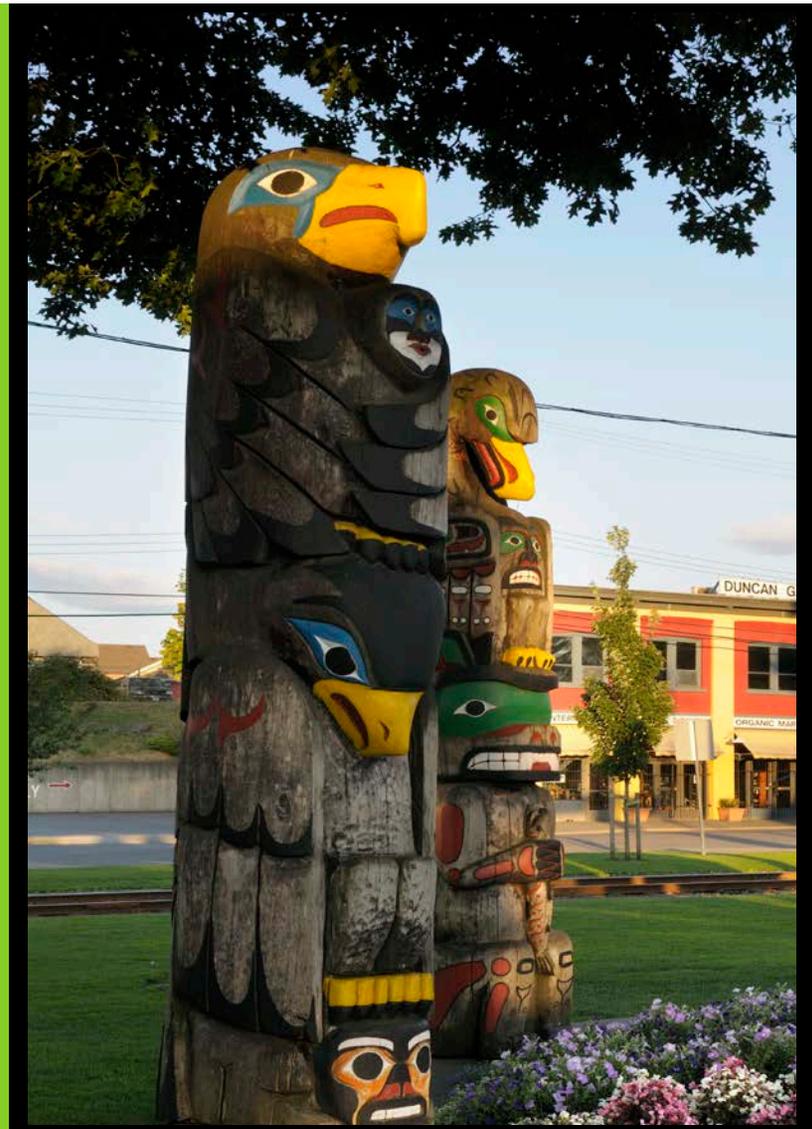


# SUSTAINABLE DUNCAN

## INTEGRATED COMMUNITY SUSTAINABILITY PLAN



Prepared by:



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generously provided by



March 2013

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# ACKNOWLEDGMENTS

A vision without a plan is just a dream. A plan without a vision is just drudgery.  
But a vision with a plan can change the world.

– Old proverb



## Sustainable Duncan

The success of this project is due to the participation of many Duncan community members who participated in the two surveys and many discussion boards featured at community events over the summer and fall of 2012.

This project could not have occurred without the support of Mayor Phil Kent and the Duncan City Council, particularly those Council members who also participated on the Community Sustainability Advisory Committee.

Many thanks are extended to CAO, Tom Ireland, and Planner, Michelle Geneau, for their support and many hours of work on the project. Student Planners Chris Larson and Lindsay Bourque were also very valuable team members during their time at the City.

Critical to the success of developing Duncan's Integrated Community Sustainability Plan was the hard work and many voluntary hours of the Duncan Community Sustainability Advisory Team (CSAT). The CSAT was instrumental in bringing the discussion boards to the community and gathering comments, encouraging community members to participate in the surveys, and working tirelessly to vet all the community information into the following document and sustainability plan.

| DUNCAN CSAT:     |   |
|------------------|---|
| Martin Barker    | Councillor                              |
| Michelle Bell    | Councillor                              |
| Sharon Jackson   | Councillor                              |
| Michelle Staples | Councillor                              |
| Brigid Reynolds  | District of North Cowichan              |
| Beverly Suderman | Volunteer Cowichan                      |
| Judy Stafford    | Cowichan Green Community                |
| Miles Phillips   | Cowichan Energy Alternatives            |
| Cathy Robertson  | Community Futures                       |
| Terri Dame       | Safer Futures                           |
| Elizabeth Croft  | Duncan-Cowichan Chamber of Commerce     |
| Sonja Nagel      | Duncan-Cowichan Chamber of Commerce     |
| Pam Alcorn       | Advisory Committee on Seniors Issues    |
| Amber Hiscock    | Duncan Business Improvement Association |
| Kerry Davis      | BC Green Party                          |

# SUSTAINABILITY AND INTEGRATED COMMUNITY SUSTAINABILITY PLANNING

## Foundational Definitions of Sustainability

### **UN 1987 Brundtland Commission ("Our Common Future") Definition**

*"...meeting the needs of the present without compromising the ability of future generations to meet their own needs."*

### **International Union for Conservation of Nature 1991:**

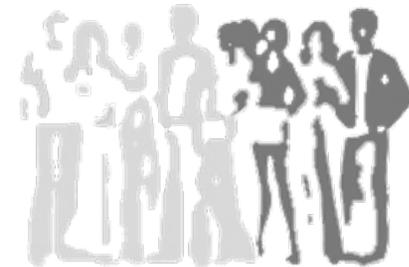
*"Sustainable growth is a contradiction in terms, nothing physical can grow indefinitely;  
Sustainable use is when we use natural resources at a rate within their capacity for renewal."*



## What is an Integrated Community Sustainable Plan (ICSP)?

An ICSP is:

- ✓ A guide for the community to move towards a successful and sustainable future;
- ✓ A strategic plan and a process for implementation;
- ✓ The highest-level "overarching" community-wide long-range strategic policy;
- ✓ A plan framed by sustainability objectives.



## Why Are Governments Implementing Integrated Community Sustainability Plans?

Integrated Community Sustainability Plans streamline and align community direction and vision, policy and regulations.

Creating a community-based sustainability vision of Duncan in 2040 will allow us:

- To be able to access and use the Federal Gas Tax Fund by meeting the Union of BC Municipalities Agreement on the Transfer of Federal Gas Tax Revenue (the agreement requires communities to complete and implement an integrated community sustainability plan and then to align all lower policies to the ICSP);
- To guide City planning, decision-making and procurement decisions with tools specifically designed to inform decisions throughout Municipal governance.

**Sustainable Duncan** represents an overarching sustainability plan that will guide all other lower level policies and regulations. Eventually, all lower level policies such as the Official Community Plan will need to align up to ensure they reflect the *Sustainability Objectives* and *Priorities* outlined in Sustainable Duncan.

Sustainable Duncan resulted from a 10-month process described in Diagram 1 below. Community ideas and priorities guided the process and outcomes through two surveys, discussion boards at public events throughout the summer and fall and the guidance of the community advisory team and Duncan City staff.

