	$ 48,606,972	$ 706,581	$ 3,097,823	$ 52,603,764	$ 57,404,585
Additions	-	-	-	3,169,013	3,169,013	527,499
Change in estimate	-	8,598,287	-	-	8,598,287	5,328,320
Balance, end of year	192,388	40,008,685	706,581	6,266,836	47,174,490	52,603,764
Accumulated amortization:						
Balance, beginning of year	34,069	3,217,031	250,247	-	3,501,347	2,188,935
Amortization	4,809	1,030,786	35,329	-	1,070,924	1,312,412
Balance, end of year	38,878	4,247,817	285,576	-	4,572,271	3,501,347
Net book value, end of year	$ 153,510	$ 35,760,868	$ 421,005	$ 6,266,836	$ 42,602,219	$ 49,102,417

4. Capital reserve funds:

Included in the accumulated surplus are capital reserve funds. The Capital reserve funds are non-statutory reserves, for the purpose of future capital expenditures, established at the discretion of the Board. Balances and changes are outlined as follows:

	2025	2024
Balances, beginning of year	$ 2,697,198	$ 2,457,641
Add: transfers from current operations	217,576	239,557
Balance, end of year	$ 2,914,774	$ 2,697,198

5. Commitments and contingencies:

The Board leases the sewage lagoon lands under an operating lease which expires July 31, 2060. Lease payments for 2025 were $442,426 (2024 - $432,902) and have an annual increase of 2.2%. The total lease payments over the remaining term are estimated at $23.5 million.

6. Classification of expenditure by object:

	2025	2024
Salaries, wages and employee benefits	$ 269,962	$ 272,061
Contract services	36,717	65,805
Amortization	1,070,924	1,312,412
Accretion	1,992,305	2,186,492
Materials and supplies	649,642	577,108
Land rent	442,426	432,902
Total expenditure by object	$ 4,461,976	$ 4,846,780

7. Financial plan data:

The budget data presented in these financial statements is based upon the 2025-2029 Financial Plan Bylaw adopted by council February 7, 2024. The chart below reconciles the approved budget to the budget figures reported in these financial statements.

Financial Plan Bylaw surplus for the year	$ -
Add-back:	
Capital expenditures	7,069,556
Budgeted transfers to reserve funds	115,200
	$ 7,184,756

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Population Demographics

	2021	2022	2023	2024	2025
Total Population Estimates	5,121	5,363	5,513	5,669	5,745
% Change from Prior Year	6%	4.73%	2.80%	2.83%	1.34%
Population Density Per Square Km	2,474	2,591	2,663	2,739	2,775

Source: 2011 - 2024 BC Stats, Statistics Canada

Land Area (Square Km)	2.07

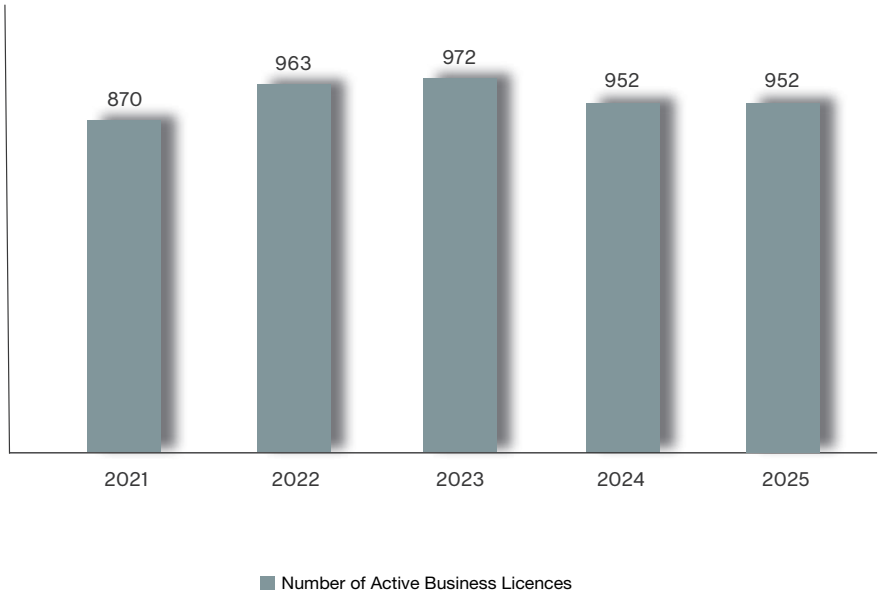
Regional Labour Force

Duncan has a regional unemployment rate of 9.5% and an average household income of $64,700 (as per the most recent 2021 census). The largest industries of employment are professional services, health care, real estate and construction.

The major employers in the Cowichan Valley are:
- Health Authorities
- School District 79
- Western Forest Products

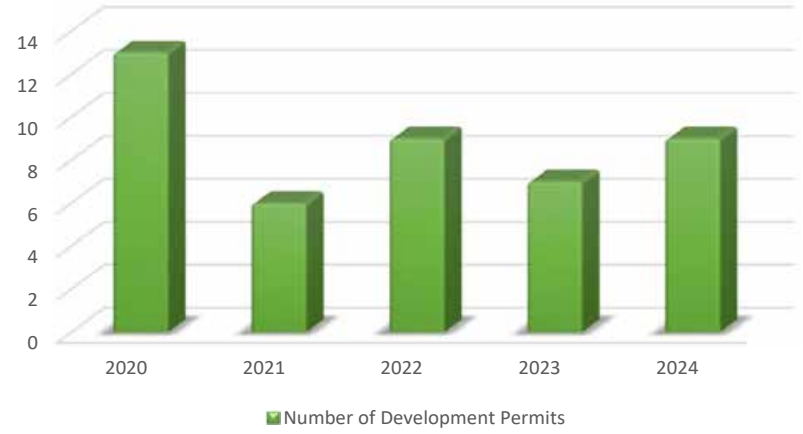
Source: Statistics Canada, Business Register
Statistics Canada, 2021 Census of Population

Active Business Licences

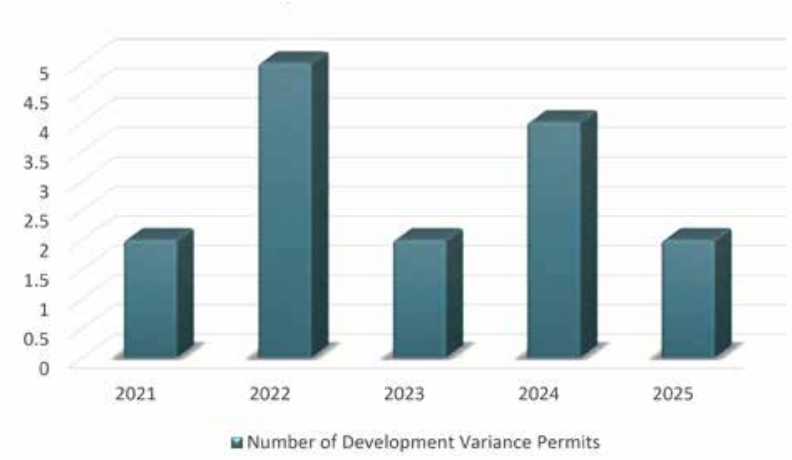


Development Permits and Variance Permits

Development Permits



Development Variance Permits



Construction

	2021	2022	2023	2024	2025
Building Permits Issued	56	43	36	26	30
Construction Value	37,524,714	6,162,432	36,246,861	6,148,814	1,914,749

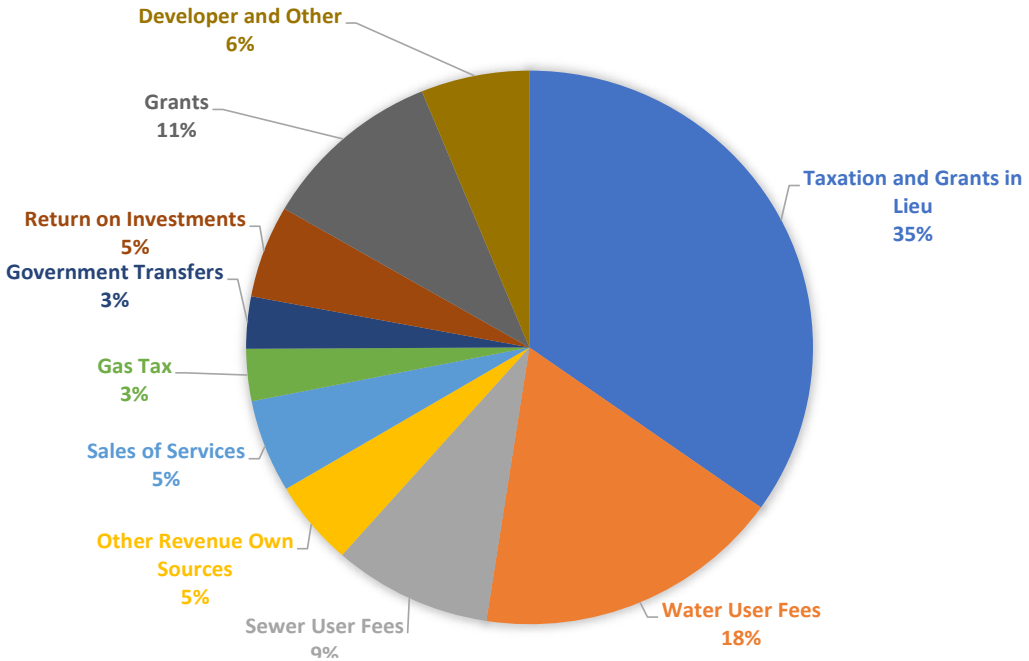
Major Property Tax Contributors (greater than $30,000)

	Property Owner	Industry	Tax Contribution
1	CORONATION MALL LTD	Retail Mall	223,525
2	1305250 BC LTD	Residential Apartments	149,914
3	1263691 BC LTD	Residential Apartments	115,390
4	0984369 BC LTD	Office Building	105,924
5	TL DUNCAN PROPERTY INC	Commercial/Retail Building	89,626
6	CORONATION PROPERTIES	Senior's Residential Complex	88,501
7	1096429 BC LTD	Court House Property	71,889
8	DUNCAN AUTOMOTIVE REAL	Car Dealership	71,735
9	PROSPERO	Residential Apartments	69,844
10	2130718 ALBERTA LTD	Car Dealership	64,799
11	BRUCE MCLAY HOLDINGS LTD	Commercial/Retail Building	55,140
12	DD 1020-1030 GOVERNMENT	Residential Apartments	50,822
13	FIRST WEST CREDIT UNIO	Financial Institution	46,722
14	MERIT INTERIOR DESIGNS	Retail	44,264
15	COWICHAN HOSPITALITY GROUP	Hotel	44,242
16	ROYAL BANK OF CANADA	Financial Institution	42,376
17	OLD RIVER INDUSTRIES LTD	Commercial/Retail Building	41,278
18	0693523 BC LTD.	Residential Apartments	34,539
19	SUMMIT CIRCLE DEVELOPMENT	Residential Apartments	30,508
20	1342086 BC LTD	Office Building	30,435
21	COWICHAN PROFESSIONAL	Office Building	30,193
	Total from Major Property Tax Contributors		1,501,665
	Total Municipal Tax		6,163,715
	Proportion of Municipal Tax Paid by Major Property Tax Contributors		24%

The above listing includes the largest tax contributing 'folios'. There may be some properties that would have appeared on this list if they were combined into single folios.

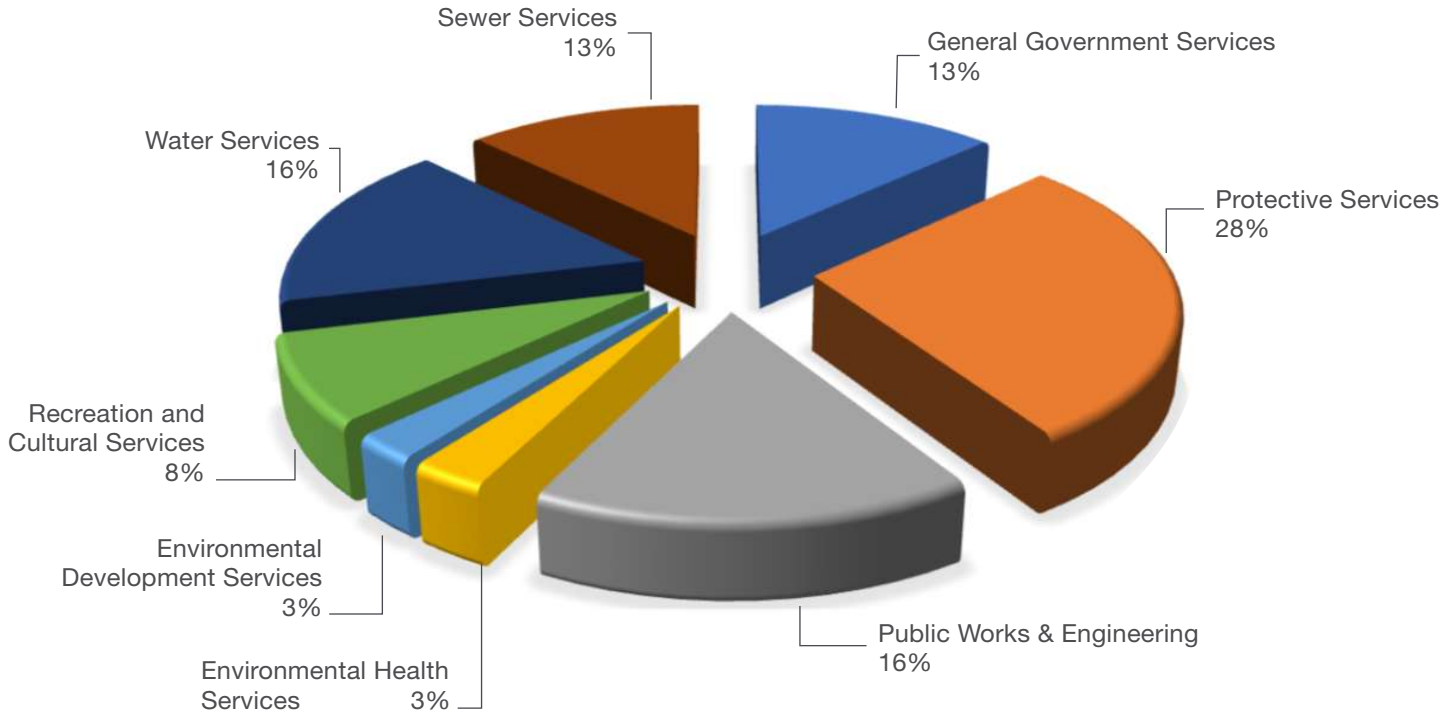
2025 Revenue by Source

Detailing the City's own source revenues by proportion in 2025



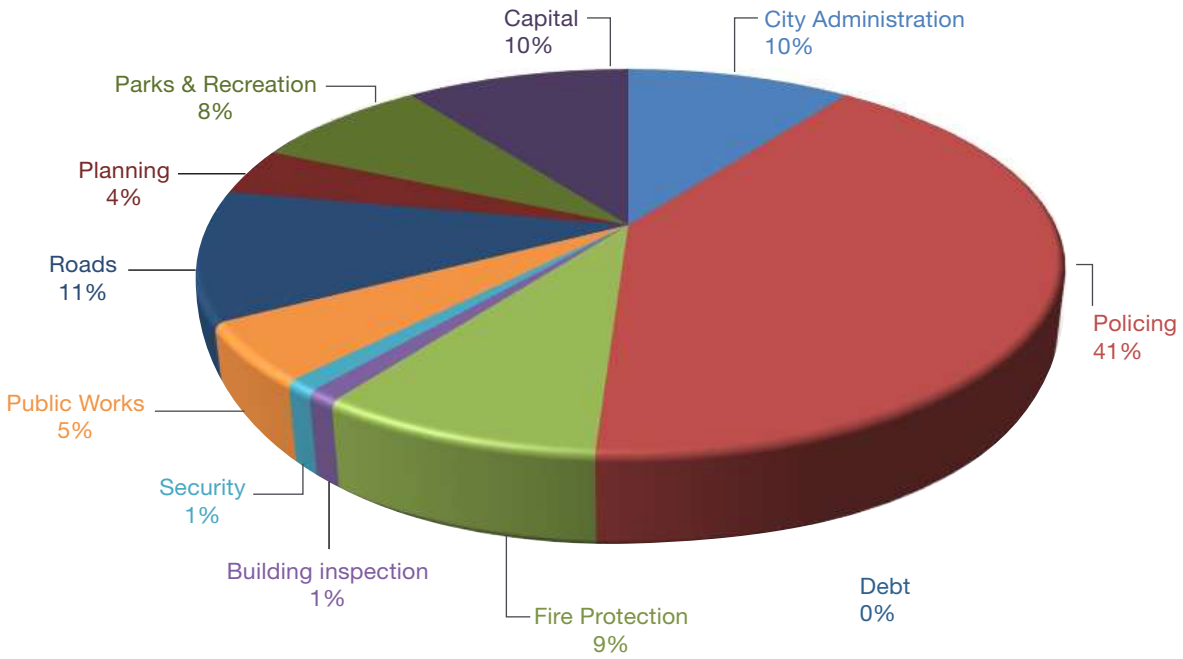
	2021	2022	2023	2024	2025
Taxation	4,435,499	5,045,152	5,619,598	6,163,715	6,984,683
Grants in Lieu of Taxes	12,145	13,028	15,899	25,792	42,193
Sales of Services	828,604	750,043	854,392	1,177,028	1,095,120
Water User Fees	2,840,963	2,748,831	3,239,699	3,207,195	3,563,201
Sewer User Fees	1,381,645	1,476,860	1,649,110	1,659,571	1,829,076
Other Revenue Own Sources	1,107,178	1,025,698	833,568	981,727	1,001,381
Return on Investments	165,772	419,343	1,158,878	1,455,524	1,088,609
Grants	75,231	29,087	2,161,104	592,505	2,108,011
Government Transfers	617,043	776,866	623,082	938,729	582,792
Funds Contributed from (to) Other Governments	14,574	29,932	28,353	26,262	29,114
Gas Tax Funds utilized	222,095	229,581	245,953	427,490	614,838
Developer and Other	599,456	1,626,982	761,152	369,908	526,714
DCC's utilized	-	-	27,603	167,267	649,172
Gain (Loss) on Disposal of Assets	2,600	302,146	(107,810)	-	77,275
Increase (decrease) in Share of Joint Utilities Board Assets	-	-	-	-	-
	12,302,805	14,473,549	17,110,581	17,192,713	20,192,179

