



DUNCAN OFFICIAL COMMUNITY PLAN

ROUND ONE ENGAGEMENT SUMMARY

“WHAT WE HEARD”

JANUARY | 2022

Prepared for

City of Duncan
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S Y S T E M S

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Appendix A: Discussion Board Comments

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1. OCP ENGAGEMENT PROCESS

The OCP engagement process is being conducted alongside a Transportation+Mobility Strategy. The OCP guides the community's overarching vision for Duncan, therefore coordinating the goals, objectives, and outcomes with the OCP is also a critical component of the final TMS.

Together, these coordinated documents will help shape the future of how Duncan grows in a way that is meaningful to residents, welcoming to visitors, and respectful of the community's history.

This document reflects what was heard by the project team during the first round of engagement for the OCP.



2. Engaging the Community

2.2 PARTICIPATION

Duncan residents participated in several engagement activities held as part of the first phase of the OCP process. Engagement approaches were adapted to ensure all current public health orders related to the on-going COVID-19 pandemic were adhered to, providing a variety of options for residents to describe their insights and experiences moving around, to, and through Duncan. Despite this, the pandemic remains a barrier to engagement since opportunities to engage residents in person were limited and virtual events and activities can be challenging to access and navigate.

Participation in community engagement activities is summarized below.



3. “What We Heard”

3.1 Survey no.1 Summary

DEMOGRAPHICS

Demographic questions were asked to better understand who participated in the survey. As seen in Figure 1, almost half (13) have lived in Duncan for 2-10 years. The majority live in single-family homes (Figure 3) and own their own homes (Figure 4). The highest number of respondents have two people living in their households (Figure 5), and all were above the age of 35 (Figure 6). Only two respondents identified as being Indigenous, Metis, or Inuit (Figure 7).

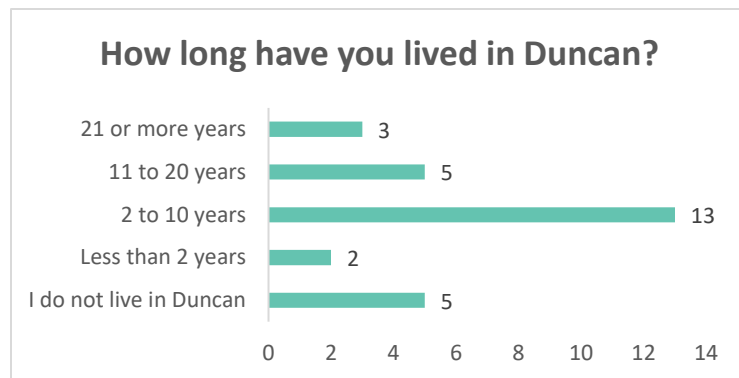


Figure 1: Length of Time Living in Duncan

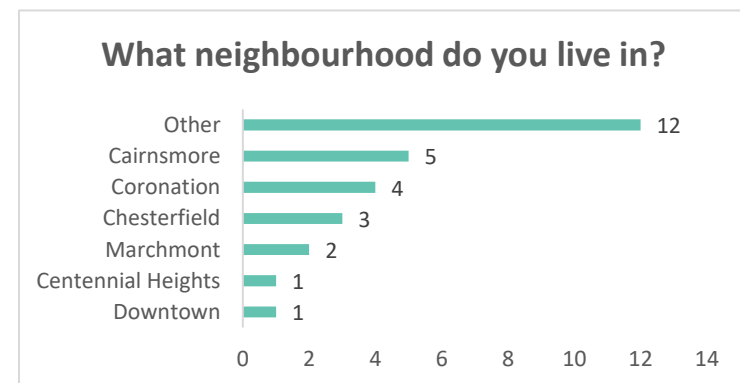


Figure 2: Neighbourhood

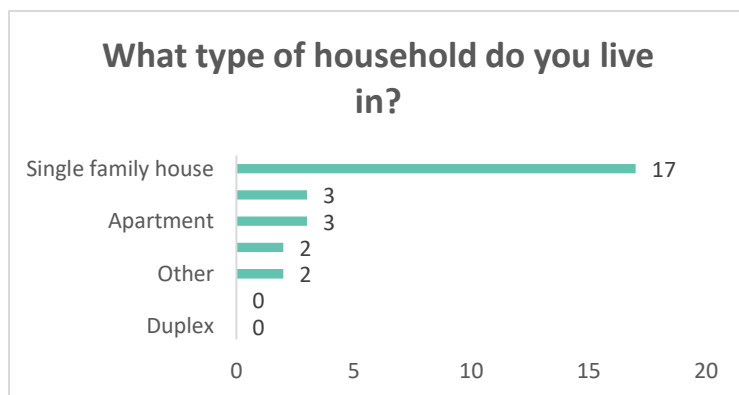


Figure 3: Household Type

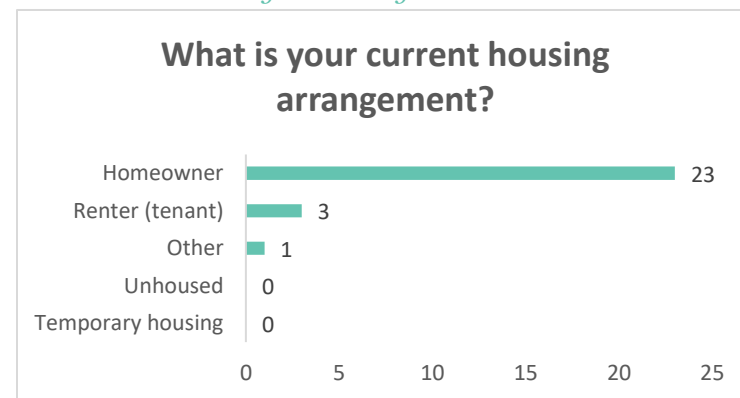


Figure 4: Current Housing Arrangement

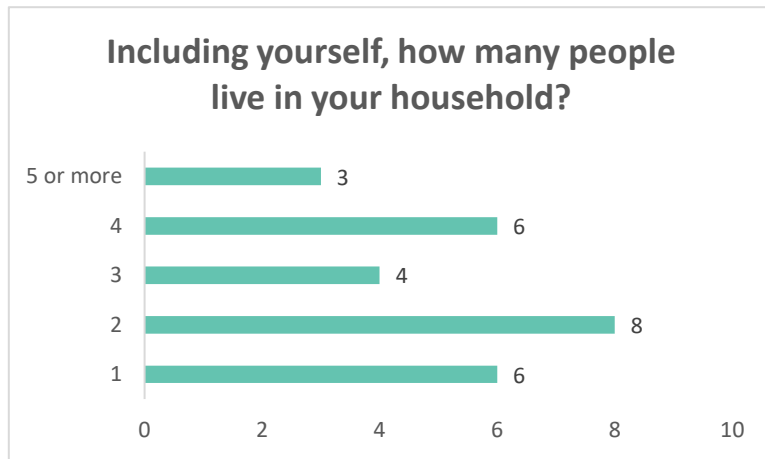


Figure 5: Number of People in Household

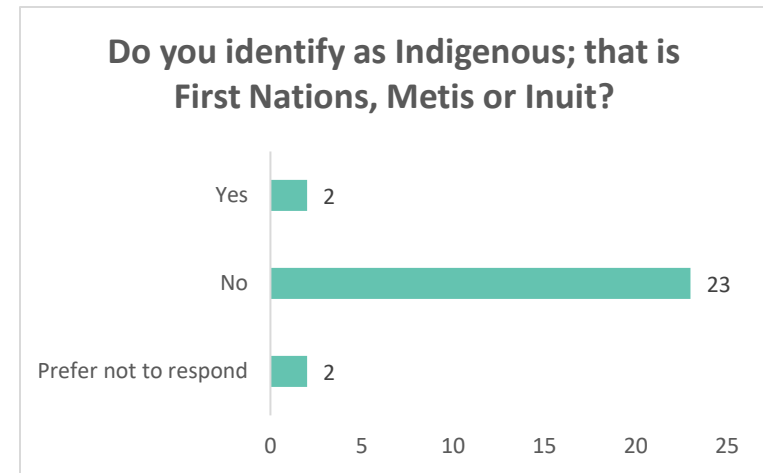


Figure 7: Indigenous Identification

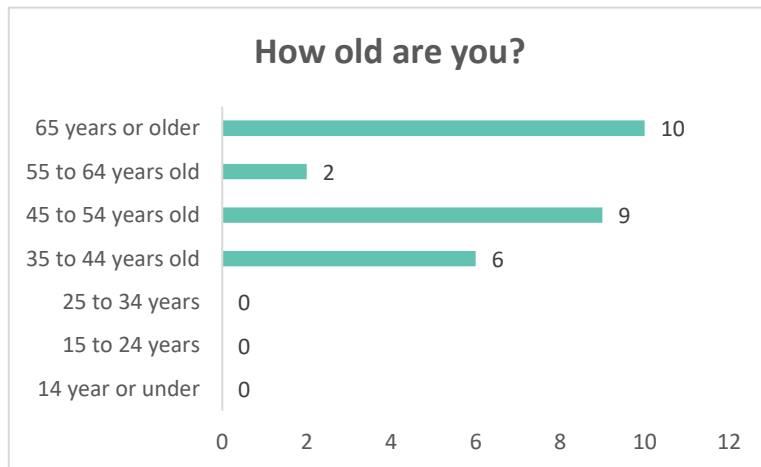


Figure 6: Age

Respondents were asked to list three things that they value about Duncan today. In total, there were 72 comments for each of the three categories.

POTENTIAL FOR ECONOMIC GROWTH (21 COMMENTS)

- Small businesses (7 comments)
- The vibrant downtown core (6 comments)
- It is a commercial hub in the region (5 comments)
- Potential for growth (2 comments)
- Affordability (1 comment)

NATURE AND THE OUTDOOR ACCESS (16 COMMENTS)

- Nature / Natural beauty (7 comments)
- Outdoor recreational opportunities (4 comments)
- Parks and Greenspaces (5 comments)

THE SENSE OF COMMUNITY (16 COMMENTS)

- Small town feel (10 comments)
- The closeness of the community (3 comments)
- Community safety (1 comment)
- The diversity (1 comment)
- The community supports those in need (1 comment)

COMMUNITY AMENITIES / EVENTS (8 COMMENTS)

- Community amenities (swimming pool, skating rink, library, performance centre) (2 comments)
- Farmers Market (3 comments)
- Local restaurants (3 comments)
- Entertainment/culture (1 comment)

THE DESIGN OF THE COMMUNITY (6 COMMENTS)

- Walkability (2 comments)
- Accessibility (1 comment)
- Not overdeveloped (1 comment)
- Complete community/convenient (1 comment)
- Historic Character (1 comment)

THE LOCATION (5 COMMENTS)

- Location in the Valley (3 comments)
- Close to Cowichan Tribes (2 comments)

GOVERNANCE (2 COMMENTS)

- Civic initiatives that involve community feedback (1 comment)
- Potential for innovative governance structures (1 comment)

Respondents were asked to list items that could be improved upon or changed in Duncan. In total, there were 23 responses to this question.

SUPPORT SOCIAL/ COMMUNITY

NEEDS (11 COMMENTS)

- Address Homelessness and Addictions (6 comments)
- Affordable Housing options (2 comments)
- Community accessibility (1 comment)
- More activities for youth (1 comment)
- Enhance community safety (1 comment)

ACTIVE TRANSPORTATION (10

COMMENTS)

- Safe, connected bike paths (6 comments)
- Enhance walkability (2 comments)
- Install more bike racks (1 comment)
- Lower the speed limits (1 comment)

IMPROVEMENTS FOR DRIVERS (5

COMMENTS)

- Traffic management to ease congestion (4 comments)
- Improve parking options (1 comment)

GROWTH AND DEVELOPMENT (4

COMMENTS)

- Develop Higher Density (2 comments)
- Public Washroom Cleanliness (1 comment)
- Waterpark Improvements (1 comment)

GOVERNANCE (3 COMMENTS)

- Collaborative Local Government (2 comments)
- Call the community Cowichan (1 comment)

OTHER (5 COMMENTS)

- Protect and develop more greenspace (3 comments)
- Keep taxes low (1 comment)
- No low-income housing (1 comment)

Respondents were asked to rank Duncan's top three greatest strengths. The results are listed below from 1 (top strength) to 12 (lowest strength).



1. Parks and Greenspace

- 4. Community Involvement*
- 5. Educational Opportunities*
- 6. Infrastructure Investments*



2. Location within the Region

- 7. Special Events*
- 8. Employment Opportunities*
- 9. Accessibility*



3. Small Business Community

- 10. Housing Affordability*
- 11. Housing Options*
- 12. Transportation*

Respondents were asked to rank each focus area for future City planning. The results are listed below from 1 (most important focus area) to 10 (least important focus area).