**The QuickStart ICSP process and framework included:**

- ✓ The guidance of the Natural Step 4 Sustainability Objectives (see diagram pg. 7).
- ✓ Analysis of the community outcomes from the surveys that identified the eleven Strategy Areas, making up the integrated systems of the community.
- ✓ Within each of the *Strategy Areas*, the CSAT worked with the community input to develop the *Desired Outcomes* describing specific visions of a sustainable Duncan by the year 2040.
- ✓ The CSAT then identified the high level *Priority for Success* statements that the City would be measured against to monitor its movement towards a Sustainable Duncan by the end goal of 2040.



# SUSTAINABILITY OBJECTIVES

|  | <b>Sustainability Objective:</b>   | <b>Approaches:</b> |
|--|--|--------------------|
|  <p><b>To reduce and eventually eliminate Duncan’s contribution to conditions that undermine people’s ability to meet their basic needs</b> (e.g. unsafe working conditions, not enough income/profit to live on, restricting freedom of expression, hoarding resources).</p> | <p>Work toward efficient socio-cultural structures, (governance, social, culture, infrastructure, built form, etc., systems and activities and efficient economic structures that allow all people to meet their needs.)</p>   |                    |
|  <p><b>To reduce and eventually eliminate Duncan’s contribution to the ongoing physical degradation of nature</b> (e.g. over-fishing or harvesting of forestry and over-paving of green fields).</p>  | <p>To use resources from well-managed eco-systems, pursuing the most productive and efficient use of those resources and land, and exercising caution in all kinds of modifications of nature, such as over-harvesting and the introduction of invasive species.</p> |                    |
|  <p><b>To reduce and eventually eliminate Duncan’s contribution to the progressive build-up of synthetic materials produced by society</b> (e.g., dioxins, PCBs, DDT, BPA).</p>  | <p>Substitute persistent unnatural materials by using what is naturally abundant or materials that break down quickly.</p> <p>Use all <u>unnatural</u> products or bi-products efficiently through reducing demand for it, reusing it or recycling it.</p>           |                    |
|  <p><b>To reduce and eventually eliminate Duncan’s contribution to the progressive build-up of materials that are extracted from the Earth’s crust</b> (e.g. fossil fuels-carbon, heavy metals).</p>  | <p>Substitute extracted ‘nature altering’ or scarce materials by using what is abundant and natural to nature and us.</p> <p>Use all <u>extracted</u> materials efficiently through reducing demand for it, reusing it or recycling it.</p>                          |                    |

# HOW WE GOT HERE: OUR PROCESS AND METHOD



## Sustainable Duncan Is a Community-Based Plan

Sustainable Duncan was a community-led process. The Integrated Community Sustainability planning process began with basic education and outreach to the Duncan community, Mayor, Council and staff, and Duncan public on what an Integrated Community Sustainability Plan entails.

To better understand what issues were important to Duncan citizens, Survey #1 asked Duncan residents:

- what the vision of a sustainable future Duncan would look like by the year 2040;

- what local, provincial, national and global issues community members were concerned about; and
- what aspects of Duncan people like.

CSAT members then took 'Discussion Boards' to various community events over the fall and summer, including the Farmers' Market, and posted discussion boards at the Islands Savings Centre.

Once the data from Survey #1 and the Community Discussion Boards was gathered, the CSAT and staff used the outcomes to develop the community *Priorities for Success* and the *Desired Outcome Statements*.

To better understand Duncan community concerns, midway through the process, *Survey #2* was developed. *Survey #2* asked Duncan citizens what short-term sustainability actions they wanted to see and what they felt would immediately move Duncan towards becoming a more sustainable city on Vancouver Island, as part of the Cowichan Valley Regional District.

Community members provided hundreds of ideas and responses to *Survey #2*. The CSAT and community guests attended the all-day open Community Sustainability Action Planning Workshop in December 2012. As a result of the one-day workshop, the group identified 20 sustainability *Action Items* that the City and partner organizations in Duncan could achieve in the next one to two years, immediately moving Duncan closer towards its sustainability goals.

A set of indicators was developed for Duncan to allow the city to regularly monitor the City's larger sustainability goals, identified through the *Priorities for Success* from now until 2040.