2025 Expenses by Function



	2020	2021	2022	2023	2024
General Government Services	1,426,655	1,653,665	1,591,083	1,677,782	1,788,069
Protective Services	929,828	1,013,813	2,274,268	2,298,493	3,223,819
Public Works & Engineering	1,912,815	2,272,950	2,221,621	2,161,256	2,398,128
Environmental Health Services	310,710	296,151	320,399	332,898	369,781
Environmental Development Services	202,135	254,245	306,617	323,783	358,209
Recreation and Cultural Services	989,482	1,234,366	1,202,780	1,244,225	1,099,423
Water Services	1,785,757	1,938,248	2,059,413	2,087,796	2,359,083
Sewer Services	817,864	738,292	816,967	2,177,312	1,119,485
	8,375,245	9,401,729	10,793,147	12,303,545	12,715,997

Spending of $1 of Municipal Tax in 2025



City Administration	10%	Policing	41%	Public Works	5%
Building Inspection	1%	Security	1%	Parks & Recreation	8%
Roads	11%	Planning	4%	Debt	0%
Capital	10%	Fire Protection	9%		

Expenses by Object

	2021	2022	2023	2024	2025
Amortization	1,614,770	1,631,694	2,175,959	2,502,104	2,111,648
Capital fund expenses	745,075	864,477	1,094,831	889,665	2,006,200
Contract services	1,090,217	2,316,526	2,199,240	2,919,614	3,480,240
Fuel	77,863	105,549	93,617	98,549	95,353
Goods and services	925,900	944,888	1,350,143	1,316,273	1,425,866
Grants in Aid	94,804	99,143	103,846	75,645	59,642
Hydro	401,217	381,532	385,815	366,932	406,108
Insurance	118,605	125,632	176,275	186,598	261,418
Interest	38,485	6,971	39,499	42,096	27,711
Leases	32,397	22,737	4,100	8,100	6,678
Professional fees	190,644	118,781	152,701	150,850	404,035
Travel, conference and training	89,422	123,017	138,146	231,965	277,078
Wages and benefits	4,012,985	4,052,201	4,388,952	4,777,396	5,299,700
Write down of account receiveable to net realizable value	-	-	423	715	(188)
Actuarial adjustment to debt	(30,654)		-	-	-
	9,401,730	10,793,148	12,303,547	13,566,502	15,861,489

Employment Statistics

	2021	2022	2023	2024	2025
Number of full time employees	34	34	33	39	40

2025 Capital Expenditures & Sources of Financing

	2021	2022	2023	2024	2025
Capital Expenditures					
Acquisition of Tangible Capital Assets	1,778,830	4,769,814	19,405,489	5,526,923	8,702,358
Capital Fund Expenditures (Not Capitalized)	745,075	864,477	794,065	889,665	2,006,200
	2,523,905	5,634,291	20,199,554	6,416,588	10,708,558
Source of Financing					
Operating Funds	1,462,883	1,234,320	2,453,258	-	6,484
Reserve Funds	70,043	2,358,920	814,967	4,617,842	5,846,206
Grants	36,646	22,350	26,104	522,505	2,001,261
Government Transfers	69,763	-	-	-	
Connections Fees and Donations	92,582	44,064	48,746	187,996	16,284
Development Cost Charges	-	-	27,603	167,267	649,172
Federal Gas Tax Funds	222,095	229,581	245,953	427,490	614,838
Developer/Other Contribution	279,520	1,143,915	409,778	329,269	450,800
Sales of Assets	3,000	314,500	46,284	-	136,906
Increase (Decrease) in Share of Joint Utilities Board Tangible Capital Assets	287,373	276,208	16,126,861	164,219	986,607
	2,523,905	5,623,858	20,199,554	6,416,588	10,708,558

2025 Annual Development Cost Charges Reserve Fund Report

Development Cost Charges Reserve Fund	Water	Sewer	Storm Drainage	Roads	Parks	Total DCCs
Balance in reserve fund as of January 1, 2025	$1,061,332	$1,081,210	$380,030	$745,381	$78,469	$3,346,422
Funds received in 2025	$0	$0	$0	$0	$0	$0
Expenditures from Reserve in 2025	-$506,819	-$$1,466	-$21,804	-$119,084	$0	-$649,172
Interest earned on account for 2025	$44,655	$45,492	$15,990	$31,362	$3,302	$140,800
Balance in reserve fund as of December 31, 2025	$599,168	$1,125,237	$374,215	$657,659	$81,770	$2,838,049

2025 Annual Off Street Parking Reserve Fund Report

	Statutory Reserve	Non-Statutory Reserve	Total Parking Reserve
Balance in reserve fund as of January 1, 2025	$0	$0	$0
Funds received in 2025	$0	$0	$0
Expenditures from Reserve in 2025	$0	$0	$0
Interest earned on account for 2025	$0	$0	$0
Balance in reserve fund as of December 31, 2025	$0	$0	$0

Liability Servicing

	2021	2022	2023	2024	2025
Legislated Liability Servicing Limit*	2,829,772	3,063,956	3,451,456	3,821,863	4,043,967
Actual Annual Liability Servicing Costs	691,482	-	-	-	-
Unused Liability Servicing Capacity	2,138,290	3,063,956	3,451,456	3,821,863	4,043,967

*Section 174 of the *Community Charter* governs limits on borrowing and other liabilities. Liability servicing limits provide a clear picture of the amounts of revenue required to pay for past transactions and events as well as proposed liabilities, and assist in the financial planning process. The limit is based on a percentage of certain municipal revenues, which is considered a good indicator of a municipality's ability to pay.

Reserve Fund Balances

	2021	2022	2023	2024	2025
Sale of Real Property	219,336	430,365	426,459	463,698	482,000
Parking Improvement	209,848	214,312	-	-	-
Parking Improvement - Restricted	145,544	148,640	-	-	-
MFA Debt Issue Refunds	27,570	28,157	29,461	-	-
Operating	577,316	822,794	1,593,633	2,156,456	1,922,152
Machinery and Equipment	2,271,854	2,195,735	2,775,939	2,736,112	2,617,923
Capital Works and Miscellaneous	1,297,278	1,144,405	1,056,841	890,731	668,542
General Capital	7,742	7,907	8,272	8,735	9,103
Police Bridging Capital	3,230,699	3,046,612	2,635,633	-	-
Downtown Revitalization	19,349	40,569	42,449	44,823	44,709
Melba Schappert Bequest	20,241	20,555	20,307	15,719	16,380
Works and Services	-	72,544	119,501	187,845	195,749
Public Art	10,727	10,955	13,443	14,195	18,531
Growing Communities Fund	-	-	2,215,255	2,263,152	2,026,181
Provincial Housing Initiatives				101,634	92,200
Waterworks Utility	1,392,691	1,837,599	2,177,677	1,745,670	1,758,291
Sewer Utility	774,870	791,354	833,434	41,326	43,065
General Capital Infrastructure				2,565,562	2,533,265
Sewer Capital Infrastructure				4,129,773	4,111,415
Water Capital Infrastructure				4,578,810	4,540,146
Firetruck borrowing		(1,696,945)	(1,672,417)	(1,653,167)	(1,600,960)
	10,205,065	9,115,558	12,275,887	20,291,074	19,478,692
Reserves Held As Liabilities					
DCC Restricted Reserves	2,458,638	2,523,990	3,169,314	3,346,422	2,838,049
Canada Community Building Funds	1,218,768	1,292,112	1,395,189	1,338,951	1,076,276
	3,677,406	3,816,102	4,564,503	4,685,373	3,914,326
Interest Earned, All Reserves	98,646	191,022	502,680	784,135	866,018

Taxable Assessments of Land & Improvements

	2021	2022	2023	2024	2025
Residential	725,031,800	937,570,625	1,089,071,075	1,072,526,625	1,140,807,925
Utilities	1,940,400	2,130,600	2,302,900	2,469,100	2,505,600
Supportive Housing	-	-	-	-	-
Major Industry	-	-	-	-	-
Light Industry	-	-	-	-	-
Business & Other	212,118,800	245,801,100	254,674,400	257,275,700	263,416,000
Managed Forest	-	-	-	-	-
Recreation	900,400	839,200	949,300	1,020,900	1,045,200
Farm	6,967	6,967	6,968	6,968	6,968
	939,998,367	1,186,348,492	1,347,004,643	1,333,299,293	1,407,781,693

Tax Rates

	2021	2022	2023	2024	2025
General (per $1,000)(Includes Library)					
Residential	2.8404	2.3125	2.1756	2.3370	2.3210
Utilities	30.908	25.173	23.847	26.257	26.692
Light Industry	7.2583	6.7930	6.9737	7.0035	6.9197
Business	7.2583	6.7930	6.9737	7.0035	6.9197
Recreation	2.8404	2.3125	2.1756	2.3370	2.3210
Farm	2.8404	2.3125	2.1756	2.3370	2.3210
Police Municipal (per $1,000)					
Residential	0.6869	0.7464	0.7928	1.0484	1.3604
Utilities	7.4750	8.1256	8.6896	11.7788	15.6445
Light Industry	1.7554	2.1927	2.5411	3.1418	4.0557
Business	1.7554	2.1927	2.5411	3.1418	4.0557
Recreation	0.687	0.7464	0.7928	1.0484	1.3604
Farm	0.6869	0.7464	0.7928	1.0484	1.3604

Tax Revenue by Property Class (these taxes will be used for municipal purposes)

Includes Library

	2021	2022	2023	2024	2025
Residential	2,557,405	2,867,935	3,232,799	3,630,932	4,199,770
Utilities	74,478	70,946	74,929	93,914	106,078
Light Industry	-	-	-	-	
Business	1,911,975	2,208,695	2,423,176	2,610,139	2,891,096
Adjustment-Business	-	-	-	-	-
Recreation	3,176	2,567	2,818	3,456	3,848
Farm	25	21	21	24	26
	4,547,059	5,150,164	5,733,743	6,338,465	7,200,818
Property Taxes Gen	4,295,523	4,894,956	5,467,476	6,019,961	6,867,084
Add Library	251,536	255,208	266,267	318,504	333,734
	4,547,059	5,150,164	5,733,743	6,338,465	7,200,818

Taxes Collected for Other Agencies (these taxes are distributed to other entities)

	2021	2022	2023	2024	2025
School	2,067,377	2,135,996	2,259,310	2,319,497	2,505,667
Provincial Policing	354,774	-	-	-	-
Cowichan Valley Regional District	1,661,463	1,633,557	1,742,593	1,982,732	2,149,811
Cowichan Regional Hospital District	612,569	590,168	597,266	631,018	687,231
BC Assessment Authority	56,918	60,913	63,963	64,733	69,756
Downtown Duncan Business Improvement Area	220,000	225,000	267,750	281,940	296,882
Vancouver Island Regional Library	251,536	255,208	266,267	318,504	333,734
Municipal Finance Authority	255	315	350	348	365
	5,224,892	4,901,157	5,197,499	5,598,772	6,043,446

Debt & Debt Per Capita

	2021	2022	2023	2024	2025
General Purposes	-	-	-	-	-
Sewer	-	-	-	-	-
	-	-	-	-	-
Population*	5,121	5,363	5,513	5,669	5,745
Debt Per Capita	-	-	-	-	-

Source: 2011 - 2024 BC Stats, Statistics Canada

General Comparative Statistics

	2021	2022	2023	2024	2025
Annual Surplus	2,901,075	3,680,401	4,807,034	3,626,211	4,427,041
Accumulated Surplus	50,470,763	54,151,164	58,958,198	62,584,409	67,011,450
Net Financial Assets	17,318,778	17,918,002	5,191,471	7,152,816	7,929,271

Statement of 2025 Permissive Property Tax Exemptions

Legal Description	Civic Address	Organization	Municipal Taxes Forgone
224(2)(a) Not-for-Profit			
Lot A, Plan 24353	5650 Club Rd	Duncan Day Care Centre	3,056
Lot A, Plan 44627	198 Government St	Valley Seniors Organization	15,212
Lot PT4, Block 8, Plan 12568	760 Government St	Cowichan Lawn Bowling	1,478
Leased area of Lot 1, Plan 29453	280 First St	Cowichan Lawn Bowling	799
Lot 1, Block 4, Section 19, Plan 1265B	1040 College St	SD # 79 Growing Together	16,397
Lots 24 & 25, Plan 1182	321/331 Cairnsmore St	Girl Guide Association	1,688
Undisclosed	Undisclosed	CW Against Violence Society	3,302
75% of the commercial part of Lot A, Plan 2070	246 Evans St.	CW Against Violence Society	7,869
Lot 1, Plan 29979	1081 Canada Ave	CW Against Violence Society	11,733
38% of Lot A, Plan 798, Blk 3, Sec18, R6	501 Canada Ave	Cowichan Independent Living	5,509
		Cowichan Valley Intercultural	10,756
Lot 2, Plan 1063	294 Coronation Ave	Cowichan Valley Youth Services	7,079
80% of Lot 5C, Plan 2070, Blk 4, Sec17, R6	149 Canada Ave	Clements Centre Society	6,015
Lot 5 Section 17 R7, Plan VIP20410	346 Campbell St.	Clements Centre Society	9,077
	F-951 Canada Ave	Clements Centre Society	3,271
27% of Class 6 portion of improvements only of Lot A, Plan 2070	126 Ingram St	Cowichan Public Art Gallery	625
75% of Lot 3, R7, Section 16, Plan VIP6913	552 Trunk Rd.	Canadian Mental Health	5,268
	454 Duncan St	City of Duncan parking lot	3,644
	820 Wharncliffe Rd	Parkside Academy Society	897
	756 Castle St	Parkside Academy Society	22,917
	480 Cairnsmore St	Parkside Academy Society	17,681
Portion shown Red on DD615, except Plan 260BL	No address	Island Corridor Foundation (ICF)	7,028
1.223 Km Mainline	No address	Island Corridor Foundation (ICF)	842
224(2)(h) Seniors Homes, Hospitals			
Lot 15, Plan 1175/Lot A Plan 25100	770 Trunk Rd Duncan	Kiwanis Village Society	3,350
224(2)(b) Local Authorities			
Part of Sec. 17, Rg 6, Quamichan Land District, Plan DD615 -Lease # GCMK 102-0301 R/W Land	Portion of Canada Ave Parking Lots and Charles Hoey Park	ICF - Leased to City	2,261
Station Grounds & Buildings	110 Canada Ave Train Station	ICF - Leased to City - Sublet to Cowichan Historical Society	2,840
224(2)(f) Buildings for Public Worship			
Lot B, Plan VIP60906	930 Trunk Rd	First Christian Reformed Church	1,628
Lot 8,9,10, Block 12 Plan 2070	281 Jubilee St	Duncan United Church	2,820
Lot 11, Block 12, Plan 2070	254 Ingram St	Duncan United Church	1,174
Lot 1&2, Block 1, Plan 798 and Lot 14, Block 17, Plan 2070	486 Jubilee	St Anglican Synod	3,545
Lot C, Block 4, Plan 1063	463 Ypres St	Bethel Baptist Church	1,753
Lot 13, Block 4, Plan 1063	483 Ypres St	Bethel Baptist Church	1,009
Lot 2, Plan 43297	321 Brae Rd	Christian Bretheren	1,719
Lot 7, Block 2, Plan 5868	931 Trunk Rd	Pentecostal Assembly	1,370
Only the portion of Lot 1, Plan VIP 76282 that was Lot 1 Plan 30307	531 Herbert St	St. Andrews Presbyterian	181
Lot A, Plan 12199	1071-1077 Canada Ave	C.V. Jehovah's Witnesses	2,081
Lot 2, Plan 2070, Block 7	127 (#123) Station St	City Gate Church	635
			$ 188,509