1. Environment

- 4. Managed Growth*
- 5. Urban Agriculture*
- 6. Limiting Significant Tax Increases*
- 7. Development*



2. Community Amenities

- 7. Development*
- 8. Density*
- 9. Transportation*
- 10. Parking*



3. Housing

Respondents were asked to rank which land uses, amenities, shops and services are most needed in Duncan. The results are listed below from 1 (most needed) to 10 (least needed).



1. Greenspaces

4. Active transportation improvements (e.g. bike lanes, improved pedestrian pathways)

5. Urban Agriculture

6. Children's outdoor recreation areas (e.g. playgrounds)



2. More housing types (e.g., affordable/non-market housing)

7. Cafes and restaurants

8. Other

9. Indoor community gathering spaces or recreational facilities

10. Grocery stores



3. Outdoor community gathering spaces

Respondents were asked to rank the following priority items. The results are listed below from 1 (most important) to 9 (least important).



1. Encourage Environmental Stewardship

4. Support a range of Active Transportation options

5. Support the development of a Complete and Compact Community

6. Limiting Significant Tax Increases

7. Enhance Arts, Culture and Heritage



2. Protect and enhance Public Parks and Trails

8. Foster diverse and adaptive business opportunities

9. Encourage Public Realm Improvements



3. Support the delivery of Affordable Housing

In addition, participants left several other ideas. In total, there were 13 comments. Ideas included:

- A think tank to examine the Duncan / Cowichan Valley Community futures plan
- Focus on becoming a commercial hub
- Anti-Poverty and harm reduction programs
- Protecting old trees and heritage buildings
- Urban agriculture and water preservation
- Public safety downtown
- Functional public toilets

Respondents were asked to discuss their ideas to encourage economic development and community well being in the City post pandemic. Sixteen people provided written responses. Their ideas are shown in Figure 8 below.



Respondents were also asked to discuss their opinions on how to encourage the development of affordable housing in Duncan. Nineteen people provided written responses. Their ideas are shown in Figure 9 below.



3.2 Survey no.2 Summary

DEMOGRAPHICS

Like in Survey no.1, demographic questions were asked to better understand who participated in the second community survey. As seen in *Figure 8*, most respondents either have lived in Duncan for 20+ years (8) or 2-10 years (6). The majority live in single-family homes (*Figure 9*) and own their own homes (*Figure 10*). The highest number of respondents have two people living in their households (*Figure 11*), and most were above the age of 35 (*Figure 12*). No respondents identified as being Indigenous, Metis, or Inuit (*Figure 13*).

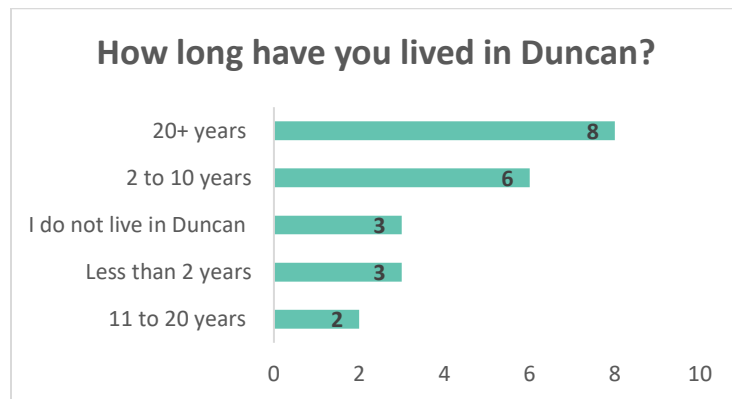


Figure 8: length of Time Living in Duncan

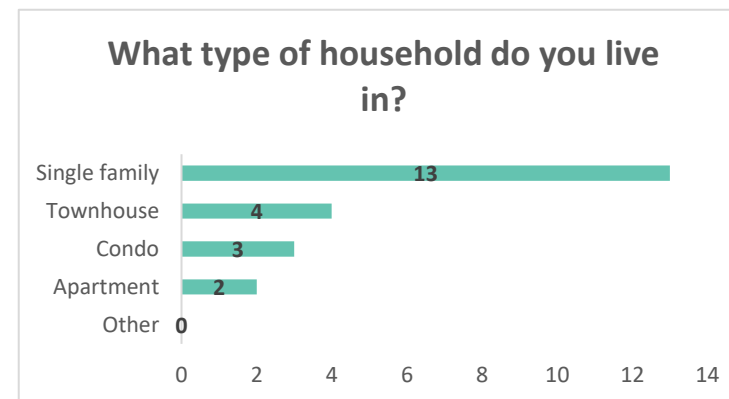


Figure 9: Household Type

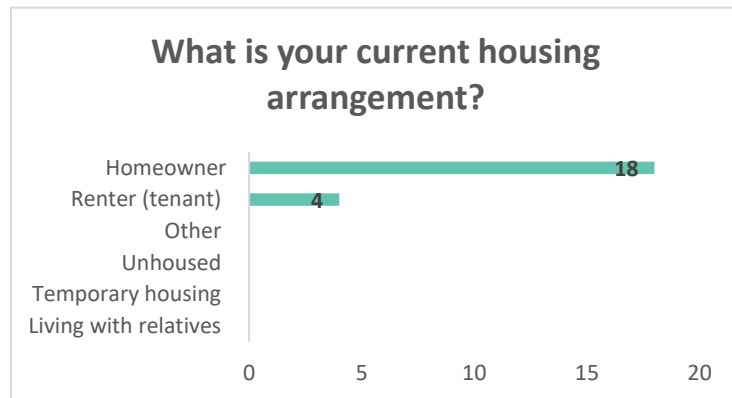


Figure 10: Current Housing Arrangement

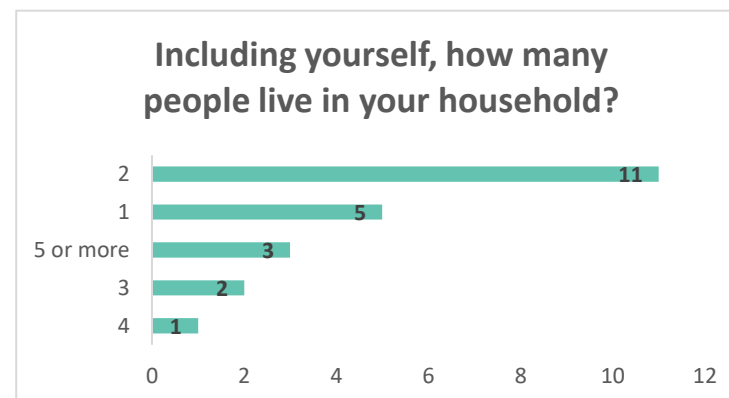


Figure 11: Household Size

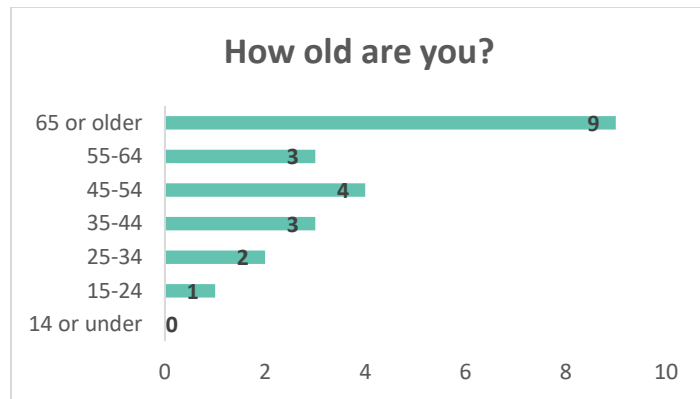


Figure 12: Age

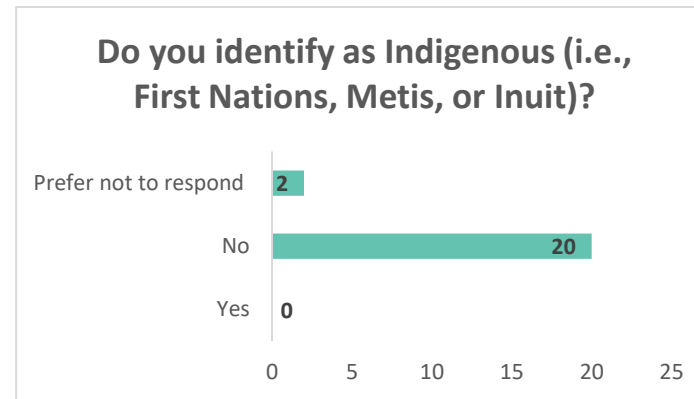


Figure 13: Indigenous Identification

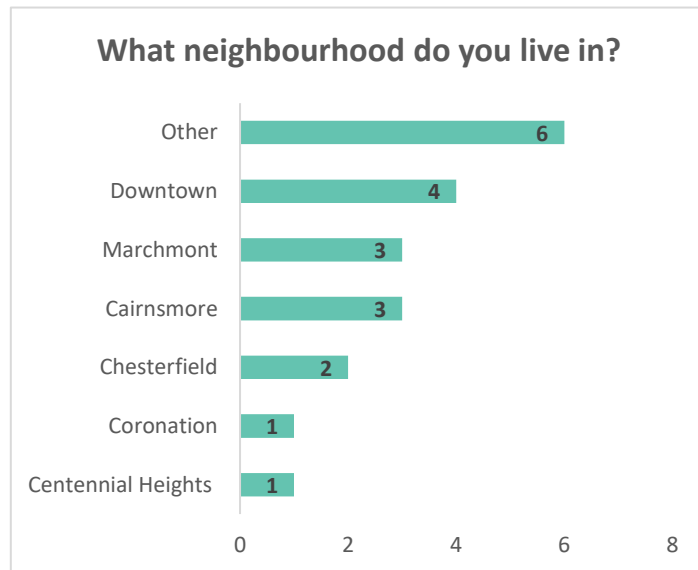


Figure 14: neighbourhood

VISION & GOALS

Respondents were asked to indicate their support for the draft vision and goals for Duncan’s Official Community Plan. As shown in *Figure 15*, most of the goals were supported by participants with “A Well Served Community”, “A Thriving Economy and Business Community”, and “Strong Community Connections” receiving generally the most support. Only two goals “Managed Growth” and “Affordable and Diverse Housing” were disagreed with as goals for the OCP.

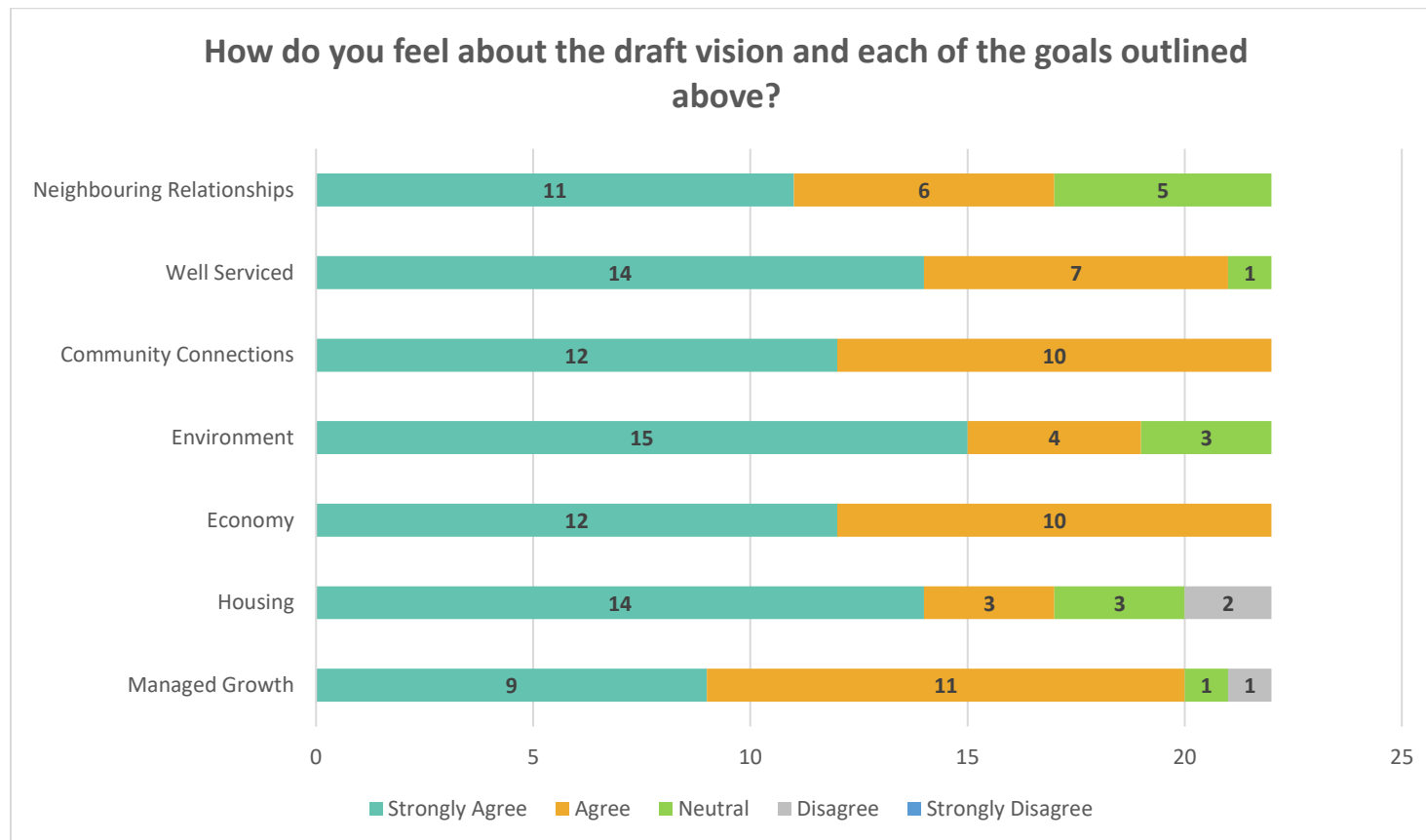


Figure 15: Draft Vision and Goals

GROWTH & HOUSING

Based on draft land use designations, survey respondents were asked to provide input on the maximum building heights, densities, and land uses proposed for each designation. As shown in *Figure 16*, most of the proposed building heights and densities were generally supported with strongest agreement on those for Parks + Open Space, Community, Neighbourhood Residential, Neighbourhood Commercial, and Urban Residential designations. Opinion was more divided for the remaining designations, with over a third of participants both agreeing and disagreeing regarding appropriate heights and densities.