# COMMUNITY ENGAGEMENT

## Community Discussion Board

**Buildings and Sites**

**Energy**

**Community and Individual Health**

**Economy and Work**

**Education and Culture**

**Food and Agriculture**

**Land Use and Natural Areas**

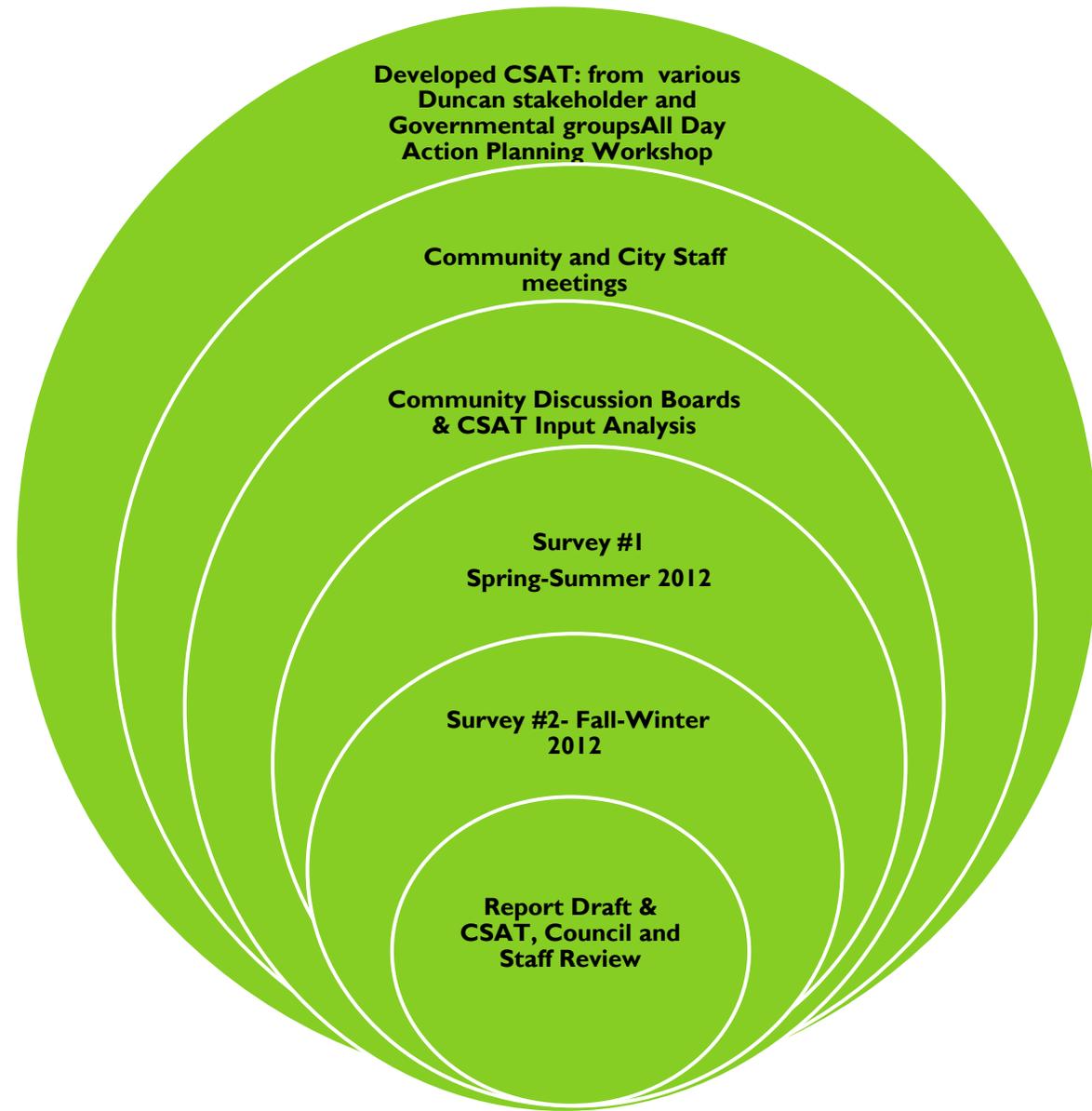
**Transportation and Mobility**

**Water, Natural Resources and Waste**

**Recreation and Leisure**

**Sustainable Duncan – Envisioning an Awesome Future**

Tell us your vision for the future of Duncan: in the years 2030-40, what will Duncan be like in each of these areas? Write down words beside the image to describe your vision. Put a sticky dot to "like" an idea. Be imaginative!



# STRATEGY AREAS

**Strategy Areas** represent the interwoven systems that keep our community working.

There are a number of ways to understand and conceptualize community and community issues. While it is important for this plan to address relevant community issues such as economic challenges, intergenerational demands, affordability, climate change, the plan does not need to be structured by every issue to do that. In fact, a plan structured by issues would likely be unruly and resource intensive to manage due to the sheer number and variety of issues.

The manner in which sustainable Duncan seeks to address the opportunities or challenges is to look at all of the important issues across a handful of relatively stable quality of life service and community systems. While we do not always think of our community as made up of an energy system, leisure system, health system, economic system, etc., we can all intuitively understand that they exist and will exist. For example, a community's energy system is the way that various organizations, infrastructure, and people work to meet the community's energy needs. The way in which a system functions well – or not – is often the root cause of multiple community, environmental, and economic issues, so addressing the system as a whole will bring us one step closer to solutions.



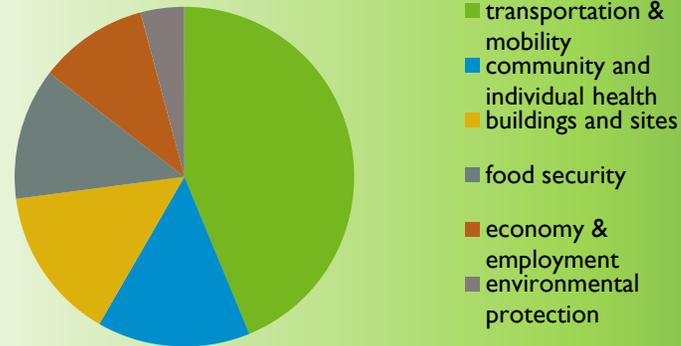
## Duncan's Eleven Strategy Areas & Integrated Systems

1. **Transportation & Mobility**
2. **Energy & GHG Emissions and Waste Reduction**
3. **Community and Individual Health**
4. **Education**
5. **Recreation & Leisure**
6. **Governance & Regionalism**
7. **Aquatic and Terrestrial Natural Systems**
8. **Food & Agriculture**
9. **Economy & Employment**
10. **Buildings and Sites**
11. **Art & Culture**

# DUNCAN'S PRIORITIES FOR SUCCESS

# 2040

## Top Ranked Duncan Sustainability Priorities



### 4 Priorities for Success: A combination of the community identified priorities for sustainability

1. **A carbon neutral community, approaching zero-waste that has affordable and safe public and active transportation options.**
2. **A healthy, active community with a strong sense of connectedness. A community that supports the educational service and leisure needs of its citizens at all life stages.**
3. **Protected natural resources and adequate local food sources and clean water for future generations.**
4. **An affordable community with a strong and diverse economy, well known for its vibrant historic downtown and innovative arts and culture community.**

**Priorities for Success provide a high-level focus on what must be achieved from 2013 to 2040 to create a Sustainable Duncan.**

The Priority Statements were developed from the input derived from:

- The community outcomes from *Survey #1 & Discussion Boards*.
- Representation of each of the *Strategy Areas*
- Designing high-level statements encapsulating the *Desired Outcome Statements*.
- Success is monitored by a set of indicators from 2013 to 2040.

# ACHIEVE BY 2040

## PRIORITY 1

### Strategy Areas Included in this Priority for Success

- ✓ Transportation & Mobility
- ✓ Energy & GHG Emission Reduction and Waste

## **A carbon neutral community, approaching zero-waste that has affordable and safe public and active transportation options.**

*Duncan is a clean, carbon neutral city. Waste is recycled, reused or turned into energy, and city infrastructure uses energy and resources efficiently. The local government has transitioned its fleet and infrastructure to energy efficient and renewable alternatives. Duncan has prioritized safe and interconnected pedestrian and active transportation options throughout the city, along the Trans-Canada highway and connecting to regional trail networks. In a rail and public transit oriented City, Duncan citizens have easy access to affordable public transportation from all areas of the city and to regional public connectors, resulting in the significant decrease of car dependency in the area.*



## **A healthy, active community with a strong sense of connectedness. A community that supports the educational service and leisure needs of its citizens at all life stages.**

*Duncan has encouraged a wide spectrum of health practitioners and services, ensuring the ability for its citizens to age in place. The social and health services in Duncan are friendly and welcoming to all clients. Volunteerism and a sense of community are strong, and homelessness has been eradicated. There are many diverse education and training options that all Duncan citizens can access, regardless of age or socio-economic status. Duncan is a healthy and active community represented by year-round, affordable indoor and outdoor sporting and community events that have created a high quality of life for citizens of all ages and income levels. Active transportation using the interconnected system of green-spaces and paths between important local destinations in Duncan, has become the dominant local mode of transportation. The many year-round public events and local gathering locations have fostered a strong sense of connectedness and sense of community among Duncan citizens.*



## PRIORITY 2

### Strategy Areas Included in this Priority for Success

- ✓ Community and Individual Health
- ✓ Education
- ✓ Recreation & Leisure

# ACHIEVE BY 2040

## PRIORITY 3

### Strategy Areas Included in this Priority for Success

- ✓ Governance & Regionalism
- ✓ Aquatic and Terrestrial Natural Systems
- ✓ Food & Agriculture

## Protected natural resources and adequate local food sources and clean water for future generations.

*Duncan has strong regional agreements and networks with its bordering municipalities and the Regional District. These agreements have ensured the protection of natural sensitive areas in and around Duncan and have helped to strengthen the local economy. The City ensures a clean water supply for its citizens and is a leader in water conservations and storm water management. Liquid waste is managed from a watershed level and only clean water goes back into our water systems from waste systems and our runoff. Old trees and forest ecosystems are protected through a strong urban forest management strategy. Green open space and green connectors extend throughout the City creating nature and human corridors through Duncan, to neighbouring communities and natural areas. Duncan's urban farmland and food gardens have been protected and expanded to ensure local, affordable and organic food security for all socio-economic levels in Duncan. Local farming and food gardens support the thriving, year-round Farmers' Market.*



## PRIORITY 4

### Strategy Areas Included in this Priority for Success

- ✓ Economy & Employment
- ✓ Buildings and Sites
- ✓ Art & Culture

## An affordable community with a strong and diverse economy, well known for its vibrant historic downtown and innovative arts and culture community.