Schedule of Suppliers Paid Over $25,000

FOR THE YEAR ENDED DECEMBER 31, 2025

Statement of Financial Information for 2025 as per ***The Financial Information Act***

AQUATECH WEST BREATHING AIR SYSTEMS LTD	$ 68,966
ASSOCIATED ENGINEERING (BC) LTD	30,276
BC HYDRO & POWER AUTHORITY	400,978
BEAVER ELECTRICAL MACHINERY LTD	65,385
BERK'S INTERTRUCK LTD	38,481
BROGAN FIRE & SAFETY	71,228
BUTLER CONCRETE & AGGREGATE	31,171
CAMTRUX CCTV INSPECTIONS LTD.	44,409
CENTRALSQUARE CANADA SOFTWARE INC.	35,353
CITY OF NANAIMO	41,081
COASTAL ANIMAL CONTROL SERVICES OF BC LTD.	34,102
COASTAL POWER SWEEPING	42,186
COLLABORATIVE BUILD CONTRACTING LIMITED	48,917
COMMERCIAL TRUCK EQUIPMENT- SURREY	27,023
CTS SOLUTIONS INC.	102,908
CUPE LOCAL 358	50,116
DUNCAN PAVING COMPANY	428,444
E-COMM EMERGENCY COMMUNICATIONS FOR	248,630
EB HORSMAN & SON LTD.	43,694
ECHELON CREATIVE INC.	990,434
ENDRESS & HAUSER CANADA LTD.	53,613
FINNING (CANADA) A DIVISION OF FINNING	45,634
GFL ENVIRONMENTAL LTD	27,176
GORDON ANDERSON	42,098
GREENCOAST CONTRACTING INC.	36,939
HACH SALES & SERVICE CANADA LTD.	38,668
HAZELWOOD CONSTRUCTION SERVICES	399,149
HORSMAN STRATEGIES	27,160
HOUSTON SIGN 90 LTD.	25,212
ICBC	54,261
ICONIX WATERWORKS LP	232,171
IN THE DIRT CONTRACTING LTD.	448,843
IWC EXCAVATION LTD.	1,139,883
KHOWUTZUN DEVELOPMENT CORPORATION	152,141
KOERS & ASSOCIATES ENGINEERING LTD	29,765
LEUCO CONSTRUCTION INC	146,306
LOOKOUT HOUSING AND HEALTH SOCIETY	37,944
MAGLIN SITE FURNITURE INC.	75,534
MARK'S INSTANT SIGN SHOP LTD	56,007
MCELHANNEY CONSULTING SERVICES LTD	527,963
MERCURY REFRIGERATION PRODUCTS	31,891
MINISTER OF FINANCE	35,546
MNP DIGITAL	72,398
MNP LLP	29,879
MPE ENGINEERING LTD.	35,728
MULHOLLAND PARKER LAND ECONOMISTS L	32,839
MUNICIPAL INSURANCE ASSOC OF B. C.	165,196
MUNICIPAL PENSION PLAN	607,929
NEXUS GLOBAL BUILDING SYSTEMS INC.	121,201
NORTH COWICHAN DISTRICT MUNICIPALIT	1,549,534
NORTHWEST HYDRAULIC CONSULTANTS	205,706
PACIFIC BLUE CROSS	339,445
PLAYQUEST RECREATION	31,476
PREP ENERGY LIMITED	45,455
QUADIENT CANADA LTD	25,257
R&H WILLIAMS TRUCKING	1,150,306
R.F. BINNIE & ASSOCIATES LTD.	60,494
RAYLEC POWER LP	161,003
RBS MANAGED IT SERVICES INC	131,805
RECEIVER GENERAL FOR CANADA	1,293,385
REHRIG PACIFIC COMPANY	39,980
RJAY PETROLEUM INC.	72,064
ROLLINS MACHINERY LIMITED	534,388
ROYAL CANADIAN MOUNTED POLICE	1,380,933
SIGMA SAFETY	25,395
SKYBLUE SERVICES CORP.	121,060
SOFTLINE SOLUTIONS AB INC.	71,625
SUMMIT VALVE AND CONTROLS (BC) INC.	30,383
SUNCOR ENERGY PRODUCTS PA	84,380
SUPERIOR NORTH AMERICA INC.	200,325
VALLEY TRAFFIC SYSTEMS INC.	27,413
VIDKA HOLDINGS LTD	291,490
WASTE CONNECTIONS OF CANADA INC	36,618
WESTURBAN DEVELOPMENTS LTD.	297,364
WFR WHOLESALE FIRE & RESCUE LTD.	33,912
WHITE PACIFIC SERVICES INC	169,560
WORKSAFE BC	112,088
WSP CANADA INC c/o CX2520 C	69,603
YOUNG ANDERSON	41,376
Subtotal - Aggregate Payments Exceeding $25,000	16,206,677
Payments to Suppliers for Grants and Contributions Exceeding $25,000	
DUNCAN BUSINESS IMPROVEMENT AREA SOCIETY	304,586
Total Paid to Suppliers who received Aggregate Payments of $25,000 or less	1,736,697
Total Paid to Suppliers	18,247,960
Less: Expenses Paid on Behalf of Elected Officials/Employees	(204,205)

The City prepares this schedule of payments based on actual disbursements processed through its Accounts Payable system. This provides assurance on completeness as the reported amounts are reconciled to the financial system cheque register and electronic funds transfer records.

The schedule of payments is a "cash basis" listing. This figure will differ significantly from the expenses in the consolidated financial statements which are reported on an accrual basis, resulting in timing differences. Furthermore, there are disbursements on the above listing which are not considered expenditures, including payments made to other taxing authorities, employee payroll deductions, debt principal repayments and payments for the acquisition of tangible capital assets. Conversely, there are expenses which do not involve an actual disbursement. These include amortization expense and expense accruals. It is not practical to reconcile these sets of data.

Schedule of Remuneration & Expenses for Elected Officials & Employees

Statement of Financial Information 2025 as per ***The Financial Information Act***

1 Elected Officials

**See Notes on next page*

Name	Position	Remuneration	Expenses
Bruce, Garry	Councillor	$ 20,869.66	$ 320.93
Capps, Jennifer	Councillor	19,652.28	1,855.00
Duncan, Thomas	Councillor	20,869.66	8,253.73
McKinlay, Michael	Councillor	19,652.28	333.88
Middlemiss, Stacy	Councillor	19,652.28	4,622.77
Newington, Carol	Councillor	20,701.36	4,738.26
Staples, Michelle	Mayor	38,392.08	19,256.85
Total - Elected Officials		$ 159,789.60	$ 39,381.42

2 Employees

**See Notes on next page*

Barry-Thibodeau, Larissa	Planner Level 2	$ 82,225.22	$ 1,269.00
Bauer, Rob	Operations Manager	$ 86,318.41	$ 3,461.00
Carmichael, Landis	Fire Chief	$ 95,695.65	-
Cassels, Bryan	Wasterworks & Sewer Fitter	$ 88,842.14	3,090.85
Closson, Leanne	Parks Foreman	$ 83,441.47	2,647.43
Croft, Spencer	Planning Technician 2	$ 80,379.31	3,772.93
Crossman, Bernice	Director of Finance	$ 147,163.57	2,468.44
de Verteuil, Peter	Chief Administrative Officer	$ 164,095.55	9,104.40
Dahl, Taras	Director of Public Works & Engineering	$ 106,561.36	-
Dunn, Michael	Bylaw Supervisor 3/Fire Inspector/Firefighter	$ 99,302.15	3,178.88
Emrick, Tyler	Maintenance Foreman	$ 84,392.07	815.00
Hastings, Rachel	Manager of Building & Bylaw Services	$ 107,013.85	691.53
Hewetson, Michael	Building Inspector	$ 81,847.78	2,517.76
Hodgins, Jessica	Corporate Services Coordinator	$ 82,920.92	8,275.02
Kroek, Bodie	Heavy Equipment Operator/Garbage Collector	$ 75,434.94	-
Lai, Derek	Engineering Capital Project Coordinator	$ 96,443.50	2,325.28
MacWilliam, Paige	Director of Corporate Services	$ 124,382.02	8,790.91
Mckinlay, Dylan	Utility Operator 1	$ 78,836.06	1,985.48
Murphy, Brian	Director of Public Works & Engineering	$ 110,747.42	1,203.79
Phillips, Tomas	Chief Operator	$ 113,084.02	2,027.60
Spriggs, Geoff	Deputy Fire Chief / Acting Fire Chief	$ 114,962.63	217.30
Tull, Sean	Heavy Equipment Operator/Truck Driver	$ 76,634.84	1,305.32
Vanderkooy, Kimberly	Finance Office Manager	$ 92,703.00	575.00
Van Driel, Trevor	Utility Operator 1	$ 81,322.66	1,831.13
Viau, Nathalie	Utilities Manager	$ 87,300.76	1,351.28
Woodley, Kyle	Streets & Parks Patroller 2/Firefighter	$ 75,536.12	560.72
Young, Kyle	Director of Planning & Sustainability	$ 124,936.04	4,061.49
Subtotal		$ 2,642,523.46	$ 67,527.54
Consolidated total of employees with remuneration of $75,000 or less		1,564,433.01	97,296.43
Total - Employees		**$ 4,206,956.47**	**$ 164,823.97**

Schedule of Remuneration & Expenses for Elected Officials & Employees *(continued)*

Statement of Financial Information 2025 as per ***The Financial Information Act***

3 Reconciliation

Total remuneration - elected officials	$	159,789.60
Total remuneration - employees		4,206,956.47
Subtotal		4,366,746.07
Total Wages & Benefits per Note 14 of the Consolidated Financial Statements		5,334,142.00
	$	967,395.93

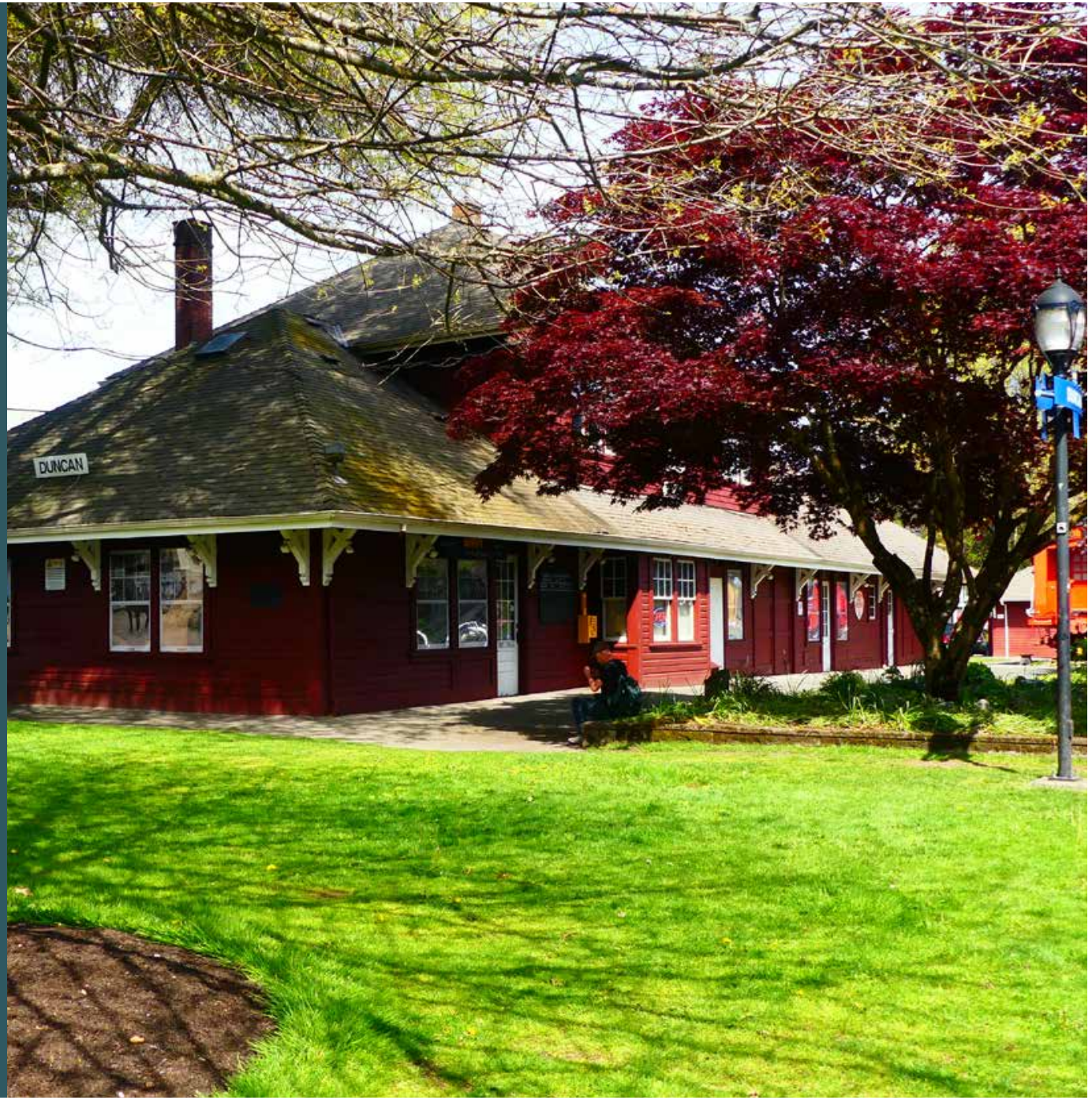
Notes:

The variance between the remuneration schedules and the wages and benefits reported in the consolidated financial statements of the City are attributable to a number of factors, including that the remuneration schedule is based on actual payments made during the year, while the financial statements are prepared on an accrual basis.

In addition, wages and benefits disclosed in Note 14 of the consolidated financial statements include only those relating to operating expenses, not capital items. Finally, wages and benefits in the financial statements include the employer cost of benefits not considered taxable to employees.

The remuneration reported in Section 2 includes wages and taxable benefits at the employee's base rate. In addition, remuneration can also include overtime (for unionized employees), retirement allowances, banked time payouts and remuneration paid for the municipal elections. Other factors such as start dates of new employees and maternity leaves can also affect the remuneration levels of an employee from year to year.

Expenses include travel expenses, memberships, tuition, vehicle reimbursements and registration fees paid directly to an employee or a third party on behalf of an elected official or employee.



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Request for Decision

To:	Peter de Verteuil, CAO	**File No:**	1880-20
Meeting Date:	June 22, 2026	**Submission Date:**	June 11, 2026
From:	Bernice Crossman, Director of Finance		
Subject:	2025 Statement of Financial Information		

RECOMMENDATION:

That Council approve the 2025 Statement of Financial Information, as attached to the June 22, 2026 report by the Director of Finance.

BACKGROUND:

Each year, the City prepares a Statement of Financial Information (SOFI) in accordance with section 2 of the Financial Information Act (FIA). The SOFI report includes a schedule of Council Remuneration and Expenses prepared in accordance with section 168 of the Community Charter.

FIA Regulation, Schedule 1, section 9(2) states that the SOFI report must be approved by Council and the Financial Officer.

ANALYSIS:

The following schedules make up the elements of the SOFI report:

- Schedule of Debts
- Schedule of Remuneration and Expenses for Elected Officials
- Schedule of Remuneration and Expenses for Employees
- Schedule of Severance Agreements
- Schedule of Suppliers of Goods or Services
- Statement of Financial Information Approval
- Management Report
- Audited Consolidated Financial Statements

IMPLICATIONS:

Financial:	N/A
Policy/Legislation:	The Financial Information Act requires that a SOFI report be produced and made public each year for all public bodies.
Strategic Priority:	N/A – This report is a legislated requirement.