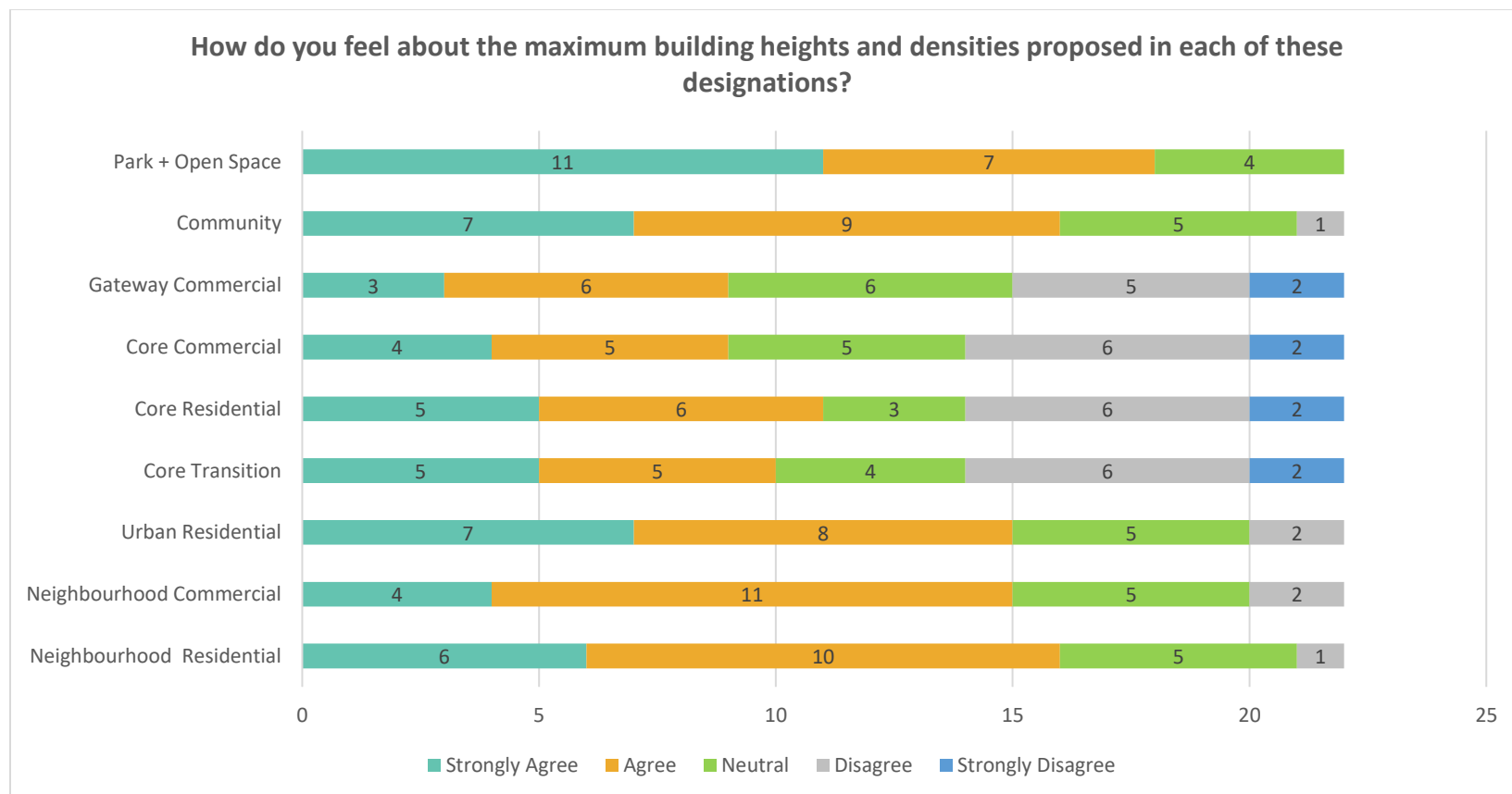


Figure 16: Land Use Designation Heights and Densities

Figure 17 shows how participants felt about the proposed land use under each draft land use designation. Responses were overwhelmingly in support of the proposed land use mix, with only Core Residential, Core Transition, Parks + Open Space, and Neighbourhood Residential featuring any disagreement.

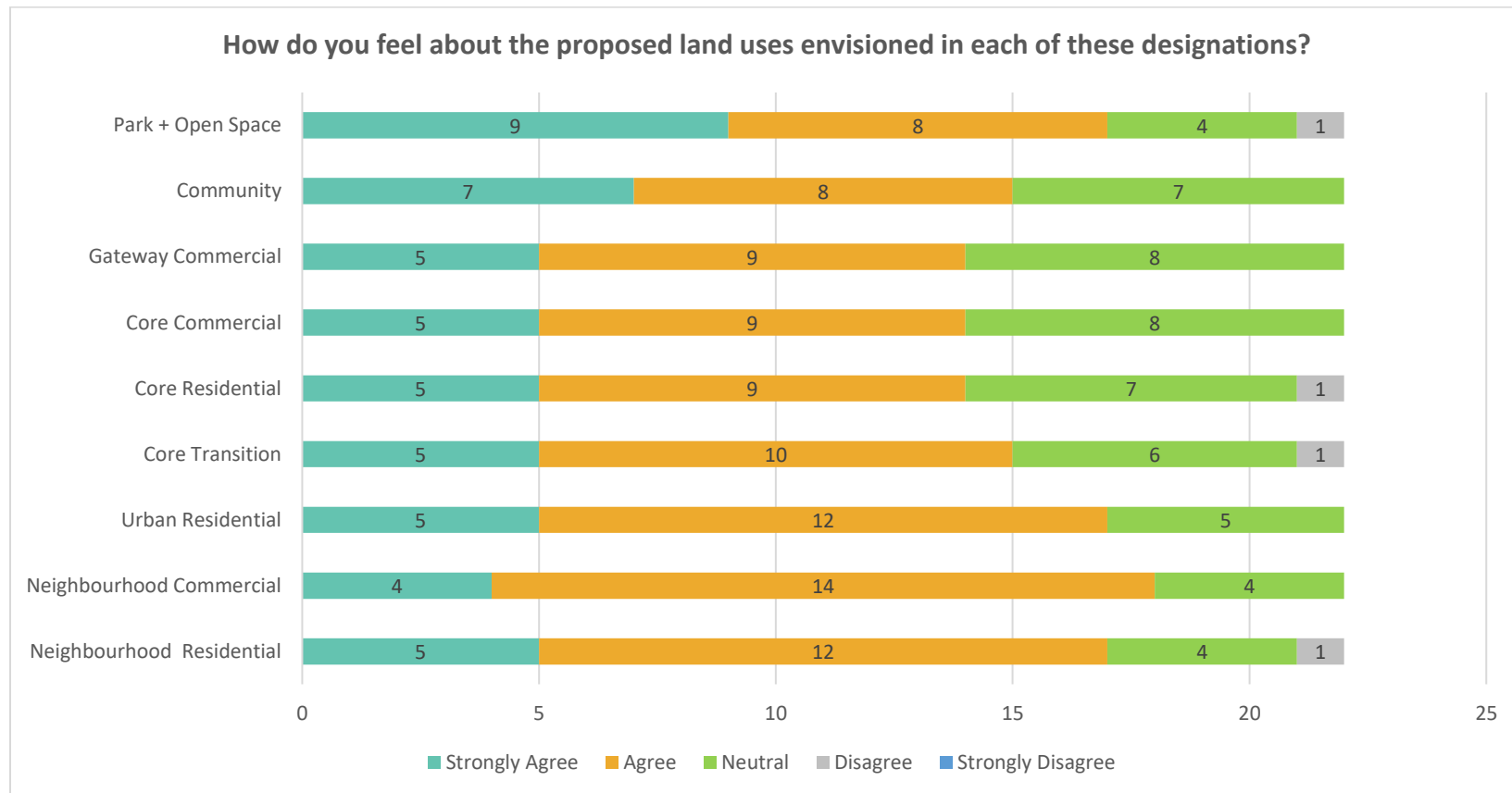


Figure 17: Land Use Designation Proposed Uses

Respondents were asked to identify which neighbourhoods they felt were most appropriate for growth, what types of amenities should be prioritized from new development, and how the City should support affordable housing. As shown in *Figure 18*, the top three neighbourhoods for future growth were Downtown, Coronation, and Chesterfield. The highest priority amenities to be captured through new development for survey participants were parks and open space, sustainable transportation infrastructure, and affordable and special needs housing (*Figure 19*). Each the options presented to support affordable and diver housing were widely supported with the greatest support for increasing permitted residential densities in higher growth neighbourhoods (*Figure 20*)