*Duncan is a vibrant regional service centre that is well known for its strong arts, culture and community art installations, and is appreciated by residents and visitors alike. Duncan's diverse economy is connected to and benefits from local and regional networks, resulting in an increase in investors, local employment, and agri-tourism in and around Duncan. This culturally rich and vibrant community is showcased by an innovative fusion of heritage protection and restoration that integrates contemporary design with local First Nations culture and heritage while celebrating the many cultures that make up the City of Duncan. Duncan has remained an affordable housing market that ensures a flexible housing stock that meets all income and age requirements.*



# DESIRED OUTCOMES

The Desired Outcome Statements (DOS) within each Strategy Area describe what success and sustainability will look like in Duncan by the year 2040. The DOS provide specific yet flexible outcome or goal statements that should be used to provide direction for more detailed planning and decision-making.

Desired Outcome Statements are mini-visions describing the future of the community within each strategy area:

They are statements that:

1. describe what success will look like in a sustainable future in each strategy area guided by the sustainability objectives;
2. are the highest aspirations and purpose for each strategy area;
3. guide action planning and decision-making so that all actions and initiatives aim to move the community from where it is today to where it wants to be in a sustainable and successful future;
4. collectively paint a picture of a compelling future for our community.



## Transportation & Mobility



### Snapshot of 2012-13

- 57% of Duncan's CO2 emissions are from road transportation, CEEI 2010.
- The City is completing an Active Transportation Plan with partners North Cowichan and Cowichan Tribe.
- The City developed a Traffic and Parking Study 2001 for the downtown core.
- Inadequate public bus transportation has been identified through our surveys as a problem for local commuters.
- The CVRD comprehensive Trail and Cycling study has identified Duncan's trail connectors to the larger Regional trail system.
- Community survey comments suggest that safe passage for cyclists along and crossing the highway, remain a priority concern for community members.

### Desired Outcomes by 2040

1. The public transportation system has transitioned off fossil fuels, which has helped to maintain its viability.
2. Cycling and walking have become the primary modes of local transportation, safely and seamlessly integrating between commuter and leisure use, ensuring safe bike and pedestrian priority where trails meet or cross the highway and local roads.
3. Duncan bus connections and transfer points are a maximum of a 400m walking distance from important locations and service areas.
4. Central Duncan is people-friendly, prioritizing pedestrians and cyclists, is well serviced by public transit day and night, and has eliminated traffic congestion in downtown Duncan, making it safe and enjoyable.
5. Public transportation options are affordable for all income levels.
6. Duncan has dedicated and well-marked bike paths that connect neighbourhoods to schools, local commercial areas and regional trail systems.

## Energy & GHG Emission and Waste Reduction



### Snapshot of 2012-13

- CEEI, 2009 reports that Duncan's CO<sub>2</sub> emissions are caused from:
  - 57% road transportation = 12,781 tons of CO<sub>2</sub>
  - 43% from buildings = 9,617 tons of CO<sub>2</sub>
- In 2010 the City completed its energy study, Duncan Warmlands Energy Initiative Phase II.
- 2009 began monitoring of GHG emissions.
- CVRD Solid Waste Management Plan outlines Regional District waste strategies.
- The City has a curbside recycling program, and began compost collection in 2011.

## Desired Outcomes by 2040

1. Duncan is a leader in transitioning toward the elimination of GHG emissions, making it a carbon neutral community by 2040.
2. Duncan municipal facilities and fleet have led in the use of renewable energy sources.
3. Energy needs in Duncan are increasingly met by efficient use, conservation and a diversity of renewable energy sources.
4. Energy conservation and efficient building designs and codes are adopted in all new development.
5. Duncan turns all of its waste into energy.
6. Duncan has a strong culture of recycle and re-use, with many local recycling depots that allow a free-store for usable recycled goods.

## Community and Individual Health



### Snapshot of 2012-13

- 63.8% of the Duncan population is 15-64 years of age, 2011 BC stats.
- Cowichan area health statistics are showing natural and accidental causes of death are 4% higher than the BC average, 2010 Health Authority Statistics.
- Mental health, crime and alcohol sales for Cowichan fall within the BC average, 2010 Health authority statistics.

## Desired Outcomes by 2040

1. Duncan has well-represented health and wellbeing services that meet local needs. Important health services and specialists are accessible and affordable in Duncan and the Cowichan Valley.
2. Duncan is a community where people can age in place.
3. Social and Health service workers are well trained in cultural sensitivity and in working with people of all socioeconomic backgrounds.
4. Volunteerism and social connections are prevalent in Duncan, and there is a strong sense of community.
5. Many local, social and sporting events bring the people of all ages in the community together year-round.
6. Duncan has a strong, active sport culture that keeps the population fit and healthy.

## Education



### Snapshot of 2012-13

- Duncan is part of School District #79.
- Vancouver Island University- has a campus adjacent to Duncan.
- 90.5% of the population are English speakers (BC Stats).
- 13.4% of the Duncan population has a high school or equivalent certificate.
- 9% have a college diploma.
- 6.2% of the population have a University bachelor's degree.
- 9.4% of the population does not have a diploma or degree. (BC Stats)

## Desired Outcomes by 2040

1. Duncan has a wide variety of education options that meet all education and life skill needs.
2. The City of Duncan and Cowichan Tribes have developed employment, training and other educational programs for Aboriginal off-reserve youth and young adults living in Duncan.
3. Duncan is known for its innovative sustainability education and training programs.
4. Duncan has a culture of encouragement and acknowledgment for higher education and training.



## Recreation & Leisure

### Snapshot of 2012-13

- Duncan has 8 parks within its boundaries.
- Cowichan Aquatic Centre, located in North Cowichan just outside of the City Boundary, are important regional recreational centres for City residents.
- 2006 City survey asked if City Parks, trails and open spaces were adequate: 52% of the respondents said neutral and 40% said not very good, or very poor.
- Centennial Park has been re-developed to include a splash park, community gardens, access to trails and a picnic site.

## Desired Outcomes by 2040

1. Duncan has many year-round sporting events that bring people of all ages in the community together.
2. Duncan's large trail network is well used by local and visiting bike enthusiasts.
3. Parks and green spaces throughout the community offer places for rest, play and growing food.
4. Duncan's recreation and leisure activities encourage healthy lifestyles among all residents, and have improved local health and wellbeing in Duncan residents.
5. Duncan recreation and leisure services are affordable and accessible, meeting the needs of all ages, abilities and incomes.
6. Health and well-being is prioritized throughout Duncan.



## Governance & Regionalism

### Snapshot of 2012-13

- The city of Duncan is its own Municipality, with its own Mayor and Council, incorporated in 1912.
- Duncan is part of the Cowichan Valley Regional District.
- The City of Duncan shares its boundaries with Cowichan Tribes, North Cowichan and CVRD electoral areas.
- Duncan is considered the urban core and regional service centre for the Cowichan Region.
- The city provides water service outside its boundaries.
- Regional trails/recreation, waste management, flood protection and emergency preparedness.