Sustainability:	N/A
Communication:	The SOFI must be publicly available for three years after the end of the period reported on. To meet this requirement, the report will be available on the City's website.
Staffing Implications:	Staff time was required to create the report and will be required to place it on the website. No further staff time is anticipated.

ALTERNATE OPTION:

None

APPENDICES:

Appendix A – 2025 Statement of Financial Information

Statements of Financial Information for 2025 as per the Financial Information Act

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Statement of Financial Information Approval	9
Management Report	10

Statements of Financial Information for 2025
as per the Financial Information Act

CITY OF DUNCAN
Schedule of Debts
December 31, 2025

The City of Duncan had no long term debt as at December 31, 2025.

Statements of Financial Information for 2025
as per the Financial Information Act

CITY OF DUNCAN
Schedule of Guarantee & Indemnity Agreements
Year Ended December 31, 2025

This organization has not given any guarantees or indemnities under the Guarantees and Indemnities Regulation.

Statements of Financial Information for 2025
as per the Financial Information Act

CITY OF DUNCAN
Schedule of Remuneration & Expenses
for Elected Officials & Employees
Year Ended December 31, 2025

1 Elected Officials - *See Notes on Page 4*

Name	Position	Remuneration	Expenses
Bruce, Garry	Councillor	$ 20,869.66	$ 320.93
Capps, Jennifer	Councillor	19,652.28	1,855.00
Duncan, Thomas	Councillor	20,869.66	8,253.73
McKinlay, Michael	Councillor	19,652.28	333.88
Middlemiss, Stacy	Councillor	19,652.28	4,622.77
Newington, Carol	Councillor	20,701.36	4,738.26
Staples, Michelle	Mayor	38,392.08	19,256.85
Total - Elected Officials		$ 159,789.60	$ 39,381.42

2 Employees - *See Notes on Page 4*

Name		Remuneration	Expenses
Barry-Thibodeau, Larissa	Planner Level 2	$ 82,225.22	$ 1,269.00
Bauer, Rob	Operations Manager	$ 86,318.41	$ 3,461.00
Carmichael, Landis	Fire Chief	$ 95,695.65	-
Cassels, Bryan	Wasterworks & Sewer Fitter	$ 88,842.14	3,090.85
Closson, Leanne	Parks Foreman	$ 83,441.47	2,647.43
Croft, Spencer	Planning Technician 2	$ 80,379.31	3,772.93
Crossman, Bernice	Director of Finance	$ 147,163.57	2,468.44
de Verteuil, Peter	Chief Administrative Officer	$ 164,095.55	9,104.40
Dahl, Taras	Director of Public Works & Engineering	$ 106,561.36	-
Dunn, Michael	Bylaw Supervisor 3/Fire Inspector/Firefighter	$ 99,302.15	3,178.88
Emrick, Tyler	Maintenance Foreman	$ 84,392.07	815.00
Hastings, Rachel	Manager of Building & Bylaw Services	$ 107,013.85	691.53
Hewetson, Michael	Building Inspector	$ 81,847.78	2,517.76
Hodgins, Jessica	Corporate Services Coordinator	$ 82,920.92	8,275.02
Kroek, Bodie	Heavy Equipment Operator/Garbage Collector	$ 75,434.94	-
Lai, Derek	Engineering Capital Project Coordinator	$ 96,443.50	2,325.28
MacWilliam, Paige	Director of Corporate Services	$ 124,382.02	8,790.91
Mckinlay, Dylan	Utility Operator 1	$ 78,836.06	1,985.48
Murphy, Brian	Director of Public Works & Engineering	$ 110,747.42	1,203.79
Phillips, Tomas	Chief Operator	$ 113,084.02	2,027.60
Spriggs, Geoff	Deputy Fire Chief / Acting Fire Chief	$ 114,962.63	217.30
Tull, Sean	Heavy Equipment Operator/Truck Driver	$ 76,634.84	1,305.32
Vanderkooy, Kimberly	Finance Office Manager	$ 92,703.00	575.00
Van Driel, Trevor	Utility Operator 1	$ 81,322.66	1,831.13
Viau, Nathalie	Utilities Manager	$ 87,300.76	1,351.28
Woodley, Kyle	Streets & Parks Patroller 2/Firefighter	$ 75,536.12	560.72
Young, Kyle	Director of Planning & Sustainability	$ 124,936.04	4,061.49
Subtotal		$ 2,642,523.46	$ 67,527.54
Consolidated total of employees with remuneration of $75,000 or less		1,564,433.01	97,296.43
Total - Employees		**$ 4,206,956.47**	**$ 164,823.97**

Statements of Financial Information for 2025
as per the Financial Information Act

CITY OF DUNCAN
Schedule of Remuneration & Expenses
for Elected Officials & Employees
Year Ended December 31, 2025

3 Reconciliation

Total remuneration - elected officials	$	159,789.60
Total remuneration - employees		4,206,956.47
Subtotal		4,366,746.07
Total Wages & Benefits per Note 14 of the Consolidated Financial Statements		5,334,142.00
	$	967,395.93

The variance between the remuneration schedules and the wages and benefits reported in the consolidated financial statements of the City are attributable to a number of factors, including that the remuneration schedule is based on actual payments made during the year, while the financial statements are prepared on an accrual basis.

In addition, wages and benefits disclosed in Note 14 of the consolidated financial statements include only those relating to operating expenses, not capital items. Finally, wages and benefits in the financial statements include the employer cost of benefits not considered taxable to employees.

The remuneration reported in Section 2 includes wages and taxable benefits at the employee's base rate. In addition, remuneration can also include overtime (for unionized employees), retirement allowances, banked time payouts and remuneration paid for the municipal elections. Other factors such as start dates of new employees and maternity leaves can also affect the remuneration levels of an employee from year to year.

Expenses include travel expenses, memberships, tuition, vehicle reimbursements and registration fees paid directly to an employee or a third party on behalf of an elected official or employee.

Statements of Financial Information for 2025
as per the Financial Information Act

CITY OF DUNCAN
Schedule of Severance Agreements
Year Ended December 31, 2025

There was one severance agreement made between the City of Duncan and it's non-unionized employees during fiscal year 2025. This agreement represented 1 month of compensation. The agreement was determined based on salary only.

Statements of Financial Information for 2025
as per the Financial Information Act

CITY OF DUNCAN
Schedule of Total Paid to Each Supplier for Goods and Services Exceeding $25,000
Year Ended December 31, 2025

AQUATECH WEST BREATHING AIR SYSTEMS LTD	$	68,966
ASSOCIATED ENGINEERING (BC) LTD		30,276
BC HYDRO & POWER AUTHORITY		400,978
BEAVER ELECTRICAL MACHINERY LTD		65,385
BERK'S INTERTRUCK LTD		38,481
BROGAN FIRE & SAFETY		71,228
BUTLER CONCRETE & AGGREGATE		31,171
CAMTRUX CCTV INSPECTIONS LTD.		44,409
CENTRALSQUARE CANADA SOFTWARE INC.		35,353
CITY OF NANAIMO		41,081
COASTAL ANIMAL CONTROL SERVICES OF BC LTD.		34,102
COASTAL POWER SWEEPING		42,186
COLLABORATIVE BUILD CONTRACTING LIMITED		48,917
COMMERCIAL TRUCK EQUIPMENT- SURREY		27,023
CTS SOLUTIONS INC.		102,908
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DUNCAN PAVING COMPANY		428,444
E-COMM EMERGENCY COMMUNICATIONS FOR		248,630
EB HORSMAN & SON LTD.		43,694
ECHELON CREATIVE INC.		990,434
ENDRESS & HAUSER CANADA LTD.		53,613
FINNING (CANADA) A DIVISION OF FINNING		45,634
GFL ENVIRONMENTAL LTD		27,176
GORDON ANDERSON		42,098
GREENCOAST CONTRACTING INC.		36,939
HACH SALES & SERVICE CANADA LTD.		38,668
HAZELWOOD CONSTRUCTION SERVICES		399,149
HORSMAN STRATEGIES		27,160
HOUSTON SIGN 90 LTD.		25,212
ICBC		54,261
ICONIX WATERWORKS LP		232,171
IN THE DIRT CONTRACTING LTD.		448,843
IWC EXCAVATION LTD.		1,139,883
KHOWUTZUN DEVELOPMENT CORPORATION		152,141
KOERS & ASSOCIATES ENGINEERING LTD		29,765

Statements of Financial Information for 2025
as per the Financial Information Act

CITY OF DUNCAN

Schedule of Total Paid to Each Supplier for Goods and Services Exceeding $25,000

Year Ended December 31, 2025

LEUCO CONSTRUCTION INC	146,306
LOOKOUT HOUSING AND HEALTH SOCIETY	37,944
MAGLIN SITE FURNITURE INC.	75,534
MARK'S INSTANT SIGN SHOP LTD	56,007
MCELHANNEY CONSULTING SERVICES LTD	527,963
MERCURY REFRIGERATION PRODUCTS	31,891
MINISTER OF FINANCE	35,546
MNP DIGITAL	72,398
MNP LLP	29,879
MPE ENGINEERING LTD.	35,728
MULHOLLAND PARKER LAND ECONOMISTS L	32,839
MUNICIPAL INSURANCE ASSOC OF B. C.	165,196
MUNICIPAL PENSION PLAN	607,929
NEXUS GLOBAL BUILDING SYSTEMS INC.	121,201
NORTH COWICHAN DISTRICT MUNICIPALIT	1,549,534
NORTHWEST HYDRAULIC CONSULTANTS	205,706
PACIFIC BLUE CROSS	339,445
PLAYQUEST RECREATION	31,476
PREP ENERGY LIMITED	45,455
QUADIENT CANADA LTD	25,257
R&H WILLIAMS TRUCKING	1,150,306
R.F. BINNIE & ASSOCIATES LTD.	60,494
RAYLEC POWER LP	161,003
RBS MANAGED IT SERVICES INC	131,805
RECEIVER GENERAL FOR CANADA	1,293,385
REHRIG PACIFIC COMPANY	39,980
RJAY PETROLEUM INC.	72,064
ROLLINS MACHINERY LIMITED	534,388
ROYAL CANADIAN MOUNTED POLICE	1,380,933
SIGMA SAFETY	25,395
SKYBLUE SERVICES CORP.	121,060
SOFTLINE SOLUTIONS AB INC.	71,625
SUMMIT VALVE AND CONTROLS (BC) INC.	30,383
SUNCOR ENERGY PRODUCTS PA	84,380
SUPERIOR NORTH AMERICA INC.	200,325

Statements of Financial Information for 2025
as per the Financial Information Act

CITY OF DUNCAN
Schedule of Total Paid to Each Supplier for Goods and Services Exceeding
Year Ended December 31, 2025

VALLEY TRAFFIC SYSTEMS INC.	27,413
VIDKA HOLDINGS LTD	291,490
WASTE CONNECTIONS OF CANADA INC	36,618
WESTURBAN DEVELOPMENTS LTD.	297,364
WFR WHOLESALE FIRE & RESCUE LTD.	33,912
WHITE PACIFIC SERVICES INC	169,560
WORKSAFE BC	112,088
WSP CANADA INC c/o CX2520 C	69,603
YOUNG ANDERSON	41,376
Subtotal - Aggregate Payments Exceeding $25,000	16,206,677

Payments to Suppliers for Grants and Contributions Exceeding $25,000

DUNCAN BUSINESS IMPROVEMENT AREA SOCIETY	304,586
Total Paid to Suppliers who received Aggregate Payments of $25,000 or less	1,736,697
Total Paid to Suppliers	18,247,960
Less: Expenses Paid on Behalf of Elected Officials/Employees	(204,205)
Total Expenses per Schedule 4 of Consolidated Financial Statements	15,861,491
Variance	2,182,263

The City prepares this schedule of payments based on actual disbursements processed through its Accounts Payable system. This provides assurance on completeness as the reported amounts are reconciled to the financial system cheque register and electronic funds transfer records.

The schedule of payments is a "cash basis" listing. This figure will differ significantly from the expenses in the consolidated financial statements which are reported on an accrual basis, resulting in timing differences. Furthermore, there are disbursements on the above listing which are not considered expenditures, including payments made to other taxing authorities, employee payroll deductions, debt principal repayments and payments for the acquisition of tangible capital assets. Conversely, there are expenses which do not involve an actual disbursement. These include amortization expense and expense accruals. It is not practical to reconcile these sets of data.

Statements of Financial Information for 2025
as per the Financial Information Act

CITY OF DUNCAN
Statement of Financial Information Approval

The undersigned, as authorized by the Financial Information Regulation, Schedule 1, subsection 9(2), approve all the statements and schedules included in this Statement of Financial Information, produced under the *Financial Information Act.*

_____

Bernice Crossman, CPA, CGA
Director of Finance
June 22, 2026

_____

Michelle Staples
Mayor
June 22, 2026

Prepared pursuant to the Financial Information Regulation, Schedule 1, Section 9

Statements of Financial Information for 2025
as per the Financial Information Act

CITY OF DUNCAN

Management Report

The Financial Statements contained in this Statement of Financial Information under the *Financial Information Act* have been prepared by management in accordance with generally accepted accounting principles or stated accounting principles, and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all the statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information in the financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

City Council is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and exercises this responsibility through the Committee of the Whole.

The corporation's Director of Finance has the responsibility for assessing the management systems and practices of the corporation.

The external auditors conduct an independent examination, in accordance with generally accepted auditing standards, and express their opinion on the financial statements. Their examination does not relate to the other schedules and statements required by the Act. Their examination includes a review and evaluation of the corporation's systems of internal controls and includes appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly. The external auditors have full and free access to the Finance Committee (Committee of the Whole) of the Council.

Bernice Crossman, CPA, CGA
Director of Finance
June 22, 2026

Request for Decision

To:	Peter de Verteuil, CAO	**File No:**	
Meeting Date:	June 22, 2026	**Submission Date:**	June 16, 2026
From:	Paige MacWilliam, Deputy CAO/Director of Corporate Services		
Subject:	December Field Booking Fee Reduction – Cowichan Valley Football Association		

RECOMMENDATION:

That Council reduce the Cowichan Valley Football Association's December 2025 field booking fees from $1,949 to $989, recognizing that the booked field time was not used.

BACKGROUND:

The Cowichan Valley Football Association (CVFA), Cowichan Bulldogs, is a non-profit, community-based organization. The CVFA is the primary user group at the McAdam and Rotary Park Fields. The CVFA offers young people aged eight to eighteen the opportunity to learn and play Canadian tackle football in a structured, challenging and competitive environment.

ANALYSIS:

CVFA has requested that Council consider reducing the invoice associated with booked field time in December 2025. CVFA has advised that its season ends at the end of November and that City fields are not typically used again until late February or early March. CVFA has acknowledged that the December bookings were not formally cancelled in accordance with the City's booking procedures. The organization attributes the oversight to recent turnover among volunteer board members and has accepted responsibility for the missed cancellation. CVFA has confirmed it understands the City's cancellation requirements and has committed to ensuring future bookings are cancelled in accordance with the policy.

User groups are regularly advised of the 72-hour booking cancellation policy included in Special Event Permit and Field Use Request Policy. Bookings give user groups exclusive access to the sports fields for their programming and prevents the City from allowing groups the ability to book the fields. The field schedule is provided six months in advance, and a reminder of the cancellation policy is provided at that time.

CVFA has requested a 50% reduction of the December fees, noting that it is a non-profit organization providing recreational opportunities for youth and that the unbudgeted expense may affect funds available for programming.

IMPLICATIONS:

Financial:	The fee for McAdam or Rotary Park Field is $10/hour, and the McAdam Park Practice Field is $2/hour. There is ongoing maintenance costs associated with providing access to the sports fields, as well as the cost of operating the lights during booking times. The lights are set to automatically come on for user groups for their booked time slots. The total cost for having the lights on in December 2025 attributed to the CVFA bookings was $236.77.
Policy/Legislation:	Special Event Permit and Field Use Request
Strategic Priority:	N/A
Sustainability:	N/A
Communication:	Staff will advise the CVFA President of Council's direction.
Staffing Implications:	The Public Works Clerk prepares the field booking schedule. The Finance Department does the fee invoicing.

APPENDICES:

None.

Information Only

To:	Mayor and Council	**File No:**	6430-04
Meeting Date:	June 22, 2026	**Submission Date:**	June 18, 2026
From:	Peter de Verteuil, CAO		
Subject:	Strategic Plan Actions – Status Update Report		

RECOMMENDATION:

That Council receive the June 22, 2026 Strategic Plan Actions – Status Update Report for information only.

BACKGROUND:

At the August 14, 2023 Regular Council meeting, Council endorsed the 2023-2026 Strategic Plan and Actions.

ANALYSIS:

The status for each strategic plan action is noted in the "Status Update" column of the attached summary.