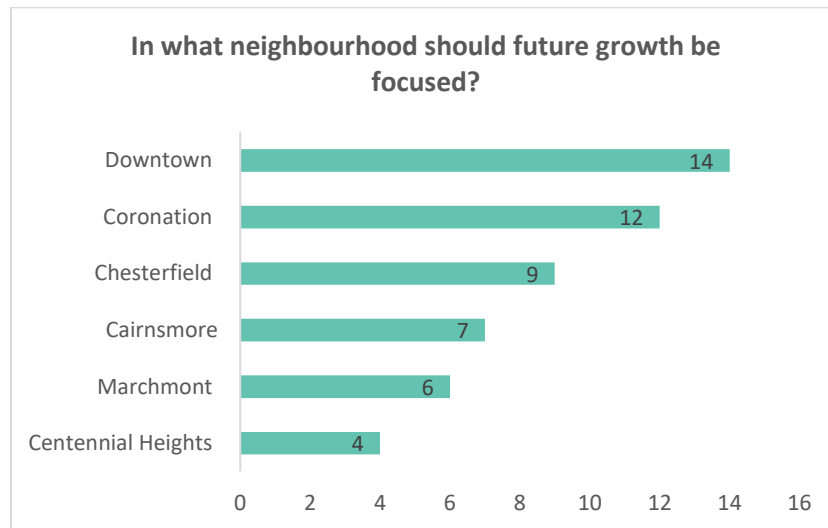


Figure 18: Neighbourhood Growth

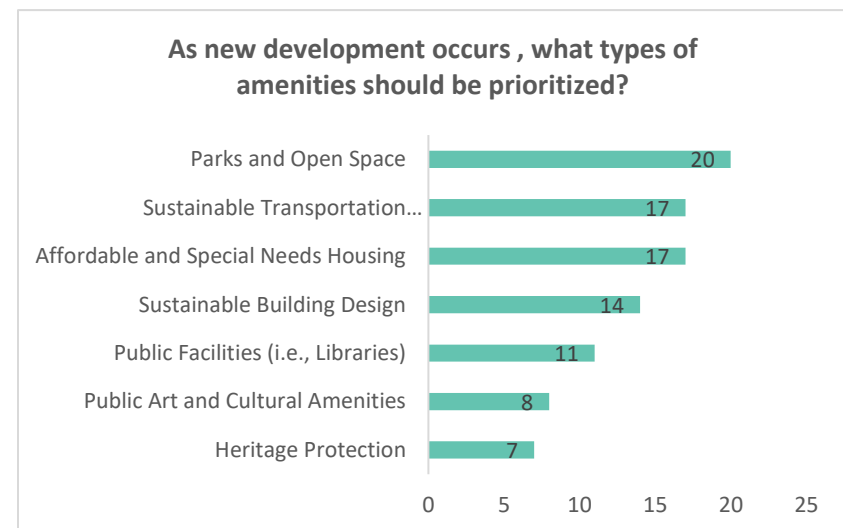


Figure 19: Priority Amenity Contributions

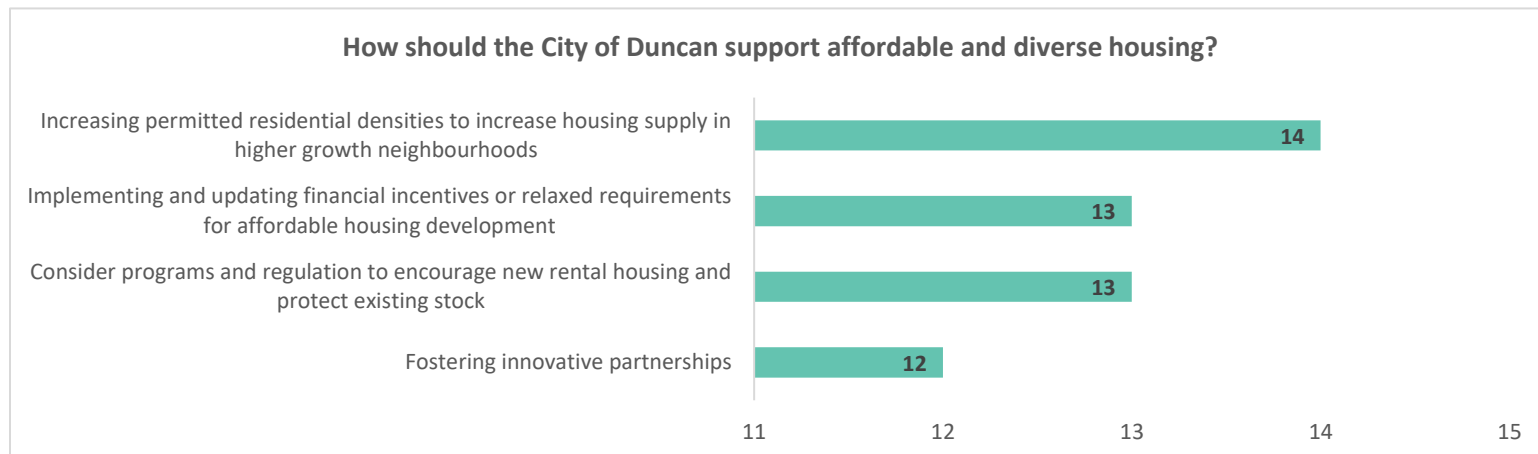


Figure 20: Measures to Support Affordable and Diverse Housing

ECONOMY

To understand priorities for local economic development and land use, survey participants were asked to identify which neighbourhoods should have greater commercial or mixed-use lands and what changes could help local businesses thrive. The top three neighbourhoods for new commercial and mixed-use lands were identified as Downtown, Coronation, and Cairnsmore, as shown in *Figure 21*.

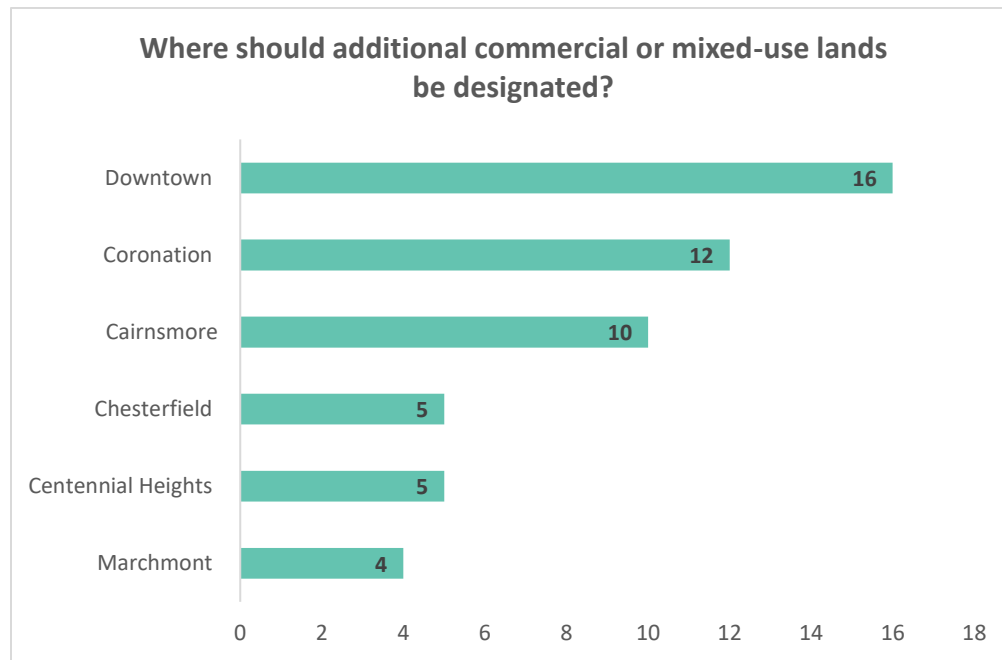


Figure 21: Commercial and Mixed-Use Growth

The top three changes to support new and existing businesses were supporting liveability in new and existing development, growing the tourism sector, and providing more opportunities for residential- commercial mixed-use (*Figure 22*).

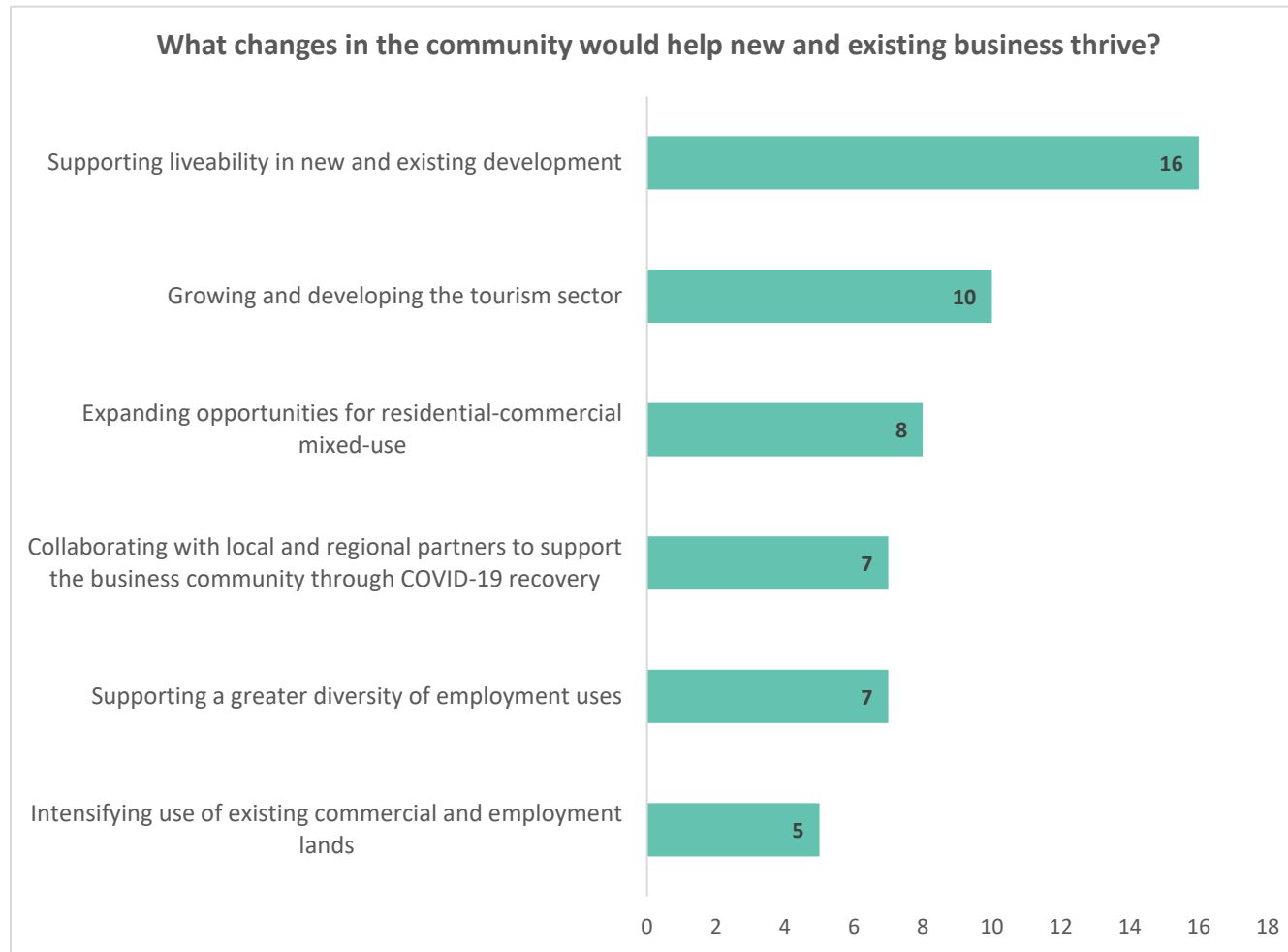


Figure 22: Measures to Support New and Existing Business

TRANSPORTATION

Survey respondents were asked to identify which transportation modes the City of Duncan should prioritize for investment. Rankings provided by participants suggested that the highest priority was investment in pedestrians, followed by public transit and cycling. Complete rankings are shown below:



1. Pedestrians



2. Public Transit



3. Cycling

4. Commercial vehicles

5. High-occupancy vehicles

6. Other active transportation (i.e., scooters or skateboards)

7. Cars

Survey respondents also provided input on the most appropriate means for the City to support safe, comfortable, and convenient transportation networks. As shown in *Figure 23*, the top three answers were ensuring new development is accompanied by appropriate improvements to transportation infrastructure, implementing a safe and convenient pedestrian network, and implementing a safe and convenient bicycle network.

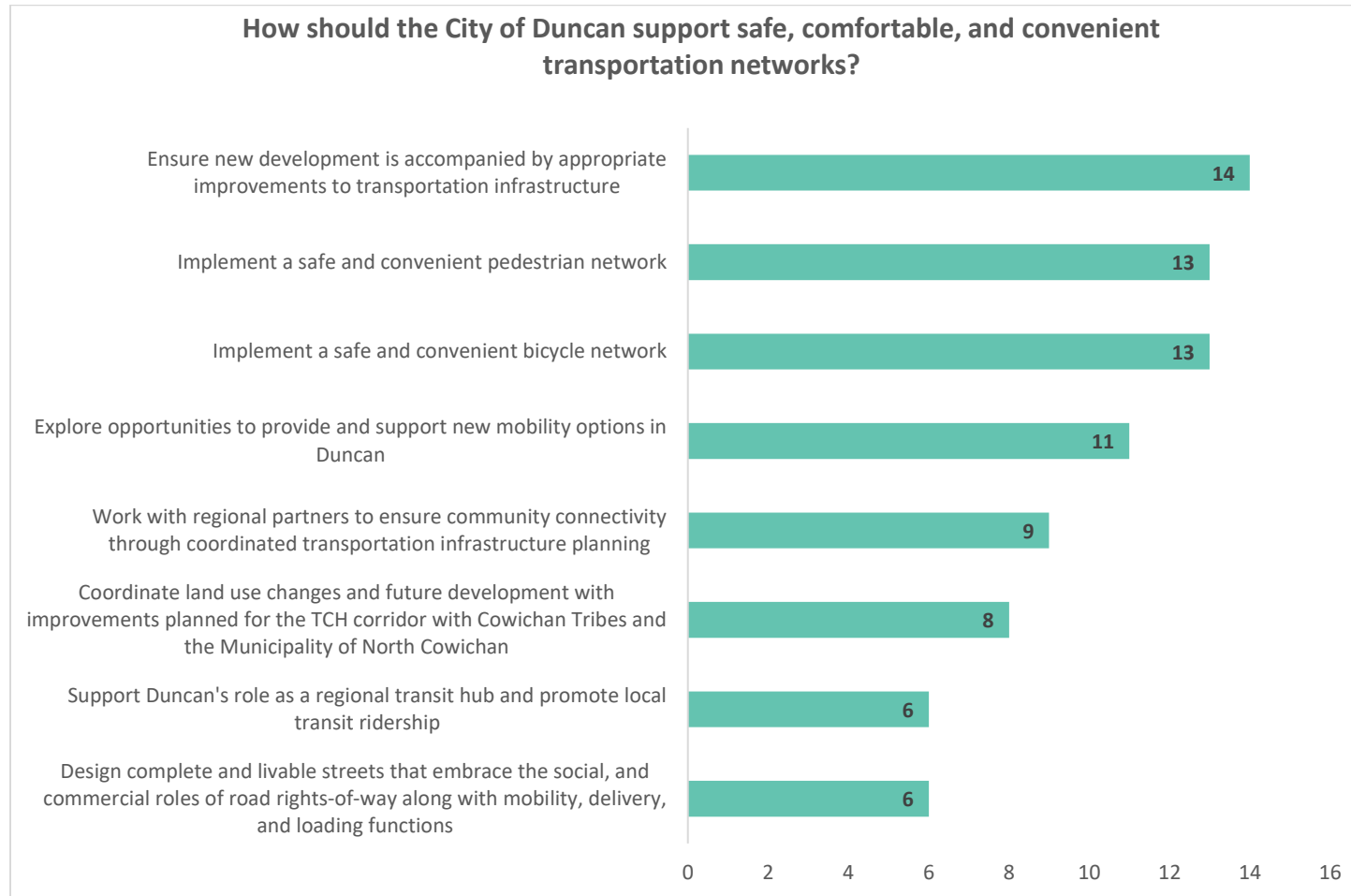


Figure 23: Measures to Support Transportation Networks

CLIMATE CHANGE

Survey respondents were asked to share their input on Duncan's climate targets and strategies, including what reduction in greenhouse gas (GHG) emissions targets the City should strive for and priorities concerning GHG reductions and climate adaptation. Relative to the GHG reductions targets established by the Province of BC, survey respondents felt it was appropriate to either aim higher or to maintain these targets as shown in *Figure 24*.