## Desired Outcomes by 2040

1. Agreements have ensured that regional public transportation is affordable and convenient from Duncan to other areas of the Cowichan Valley, greatly minimizing local car dependency.
2. Regional tourism in Duncan and the Cowichan Valley is coordinated and complementary, ensuring the region is seen as a prime tourist destination.
3. Duncan and neighbouring jurisdictions integrate planning, development and economic development to ensure consistency and mutual benefit between communities.
4. The Cowichan Region operates as one cohesive community.

## Aquatic and Terrestrial Natural Systems



### Snapshot of 2012-13

- The Cowichan River fishery is near collapse with only 3% of the fish returning to spawn.
- Less than 5% of the Garry Oak ecosystem remains intact in the Cowichan Valley.
- Nearly 80 million cubic meters of water is drawn from surface and ground water in the Cowichan Basin every year.
- Our survey suggests that gaining more control over Duncan's drinking water and water rights is a major concern to community members.
- The region is in the process of developing the *Cowichan Basin Watershed Management Plan*.
- The City is well underway with installing water meters.
- Stormwater Management Report.

## Desired Outcomes by 2040

1. Duncan has taken measures to ensure the protection of its local clean drinking water for current and future residents.
2. Water protection is the fundamental guiding principle for all new development and policies.
3. Duncan ensures water conservation and rain-capture and re-use, minimizing demand on Duncan's water supply.
4. Local watersheds are protected and their environmental integrity and biological diversity have been enhanced through local stewardship and programs and strong working relationships with local and provincial governments.
5. Flood control measures help to create local resiliency against potential climate change impacts.
6. Much of Duncan has been greened through landscaping and the reclamation of large paved areas into green open-spaces and community gardens.
7. Local old growth and biologically diverse areas in and around Duncan are protected for future generations.
8. Local paths and green corridors connect to natural areas and locations.
9. Duncan has strong mechanisms for the protection of old trees and their ecosystems.

## Food & Agriculture



### Snapshot of 2012-13

- Due to an absence of ALR lands within the Duncan boundary, the majority of local gardens and no farmlands are on private property or parkland.
- The year-round Duncan farmers market is located at City Square every Saturday morning.
- Organizations such as Cowichan Green Community advocate for food security and support the creation of local community gardens and urban farming throughout Duncan.

## Desired Outcomes by 2040

1. Local farms and food gardens in and around Duncan are valued and protected, and local food is healthy, affordable and accessible, to help ensure local food security and affordability to all socio-economic groups.
2. The community has a strong buy-local food culture, which has helped to ensure the economic viability of local farms and market-based products.
3. Duncan supports urban farms and gardens for food and value-added food products, helping to attract visitors and strengthen the local economy.
4. Local, healthy food is accessible and affordable to people of all income levels.
5. There are many City lots allocated for food growing to ensure residents can grow their own food.



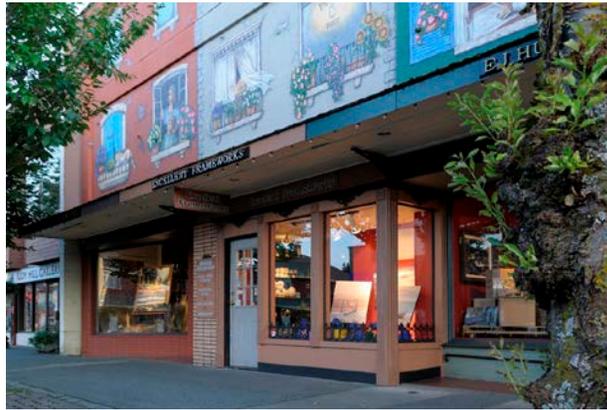
## Economy and Employment

### Snapshot of 2012-13

- Trades and Sales and Service make up approx. 57% of the employment of Duncan residents.
- Construction, business and manufacturing are the top employers after Service and Trades in Duncan.
- Median income is \$18,997 a year (BC Stats)
- Due to its location in the Cowichan Valley, Duncan and south end of North Cowichan and Cowichan Tribes commercial area are the major regional service centre.

## Desired Outcomes by 2040

1. Duncan's downtown core is thriving, with successful local businesses and activities drawing people in throughout the day and evening
2. Duncan has a diverse and growing economy that has greatly increased local employment, eliminating the need for people to work outside Duncan or the Province, to support their families.
3. Agri-tourism is a growing sector of Duncan's economy.
4. Duncan has become a major tourist destination on Vancouver Island, attracting visitors to the many cultural, heritage and natural events and sites that Duncan has to offer.
5. Duncan's economic growth and business networks benefit from regional networks, connections and tourism throughout the Cowichan Valley.



## Buildings and Sites

### Snapshot of 2012-13

- Population density is 2390 persons per square kilometre.
- Total of 2440 private dwellings occupied by residents in Duncan in 2011.
- 2006 median income \$19,000. \$6,000 below BC average.
- 32.9% of the population is over the age of 65. (BC Stats)

## Desired Outcomes by 2040

1. Duncan provides a diverse and flexible housing stock that meets all income and age requirements, ensuring a diverse community.
2. The City's community design is compact and mixed-use, with 400m walking distance to neighbourhood services.
3. The City's heritage preservation and restoration programs are a model of innovative design and use, showcasing a fusion of heritage and contemporary design.
4. The City has abundant, clean and smoke-free local public spaces and gathering locations, connected by walking paths.
5. Green infrastructure has replaced older water and sewer systems/plants throughout the City.
6. Green building and housing design is prevalent throughout the City.
7. Duncan's homelessness has been eradicated.
8. Duncan is a welcoming and safe community, where people feel comfortable walking alone day or night.
9. Duncan has maintained its small-town character, while its population has grown and become more diverse.
10. The City works efficiently and cooperatively with new business and development, while protecting community concerns.



## Art & Culture

### Snapshot of 2012-13

- First Nations culture plays a prominent role in Duncan's cultural and arts community.
- Duncan's heritage downtown core is home to many local art studios, music venues and galleries.
- Many diverse groups and individuals drive culture and arts in Duncan.

## Desired Outcomes by 2040

1. Cultural diversity is celebrated and there are regular cultural events throughout the year celebrating the many diverse cultures and beliefs that make up the community of Duncan.
2. Learning about Cowichan heritage and language is part of the public school curriculum, which has helped to increase and improve understanding and mutual respect between non-native citizens and the Cowichan band members.
3. Duncan's history and heritage are protected and celebrated.
4. Duncan's downtown has many vibrant music, art and cultural events, keeping the downtown core bustling and active every evening.
5. The City celebrates its history and connections to the local First Nations and has built a strong, healthy and mutually beneficial relationship with all local First Nations.
6. Local works of public art, both native and non-native, including Duncan's totem pole collection are showcased throughout the community.
7. Duncan has a vibrant arts scene that is enjoyed and supported by both residents and visitors alike.

# NEXT STEPS AND IMPLEMENTATION

Developing *Sustainable Duncan*, is just one-step of many in Duncan's journey toward its vision for success and sustainability. The Duncan ICSP articulates a shared vision for the future success and sustainability of the community, and outlines a process for continuing along the journey towards that vision. It will require ongoing commitment towards implementation: alignment of decision-making and proactive action planning. It also requires annual monitoring and reporting on progress, and continued development and implementation of actions and initiatives. This document outlines the main areas for building on Sustainable Duncan and creating an ongoing process for embedding sustainability in the community.