- Actions that are complete are listed as black.
- Actions that are on track are listed as green.
- Actions that are somewhat behind schedule are orange.

If you have a question on a particular project that is or is not listed, please do not hesitate to ask.

APPENDICES:

Appendix A – 2026-06-22 Strategic Plan Actions – Status Update

City of Duncan Strategic Plan
June 22, 2026 – Status Report

STRATEGIC PLAN INITIATIVE	ACTION	Target	Dept	Status Report
GOAL: Strong relationship with Cowichan Tribes, with UNDRIP as a framework (OCP 3.1) 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	2023	Admin	Nanum 'lyus The'ele Mural (231 Jubilee Street) and 149 Kenneth completed.
	• Council discussion of Truth and Reconciliation calls to action	2023	Admin	March 2025 session was held as part of the Community-to-Community relationship building event. A Reconciliation Workshop took place in September, delivered by North Cowichan's Municipal Solicitor. Another Community-to-Community relationship building event will be scheduled in 2026.
Work with Cowichan Tribes to build and strengthen relationships	• Update service agreements with Cowichan Tribes	2024	Admin Engineering	Cowichan Tribes discussions progressed in 2024, including Boys Road service area. An updated water service agreement drafted and undergoing legal review.
	• Continue to work on joint projects for mutual benefit	2024 - 2026	Engineering	The Cowichan River gravel removal across from the Rotary Park river pathway washout area was completed in summer 2025. Cowichan Way pump station upgrades and force main replacement designs underway. A City and Cowichan Tribes memorandum of understanding is under development, which will provide a framework for working together.

STRATEGIC PLAN OBJECTIVE	ACTION	Target	Dept	Status Report
	• Hold Joint breakfast annually	2023 - 2026	Admin	The City received Community-to-Community forum funding for relationship building events with Cowichan Tribes elected officials and staff. A breakfast meeting was held in January 2025. The City received Community-to-Community forum funding again in 2026.
	Meet with CAO two times annually	2023 - 2026	Admin	Met twice in 2024 and 2025. Meetings will be arranged in 2026.

STRATEGIC PLAN OBJECTIVE	ACTION	Target	Dept	Status Report
GOAL: Managed Growth Supported by Sustainable Development (OCP 3.2) 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	2023	Admin	Terms of Reference completed, consulted with North Cowichan on joint study, redrafted the terms of reference.
	• Undertake the Boundary Realignment Study	2024	Admin	Initiated smaller scale independent study to provide conceptual information for future discussions with North Cowichan and the public
Review restructure options for areas South of the City	• Develop the South Restructure Study Terms of Reference	2023	Admin	Deferred until after completion of the Boundary Realignment Study
	• Undertake the South Restructure Study	2024	Admin	
Complete the Official Community Plan Update	• Undertake additional public consultation and finalize and adopt the new Official Community Plan	2023	Planning	Completed March 2024
Update Zoning Bylaw to Align with New OCP	• Update Zoning Bylaw	2024	Planning	Provincial SSMUH updates completed June 2024. Interim housing and parking amendments adopted May 2025. Planning underway for complete zoning bylaw rewrite and public consultation process.
Adopt a Land Acquisition Strategy	• Develop a Land Acquisition Strategy	2024	Admin	Not started. Some ad hoc property acquisitions concluded.
Review Bylaws for adequate cost recoveries	• Adopt DCC bylaw	2023	Planning	Completed 2023

STRATEGIC PLAN OBJECTIVE	ACTION	Target	Dept	Status Report
GOAL: Adequate Supply of Diverse, Affordable, and Supportive Housing Options (OCP 3.3) 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. (OCP p. 31)				
Review Affordable Housing Opportunities	• Review options for housing development on VSO property	2023-2026	Admin	Grant application for seed funding was unsuccessful.
	• Review bylaw requirements and incentives to encourage creation of lower cost housing options	2024	Planning	DCC reduction bylaw was adopted September 9, 2024. Affordable housing financial feasibility analysis was completed in January 2025. Interim housing and parking amendments adopted May 2025. Action completed.
	• Lobby Senior Governments for increased spending	2023 - 2026	Council	Requested 2024 and 2025 UBCM Minister Meetings with Minister of Housing. Brought forward UBCM resolutions requesting the inclusion of the Village model of housing in the Homes for People Plan in 2023 and 2025. Meeting with the Minister of Housing and Municipal Affairs to seek a policy exemption for HEARTH program funding for Village-style recovery-oriented housing and to continue to advocate for the inclusion of the Village model of housing in the housing continuum with a corresponding longer-term funding commitment. This aligns with the 2025 Community Safety Advocacy Strategy.

STRATEGIC PLAN OBJECTIVE	ACTION	Target	Dept	Status Report
GOAL: Thriving and Resilient Economy and Business Community (OCP 3.4) 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	2024 - 2025	Engineering	Kenneth Street at Government Street intersection is in the Capital Plan – currently in conceptual design. Further discussion to confirm next street renewal priority will be presented in 2026.
	• Concept designs of desired works for downtown streets	2025	Planning	Not initiated. Awaiting priorities and funding opportunities.
Review development approval processes and requirements for efficiency and attractiveness	• Adopt Development Procedures Bylaw and Policies	2024	Planning	Completed September 2024.
	• Review Sign Bylaw	2024	Planning	Review complete. Opportunities for improvements identified. Potential bylaw updates or new Sign Bylaw anticipated to be brought forward in 2026.
Explore opportunities to encourage private property downtown revitalization and beautification	• Discuss opportunities with the Downtown Duncan Business Improvement Area	2023	Corporate	In 2025 the City began partnering on the DDBIA's overnight Downtown Security Patrols program, with the inclusion of 4 City properties.
	• Identify and implement incentives	2024	Corporate	Increased the maximum eligible amount for both the DDBIA and City-Wide Façade Improvement programs. The City added two additional properties to the Downtown Security Patrols program in early 2026
Improve the aesthetics of the Trans-Canada Highway	• Trans-Canada Highway (Silver bridge to 140 TCH) multi use pathway, tree relocations, and signage	2023	Engineering	Construction completed early 2025. The pathway is fully open.

STRATEGIC PLAN OBJECTIVE	ACTION	Target	Dept	Status Report
corridor	• Update gateway landscaping on TCH (Trunk Road to north boundary)	2023	Engineering	Progressing through design and conflicts with underground utilities subject to engineering resource limitations.
	• Discuss with neighbouring jurisdictions designs for area between Trans-Canada Highway bridge and Boys Road	2026	Engineering	Meetings are anticipated in 2026.
	• Consider lighting of Trans-Canada Highway bridge	2026	Engineering	Meetings are anticipated in 2026.
Complete Gateway Project	• Develop options for Beverly and Trans-Canada Highway corner	2023	Admin	North Cowichan completed construction in early 2025.
Support Trans-Canada Highway corridor businesses and residents	• Continue work with North Cowichan and Cowichan Tribes on Safer Community Plan	2023 – 2026	Corporate	The new Community Safety Action Plan was adopted in November 2025. Implementation is ongoing.
	• Continue Enhanced Sharps pickup program (including associated debris)	2023 – 2026	Corporate	The program is ongoing and continues to help manage the impacts of homelessness on City streets. Along with Duncan Bylaw Staff, RCMP, and a representative from Island Corridor Foundation, the Enhanced Sharps pickup team assisted in the clean up of the ICF lands between Duncan Street and Canada Avenue.
	• Discuss opportunities with the Cowichan Highway Corridor Business Council	2023 – 2026	Admin	Met with Highway Business Council representative, no specific actions yet identified.

STRATEGIC PLAN OBJECTIVE	ACTION	Target	Dept	Status Report
GOAL: Improved Access to and Support for Sustainable Transportation (OCP 3.5) 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	2023 – 2024	Engineering	The majority of the construction is complete. The contractor is correcting some deficiencies.
	• Canada Avenue complete street project	2025	Engineering	Joint construction with North Cowichan is underway with completion anticipated spring 2027.
	• Identify next priority projects	2026	Engineering	Heather Street watermain project to be completed in 2026. Phillips Street to follow Canada Avenue complete streets project.
GOAL: Healthy, Protected, and Resilient Natural Environment (OCP 3.6) 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	2026	Engineering	MNC lead. Major grant funding required.
	• Improve governance on sewer-management decisions	2026	Admin	The City will continue to request that the JUB meet to discuss options for providing voting rights for CVRD and Cowichan Tribes at the JUB.
	• Replace Fish Gut Alley culvert with box culvert	TBD	Engineering	Contingent on grant. Condition Assessment through CCTV has been scheduled.

STRATEGIC PLAN OBJECTIVE	ACTION	Target	Dept	Status Report
GOAL: Reduce GHG emissions and enhanced ability to adapt to climate change impacts (OCP 3.7) 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	2023 - 2026	Planning	Ongoing.
Implement the Integrated Community Sustainability Plan (ICSP)	• Review progress on the Urban Forest Strategy	2023 - 2026	Planning	Staff have begun looking into potential additional street tree locations.
	• Develop a Tree Canopy Targets Action Plan	2026	Planning	Underway.
GOAL: Thriving arts community with strong cultural connections (OCP 3.8) 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	2024	Planning	Completed Spring 2024.
	• Update public art policy	2025	Corporate	Completed Spring 2025.
GOAL: Recognized and Protected Heritage and Historical Resources (OCP 3.9) 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	2024	Planning	Completed 2023.
	• Propose a Heritage Program for Council consideration	2025	Planning	Community Heritage Register established March 2026.
	• Implement the Heritage Program	2026	Planning	Complete March 2026 - Community Heritage Register established.

STRATEGIC PLAN OBJECTIVE	ACTION	Target	Dept	Status Report
GOAL: Well-maintained and accessible parks and recreation opportunities (OCP 3.10) 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	2024	Planning	Completed Summer 2025.
Implement McAdam and Rotary Park Master Plan	• Install McAdam Park playground	2024	Engineering	Complete.
	• Identify next priority projects	2026	Engineering	Underway in 2026.
GOAL: Improved Community Safety, Inclusiveness, and Collaboration (OCP 3.11) 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	2023 - 2026	Corporate	Meeting held in fall of 2025. May 2026 meeting cancelled.
Lead and enhance efforts to build community connections	• Facilitate liaison appointments	2023 - 2026	Corporate	Ongoing.
	• Council attendance at community events	2023 - 2026	Council	Ongoing.
	• Leadership table participation	2023 - 2026	Council	Ongoing.
Improve external communications	• Review latest Citizen Survey	2023 & 2025	Corporate	Completed in September 2023 and 2025.

STRATEGIC PLAN OBJECTIVE	ACTION	Target	Dept	Status Report
	• Undertake promotional campaign for new Engagement HQ platform	2023	Corporate	Completed in early 2023.
	• Review the Communication Plan	2023	Corporate	Communications Plan reviewed by COW in Dec 2023.
	• Council discussion on the use of social media platforms by Council	2023	Corporate	Completed in April 2024.
GOAL: Well-Managed and Resilient City Infrastructure and Servicing (OCP 3.12) 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	2024	Finance	Awaiting finalization of Master Service Agreement with Cowichan.
	• Implement sewer billing based on water consumption	2026	Finance	Staff have analyzed consumption history and are working on revenue projections. Due to staff capacity, this has been moved forward to implementation in 2027. Public notice will be going out with the fall 2026 water invoices.
Upgrade Key Utility Infrastructure	• Eagle Heights Water Reservoir replacement	2024	Engineering	Completed Spring 2026. A Grant application was made for a second storage tank, but was unsuccessful.
	• Gibbins Water Reservoir lining	2024	Engineering	Near completion, deficiencies are being corrected by contractor.

STRATEGIC PLAN OBJECTIVE	ACTION	Target	Dept	Status Report
	• Upgrade Sewer Lift Stations	2026	Engineering	Preliminary discussions with Cowichan Tribes regarding the need to replace the Cowichan Way Lift Station to accommodate additional development.
	• Work with North Cowichan on emergency well investigations	2024	Engineering	Discussions have been progressing.
	• Investigate alternate well locations in the Koksilah area	2024	Engineering	In progress, including Ministry discussions re: licensing. Requires consultation with Cowichan Tribes after confirming preferred well location.
City Hall Upgrades	• Complete the roof replacement	2024	Corporate	Completed.
	• Complete exterior sandstone repairs	2023	Public Works	Completed.
	• Further detailed design	2024	Corporate	Have not progressed.
	• Explore opportunities and apply for grants	2023 - 2026	Corporate	Have not progressed.
Continue Asset Management Planning	• Create Asset Management Plan	2024	Finance	Asset Management Plan presented to Council on October 7, 2024 and is being implemented with annual increases.
	• Refine System Asset Inventory	2023 – 2026	Engineering	In progress utilizing engineering co-op student work terms.
	• Storm Drainage Assessment	2024	Engineering	This project is underway and is expected to be complete in the next few months.
	• Undertake Sidewalk condition assessments (separate from annual tripping hazard repairs)	2025	Engineering	Has not progressed. In 2026 staff will identify potential sidewalk replacement project areas where tripping hazard repairs are frequent.

STRATEGIC PLAN OBJECTIVE	ACTION	Target	Dept	Status Report
Automated Solid Waste Collection	• Implementation of Automated Solid Waste Collection	2023 - 2025	Public Works	New automated solid waste collection was implemented in 2025.
Improve Records Management	• Address historic records backlog	2023 – 2026	Corporate	Ongoing.
	• Conduct records management assessment	2024	Corporate	Completed in 2025.
	• Develop records management plan	2024	Corporate	In progress for 2026.
	• Purchase records management software	2025	Corporate	Planned for 2027.
Improve Organizational Emergency Preparedness	• Undertake a third-party creation of business continuity plan	2024	Admin	Planned for 2026, CVRD creating template RFP and the City will participate.
GOAL: Continue to Support Good Governance and Workplace Culture				
Maintain a respectful workplace	• Provide biennial Respectful Workplace training	2023 - 2026	Admin	Several new employees attended Understanding the Village workshops Respectful Workplace and Employee Code of conduct training sessions held February 2026
	• Update Code of Conduct	2023	Corporate	Completed in February 2024.
	• Update Respectful Workplace Policy	2023	Corporate	Completed in February 2024.
	• Enhance internal communications	2023 – 2026	Admin	Continue monthly Managers' meetings. Instituted a regular schedule for staff to review pertinent City polices, including the proactive

STRATEGIC PLAN OBJECTIVE	ACTION	Target	Dept	Status Report
				communications processes administrative policy - in progress. Instituted Council Updates shared with staff after each Council meeting – current.
Provide Council training opportunities	• Report to Council on Usage of individual training budgets	2023 – 2026	Finance	Reported annually near end of year, 2023, 2024, 2025.

Guiding Documents and Principles:

1. University Village Plan
2. TCH Corridor Management Plan
3. Urban Forest Strategy
4. Community Energy Emissions Plan
5. Duncan Area Active Transportation Plan
6. Use Cost Sharing Opportunities and Shared Service Agreements to provide higher quality, more affordable services
7. Downtown Revitalization Strategy
8. Corporate Communications Plan
9. Recognize Staff Capacity as a Finite Resource

Request for Decision

To:	Peter de Verteuil, CAO	**File No:**	1880-20
Meeting Date:	June 22, 2026	**Submission Date:**	June 15, 2026
From:	Bernice Crossman, Director of Finance		
Subject:	Climate Action Report for 2025		

RECOMMENDATION:

That Council receive the report "Climate Action Report for 2025" dated June 22, 2026 for information only;

And that Council direct staff to purchase 300 carbon credits at an approximate total cost of $9,450 to be funded from the Local Government Climate Action Program reserve.

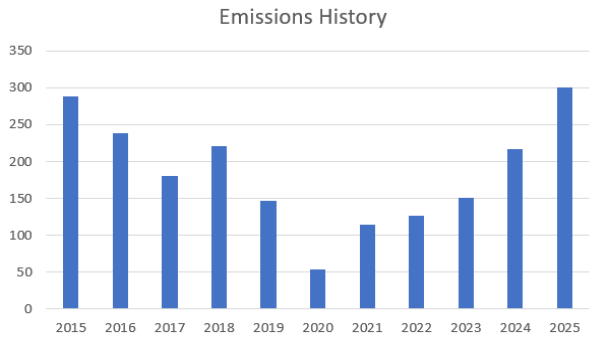
BACKGROUND:

As a Climate Action Charter signatory, the City committed to becoming carbon neutral and has done so for the last 14 years. Part of this commitment requires public reporting of our actions to reduce our carbon footprint.

ANALYSIS:

	2025	**2024**
Emissions from direct services	193	164
Emissions from contracted services	220	166
Total emissions	413	330
Less: composting & yard waste (emissions saved)	-113	-113
Offsets needed	**300**	**217**

The emissions history is pictured below.