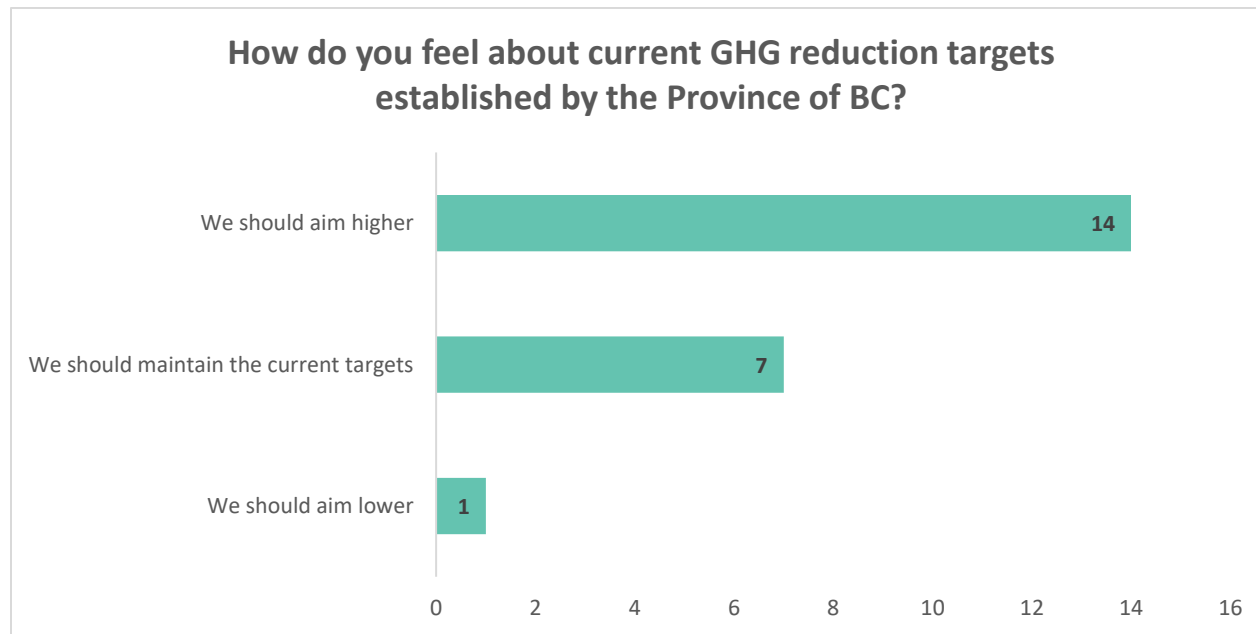


Figure 24: GHG Reduction Targets

As shown below the top three strategies for achieving GHG reductions targets were managing local waste, supporting alternative transportation, and protecting and enhancing local carbon sinks.

1. Managing Local Waste

**2. Supporting Alternative
Transportation**

**3. Protecting and Enhancing
Local Carbon Sinks**

4. Improving building efficiency

5. Improving community energy systems

6. Encouraging higher density development

The top three climate adaption measures were enhancing water conservation, supporting the urban forest and natural ecosystems, and supporting local food production. Complete rankings are shown below.

**1. Enhancing Water
Conservation**

**2. Supporting Local Food
Production**

**3. Supporting the Urban Forest
and Natural Ecosystems**

4. Implementing strong flood control measures

5. Enabling the green economy

6. Improved stormwater management

PARKS, OPEN SPACE, & RECREATION

Survey respondents were asked to identify where they felt more park and open space was needed in Duncan and what measure the City should prioritize in supporting local parks and recreation. The top three locations for expanded parks and recreation space were Marchmont, Downtown, and Cairnsmore (*Figure 25*), however clear support was shown for new or expanded spaces in all neighbourhoods.

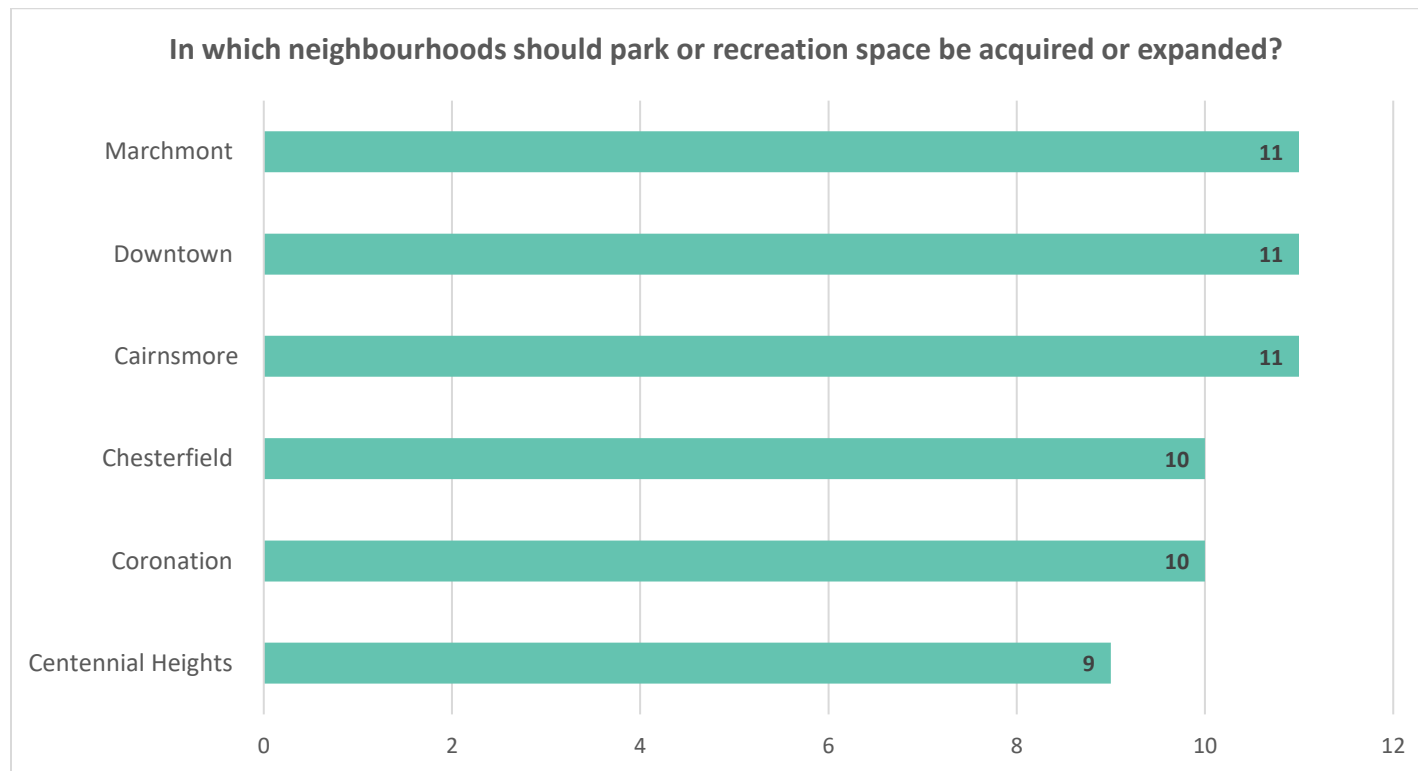


Figure 25: Parks and Recreation Space Growth

As shown in *Figure 26*, the most widely supported measures to enhance local parks and recreation included reviewing existing City-owned parcels and vacant lands for opportunities to create new parkland, protecting environmentally and culturally significant areas, ensuring all facilities, parks, and open spaces are suitable to users of all ages and abilities, and providing a variety of high-quality spaces.

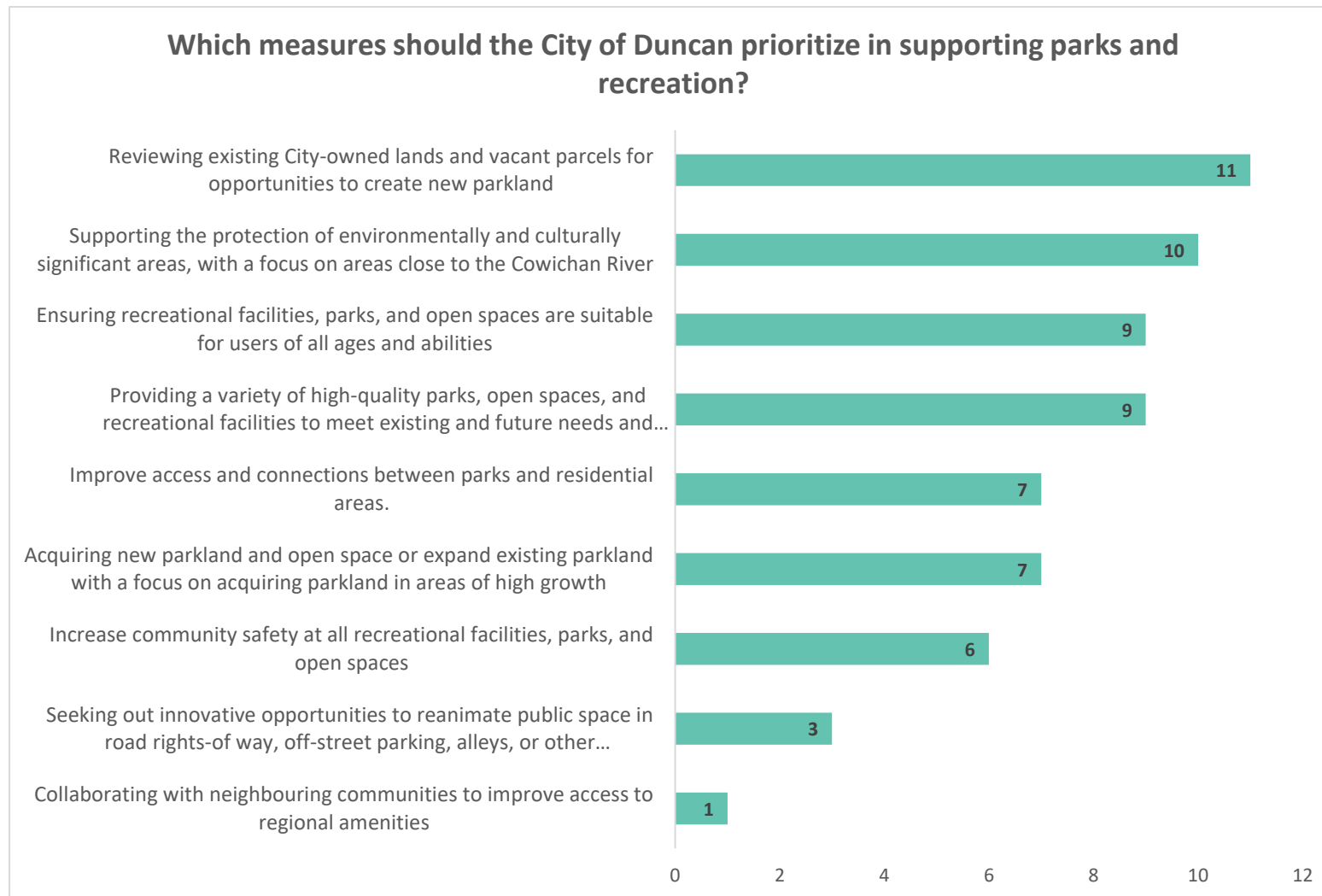


Figure 26: Measures to Support Parks & Recreation

CULTURE & HERITAGE

Survey respondents were asked to prioritize measures to support local culture in heritage in Duncan. The top three answers, as shown in *Figure 27*, included celebrating and honouring in collaboration with Cowichan Tribes and local Indigenous artists and business, promoting a vibrant and historic downtown with a small-town character, and establishing a formal process to identify and protect valued heritage resources.