## **Align Decision-Making**

The ultimate goal for the Sustainable Duncan plan is that formal decisions made by the Council on policies, plans and procedures, as well as the day-to-day decisions made by staff and community partners on projects, practices and purchasing, are aligned with the plan.

There are two factors critical for successful alignment: training and tools. Decision-makers should understand the Sustainable Duncan framework and how to apply it to their decision-making processes. Further, they will benefit from decision-informing tools, such as the ones included in the ICSP, to assist them through the process.

## **Partner with Community Stakeholders on Implementation**

Since Sustainable Duncan is a long-term plan for the whole community, it is imperative that community stakeholders participate as partners with the City of Duncan in the development and ongoing implementation of the plan. Community partners can participate in action planning, accept actions for implementation, participate in communicating sustainability and outcomes of the plan, and get other community partners on-board.

To ensure that roles and responsibilities of community partners are clear, a partnership agreement signed between the municipality and the community partner is a useful tool. The partnership agreement should articulate a commitment to the shared vision and desired outcomes articulated in the Sustainable Duncan plan, as well as some principles for community partnerships (e.g. collaboration, transparency). A sample Partnership Agreement is included at the end of this section.

While it is ideal that community partners come on-board during the development of the ICSP, they can come on board at any time, as long as they are provided an understanding of the process and the benefits – to them and to the broader community – of participating in a long-term sustainability journey.

## Expand the CSAT and Consider Task Forces

The Sustainable Duncan Community Sustainability Advisory Team (CSAT) played an instrumental role leading up to and including the development of the Sustainable Duncan ICSP. It would be ideal if the CSAT members continued to play a role in implementing the ICSP process through action planning sessions as well as implementation of actions in their respective organizations. It is recommended that the CSAT be expanded and a number of task forces can be created, each comprising community partners and each addressing specific strategy areas. The benefits of creating multiple task forces is that it increases the number of community members actively engaged in the process, shares the workload, and helps to broaden the perspectives and expertise brought to the table, thereby strengthening the outcomes overall. These benefits should be weighed against the resources it will take to convene multiple groups into the future. Preliminary discussions have identified the Environmental Committee as a potential key task force for strategies that relate to their mandate.

### Three options are offered for task force structure:

#### 1. Each strategy has its own task force:

In this option, there is one task force for each of the Sustainable Duncan strategy areas. However, the task forces do not necessarily need to be convened all at the same time or even in the same year: a rotating schedule could be created such that the most important strategy areas are prioritized first and those task forces meet in year one.

#### 2. Groups of strategies can share one task force: Here, related strategies are grouped together and one task force is convened for each grouping. For example:

- a. Transportation & Mobility + Energy & GHG Emissions, Reduction and Waste
- b. Community and Individual Health + Education + Recreation & Leisure
- c. Governance & Regionalism + Aquatic and Terrestrial Natural Systems + Food & Agriculture
- d. Economy & Employment + Buildings and Sites + Art & Culture

#### 3. Create four Task Forces, each aligning with a Community Priority. For example:

- a. A carbon neutral community, approaching zero-waste that has affordable and safe public and active transportation options.
- b. A healthy, active community with a strong sense of connectedness. A community that supports the educational service and leisure needs of its citizens at all life stages.
- c. Protected natural resources and adequate local food sources and clean water for future generations.
- d. An affordable community with a strong and diverse economy, well known for its vibrant historic downtown and innovative arts and culture community.

As Sustainable Duncan continues to be implemented over the next number of years, the strategy areas may be combined, separated, or revised – that is all part of an ongoing community sustainability planning process.

## **Regular Action Planning**

Regardless of whether the Sustainable Duncan CSAT continues or new/separate task forces are created, one or the other should be engaged in annual action planning to ensure that Sustainable Duncan becomes a living process and, most importantly, that it creates on-the-ground action and results.

The action planning process should continue in a manner similar to what occurred during the first action planning process in the development of sustainable Duncan and the initial set of actions. Below is a high-level summary of the process.

The CSAT/task force(s): reviews the results of past recommended actions, the other actions not recommended (from previous Sustainable Duncan action planning as well as from other plans and documents); evaluates the most current indicator data; assesses local and regional opportunities; reviews Duncan’s vision for the future; identifies potential actions for implementation; prioritizes them and presents a recommended set of actions for the following year.

The prioritized actions are recommended to potential implementing organizations throughout the community, not just to the City, reinforcing that Sustainable Duncan is owned and implemented by a wide range of community partners.

## **Ongoing Monitoring and Reporting**

Monitoring and reporting progress toward (or away from) Sustainable Duncan’s vision is essential to provide transparency, inform decision-making and enable continuous improvement. Ongoing, consistent and reliable monitoring provides the community with a number of essential functions and benefits, including:

- Informing decision-making throughout the community;
- Informing task force action planning;
- Ensuring transparency and accountability to community stakeholders;
- Engaging businesses, residents and visitors in the journey toward the vision by providing meaningful and timely information in an interactive way.

## Communicating Results

Communicating indicator results will build excitement and support for increased engagement and innovative action planning, and therefore data collection, analysis and reporting should line up with a community engagement cycle. For example, reporting can kick-off a second or third round of ICSP planning or the municipal budget process. If it isn't absolutely critical to your engagement process, don't be concerned that the latest data isn't available; simply use the most recent information that is. Different data providers provide results at different times of the year and some only every five years, so it is highly likely that you may not have all the most current information all the time.

The most efficient method of reporting back to the community on a continuous basis is likely through a website. Publically-accessible, easy to understand, and easily updated, a web-based platform is fast, efficient, and effective for communicating results. Reporting in the same format and using the same metrics year after year will allow for identifying trends and systematic updating. If access to more specific data is available, it is a good idea to add supporting indicators to the initial set of perhaps more high-level indicators. For example, total energy used is an initial indicator; to delve further with more specific data, energy use can be reported by sector and by energy type as well.

The initial set of indicators provided with the Sustainable Duncan ICSP is based on the type of data currently available, and on what Duncan initially identified as important indicators. If additional or different indicators are desired, they can typically be selected through dialogue with data users, data providers and the Task Force members. It's important to keep in mind that an indicator is not going to be very useful if there is no way to collect the data necessary to inform it, or if tremendous resources would be required.

### Indicator Assessment Criteria Usually Include:

- Validity – to measure progress toward the desired outcomes or priorities
- Reliability – to provide consistently measured data over time
- Resource intensity (including information availability) – to achieve a balance of good data for good value
- Comparability – to benchmark against other communities where possible

Over time, indicators will evolve as further learning and increased capacity develops for useful reporting and monitoring. Common existing data sources include organizations such as the Community Energy and Emissions Inventory, Tourism BC, BC Hydro and Statistics Canada/BC Stats, and in some communities, community surveys, which are a great way of collecting unique information for your community. New data collection tools and sources may come on stream in the future and should be included in the monitoring system to make indicator results more robust and reliable.

One of the most important, yet often forgotten, steps in the monitoring and reporting process is celebrating successes - big or small. Celebrating successes is one of the most impactful things that can be done to maintain enthusiasm and strengthen buy-in for Sustainable Duncan.

The monitoring process provides the evidence for celebrating achievements by providing a clear reflection of the community's movement along its path towards the vision. Make community achievements public by posting on the City and partners' websites, advertising in the local newspaper, and presenting at local gatherings. Increased presence in the public eye will result in an increased interest in Sustainable Duncan, and in turn, more support and input from the community.