Emissions from direct services:
Emissions from direct services have increased from 164 to 193. Direct service emissions include fuel consumed by City vehicles and equipment, electricity used in City-owned buildings, and the City's share of electricity consumption at the Joint Utility Board. The primary reason for this increase is that the Provincial Government increased the emission factor for electricity consumption. While reported emissions increased, this does not indicate that the City consumed more electricity. In fact, the City's electricity consumption decreased during the reporting period. However, the higher provincial emission factor results in a greater calculated emissions output for the same amount of electricity consumed. If the rate change had not occurred, the City's emissions from direct services would have totalled 156 for the year instead of 193.

Emissions from contracted services:
Emissions from contracted services have increased from 166 to 220. This increase is largely attributable to the City's increased capital project delivery in 2025 and several significant infrastructure projects that required fuel consumption by contractors.

Under the City's reporting requirements, contractors undertaking infrastructure projects valued at more than $75,000 are required to report their fuel usage. These emissions are then included in the City's annual greenhouse gas inventory.

Major projects contributing to contracted service emissions in 2025 included:

- Marchmont Road
- Station Street placemaking project
- Coronation Avenue Bike Lanes
- Underground Utilities Pre-Ducting Canada/Evans
- Eagle Heights Reservoir Replacement
- Gibbins Reservoir Life Extension
- Highland Hillwood Watermain

Purchase of carbon offsets:
For 2025, staff reviewed the available carbon offset projects and recommend the Great Bear Forest Carbon Project as a local and environmentally significant option. The Great Bear Rainforest is described in Appendix A.

To offset the City's reported greenhouse gas emissions, the City will purchase 300 carbon credits at an estimated cost of $9,450. Funding for the carbon credit purchase will be drawn from the Local Government Climate Action Program (LGCAP) reserve.

Although the 2026 budget includes $6,500 for carbon credit purchases, the LGCAP reserve has sufficient funds available to cover the full estimated cost of $9,450. There will be no impact on property taxation associated with this expenditure.

As a condition of receiving LGCAP funding, local governments are required to prepare and publish an annual report outlining their climate action initiatives and progress. The City's 2025 Climate Action

Report will be completed and made publicly available on the City's website.

IMPLICATIONS:

Financial:	Purchase of $9,450 in Carbon Offsets to achieve carbon neutral status, to be funded from LGCAP reserve.
Policy/Legislation:	Climate Action Charter
Strategic Priority:	Responsible stewardship of the environment
Sustainability:	Maintaining carbon neutral status
Communication:	Climate Action reports are posted on the City's website annually
Staffing Implications:	Significant staff time is spent tracking and reporting consumption details for LGCAP annual reporting.

APPENDICES:

Appendix A – Great Bear Forest Carbon Project
Appendix B – LGCAP Reserve projections
Appendix C – prior staff report – Climate Action Charter update

OSTROM
CLIMATE
The Great Bear
Forest Carbon Project

The Great Bear Forest Carbon Project

British Columbia, Canada

Where the Forest Meets the Sea

Along the rugged coastline of British Columbia lies one of the world's most extraordinary places: the Great Bear Rainforest. Home to the largest intact coastal temperate rainforest on Earth, this landscape is ancient, irreplaceable, and alive in ways few places still are. Towering cedars and spruce trees shelter grizzly bears, coastal wolves, and the rare Spirit Bear, a white black bear found nowhere else on the planet. Pacific salmon weave through its rivers, nourishing the ecosystem from the water's edge to the forest floor.

This is not just a forest. It is a living system, and it is worth protecting.

A New Vision for the Land

For decades, the fate of the Great Bear Rainforest was uncertain. Commercial logging interests, environmental groups, First Nations communities, and government stakeholders were often at odds. What emerged from those difficult conversations was something remarkable: a landmark series of Government-to-Government agreements between the Nanwakolas First Nations, the Coastal First Nations, and the Province of British Columbia for land use planning and natural resource management in the Great Bear region.

Together, they adopted an Ecosystem-Based Management (EBM) approach that sees the forest as far more than a source of timber. It is a balanced, living system that sustains biodiversity, cultural heritage, and community well-being. Carbon finance made this vision possible. Without the revenue generated through carbon offset sales, the protected areas would not have been established, and harvest levels would not have been reduced. Organizations and individuals now have a unique opportunity to protect this valuable resource by investing in a conservation economy through the purchase of carbon offsets.

How the Project Works

The Great Bear Forest Carbon Projects operate under the BC Forest Carbon Offset Protocol (FCOP) v1.0 and span three distinct project areas across coastal BC: Haida Gwaii, the North and Central-Mid Coast, and the South-Central Coast. Each is owned by the individual First Nations and collectives whose Traditional Territories cover this iconic region.

ACTION MATTERS

The projects reduce commercial harvesting and integrate EBM across vast stretches of coastal rainforest. Forests that were previously approved for logging are now protected, preventing emissions from harvesting, road building, and related forestry operations while allowing carbon stocks to grow over time.

Real Benefits for Real People

Carbon revenues flow directly back into the communities whose Traditional Territories make up the project area, creating jobs and opportunities where they are needed most.

The money generated through carbon offsets goes straight into enriching the project area and increasing the wellbeing of the people within it. Language programs keep culture alive for the next generation. Elders programs honour those who have carried that culture forward. Traditional governance and stewardship work ensures the land continues to be cared for by the people who know it best. These are communities that have been protecting their territories for generations, and the carbon project is one of the ways they are able to continue doing so while building a stronger future.

These are not footnotes to the carbon story. They are its purpose.

Why It Matters

When you purchase carbon offsets from the Great Bear Forest Carbon Projects, you are not simply offsetting emissions on paper. You are protecting one of the rarest ecosystems on Earth, supporting Indigenous-led stewardship, and contributing to a model of sustainable development that has been recognized as a first of its kind in North America.

The offsets generated here carry real weight, and so does the story behind them.

VIDEOS

Nature: https://www.youtube.com/watch?v=XMn2V8T7Ppk
People: https://www.youtube.com/watch?v=YgOrfHf-PMs

PROJECT AT A GLANCE	
Project Location:	North and Central-Mid Coast & Haida Gwaii, BC, Canada
Project Type:	Improved Forest Management
Protocol:	BC Forest Carbon Offset Protocol (FCOP) v1.0
Estimated Annual Credit Volume	950,000 tonnes of CO_2e
Certification Process:	The projects are validated and verified by third party auditors to ensure that the carbon offsets are real, additional and permanent. The auditors are accredited to the ANSI certification specifically the forest category. Specifically, they are certified under ISO 14065:2013, Greenhouse gases – requirements for greenhouse gas validation and verification bodies. All eligibility assertions are reviewed, confirmed, and signed off by a BC Registered Professional Forester (RPF; a certified member of the Association of BC Forest Professionals which is mandated by the Foresters Act of BC).
Validator:	Stantec
Verifier:	Subsequently verified by KPMG and Stantec
Project Start Dates:	2009/2011 There are three sub-projects—with two different start dates*
Project End Dates:	2033/2035 (25 years) Tonne's lifetime is 125 years

* There are three individual forest carbon projects that make up the Great Bear Forest Carbon Project. The Great Bear Carbon Credit Limited Partnership (GBCC LP) manages two of the projects (Haida Gwaii/North and Central Mid Coast) on behalf of the Coastal First Nations. The Nanwakolas Carbon Offset Limited Partnership (Nanwakolas) manages the South Central Coast project on behalf of the Nanwakolas First Nations. The projects are divided as there are slight differences in when agreements were signed and participating groups but all three projects follow the same harvest reduction plans. It is easier from an administrative perspective than trying to manage one project that is over 7 million hectares large. The Nanwakolas and the GBCC LP work together to achieve maximum benefits for all the project participants.

CITY OF DUNCAN

2026-06-15 9:00

LOCAL GOVT CLIMATE ACTION PROGRAM

(30-4-93100-0020)

		Actual 2022	Actual 2023	Actual 2024	Budget 2025	BUDGET 2026	Proposed 2027	Proposed 2028	Proposed 2029	Proposed 2030
Opening Reserve Balance		-	72,221	140,064	242,067	175,256	16,164	16,488	16,817	17,154
Inflows:										
Grant received		75,082	75,082	219,995	-	-	-			
Interest Earned		589	4,671	17,038	12,695	5,258	323	330	336	343
Total Inflows		75,671	79,753	237,033	12,695	5,258	323	330	336	343
Outflows:										
Projects in operating				-						
	greenhouse gas software		950	950	975	1,000				
	carbon offsets	3,450	3,810	4,530	6,510	6,500				
	clean BC rebates		7,150	1,550	350					
	tree rebates/tree sale				8,151	16,849				
Projects in capital										
	TCH trail			128,000						
	solar panels PW buildings				-	140,000				
	Ebikes				9,520					
	Coronation Ave bike lanes				39,000					
	City square tree soil cells				15,000					
Total Outflows		3,450	11,910	135,030	79,506	164,349	-	-	-	-
Closing Reserve Balance		72,221	140,064	242,067	175,256	16,164	16,488	16,817	17,154	17,497

Estimate
Budget
Confirmed

Request for Decision

To:	Peter de Verteuil, CAO	**File No:**	6440 Community Planning
Meeting Date:	April 13, 2026	**Submission Date:**	March 30, 2026
From:	Kyle Young, Director of Planning & Sustainability		
Reviewed By:	Bernice Crossman, Director of Finance		
Subject:	B.C. Climate Action Charter and Carbon Offset Credits		

RECOMMENDATION:

That Council direct staff to continue to include the purchase of carbon offset credits in the financial planning process and annual budgets.

BACKGROUND:

The City is a signatory to the 2007 B.C. Climate Action Charter (see **APPENDIX A**), along with all other local governments in the province. The Charter is a voluntary agreement between the B.C. government, Union of B.C. Municipalities, and each local government signatory to take action on climate change.

As a signatory to the Charter, the City made the following commitments:

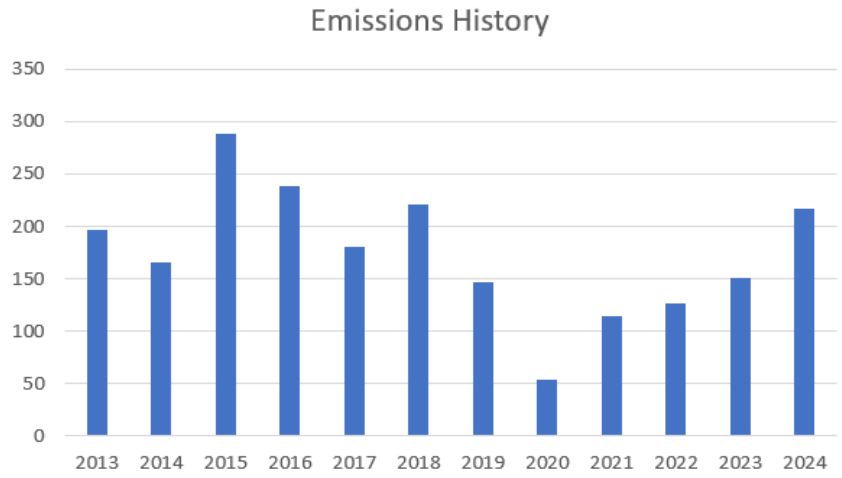
- Being carbon neutral in respect of its operations by 2012.
- Measuring and reporting on Duncan's greenhouse gas emissions (GHG) emissions profile.
- Creating a complete, compact, more energy efficient urban community (e.g. foster a built environment that supports a reduction in car dependency and energy use, establish policies and processes that support fast tracking of green development projects, and adopt zoning practices that encourage land use patterns that increase density and reduce sprawl).

While the province has taken on the role of measuring the GHG emissions for each community (i.e. for the whole community, not just the local government's operations), the City continues to meet its other commitments in the Charter, including achieving carbon neutrality and creating a complete, compact, more energy-efficient community.

Carbon neutrality refers to a state in which net GHG emissions produced by an organization are reduced to zero. This is achieved by first minimizing emissions to the greatest extent feasible through operational efficiencies, low-carbon technologies, and behavioural changes. Recognizing that some residual emissions will remain – particularly from essential activities such as vehicle use and equipment operation – these remaining emissions are then balanced (or offset) through the purchase of verified carbon offset credits. These credits support projects that reduce or remove greenhouse gas emissions

elsewhere, resulting in an overall net-zero emissions outcome.

For the purposes of the Charter, 'operations' includes in-house municipal services and contracted services and projects, such as capital construction projects undertaken by external contractors. The City's operations have been carbon neutral since 2013, and the City has purchased varying amounts of carbon offset credits annually to achieve neutrality. GHG emissions fluctuate largely based on the number and scale of annual capital projects. The following table shows the City's annual operational GHG emissions in tonnes of CO_2e:



The City has purchased carbon offset credits from a number of organizations over the years, including the Community Carbon Marketplace, the Regional District of Nanaimo, and most recently, Ostrom Climate. In order for a project to be eligible for carbon offset credits, it must be verified through the provincial B.C. Carbon Registry. The annual cost to the City to purchase carbon offset credits in the last few years has ranged from approximately $4,000 to $6,500, and has been funded from the Local Government Climate Action Program (LGCAP) Reserve. With the LGCAP, the provincial government dispersed funding to all local governments for the purpose of capacity building and investments to reduce GHG emissions and adapt to climate change impacts.

In 2024 and 2025 (2023 & 2024 GHG emissions), the City purchased credits from Ostrom Climate, to be used for the Great Bear Forest Carbon Project. The Great Bear Rainforest, the largest intact coastal temperate rainforest in the world is located on the north and central coast of B.C. This rainforest is protected through the Great Bear Forest Carbon Project – an innovative initiative that balances ecological preservation with community development. Through an Ecosystem-Based Management approach, First Nations, environmental groups, and governments have collaborated to shift land use from commercial logging to conservation, increasing carbon storage and preventing GHG emissions. Funded by the sale of carbon offsets, this project supports stewardship jobs for coastal First Nations, community development programs, and protects vital biodiversity, including the culturally significant Spirit Bear and salmon-supported ecosystems. It serves as a global model for sustainable development that honors both environmental integrity and Indigenous rights.

The primary factors staff consider when choosing a carbon offset provider or vendor are the price per tonne of CO_2e and local impact (i.e. is the project taking place in the Cowichan Valley, Vancouver Island, or British Columbia).

ANALYSIS:

Aside from being a commitment under the Charter, achieving carbon neutrality results in a reduction in overall GHG emissions globally and demonstrates leadership in tackling climate change. Addressing climate change is critically important because it is projected to continue to have significant, adverse local impacts, including increased flooding and sea-level rise, more frequent and severe wildfires, hotter and drier summers causing drought stress, shifts in species distributions and forest health, ocean acidification affecting fisheries, and intensified storms damaging infrastructure and ecosystems.

While carbon neutrality used to be a condition of the former Climate Action Revenue Incentive Program (CARIP) grants, this does not appear to be a condition of the LGCAP funding. The City could choose not to purchase carbon offset credits, but in doing so, it would be neglecting its responsibility to meaningfully reduce GHG emissions, demonstrate leadership in addressing climate change, and fulfil its voluntary commitments under the Charter.

An alternative to purchasing verified carbon offset credits would be to spend a roughly equivalent amount of money on a GHG emissions reduction project in Duncan. Unfortunately, given the small scale nature of such a project (i.e. valued at ~$6,500), the City would not be able to have the project certified and could not claim carbon neutrality. Furthermore, $6,500 would likely be insufficient to cover the full cost of a project that would meaningfully reduce emissions. For example, a bike lane or sidewalk project would have a positive impact on reducing emissions, but such a project would need to be at a sufficient scale to fill in large gaps in the active transportation network and, at that scale, would cost the City well in excess of $6,500. This is one of the reasons the carbon offsetting model was created – pooling resources to undertake a smaller number of large scale projects generally results in a greater reduction in GHG emissions overall than a larger number of small scale projects.

Regardless of whether the City continues to purchase carbon offset credits, the province still requires staff to track and report on operational GHG emissions.

Staff recommend continuing to purchase carbon offset credits because this approach is most likely to result in the greatest reduction in GHG emissions and demonstrates positive leadership in the realm of climate change mitigation and adaptation. This approach is also the least resource-intensive from a staffing and administrative perspective. It is also important to note that since the purchase of carbon offset credits are funded from LGCAP, the City would not necessarily save money because the LGCAP funding still needs to be spent on a climate initiative (i.e. it would be a reallocation to a different climate initiative).