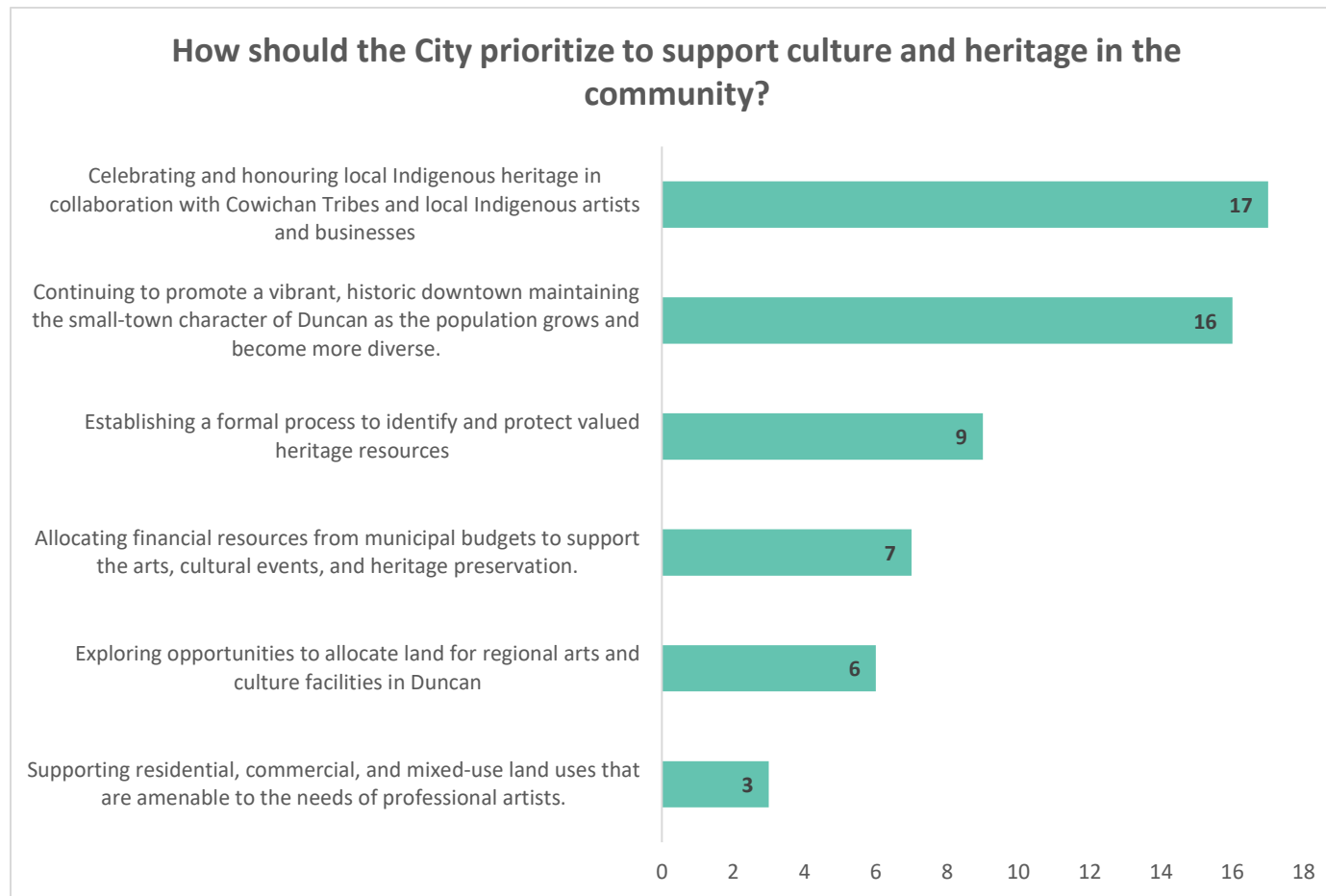


Figure 27: Measures to Support Culture & Heritage



3.3 Stakeholder Workshops

To understand the needs of specific groups in Duncan, three workshops were held to collect feedback from stakeholders. Two sessions were held in-person at the City of Duncan Fire Department on October 21st and a third virtual session taking place on Zoom on October 28th, 2021. Workshops were facilitated by the OCP and TMS teams, and diverse stakeholder groups were directly invited to participate. Across the three workshops, 20 individuals representing various stakeholder groups participated in the discussion.

The workshop format included a brief presentation and facilitated discussion based around key OCP topic areas such as growth management, housing, environment and climate change, and transportation. Finally, stakeholders were asked to identify their overarching visions and big ideas for Duncan.

Key themes from the stakeholder engagement sessions are summarized below:

Housing and Growth Management

- Protecting and expanding existing affordable housing stock
- Support for varied levels of density through the community, with higher densities in Downtown, the Highway Corridor and Coronation nodes
 - Generally, between 6 and 10 storeys.
- Retaining the small community feel and local charm, especially in the Downtown

Economy

- Supporting local, small-scale business
- Expanding neighbourhood commercial uses
- Capitalizing on the economic opportunity of vacant office space

- Supporting a thriving local economy through increased density

Transportation and Infrastructure

- Encouraging a walkable community, especially around the Downtown and neighbourhood nodes
- Improving local and regional transit connections
- Issues with local and highway-related traffic resulting in congestion and need for safety improvements at major intersections
- Shift parking outside of downtown

Climate and Natural Environment

- Supporting a green community through low-carbon technologies, green roofs, tree protection, and pollinator-friendly planting
- Increasing access to natural assets and supporting new assets

Parks, Recreation and Culture

- Parks and green space are precious to Duncan, look for opportunities to enhance, expand, and protect these spaces
- Protecting and celebrating Duncan's heritage and Downtown charm
- Enhancing local arts and culture through new amenities such as performance venues, galleries, and outdoor exhibitions, among others
- Respecting Indigenous culture and art, building relationships with Cowichan Tribes
- Creating pocket and temporary park and open space

3.4 Virtual Open House

On March 2, 2022, the OCP and TMS teams held a joint virtual open house to discuss the respective project processes, draft visions, policies, and networks, and to take questions from attendees. Two community members attended the presentation.

The event was promoted alongside Survey no.2 on the project's Placespeak page and via mailout to all households in Duncan.

3.5 Discussion Boards

Community members were asked to submit answers on a discussion board hosted on Placespeak, the online engagement platform. Three discussion questions were asked:

- 1. What are your bold ideas for the future of Duncan? Let's inspire one another through our ideas and create our Small Town. Bright Future.**
- 2. What do you like about living and working in Duncan and what do you think could be improved?**
- 3. What about Duncan gives you joy? Are there spaces, places or things Duncan should preserve and celebrate?**

A total of 18 answers were submitted, and key themes from these submissions included:

- Integrating children's play spaces
- Attracting a younger, tech-based workforce to live in Duncan
- Advocating for public art and cultural spaces
- Leveraging nearby outdoor recreation
- Improving walkability throughout city boundaries
- Preserving Duncan's small-town feel
- Addressing homelessness in the community
- Celebrating community events
- Enhancing green space

See **Appendix A** for the complete list of participants' comments.

3.6 Advisory Committee Meetings

On May 26, 2021, the project team held their first meeting with the OCP Advisory Committee: a group of community stakeholders invited to provide input and actively participate in the development of the OCP. This introductory meeting was attended by 17 people, including City of Duncan staff, local elected officials, business community members, a representative from Cowichan Tribes, and Duncan residents.

The project team provided the Committee with an overview of the OCP process and invited the group to discuss the following key themes:

Community Vision: Committee members shared ideas that they thought are important to Duncan's overall vision, such as community resilience, ecological stewardship, and looking to the past to inform the future.

Housing and Homelessness: The Committee explored issues related to housing in and around Duncan. The group expressed interest in attracting more affordable housing, providing more amenities within Duncan boundaries, and exploring partnerships that would create housing and development in Duncan.

Infrastructure: Discussion centered around current infrastructure service levels in Duncan, improvements to infrastructure to sustain growth, and financing mechanisms for future upgrades.

After an open discussion period, the project team laid out next steps for the OCP and for involving the Advisory Committee in the future.

A second OCP Advisory Committee meeting, also with 17 participants, took place on February 2, 2022, before the second round of public consultation and as policy directions for the OCP were being developed.

The project team presented updates on the development of the OCP since the previous meeting and collected feedback from the Committee on work-to-date. Discussion for the second Advisory Committee Meeting focused on the draft vision and goals for the OCP, land use designations, and themed policy objectives.

Highlights from this discussion included:

Vision & Goals: General support from the Committee on the draft vision and goals as it flushes out the existing vision and provides a better description of the community. Additional attention may be required to addressing housing in a sensitive manner, improving transit service, enhancing community safety and security, and strengthening relationships with Cowichan Tribes.

Land Use Designations: Discussion centred on the proposed increase in height allowance to permit higher densities, the need to support suites and laneway housing in traditional residential areas, and consideration of the effects of growth on runoff and stormwater management. The Committee also expressed an interest in the proposed land uses neighbouring Duncan through the updated Municipality of North Cowichan OCP.

Policy Objectives: The Committee highlighted several focus areas in relation to the objectives of the various policy sections. This included the need to connect climate change and amenity contributions to new growth, supporting affordable housing and protecting heritage homes, acquiring new parks and open spaces through acquisition or the development process while protecting existing spaces, and enhancing the pedestrian environment and transit service in key areas, such as the Highway.

Like the first meeting, the project team identified next steps for the OCP moving forward towards a final draft and adoption.

3.7 Advisory Design Panel Presentation

On February 24, 2022, the project team presented project progress to the City's Advisory Design Panel. Topics for discussion included the draft community vision and goals and land use designations, and development permit guidelines.

Three members of the Panel provided feedback, with key points of emphasis for the development permit guidelines including:

- Creating guidelines that are easy to interpret and provide clarity for applicants through strong and consistent language.
- Ensuring there is a coherent vision for the whole community and at a neighbourhood level that development can strive for with an emphasis on livability in Duncan and defining existing character, if necessary.
- Establishing stronger landscaping guidelines that contribute to positive pedestrian spaces and natural environments in new development.
- Providing more detailed guidance on accessibility and universal design elements for all new development.

3.8 Pop-Up Event

On June 19th, 2021, the project team attended the Duncan Farmer’s Market to hold a pop-up event around the Official Community Plan and Transportation + Mobility Strategy projects. The pop-up format included a series of informative and interactive storyboards that described the intention and process of the OCP and TMS projects, while also providing the opportunity for participants to identify their specific priorities and key locations. A “dotmocracy board” allowed participants to place three or more dots in the themes that were most important to them. Table maps facilitated location-specific discussions and provided the opportunity to identify where challenges and opportunities currently exist in the community.

On the dotmocracy board, participants ranked their top community priorities in Duncan as:

1. Affordable Housing
2. Environmental Stewardship
3. Complete and Compact Communities

On the interactive mapping board, several location-specific themes also emerged including the following:

- Adding more colour greenery on Government Street, west of Canada Avenue
- Improving walkability and pedestrian safety, including at the Silver Bridge
- Increased safety and security at McAdam and Rotary Park

A list of all priorities discussed is available in Appendix B.

Appendix A: Discussion Board Comments

Discussion Board Comments: What are your bold ideas for the future of Duncan? Let's inspire one another through our ideas and create our Small Town. Bright Future.

1. Integrate children's play spaces throughout the community. This can be creatively done with landscaping and interactive elements. Look to other communities that have embedded natural and inviting spaces for children. New Westminster is a great example of what to do with walkways and public spaces that invite the young and old.
2. Find ways to attract young tech employees who work from home. More fun activities for millennials would attract folks who don't want to pay to live in a downtown core, but still can afford the homes in this area
3. Why a Contemporary Public Art Gallery will earn its place in the Cowichan Valley

The proposed Cowichan Public Art Gallery, a contemporary complex planned for the city of Duncan specifically, and the Cowichan valley generally, will bring substantial benefits. A large and sophisticated consumer audience of fine arts, both visiting and permanent, will be drawn into the valley by the presence of such a facility, making it a cultural, social and economic game changer.

Statistics Canada's Travel Survey of Canadian residents reveals that each year domestic trips include more historic sites and arts events than spectator sports, or recreational activities such as golfing, cycling, skiing, theme parks, etc.

To date, the Cowichan valley does not have a dedicated public art gallery. Our research shows the valley, with nearly 80,000 residents, appears to be the largest community in British Columbia without such a gallery. The proposed gallery will have the capability to be the public art gallery catchment on Vancouver Island due to its unique programming, its buildings and its strategic placement in the Duncan downtown area. As the Covid Virus goes away, tourism will regain its prominent economic place.