## **Periodic Review and Refinement of the Sustainable Duncan Plan**

Keeping Sustainable Duncan current and ensuring that it continues to connect with community values is another important factor to attend to moving forward. While action planning should occur on an annual basis, other elements of the plan should be held more constant so that they can effectively guide decision and action planning. However, the need for constancy should not outweigh the importance of reflecting the community's changing vision for the future. The one thing that will remain unchanged is the set of long-term sustainability objectives that guide the vision for sustainability in the future. The other elements of Sustainable Duncan and suggestions for the frequency and method for updating them in the future are provided below.

- **Vision and Community Priorities:** The Vision and Priorities should be reviewed and refined every ten to twenty years through a process that includes the whole community.
- **Desired Outcome Statements:** These should be reviewed and refined about every five years and be done by a team representing key community partners and stakeholders or by the Task Forces.
- **Indicators:** The recommended indicators (based on the Priorities) should be kept as constant as possible so that trends can be monitored and performance evaluated over time. However, transitioning to new and improved indicators as they become available should be considered annually so that decision-makers are armed with the best possible information.
- **Procurement:** Incorporating sustainability planning and implementation strategies in the way we do business.

# GLOSSARY OF TERMS

*Accessible:* Accessible is a general term used to describe the degree to which a product, device, service, or environment is available to as many people as possible. It is also used to focus on people with disabilities or special needs and their right of access to entities, often through use of assistive technology or design.

*Actions:* These are the initiatives that should be undertaken to move Duncan from where it is today toward success and sustainability in the future. Actions can include everything from basic operational activities to the development of policies and strategic plans.

*Agri-tourism:* the practice of touring agricultural areas, farms, vineyards and markets to participate in the agricultural experience or purchase agricultural goods.

*Backcasting:* A basic planning approach where one begins with a vision of success in the future (in this case, a sustainable society) and then uses the question “what do we need to do to move from where we are today toward our vision?” to identify strategic actions.

*Biodiversity:* The diversity of plants, animals, and other living organisms in all their forms and levels of organization, including genes, species, ecosystems, and the evolutionary and functional processes that link them.

*Clean energy:* Clean energy, also referred to as green energy, is defined here as non-polluting energy from renewable sources.

*Climate change:* Overall warming of the Earth’s climate beyond natural fluctuations resulting from the buildup of greenhouse gases (e.g., carbon dioxide, methane) in our atmosphere due to human activities (primarily the combustion of fossil fuels).

*Climate change* A change in the state of climate properties that persists for an extended period, typically decades or longer. Any one climate change event may be due to natural earth processes, non-earth events, or to ongoing human caused changes in the makeup of the atmosphere or in land use. In this context, we are mainly talking about reducing human contributions and adapting to the changes in climate and associated events.

*Community Member:* Either a resident (full time) or part-time resident who lives in the community.

*Critical natural areas:* These areas incorporate unique and sensitive habitats such as streams, lakes, wetlands, old growth forests, alluvial forests, riparian areas, and the corridors connecting them.

*Current Reality:* The Current Reality is the “current situation,” or baseline of where the regional district currently exists with regard to the vision for the future in the defined strategy areas. The current reality for each strategy area would include the current context, existing assets and potential issues.

*Desired Outcome Statements:* These describe Duncan’s desired future for the year 2040 in more detail within each strategy area.

*District energy:* A locally-based energy system from renewable sources that supplies a group of buildings located in close proximity to share infrastructure.

*Economic diversification:* The characteristic of business variety in the economy both across and within individual business sectors.

*Ecosystem:* A functional unit of any size consisting of all the living organisms (i.e., plants, animals, and microbes) in a given area, and all the non-living physical and chemical factors of their environment, linked together through nutrient cycling and energy flow.

*Ecosystem management:* A holistic approach to managing our environment and making land-use decisions. It meshes human purposes with natural systems, always asserting the protection of ecological integrity as its foremost environmental priority.

*Environmentally sensitive areas:* These areas incorporate unique and sensitive habitats such as streams, lakes, wetlands, old growth forests, alluvial forests, riparian areas, and the corridors connecting them. These areas are the focus for protection from development due to their fragile and rare nature.

*Food security:* A community enjoys food security when all people, at all times, have access to nutritious, safe, personally acceptable and culturally appropriate foods, produced in ways that are environmentally sound and socially just.

*Food system:* The food system represents all the entities, individuals and resources used to grow, harvest, produce, deliver, consume and dispose of food.

*Indicators:* These are used to measure performance at moving toward (or away) from Duncan's vision of the future.

*Lifelong learning:* All learning activity undertaken throughout life, with the aim of improving knowledge, meaning, skills and competences for pursuing a better quality of life within a personal, civic, social and/or employment-related perspective.

*Locally-generated energy sources:* Energy generated within the community, generally from renewable sources, for example, geothermal, wind or solar.

*Low-impact:* Technologies, supplies, fuels, etc..., that produce little pollution (air, water, waste) or environmental impact (e.g. climate change).

*Mixed-use:* Developments that combine residential and commercial space in the same building or development. Residences above shops and live-work residences are examples of mixed-use developments. Mixed-use developments enable people to live close to work and amenities.

*Official Community Plan (OCP):* A bylaw adopted by Council that is "a statement of objectives and policies to guide decisions on planning and land use management, within the area covered by the plan, respecting the purposes of local government." (Local Government Act)

*Priorities:* The Priorities provide a high-level focus on what must be achieved to create a successful future for our community.

*Resident:* Generally someone who takes up their primary residence in the City of Duncan and lives there for most of the year.

*Renewable energy:* Energy from sources that produce electricity or thermal energy without depleting resources. Renewable energy includes solar, wind, water, earth and biomass power, and energy from waste.

*Stakeholder:* All individuals, groups, and interests that are affected by and/or affect Duncan and its activities. This includes the natural environment and future generations.

*Strategy areas:* These cover the high level community systems that must be managed now and into the future. They help to frame the ICSP.

*Sustainability Objectives:* These frame the plan and define the concrete outcomes necessary to achieve a sustainable society in the long-term, roughly 2060. They are derived from the Natural Step framework and sustainability principles. Visit [www.thenaturalstep.org/canada](http://www.thenaturalstep.org/canada)

*The Natural Step framework:* A strategic planning framework for and definition of sustainability. See [www.thenaturalstep.org/canada](http://www.thenaturalstep.org/canada)

*Transportation alternatives:* Commonly referred to as modes of transportation other than single-occupant gas or diesel powered vehicles.

*Value-added:* The enhancement given to a product or service before offering it to the market.

*Vision:* This term is used to encapsulate the picture of the future for Duncan in 2040, as articulated by the Priorities, Sustainability Objectives and Desired Outcome Statements.

*Visitor:* Generally someone who's primary residence is outside of Duncan and who visits Duncan for less than 28 consecutive days.

*Wildlife corridors:* Linear habitat embedded in unsuitable habitat, which connects two or more larger blocks of suitable habitat. It is generally proposed for conservation in order to enhance or maintain the viability of wildlife populations in the habitat blocks.