IMPLICATIONS:

Financial:	The annual cost to purchase carbon offset credits in the last three years has ranged from $4,000 to $6,500. This has been funded from the LGCAP reserve. It is unclear if the province intends to distribute additional LGCAP funding in future years. If carbon offset credits are unable to be purchased using LGCAP funding in the future because the reserve has been exhausted, a different source of funding would need to be identified. The province has changed the way GHG emissions are calculated, so it is anticipated that the CO_2e will increase for the 2025 reporting year, but the impacts of that change are not yet fully known.
Policy/Legislation:	There is a section in the City's Official Community Plan that includes a number of policies that support climate change mitigation and adaptation.
Strategic Priority:	**Goal:** Reduce Green House Gas (GHG) emissions and enhanced ability to adapt to climate change impacts
Sustainability:	Mitigating and adapting to the impacts of climate change are a critical part of community sustainability and a foundational component of the City's Integrated Community Sustainability Plan (ICSP). In particular, the ICSP includes the following desired outcome by 2040: *1. Duncan is a leader in transitioning toward the elimination of GHG emissions, making it a carbon neutral community by 2040.*
Communication:	As a carbon neutral community, the City is entitled to use the carbon neutral community branding.
Staffing Implications:	Staff resources are required annually to track and report on operational GHG emissions. Since the City is still required to track and report on operational GHG emissions regardless of whether the City purchases carbon offset credits, purchasing the credits requires a relatively minor amount of additional staff time.

ALTERNATE RESOLUTIONS:

1. **<u>That</u> Council direct staff not to include the purchase of carbon offset credits in the financial planning process and annual budgets.**

2. As directed by Council.

APPENDICES:

APPENDIX A B.C. Climate Action Charter

The Resolution

Take action by presenting this resolution to your local Council or Board—it's time to drive change in our community.

WHEREAS democracy is healthy when everyone is able to participate fully and safely and contribute to the well-being of their community;

AND WHEREAS we are witnessing the dissolution of democratic discourse and respectful debate across all levels of government and in neighbouring jurisdictions;

AND WHEREAS Ontario's municipally elected officials are dealing with increasingly hostile, unsafe work environments facing threats and harassment;

AND WHEREAS social media platforms have exacerbated disrespectful dialogue, negative commentary, and toxic engagement which disincentivizes individuals, especially women and candidates from diverse backgrounds from running for office;

AND WHEREAS better decisions are made when democracy is respectful and constructive and the voices of diverse genders, identities, ethnicities, races, sexual orientation, ages and abilities are

heard and represented around municipal council tables;

AND WHEREAS the Association of Municipalities of Ontario's Healthy Democracy Project has identified concerning trends with fewer people voting in local elections and running for municipal office;

AND WHEREAS in 2024, female elected representatives from across Halton formed a group called H.E.R. (Halton Elected Representatives) which pledged to speak out against harassment and negativity in politics and call on elected officials to uphold the highest standards of conduct;

AND WHEREAS H.E.R. Halton has launched a campaign called *Elect Respect* to promote the importance of healthy democracy and safe, inclusive, respectful work environments for all elected officials that encourages individuals to participate in the political process;

AND WHEREAS on June 5, 2025, the Canadian Association of Feminist Parliamentarians launched a non-partisan "Parliamentary Civility Pledge" to encourage all parliamentarians to commit to end workplace harassment and increase civility on Parliament Hill, modelled after the pledge developed in Halton by representatives of H.E.R.

NOW THEREFORE BE IT RESOLVED:

THAT _____ Council supports the *Elect Respect* pledge and commits to:

- ✓ Treat others with respect in all spaces—public, private, and online,
- ✓ Reject and call out harassment, abuse, and personal attacks,
- ✓ Focus debate on ideas and policies, not personal attacks,
- ✓ Help build a supportive culture where people of all backgrounds feel safe to run for and hold office,
- ✓ Call on relevant authorities to ensure the protection of elected officials who face abuse or threats, and
- ✓ Model integrity and respect by holding one another to the highest standards of conduct.

AND THAT _____ Council calls on elected officials, organizations and community members to support the *Elect Respect* campaign and sign the online pledge at www.electrespect.ca.

AND THAT a copy of this resolution be sent to the Association of Municipalities of Ontario, Ontario's Big City Mayors, the Federation of Canadian Municipalities, the Office of the Mayor of Burlington, relevant MPs and MPPs, Regional Police, the Ontario Provincial Police and the Royal Canadian Mounted Police.

ELECT RESPECT

DEMOCRACY DEPENDS ON IT

Contact

info@electrespect.ca

© 2025

Outlook

RE: Proclamation Request: Childhood Cancer Awareness Month – September 2026

From Duncan <duncan@duncan.ca>
Date Fri 6/12/2026 1:06 PM
To Savan Fry <savan@ikca.ca>
Cc Jessica Hodgins <jessica@duncan.ca>

Good afternoon,

Thank you for taking the time to email the City of Duncan regarding your request to proclaim September as Childhood Cancer Awareness Month.

I am referring your request to Jessica Hodgins, Corporate Services Coordinator. Jessica will be able to further assist you.

Thank you,

Hailey Martens
Executive Coordinator

DUNCAN

200 Craig St., Duncan, BC, V9L 1W3
P: 250-746-6126 | www.duncan.ca

From: Savan Fry <savan@ikca.ca>
Sent: June 12, 2026 12:17 PM
To: Duncan <duncan@duncan.ca>
Subject: Proclamation Request: Childhood Cancer Awareness Month – September 2026

You don't often get email from savan@ikca.ca. Learn why this is important
[EXTERNAL EMAIL] Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good Afternoon Office of Michelle Staples,

On behalf of Island Kids Cancer Association, we respectfully request that the City of Duncan proclaim September as Childhood Cancer Awareness Month.

We would like to extend our sincere gratitude for the City of Duncan's proclamation of September 2025 as Childhood Cancer Awareness Month. Your support helps raise awareness of the challenges faced by children with cancer and their families, while encouraging community understanding and advocacy.

Thank you for your consideration and for your continued support of children and families affected by childhood cancer.

For your records and the official proclamation process, please find the relevant campaign details below:

-
-
- **Name of the Cause:**
- Childhood Cancer Awareness Month
-
-
-
- **Date / Duration:**
- September 1, 2026 – September 30, 2026
-
-
-
- **Hosting Local Organization:**
- Island Kids Cancer Association
-

Thank you for your time, consideration, and ongoing dedication to supporting children and families affected by childhood cancer in our community.

Sincerely,

Savan Fry Representative of IKCA savan@ikca.ca | 778-268-6319

With gratitude we acknowledge that we live, work, and play on the unceded traditional territories of the Coast Salish, Nuu-chah-nulth, Kwakwaka'wakw first peoples of Vancouver Island and surrounding islands.

Mailing Address: Island Kids Cancer Association PO Box 20 #106-4480 West Saanich Rd, Victoria, BC V8Z 3E9

Request for Decision

To:	Peter de Verteuil, CAO	**File No:**	0540 (JUB)
Meeting Date:	June 22, 2026	**Submission Date:**	June 22, 2026
From:	Paige MacWilliam, Deputy CAO and Director of Corporate Services		
Reviewed By:	Jessica Hodgins, Corporate Services Coordinator		
Subject:	Joint Utilities Board Sewage Treatment Plant Outfall Relocation Project Update and Union of British Columbia Municipalities Funding Risk		

RECOMMENDATION:

That Council direct staff to undertake the following, in relation to the Joint Utilities Board Sewage Treatment Plant (JUB STP) Outfall Relocation Project:

1. **Advise the Union of BC Municipalities that North Cowichan and Duncan will not be re-scoping the JUB STP Outfall Relocation Project in order to retain the $6,000,000 of UBCM funding.**
2. **Continue to work to secure the balance of the New Building Canada Fund (NBCF) funding.**
    a. **If the NBCF funding is secured, staff will complete the design, or,**
    b. **if the NBCF funding is not secured, then staff will come back to the JUB for recommended direction as to whether to continue or not continue the design.**
3. **Seek new funding through the Build Communities Strong Fund, or any other funding that may be applicable, to fund the construction of the project.**
    a. **If staff are not successful in obtaining additional funding for the construction of the project, then staff will come back to the JUB for recommended direction related to the construction phase of the project.**
4. **Draft a letter to the Province of BC and Canada for the Mayor of North Cowichan, Mayor of the City of Duncan, the Board Chair of the Cowichan Valley Regional District, and the Chief of Cowichan Tribes to send, providing an update around the project funding, and requesting support for funding to complete the design and construction for this project, to include the following points:**
    a. **If we are able to retain the NBCF funding, we will complete the acquisition of approvals and design with the intent of requesting additional funding to construct the project, and,**
    b. **If we are unable to retain the NBCF funding, we will stop the design process.**

BACKGROUND:

On June 1, 2026, the Joint Utilities Board met to discuss the Sewage Treatment Plant (JUB STP) Outfall Relocation Project and to obtain direction on next steps following the Union of BC Municipalities' request to re-scope the outfall relocation project or risk losing the previously committed $6,000,000 grant funding.

ANALYSIS:

The Joint Utilities Board considered UBCM's request to re-scope the outfall relocation project within 60 days. The JUB determined that re-scoping was not feasible and recommended that both the Municipality of North Cowichan and the City of Duncan pass the resolution included above.

IMPLICATIONS:

Financial:	The City has been saving funds in reserve for this project for many years. Due to rising project costs, there is a significant shortfall.
Policy/Legislation:	N/A
Strategic Priority:	Improve the water outfall quality and fish habitat.
Sustainability:	The JUB STP Outfall Relocation Project is intended to improve the water outfall quality and fish habitat around the Cowichan River. A further benefit is that moving the outfall from the river may trigger a reassessment of the current closure on shellfish harvesting in Cowichan Bay. An Environmental Impact Study is guiding the project monitoring and steps would be taken to mitigate any environmental impacts of a pipeline relocation.
Communication:	N/A
Staffing Implications:	Corporate Services will work with North Cowichan on the correspondence and funding requests.

ALTERNATE OPTION:

That the report titled "Joint Utilities Board Sewage Treatment Plant Outfall Relocation Project Update and Union of British Columbia Municipalities Funding Risk" be referred to the Joint Utilities Board for further discussion.

APPENDICES:

Appendix A: June 1, 2026 – North Cowichan Staff Report - Joint Utilities Board Sewer Treatment Plant Outfall Project Update and Union of British Columbia Municipalities Funding Risk

Report

Date	June 1, 2026	File:
Subject	Joint Utilities Board Sewer Treatment Plant Outfall Project Update and Union of British Columbia Municipalities Funding Risk	

PURPOSE

To obtain direction from the Joint Utilities Board (JUB) on next steps for the JUB Sewer Treatment Plant Outfall Project, following the Union of BC Municipalities' request to re-scope the project and the identified funding shortfall.

BACKGROUND

On May 7, 2026, North Cowichan received a letter from the Union of British Columbia Municipalities (UBCM) requesting that the municipality re-scope the Joint Utilities Board Sewage Treatment Plant (JUB STP) Outfall Project, or the UBCM will revoke its' $6,000,000 of funding. Given the rising costs of this project and the resulting lack of funding to complete it, staff require direction on how to proceed.

Project History

This project involves the removal of the existing outfall from the Cowichan River and relocating the discharge to Cowichan Bay. The key drivers for this project are as follows:

1. Cowichan Tribes, North Cowichan, Duncan and the Cowichan Valley Regional District (CVRD) all agree that with recurring low flows in the Cowichan River during the summer months, relocating the outfall with higher dilution rates and significantly lower risk of contact is a high priority. Increasing development and concerns around climate change, which predict longer, drier summers and less snowpack, further emphasize the need for this project.
2. The outfall is located in a very dynamic part of the Cowichan River and is subject to damage from debris flows and gravel/log deposition.
3. Where there are high flows in the Cowichan River, water levels rise. If water levels remain high for an extended period, there is a risk that the river will flood the JUB STP with water from the river flowing back through the outfall pipe into the treatment plant. Relocating the outfall includes constructing an effluent pump station to eliminate this risk by "disconnecting" the treatment plant from the Cowichan River.

A project history, including key dates going back to the options study, is provided in Attachment 1. A significant amount of effort was required to get to a decision on the routing of the outfall pipe and the terminus locations, which are shown in Figure 1.

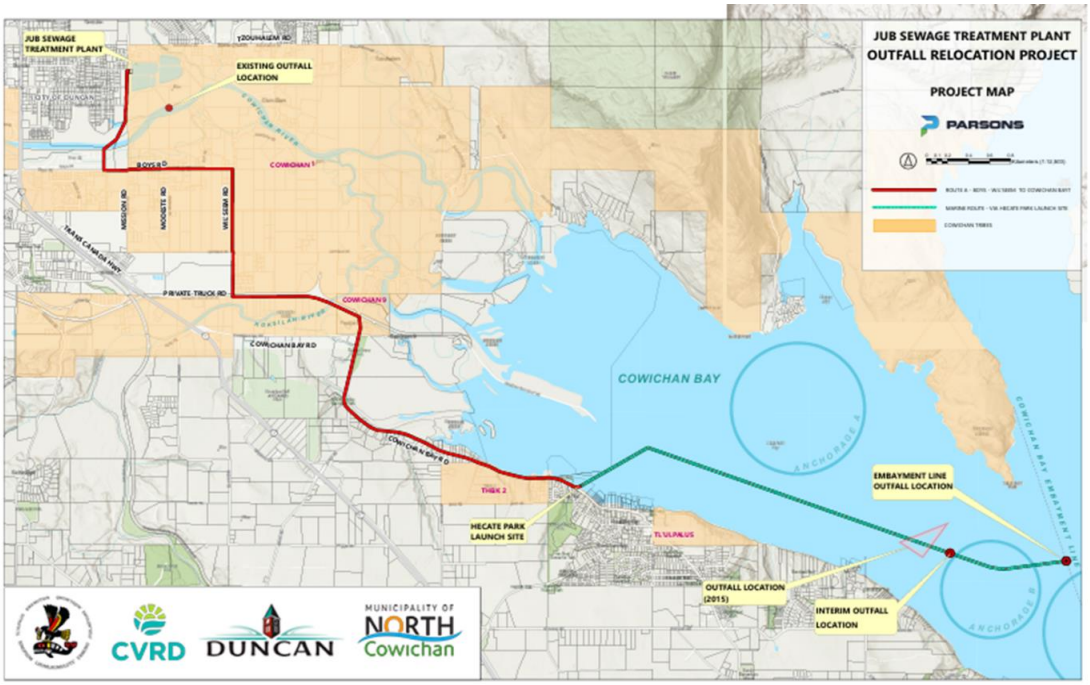


Figure 1: Proposed JUB STP outfall routing and potential outfall terminus locations.

After funding was received, staff commenced with the design phase of this project and realized that First Nations wanted additional consultation. While the duty to consult and accommodate is the responsibility of the federal and provincial governments, when funding a project, much of the consultation process is delegated to the project proponent. The adoption of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) by the Province of BC in November 2019 reinforced for staff that the consultation requested by 7 of the 11 First Nations is critically important. There is no clear guidance on how much consultation is sufficient or on how to consider project decisions in the context of UNDRIP. What *is* clear is that UNIDRIP has raised expectations among First Nations regarding consultation.

In the meantime, years of work have been done to determine the best pipe route (6 land-based and 3 marine-based routes were examined). Multiple years of sampling for two outfall locations, for at least two seasons (winter and summer), were undertaken. Sediment sampling along the marine routes was gathered and analyzed. Oceanographic data (temperatures, salinity and current data) were gathered, and plume modelling was undertaken for two outfall locations. Undertaking such extensive consultation in a meaningful way takes considerable time, particularly on a project as complex as this one, and with so many First Nations involved (7 of 11 First Nations that were engaged requested consultation).

During this time, the project's cost has increased from $27.4M to $95.0M. The project's cost is too high for the community to complete without additional funding from higher levels of government. As the project progressed, updates were provided to the JUB and North Cowichan/Duncan Councils. Recommendations from the JUB and direction provided by North Cowichan/Duncan Councils are provided in Attachment 2.

Staff have since undertaken the following work as per the most recent direction provided by North Cowichan and Duncan Councils.

1. Work continued towards completing the design. Some issues have arisen with the lead design consultant, which have caused some delays with the design. Staff are currently working to resolve this issue.
2. Staff have made appeals to the federal and provincial governments for additional funding, but have not had any success in securing additional funding.
3. An additional round of public consultation has been carried out to advise the public of cost increases associated with this project and the most recent direction received from North Cowichan and Duncan Councils.
4. Staff continue to look for additional funding, including from the current funders, but to date, none is forthcoming.