Social and cultural benefits:

The CPAG project brings multifold social and cultural benefits to the Cowichan Valley and specifically the Duncan and surrounding area. Canadian and U.S. studies have shown that a strong cultural edifice, such as the proposed contemporary gallery complex, strengthens existing arts and crafts businesses in a markedly positive way. Other local businesses such as the hospitality industry and other service and retail industries will see strong growth as a result of a new public art gallery

complex.

As well, local and nonlocal perceptions and attitudes change as a more sophisticated audience is drawn to a strong cultural area. These perceptions sweep away any historical negative perceptions in the region in its wake. As perceptions change to the positive, it is likely that residential development will reflect that change to accommodate those who want to live closer to cultural areas. Thus these cultural spaces would attract both developers and affluent residents.

The local affect on the community will also be positive. Local residents claim “ownership” of a project such as the Cowichan Public Art Gallery. Residents, proud of the downtown complex, will bring their visitors and families as an ongoing and lively audience.

The educational aspect of the complex cannot be overlooked. The programming committee is considering how to bring students and seniors into the public gallery on a regular basis, perhaps by bus or shuttle. Student will have access to a cultural venue that they would otherwise have to go outside of the valley to see. Many have few opportunities to do so. The same principal of educational value applies to the general public in the valley. Again, many residents do not have the opportunity to view art from “The Outside”, needing to go to Victoria or Vancouver. Positive societal and cultural change is inevitable as exposure to new ideas and ways of thinking, along with exposure to contemporary and past masters of the arts from around the world is provided.

Economic benefits through influence on the local community

Economic benefits of CPAG in the valley are undeniable. Employment opportunities will be substantial. These will be good paying permanent and part time jobs (please see the job breakdown below).

There will be new business opportunities through rental and lease of specific CPAG properties, including the planned food and beverage area, gift shop, the all purpose room, existing commercial kitchen in The Green Door building as well as outside space rentals for special occasions, a commodity lacking in the downtown Duncan area.

As mentioned earlier, the gallery complex will encourage developers to site residential properties in close proximity to the new art gallery complex in order to satisfy a different consumer of residential space. Sophisticated and affluent consumers have historically been attracted to such cultural areas.

Another primary economic driver for the gallery complex will be the cultural tourist: Statistics show that the cultural tourists:

- earn more money and spend more money while on vacation
- spend more time in an area while on vacation, generally an extra day or two
- are more likely to stay at hotels or motels
- are far more likely to shop
- are more highly educated than the general public
- include more women than men
- tend to be in older age categories (This is particularly important with the ageing of the large baby-boom generation, the most affluent generation)

Visitors from overseas also contribute to the cultural tourism industry. They spent proportionally more on culture products (2.7% of total tourism exports) than domestic tourists (1.6% of total domestic tourism spending). The largest culture spending categories for international visitors are the performing arts and visual arts. Spending on performing arts (35.0%) and film and videos (21.5%) accounts for a greater proportion of tourism spending by international visitors, compared to tourism spending by Canadians.

Finally, the economic outlook for the Cowichan valley is not bright without a new industry entering it. The forestry industry is facing a shortage of fiber and there are no quick solutions. The fishing industry also reflects a dwindling resource with some species being shut out of the catch completely. Historically the Cowichan valley has relied on natural resources. These natural resources, relied on in the past for the local economy are drastically dwindling and in time may disappear altogether.

A new approach to our local economy

A new approach needs to be wholeheartedly embraced and supported. The cultural industry is time tested and has proven successful in improving the economics of big and small communities around the world. Here in the valley we have a solid start with First Nations arts and artists. One can think of the wonderful totems that enhance and beautify the Duncan downtown.

Not to be forgotten is the multiplier effect. For every dollar spent on cultural projects the accepted multiplier is seven dollars in spinoff spending. The CPAG has now been working on the public gallery complex project for almost five years. As a not for profit society, we now have also achieved charitable status. Last year our organization donated 1,600 volunteer hours. We are a dedicated group and feel that inclusion of our perspective in the OCP will be a vital key to the continued success of our valley community.

Presented by Jock Hildebrand, DipFA, President, on behalf of the Cowichan Public Art Gallery Board

4. I see lifestyle entrepreneurs relocating to Duncan - self-employed people who work from home using the internet. They want to be here because of our outdoor recreational opportunities, such as hiking, biking and watersports; and because of our vibrant arts and cultural scene. Duncan will have energy in its downtown core - street events happening often. More of the streetscape will be devoted to people and less to cars.
5. I have a concern that I have addressed to the city before about the walkway over the silver bridge. The East side sidewalk doesn't have a guard rail and I worry about families having to walk on this side if they want to go to the McAdam/Rotary Park. An easy fix would be to have stairs on the Northwest side of the bridge so people can access the park under the bridge and walk on the side that has a guard rail. Not such a bold idea but a concern of mine.

Discussion Board Comments: What do you like about living and working in Duncan and what do you think could be improved?

1. I love the Town Square and the ability that the downtown core has to connect residents from across the region with the Farmers market, Duncan Daze, Music in the square, Christmas Light up and many more. The increase in local restaurants and the food scene as well local shops (NOT big Box Stores) brings me into the area. Finding ways to enhance the activities throughout the days and evenings will ensure a healthy and safe community.

What can be improved?

1. The highway that runs through our community makes crossing for any age extremely dangerous. Maybe after decades of discussion our local governments can come together with Highways to create 3 central crossing bridges that are safe for pedestrians and bikes. Canada Avenue has also become a cog of traffic. Somehow-fix the light mess at the end of Canada and Trunk, Duncan Street and the Mall entrance. I don't have the answer but perhaps a large round about to keep traffic moving? It is Canada Avenue Traffic and back up that adds to so much frustration in the downtown core and that prevents folks from going there. Continue to enhance the streetscapes (Your white dogwoods are a perfect example of what can make a difference to the Duncan Neighbourhood Streets)
2. I love the small-town sense. as president of the Cowichan Public Art Gallery and a private citizen I do miss many of the arts and culture experience I have seen in other small communities in BC..
Im hoping that this becomes a priority for mayor and council considering the social and economic benefits that would accrued.

3. We enjoy walking around downtown; there are several businesses we visit regularly. We like the 39 Days of July and other festivals and events. Usually park by the train station and that works great. We actually live in Cobble Hill area. Are supporters of the art gallery group and plans to open a space downtown. It's important for people to feel safe and we mostly do in our travels. Ensure that there is support for people who need shelter or have mental health or drug addiction issues.
4. I love the small town community. Farmers market, Duncan Days, Music in city square. The green space that was created where there once was a building. You can walk to all amenities. I work in town and love that I can walk to work.

Would like to see the trail by the railway tracks expanded. Canada Ave needs to be reconfigured. There is not enough room for cars, buses and bikes. I think that people are using the road to avoid the congestion on the highway.

Something needs to be done about the homeless that are taking over Centennial Park. It's a great park that has been fixed up over the years and loved by children, adults and the surrounding residents. But now you have to check for needles in the playground and the washrooms aren't safe as the homeless use them to use and wash up.

5. I like the small town feel of the City of Duncan. Amenity's are within walking distance. Farmers market, Duncan Days, the green space that has been created where there once was a building. Music in city square. I also work in the downtown core and like the fact I can walk to work.

Canada Ave is a mess. The road has too much traffic on it for its size. There is not enough room for bikes, cars and buses. I think that it is being used as a thruway for people to avoid the highway as that too has its own issues.

6. Walkable. Enough commercial and product sales to meet my needs. Community events. Farmers market. Collaboration with Cowichan tribes.

Discussion Board Comments: What about Duncan gives you joy? Are there spaces, places or things Duncan should preserve and celebrate?

1. The Totems are so beautiful and we need to keep them. Enhancing backgrounds and locations where they are found - trees and shrubs are always welcome. Continue to enhance the historical buildings and sections of town with purpose and intent. This means a design covenant on new builds or ensuring that they help maintain the small town feel. Keep enhancing green spaces wherever possible including residential neighborhoods. The Railway corridor can be enhanced with a trail alongside

with additional trees and walking spaces.

2. Centennial Park needs to be preserved. I've heard Duncan Manor needs more space, but please don't use the best park in town to do address that need.

Any remaining green spaces need to be preserved. Much of Duncan often feels like a wasteland of concrete, and there's no reason it needs to be. The green spaces bring joy and health and should be all throughout and intermingled with all of town, not just one or two little pockets off to the side.

The trail along Canada Ave is great for walking on, but is disjointed.

3. Love the movie theatre, museum, coffee shops, totem poles, park areas, historic markers. Duncan has a lot going for it, but probably needs to promote itself more. People may drive through on the highway and not realize what a gem the downtown can be.
4. Please expand and add more things to Centennial park. It would be nice if the water park was larger as there are more and more children using it. More picnic tables. Also remove more of the foliage around the trails so it is safer for use.

I love the green space in town that has become a eating area in the summer. Please keep it a simple green space.

City square is another favorite especially during 39 days of summer, and Duncan Days. Charles Hoey park should remain as is except the homeless need to be moved.

Appendix B: Compiled Comments from Stakeholder Workshops

Big Ideas” Board Comments

Housing and Growth Management

- 6 stories appropriate downtown.
- Protect affordable housing. (more Kiwanis)
- Protection of affordable housing
- Protection of existing affordable apartment units.
- Commercial spaces in each node to increase walkability and access to public spaces.

Economy

- More businesses for locals by locals.
- Allow for temporary uses. Duncan does this well currently. (Pop-up spaces throughout the city) (Keep it up)

Transportation and Infrastructure

- Improved connections for pedestrians across highway.
- Parking and infrastructure for many different transportation options (scooters, small cars, seniors motorized four-wheeled, e-bikes)
- Active transportation/community services (buses) extended hours + service areas + access. Pocket parks / small-scale stores.
- Pedestrianize downtown Duncan – try it out.
- E+N
- Transitory nature of the region needs to be considered through TMS and OCP

- Regarding commentary about not being able to "afford" the amenities we might plan for. It seems that this points to a flaw in the whole planning process. Perhaps we need to know, or estimate, what the basic costs will be, to run required services, and move from there to the planning process, instead of the other way around. (This also may point to the folly of retaining City of Duncan on its own, if it cannot pay its way.) If we knew what income may be required, we might identify projects that would bring it in, and then plan precisely for those projects, identifying optimum placement, design, etc.

Climate and Natural Environment

- Greening Policy – green roofs, tree protection, pollinators, permeable parking infrastructure.
- Improve access to natural assets beyond City boundaries – formalize access. (ex. River – salmon runs)
- Boundaries don't matter in the natural environment. Bigger than human activity.

Parks, Recreation and Culture

- Arts and culture is an opportunity and could be an economic driver for Duncan.
- Small public spaces to socialize, more nodes to hang out (small village concept).
- The cultural community needs to speak up. Maintain character and train station
- Build bridges through art in Indigenous communities
- Need or more cultural amenities. Cultural attributes.

General Comments

- Action, action, action!
- Agree with big picture, community focus. The neighbouring processes offer great opportunity.
- Regionally we are "all in this together"

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- Ask the communities to formalize consultation process. Make it meaningful (and coordinated).
- Communities flow through the region daily. Isolation isn't serving us well.

Workshop Map Comments

Housing and Growth Management

Vision

- Create a small village center (cafes, restaurants) in areas other than downtown.
- Small village concept
- Vision: More amenities. It is a friendly place to live with a small community feel.
- For locals by locals. “Like the best small city in Canada”. Vision
- Enhanced “Eyes on the Street”. More housing.
- Retail and service focus Downtown. Good mix of uses and buildings. Some older buildings could be redeveloped for higher, mixed use
- Growth will happen
- With limited space, must be very mindful/aware of priorities that will work within the limited land base.
- Limited for space – the OCP is unique as expanding isn’t an option. We must get that right.
- A beautiful and well-planned community will attract people

Density

- Medium / Missing Middle. Higher density towards Downtown. TAPER.
- Need for beatification along the highway and corridor. High density = redevelopment
- 4 storeys – max 6 storeys with terracing. Potentially 8 stories along the highway
- Density in Downtown Node should be the same as the Mixed – Commercial in Neighbourhood Node.
- Up to townhouse. 3 storey max in SF neighbourhoods.

- Higher density OK.
- Low density, smaller tax base currently
- Consider density in concentric circles from downtown core outwards
- Multi-family – think of terrace gardens as an opportunity with limited space (upwards)

Affordable Housing

- Affordable and supportive housing is an issue (related to crime)
- Maintain affordable housing close to the core and services
- Protecting existing affordable housing stock is key. Protect the existing housing stock. (seasonal discussion)

General Comments

- Housing, laneway houses could be an immediate step and would be in alignment with CVRD housing needs assessment / strategy
- Homes along Coronation Ave. (Brae, Ypres, Festubert). Homes were constructed for workers – a lot of character here – retain when possible.
- Space for longer term archival space. Concrete build City archives.
- Is there a project cap on population? (or endless development?)
- Incentivize building repairs, maintenance for unsightly properties.

Location Specific Comments / Mark-Ups

- Increase density along highway corridor
- 6 storeys in the Downtown node

- Westside of highway suitable for density
- Density in the Coronation neighbourhood node
- Density increases to 6 story in area between the Coronation neighbourhood node and Downtown
- High Density in outlined area -> possibly up to 10 storeys.
- High density – 10 storey max in Downtown and Coronation nodes
- High density mixed-use in Downtown between Jubilee St / Craig St / Station St / Ingram St
- Public washroom in Downtown node

Economy

- Pop up temporary commercial spaces. Shipping containers to activate spaces.
- More small scale commercial basic services
- Small scale local retail opportunities + protections
- A place for local business for locals.
- More local “dollar stores”
- Pop-up commercial uses in shipping containers (McAdam Park)
- Business taxes higher in Duncan than neighbouring jurisdictions. Taxes opportunity for local businesses.
- Supportive services drop in centre
- Pocket parks + neighbourhood commercial
- As businesses move online, office spaces may be vacated – there may be a challenge to support businesses reliant on these businesses.
- Co-working spaces would support a hybrid work opportunity (home/in-office) - would still support local businesses.

- Density downtown could support more retail possibilities within the community.
- Concerns that commercial (retail etc.) may relocate to North Cowichan
- Perception of balanced economic activity currently
- Attract businesses that are environmentally friendly that fit well into mixed use / complementary areas.
- Supports livability – be more targeted to who we want to set up business here! (IT, financial institutions). Opportunity to be easily accessible – dense housing and many uses that provide high paying jobs. AIM FOR THIS.
 - Essential to survive (aimed at livability comment)

Location Specific Comments / Mark-Ups

- Opportunities
 - Small commercial on Charlotte Street
 - Small commercial on James Street (outside of municipal boundary)
 - Small commercial on EJ Hughes Place near provincial court
- Need for a small grocery store in the Chesterfield area (Marchmont)
- Assets
 - Existing store on Coronation Ave between Bundock Ave and McKinstry Rd
 - Merit home furniture site
 - Intersection of Craig and Kenneth Streets
- Mixed use area may be complementary here (In the Coronation Node)
- Mixed use area may be complementary here (In the Marchmont / Chesterfield Node)

Transportation and Infrastructure

New & Micro Mobility

- Transportation sharing. Car sharing, bike/scooter, etc.
- Smaller vehicles or other opportunities to improve mobility instead of transit? Ride hailing???
- Motorized scooter parking and/or charging stations. Infrastructure to accommodate an influx of scooters. Scooter share systems. Senior growth may necessitate this.
- Think about changing technology (e-bikes, electrification)

Traffic

- Cowichan crossing needed
- Transportation Plan Re: Highway 1 congestion
- Traffic bottlenecks on Government and Trunk – limited opportunities for road widening
- Potential for traffic calming and speed humps on Government St.
- Traffic as a concern attached to growth
- Congestion – often longer routes save time for people travelling through the community
- Highway crossings are a challenge, traffic flow issues
- Julien – could be made main access point to commercial centre. Goal would be to minimize access from Highway and support improved traffic flow.

Parking

- More permeable surfaces for parking

- Parking overflow from density is a concern. Parking on-site.
- Park and walk, though sidewalks need to be improved
- There is no parking shortage in Downtown. It is not being utilized properly for business use.
- Shift parking outside downtown -> peds streets
- Tour bus parking on Duncan Street is valued. Between Coronation and Trunk.

Pedestrian

- Pedestrian activated crossings appreciated throughout the community
- Canada Ave pathway is good. Need more pathways on east side of highway.
- Enhanced sidewalk and building accessibility
- More connections to community centre / shopping centre
- Lengthen the light times for people to cross and buses
- Concrete and asphalt pathways are not preferred or should be twinned with softer walking surfaces.
- Walkable downtown streets.
- Increasing active transportation by creating community hubs in each neighbourhood.
- Pedestrianize Downtown Duncan – TRY IT.
- More non-paved pathways
- Use alleys as pedestrian connection or other uses
- Active transportation benefit for climate change
- If considering pedestrianizing downtown – be aware of accessibility concerns and be sure to accommodate people of all ages and abilities
- Consider pedestrianizing the downtown core (at least seasonally)

- Use laneways / alleyways as pedestrian connections
- Downtown density could add value for active transportation
- More pedestrian spaces – parking may be a challenge (paid parking may open economic opportunity – looking to head to parkade)

Cycling

- Consider a 10-minute cycling radius and build the network based on a web approach to fill the nodes. Would be beneficial for the region.
- Cycling infrastructure is very important in a small community – MUST be cycling friendly. Downtown core could be pedestrianized.
- Topography supports cycling, one way streets are a challenge for navigating by bike
- Plan for where people are coming from and the cycling “catchment area”

Transit

- Community bus going around the boundaries of the City.
- Handydart expand service times
- Need density to support bus service. Density should come alongside better transit. Local bus around core of the region.
- Transit -> smaller fleet would be appropriate. (BCT/CVRD)
- Duke point to rest of region NO TRANSIT!
- Small-scale streetcar network around Duncan, ‘Green Train’

General Comments

- E+N bring it back.
- Co-operation with local Cowichan Tribes? (mechanism)
- Policing, fire, infrastructure, etc. needs to be paid for.
- Factoring in costs for infrastructure down the road would be beneficial
- Coordination with other jurisdictions will be key for transportation network and connections
- Coordinate, coordinate, coordinate – has historically been a challenge for implementation
- Totems are an example of neighbouring jurisdictions coordinating
- Suggestion: North Cowichan OCP includes wording to ensure activities that would impact Duncan can confirm with Duncan's future plans (OCP, TMS etc.)

Location Specific Comments / Mark-Ups

- Traffic calming needed along the stretch of Government Street between Craig Street and Boundary Road (Drinkwater example)
- Intersection improvements at Duncan Ave / Trunk Rd / Government St / Canada Ave / River Rd (Bottleneck)
- Emphasis on intersection of TCH and Cowichan Way
- Roundabout at Government and Cairnsmore Streets
- Lack of sidewalk on TCH north of Coronation Ave
- Traffic issues / safety on TCH at northern municipal boundary
- Issue with sidewalks (maintenance and no lights) on Trunk Rd between TCH and McKinstry Rd
- Intersection at Duncan Ave / Trunk Rd / Government St / Canada Ave / River Rd very challenging. Canada Ave and Duncan Ave – 1-way
- Downtown core accessible for vehicles (potentially flex space)

Climate and Natural Environment

General Comments

- Include list of pollinator plants in Design guidelines.
- Cowichan Green Communities does great works. Support these organiz.
- If you can increase natural assets in lieu of parking, do it!
- Access to amenities outside of city boundaries: places to observe salmon, improving access to the river
- Incentivize solar or other green technology for building efficiencies in new buildings and existing.
- Climate crisis – Duncan has an opportunity to be a leader (ask for a higher standard)

Tree Protection

- Protect the trees! -require Arborist report, replacement trees species
- Build with mature trees in mind

Green Roofs

- Green rooftops would increase green space where spaces are limited
- Green Roofs mandatory for all new development.

Water Supply

- Water supply for Cowichan?
- Water concerns with higher population

Location Specific Comments / Mark-Ups

- Protect public space. Do not encroach on green spaces in Centennial Park

Parks, Recreation and Culture

Indigenous Culture & Relationships

- Duncan -> mutually beneficial relationship between Indigenous community and other cultural presences. Real partnership with Cowichan Tribes.
- Indigenous presence
- Respect the Indigenous people and their arts, local exhibitions.
- Cowichan Tribes events and partnerships
- Build bridges through art in Indigenous communities

Arts & Culture

- Strong aesthetic quality -> Strong Design Guidance. Design Review team. Invest in these reviews. Committee of volunteers and consultants.
- Live art exhibits in public spaces. Live totem carving (ex.)
- Support arts Downtown and throughout the community
- Arts and culture as economic driver and establish Duncan Arts Hub. Guiding objective
- STRENGTHEN PUBLIC ART committee with advisory abilities to Council
- Need or more cultural amenities. Cultural attributes.
- Small performance venues. ___ CVRD artists.
- Cultural opportunities for art. Zoning variations allowed through public and cultural contributions by developers

- Farmer's market, downtown events, pop-up street events, music
- Farmer's market is popular but may need to expand, great value in defining a specific venue within the Downtown area (power, water, ped flow, etc.)

Heritage and Character

- Protect, maintain Duncan's heritage 'charm' – Once lost, cannot be regained.
- Retain Downtown charm
- How to protect the heritage, feel (charm) of downtown Duncan?
- Heritage markers and walking tour -> 'What Was Here' Be sure to celebrate the past.
- Masonic Lodge – should be heritage
- Cowichan Merchants Building (heritage potential)
- Barn behind storefronts on Kenneth St Dr. Dikes – be aware of this.

Parks and Greenspace

- Greenspace is appreciated. Street trees (ex. Canada Ave, Craig St). Big opportunity to enhance greenspace.
- Tree protection. More mini parks like Station Street. More "Pocket Parks"
- Pocket parks + neighbourhood commercial
- Temporary parks for current vacant lots
- Two ROW connection to Centennial Park
- Appreciation for linear park. More gathering space, preserve character downtown.
- Retain sightlines, avoid shadowing on public parks.
- Greenway along Railway with community gardens, seating, etc.

- Green spaces are priority – densification would support green spaces
- Green spaces support health. Look towards greening a space.
- Concern in Centennial Park re: loss of mature trees
- Planting trees, fruit bearing trees, resiliency – ties into environment, sense of place, green space
- Green space – cultivated park and natural space is precious

Community Support

- Community dinners. Community support for homeless youth services

Location Specific Comments / Mark-Ups

- Opportunities
 - Cultural attractions and murals around intersections of Government and Station Street (2)
 - Duncan Elementary School
 - Parks / rec opportunity in Cairnsmore neighbourhood node
 - Park on hill at Ypres St and Coronation Ave
 - Arts and culture hub on Ingram St at Craig St
 - Art Gallery in Downtown core
 - Heritage/character (farm building) on 2nd street between Jubilee Street and Centennial Park
- Assets
 - Murals in Downtown Duncan
 - St Margaret's School
- Station Street Park is a great public space

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- “Outdoor pool? (maybe too crazy)” in McAdam Park
- More access to river from Rotary Park

Appendix C: List of Priorities from Pop Up

Official Community Plan Board (33 dots)

- 1.** Affordable Housing: 9 dots
- 2.** Environmental Stewardship: 8 dots
- 3.** Complete and Compact Communities: 7 dots
- 4.** Public Parks and Trails: 6 dots
- 5.** Business Opportunities: 3 dots
- 6.** Public Realm Improvements: 3 dots
- 7.** Arts, Culture, and Heritage: 1 dot

Interactive Mapping Board Comments

- 1.** The following is a complete list of comments received on the Interactive Mapping Board:
- 2.** Combine bike lanes with scooter lanes (multi-use paths; more room)
- 3.** Cycle path to cross over Canada Way
- 4.** Concern – Sprawl outside of Duncan
- 5.** Jubilee Street – Should be a bikeway
- 6.** Creek restoration
- 7.** Habitat restoration
- 8.** High-rise buildings should include play areas and open space
- 9.** Water conservation
- 10.** More restaurants (downtown)

- 11.** 6 storeys is too tall at Duncan Manor (leave the park)
- 12.** Water conservation and restoration
- 13.** Colour and greenery on Government Street (west of Canada Avenue)
- 14.** Need buildings to integrate with Duncan's existing character
- 15.** Retain public realm and patios
- 16.** Patio spaces (that allow dogs)
- 17.** Heritage conservation (through revitalization)
- 18.** Car-free downtown
- 19.** Some driveway let downs – Downtown too steep for wheelchairs
- 20.** Walkability (downtown)
- 21.** Remove parking on Canada Avenue to allow better cycling access to Friendship Trail
- 22.** Difficult to cross the highway.
- 23.** Keep downtown free of any parking meters
- 24.** Concern – Congestion and lack of left turn signals on highway
- 25.** Speeding on highway corridor and on residential streets
- 26.** Reduce number of intersections on highway (Beverly, Trunk, and Cowichan Way)
- 27.** Silver bridge safety
- 28.** "Rainbow" bridge over Cowichan River (Through paint or lighting)
- 29.** Add pedestrian crossing between Boys Road and Trunk Road
- 30.** Improve walkability and trees; slow streets (downtown)
- 31.** More playgrounds and park space (in Chesterfield)
- 32.** Rail expansions (to improve connectivity through the region, to Nanaimo and Victoria).
- 33.** Cowichan Valley-wide connected bike routes to Chemainus etc. with improved infrastructure on rural roads
- 34.** Safety and security in the evenings (McAdam and Rotary Park)

35. More off-leash trail (McAdam and Rotary Park)