There are four key items that remain outstanding that still need some attention before the design work can be completed:

1) W̱SÁNEĆ First Nations continue to express concerns around potential contamination of the water in and around Saanich Inlet. Some additional study work is underway to provide additional assurance to W̱SÁNEĆ First Nations that the proposed outfall locations will not cause further environmental concerns.
2) Once the additional sampling work has been completed with the W̱SÁNEĆ First Nations, assuming that there are no significant concerns that remain outstanding, the Liquid Waste Management Plan (LWMP) amendment package will be assembled and presented to the CVRD Board for approval and subsequent submission to the province for approval.
3) Discussions continue with Transport Canada on the removal of an anchorage that is in the way of taking the outfall from the 2015 outfall location to the embayment line. Staff believe that this process is near a decision.
4) A Department of Fisheries and Oceans (DFO) Fisheries Act Authorization needs to be obtained. The necessary field work has been done (sediment and benthic sampling and analysis along the marine pipeline routes) to allow for an assessment and quantification of the fisheries habitat impacts has been completed. A review of the proposed compensation works is under way with First Nations. Once the review with First Nations is done, the application will be submitted to DFO for approval.

DISCUSSION

Status of Existing Funding

Efforts Underway to Retain New Building Canada Fund (NBCF) Funding

Staff are currently working with the file manager for the NBCF funding to secure the remaining balance of funding to help offset costs associated with completing the design. The remaining funds, in concert with one-third of local government funding, should be sufficient to complete the project's design and acquire all necessary approvals, yielding a shovel-ready project.

Potential Option to Retain UBCM Funding

Staff were examining ways to secure the UBCM funding. One option discussed with the funder was to design and construct the effluent pump station (EPS) with the discharge remaining in the Cowichan River until additional funding could be secured. This option would also involve the completion of the design of the outfall pipe.

However, assuming that the remaining NBCF funds are required to complete the design of the EPS and outfall pipe, the monies required to construct the EPS would be in the order of $17M to $22M (includes a contingency allowance). As the UBCM funding is only $6M the JUB would have to commit to $11M to $17M of funding. This may exceed the funding capacity of the JUB partners. Further, there will be future funding programs that could support this work, so staff do not recommend proceeding with the EPS construction without additional funding.

Additional Funding Options

There are some recently extended programs under which North Cowichan may be able to apply for funding to construct the project. More specifically, two of the three funding streams offered by the Build Canada Strong Fund look promising (Attachment 3). Staff are looking into this as a possible funding avenue.

Cost to Complete Design, Obtain All Approvals

The bottom line is that the cost of this project is now much higher and beyond the community's ability to fund it without additional funding. Requests have been made for additional funding; yet no additional funding has been made available. We either complete the design and obtain additional funding to complete the construction of the project or suspend this project entirely until additional funding is obtained.

Staff will be receiving an updated proposal in approximately two weeks. The updated proposal scope is to take the design to completion, completing all pre-discharge First Nations consultation, and acquiring all necessary approvals. The funds needed to complete the design are expected to be no more than $5.3M. This amount includes a reasonable contingency allowance, given the project's complexity. Of this amount two thirds ($3.6M would consist of NBCF funding and $1.7M would be local funding split amongst the partners). Obtaining approvals depends on the approval agencies, but staff estimate that completing design and obtaining approvals will take until June 30, 2028.

OPTIONS

1. **(Recommended Option)** THAT the Joint Utility Board recommends that, in relation to the Joint Utilities Board Sewage Treatment Plant (JUB STP) Outfall Relocation Project, both North Cowichan and Duncan Councils directs staff to undertake the following:
    1) Advise the Union of BC Municipalities (UBCM) that North Cowichan and Duncan will not be re-scoping the JUB STP Outfall Relocation Project in order to retain the $6,000,000 of UBCM funding.
    2) Continue to work to secure the balance of the New Building Canada Fund (NBCF) funding.
        a) If the NBCF funding is secured, staff will complete the design, or,
        b) If the NBCF funding is not secured, then staff will come back to the Joint Utility Boardfor recommended direction as to whether to continue or not continue the design.
    3) Seek new funding through the Build Communities Strong Fund, or any other funding that may be applicable, to fund the construction of the project.
        a) If staff are not successful in obtaining additional funding for the construction of the project, then staff will come back to the Joint Utility Board for recommended direction related to the construction phase of the project.
    4) Draft a letter to the Province of BC and Canada for the Mayor of North Cowichan, the Mayor of the City of Duncan, the Board Chair of the Cowichan Valley Regional District, and the Chief of

Cowichan Tribes to send, providing an update around the project funding, and requesting support for funding to complete the design and construction for this project, to include the following points:

a) If we are able to retain the NBCF funding, we will complete the acquisition of approvals and design with the intent of requesting additional funding to construct the project, and,
b) If we are unable to retain the NBCF funding, we will stop the design process.

The pros and cons of the recommended option are as follows.

1) This option will provide staff with sufficient time to complete the consultation without the added pressure of a funding deadline that may not provide sufficient time to complete the design and construction of the project.
2) The remaining First Nations consultation and design will still benefit from Federal/Provincial funding (assuming staff are successful in securing the remaining funds, which is currently underway). Completing the design will also allow staff to refine cost estimates and have a shovel-ready project in place for future funding intakes, increasing the chances of success in obtaining additional funding for the project's construction.
3) The JUB STP will remain hydraulically linked to the Cowichan River. This increases the flood risk to the JUB STP. However, the said risk can be managed via our emergency response plan to address flooding at the JUB STP.

Alternate Option

2. THAT the Joint Utility Board recommends that, in relation to the Joint Utilities Board Sewage Treatment Plant (JUB STP) Outfall Relocation Project, both North Cowichan and Duncan Councils directs staff to undertake the following:
    1) Advise the Union of BC Municipalities that North Cowichan and Duncan will not be re-scoping the JUB STP Outfall Relocation Project in order to retain the $6,000,000 of UBCM funding.
    2) Stop all work on the project.
    3) Seek new funding through the Build Communities Strong Fund, or any other funding that may be applicable, to fund design and construction of the project.
        a) If staff are not successful in obtaining funding, staff will come back to the Joint Utility Board for recommended direction related to the design and construction of the project.
    4) Draft a letter to the Province of BC and Canada for the Mayor of North Cowichan, Mayor of the City of Duncan, the Board Chair of the Cowichan Valley Regional District, and the Chief of Cowichan Tribes to send, providing an update around the project funding, advising that we are stopping all work on this project, and requesting support for funding to complete the design and construction for this project.

The pros and cons of the recommended option are as follows.

1) We will likely have to return the remaining NBCF funds (assuming staff are successful in securing the remaining funds, which is currently underway).
2) This will halt all design, First Nations consultation, and approvals acquisition, meaning:
    a) we will not be able to have a shovel-ready project;
    b) we will not be able to refine the cost estimate for the project;
    c) there will be outstanding approvals; and,
    d) there will be some First Nations consultation related to the discharge location outstanding.
3) The effluent will remain in the Cowichan River, which is a concern, given the continued low flow conditions during the summer months.

4) The JUB STP will remain hydraulically linked to the Cowichan River. This increases the flood risk to the JUB STP. However, the said risk can be managed via our emergency response plan to address flooding at the JUB STP.

IMPLICATIONS

The recommended option will allow staff to focus on completing the First Nations consultation and design without having to build the effluent pump station under what are likely to be tight deadlines. Those deadlines may put added pressure on staff to accelerate the First Nations consultation process, which staff do not recommend.

The recommended option will also provide time to secure additional co-funding to help offset the costs of the EPS, compared to the alternate option, which will require more local monies to be expended to construct the EPS. Staff assume that in all jurisdictions there are infrastructure-related pressures, along with limited availability of local funding to fund the construction of the EPS, that warrant moving forward with the recommended option.

While there is some additional risk of flooding at the JUB STP compared to the alternate option, the said risk can be managed through the emergency flood response plan currently in place.

RECOMMENDATION

THAT the Joint Utility Board recommends that, in relation to the Joint Utilities Board Sewage Treatment Plant (JUB STP) Outfall Relocation Project, both North Cowichan and Duncan Councils directs staff to undertake the following:

1) Advise the Union of BC Municipalities that North Cowichan and Duncan will not be re-scoping the JUB STP Outfall Relocation Project in order to retain the $6,000,000 of UBCM funding.
2) Continue to work to secure the balance of the New Building Canada Fund (NBCF) funding.
    a) If the NBCF funding is secured, staff will complete the design, or,
    b) if the NBCF funding is not secured, then staff will come back to the JUB for recommended direction as to whether to continue or not continue the design.
3) Seek new funding through the Build Communities Strong Fund, or any other funding that may be applicable, to fund the construction of the project.
    a) If staff are not successful in obtaining additional funding for the construction of the project, then staff will come back to the JUB for recommended direction related to the construction phase of the project.
4) Draft a letter to the Province of BC and Canada for the Mayor of North Cowichan, Mayor of the City of Duncan, the Board Chair of the Cowichan Valley Regional District, and the Chief of Cowichan Tribes to send, providing an update around the project funding, and requesting support for funding to complete the design and construction for this project, to include the following points:
    a) If we are able to retain the NBCF funding, we will complete the acquisition of approvals and design with the intent of requesting additional funding to construct the project, and,
    b) If we are unable to retain the NBCF funding, we will stop the design process.

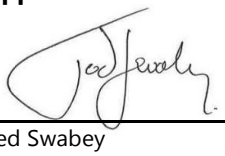
Report prepared by:

Clay Reitsma, M.Eng., P.Eng.
Director, Engineering

Report reviewed by:

George Farkas
General Manager, Planning, Development and Community Services

Approved to be forwarded to Council:



Ted Swabey
Chief Administrative Officer

Attachments:
(1) Project History
(2) Council Updates and Direction History
(3) Additional Sources of Funding
(4) Letter from UBCM (May 7, 2026)

ATTACHMENT 1

PROJECT HISTORY

The history on this project is provided below.

1. **2010**: Start of technical reviews, STP Siting Study, and Outfall Routing Study. Selected option was to continue with treatment at the JUB STP, construct and effluent pump station and forcemain down Tzouhalem Road to a discharge location in Cowichan Bay.
2. **2012**: Central Sector Liquid Waste Management Plan (LWMP) Amendment #4 process initiated.
3. **2013**: New outfall identified as a priority.
4. **2014-2015**: First Nations/public consultation process undertaken. Stage 1 Environmental Impact Assessment (EIA). LWMP amendment sent to Province.
5. **2016**: Funding application submitted. Project value $27.4M (based on an order of magnitude cost estimate). Fundings sources:
    a. New Building Canada Fund (NBCF) ($6.0M).
    b. UBCM Canada Community-Building Fund (CCBF) ($6.0M).
6. **2018 – 2024**: Identified need to modify outfall routing and location. Commenced extensive consultation with First Nations (7 First Nations; Cowichan Tribes, Penelekut, Malahat, Tseycum, Tsartlip, Tsawout, Snuneymuxw First Nations). Extensive marine sampling at two potential outfall locations (see Figure 1; 2015 outfall location and embayment line outfall location).
7. **2024**: Outfall route through Cowichan Tribes Reserve confirmed (see Figure 1).
8. **2024-Present**: Consultation continues with all First Nations with further environmental studies underway with the W̱SÁNEĆ First Nations (Tseycum, Tsawout, Tsartlip First Nations).

ATTACHMENT 2

COUNCIL UPDATES AND DIRECTION HISTORY

North Cowichan Council (Oct 4/23), Duncan Council (Nov 6/23)
Staff provided an update on the project to a joint meeting of North Cowichan and Duncan Councils (Oct 4/23) and again at a meeting of Duncan Council (Nov 6/23). Staff was directed to:

1. Seek additional funding for the project from the Federal and Provincial governments.
2. Call a meeting of the JUB to advise of the increase in project cost and to seek input on what additional steps could be taken to address said cost increases.

Joint Utility Board (Dec 8/23)
A JUB meeting was held on Dec 8/23 and the other users of the JUB were provided with a project update. No additional recommendations arose at the said meeting.

Joint Utility Board (Jan 16/25)
On Jan 16/25 a JUB meeting was held to provide a further update and to seek a recommendation for further direction. The following recommendations were adopted:
that both Councils direct staff to:

1. complete the design and approvals acquisition for the effluent pump station, terrestrial pipe, and marine pipe;
2. put construction on hold unless additional funding is obtained such that the project is funded to at least 2/3 Federal and Provincial funding;
3. advise the public through the public consultation process (inform level) that the Joint Utilities Board will be seeking additional funding to at least 2/3 federal and provincial funding resulting in a cost to users of $31.7M ($1,830/ERU; approximately $129/ERU/yr over 20 yrs); and
4. continue to seek additional funding.

North Cowichan Council (Feb 5/25), Duncan Council (Jan 27/25)
North Cowichan and Duncan Councils adopted the recommendations of the JUB (Jan 16/25) in Feb 5/25 and Jan 27/25 respectively.

ATTACHMENT 3

ADDITIONAL SOURCES OF FUNDING

There is a funding program that has been announced by Canada called the Build Communities Strong Fund (BCSF). There are three intake streams.

1. **Direct Delivery Stream (BCSF DDS)**:
    a. $6.0B Canada-wide over 10 years. BC share approximately $820M ($82M/yr).
    b. Supports wastewater infrastructure. Project must be shovel-ready within next 12 months.
    c. Currently open for Expressions of Interest.
2. **Provincial-Territorial Stream (BCSF PTS)**:
    a. $17.2B Canada-wide over 10 years. BC share $1.60B ($160M/yr).
    b. Supports infrastructure that unlocks housing growth. Requires reduction of DCC charges where those charges pose a significant barrier to new construction.
    c. Agreements between Canada and the provinces and territories are currently being negotiated.
3. **Community Stream (BCSF CS)**:
    a. $12.6B Canada-wide. BC share is as follows:
        i. 2024-2025: $313M.
        ii. 2025-2026: $326M.
        iii. 2026-2027: $326M.
        iv. 2027-2028: $339M.
        v. 2028-2029: $339M.
        vi. Total: $1.64B.
    b. Supports infrastructure that unlocks housing growth.
    c. Staff are presently looking into the submission requirements for this funding program.

The BCSF DDS requirement for a shovel-ready project within 12 months is too tight given that there is still some additional First Nations consultation required. The BCSF PTS and BCSF CS are better candidates for this project.

ATTACHMENT 4

Canada Community-Building Fund BC | UBCM

May 7, 2026

Ted Swabey
Chief Administrative Officer
District of North Cowichan
7030 Trans-Canada Highway
North Cowichan, BC V9L 6A1

SENT VIA E-MAIL: ted.swabey@northcowichan.ca

Dear Ted Swabey:

RE: Project Options - JUB Wastewater Outfall Relocation Project (17-1946-SPF)

At its March 26, 2026, meeting, the Management Committee (represented by the federal and provincial government and UBCM) reviewed the status and budget of the JUB Wastewater Outfall Relocation Project. The main discussion points included;

- The project was approved on May 5, 2016, and a project contract was signed April 13, 2017, with a start date of June 15, 2016, and completion date of December 31, 2022,
- An extension request was approved November 2022, with a completion date of March 31, 2024.
- December 16, 2024, UBCM was informed that the project costs had risen to $98M and construction had not yet commenced,
- The project contract expired June 30, 2024, without a formal request for extension or request for scope change, and
- Since March 31, 2024, there has been limited communication between the proponent and UBCM, despite attempts to receive status updates.

The Management Committee recognised the efforts taken thus far in moving this multi-stakeholder project forward, but agreed that the project, as currently proposed, is not viable with the current project costs and available funding.

Further, the Management Committee discussed its responsibility in following best practices in program administration and ensuring fairness and transparency for all applicants under the Strategic Priorities Fund.

Based on that discussion, the Management Committee has endorsed that the District select one of the following next steps:

1. **Within 60 days** of receiving this letter, submit a request for a scope change, and provide UBCM with the revised scope within 30 days of receiving guidance from UBCM;
2. **Within 60 days**, provide a council resolution confirming secured funding, commitment to the approved scope, and an updated project completion timeline; or
3. **Within 60 days**, submit a formal letter or council resolution requesting project cancellation and decommitment of funds.

Please email your selected option to Bryan Steer, Program Officer, at **ccbf@ubcm.ca**. If no response is received within 60 days, the project will be withdrawn and funds decommitted.

Thank you for your attention to this matter. If you have any further questions, please do not hesitate to contact Bryan Steer.

Kind regards,

Gary MacIsaac,
Chair, CCBF Management Committee

Attachments (1)

Pc: Clay Reitsma, Engineering Director
Glen Brown, CCBF Management Committee Member
Jared Wright, CCBF Management Committee Member
Tara Faganello, CCBF Management Committee Member
Christian Judd, CCBF Management Committee Member
Brian Bedford, Executive Director, Local Government Infrastructure and Finance