“Zero Waste: is a concept that embraces social, economic, and environmental considerations. When it is achieved, Zero Waste relieves pressure on the natural environment, reduces the financial burden placed on local taxpayers, as well as decreases the amount of liability shouldered by local governments. Zero Waste promotes moving beyond the traditional five R's hierarchy and instead adopts a more holistic approach to the traditional linear flow of resources. Zero Waste encourages the full integration of raw materials with the aim of eliminating the idea that waste is a necessary part of the economic formula. Zero Waste represents closing the loop on the manufacturing process by eliminating the production of residual materials, as well as promoting a reduction in overall material consumption. In essence, Zero Waste exemplifies a complete shift away from the traditional societal ideology which embraces a disposable lifestyle as well as the continuous production of residual products. Zero Waste represents the recycling of all materials back into the marketplace or natural environment and in a manner that protects human and ecological health”. (As adapted from Zero Waste America in the RDCK Resource Recovery Plan (March 2011).)



## APPENDICES

**Appendix A: Survey 1 & 2**

**Appendix B: Short Sustainability Decision Tool**

**Appendix C: Sustainability Action Items**

**Appendix A:  
Survey #1 & #2**



## Duncan ICSP - Public Survey #1

### Introduction

The City of Duncan has engaged the Whistler Centre for Sustainability to assist in the development of our community's Integrated Community Sustainability Plan (ICSP).

An ICSP is a document that is informed by you to guide our community into a desirable and sustainable future. It is an all-encompassing planning approach and process that identifies short, medium, and long-term actions for implementation, monitors progress, and is reviewed on an annual basis. It guides all municipal plans and policies.

As a citizen of Duncan, you play a very important role in helping to shape the future success of the community and we kindly request your assistance by filling in the attached survey and by attending our public event on May 4th and 5th.

The purpose of this survey is to understand your views on the potential challenges and opportunities associated with the community's future. The results will help inform the ICSP planning process that the municipality and community are embarking on for the next eight months. On the following page, you will see a set of questions that will take approximately 15 minutes to complete.

For more information on our ICSP and the upcoming public input opportunities please go to <http://www.city.duncan.bc.ca/index.htm>  
This survey will close at 11:59pm on August 15th.

### Thank you for your participation!

How many years have you lived in the City of Duncan? (enter a number only)

Do you think there is a shared sense of where we're trying to get to as a community?

YesNo

Please briefly explain your answer:

The feature that citizens most commonly cited as making Duncan a unique place or what they were most proud of in the Branding Survey was the character of the downtown core. Is there another feature or characteristic of Duncan that is as special and important to preserve and enhance?

Priorities for Success

What three local/regional issues are top of mind for you with respect to the future of Duncan?

- 1
- 2
- 3

What three provincial, national or global issues are top of mind for you with respect to the future of Duncan?

- 1
- 2
- 3

Thinking about those issues noted above or other challenges/opportunities, what 3-5 community qualities does Duncan need to maintain, enhance or develop in order to be successful and the best place to live and work now and in the future? (max 100 characters each)

- 1
- 2
- 3
- 4
- 5

There are many ways to describe and define sustainability. The Brundtland Commission, in the 1987 report *Our Common Future*, defines sustainable development as development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

To be more precise, most people agree that a sustainable community includes a robust resilient economy within and serving a strong, equitable society, within a highly functioning natural environment.

For the rest of the survey, please use the following characteristics to describe sustainability to help frame the questions:

- a. Healthy, functioning natural environment,
- b. A strong vibrant local, regional and global community
- c. Robust resilient economy

What is your personal level of interest in and commitment to sustainability?

very low low average high very high

Please briefly explain your answer:

How would you rate the community's current level of understanding and acceptance of sustainability as we've described here?

- a. Healthy, functioning natural environment
  - b. A strong vibrant local, regional and global community
  - c. Robust resilient economy
- very low low average high very high do not know

What level of priority do you feel that sustainability should be for residents and businesses in Duncan?

very low low medium high very high  
Please briefly explain your answer:

What level of priority do you feel that sustainability should be for the local government?

very low low medium high very high  
Please briefly explain your answer:

How important is it to you for the local government to take a more proactive and integrated approach for sustainability, i.e. integrating criteria for sustainability into all visions, priorities, goals, policies, programs, projects, decision making, metrics, etc?

not at all important somewhat unimportant neither unimportant or important very important  
Please briefly explain your answer:

Duncan community ICSP sessions are taking place on Friday, May 4th and Saturday May 5th. Check the website for details. The following question pertains to the workshop on Saturday.

Please indicate up to four topics (e.g. transportation, energy, food, housing) that you would be interested in providing comments on at this session.

- 1.
- 2.
- 3.

What would motivate you to get involved in this ICSP process?

What would interfere with your ability/willingness to get involved in this ICSP process?

What can leaders do to demonstrate that this ICSP planning approach is critical to the long-term success of your community?

Do you have any additional comments or questions that you would like to share?

**Thank you for your time! Please be sure to come out on May 4/5!**



## Duncan ICSP - Public Survey #2

### **Duncan Sustainability Action Items: How Can We Make Duncan More Sustainable in The Next Two Years?**

#### **Introduction & ICSP Backgrounder**

The City of Duncan has been working on an Integrated Community Sustainability Plan (ICSP) since last Spring.

Over the summer and fall of 2012 we found out from the Duncan community what people envision when they think of a future Sustainable Duncan by 2040.

We gathered community input from a previous survey and through community outreach facilitated by City staff and our Sustainability Advisory team. Staff and the sustainability team went to community events and busy community locations with boards to gather information from the Duncan public. We have described the prominent ideas of a sustainable Duncan in each of the 11 Strategy Areas that came from the community information.

We now want to ask you, what can be done in the next year or two move Duncan towards these sustainable visions?

#### **BACKGROUND:**

What is an ICSP?

An Integrated, Community Sustainability Plan (ICSP) is a document that is informed by you to guide your community into a desirable and sustainable future. It is an all-encompassing planning approach and process that identifies short, medium, and long-term actions for implementation, monitors progress, and is reviewed on an annual basis.

An ICSP also provides guidance for the development or alignment of all municipal or government plans, policies and decisions under one framework, such as the Official community Plan (OCP).

For more information about the Duncan ICSP and the upcoming public input meeting the Duncan, Action Planning Meeting please go to <http://www.duncan.ca/citizens/Environment.htm>

**Thank you for your participation!**

How many years have you lived in or around Duncan? (enter a number only)

The Duncan ICSP is organized into 11 community strategy areas. These strategy areas identify the areas the community has said are important to focus on in regards to sustainability and integrated sustainable systems in Duncan.

The Strategy Areas help us think about the community as a set of connected systems for better planning. Please read through the scope of each strategy area and respond to the questions that you would like to contribute to.

### **Sustainable Buildings and Sites in Duncan**

From the community input to date, Duncan residents have suggested that sustainable buildings and sites in Duncan would include maintaining the small town feeling and ensuring Duncan felt safe to walk around in the day and evening. Sustainable building and sites would include affordable housing for all income and age requirements and homelessness would be eradicated. Duncan would have a thriving downtown core showcasing a vibrant fusion of heritage and green design. Duncan would have many natural and beautiful smoke-free public places. There would be Green buildings design incentives and local affordable green building products would be easily accessible from Duncan.

2. List 3 ideas that the Duncan government, other organizations or the public could to do now to make buildings and sites in Duncan more sustainable or green?

- 1
- 2
- 3

### **Sustainable Community and Individual Health in Duncan**

From the community input to date, Duncan residents have suggested that sustainable Community and Individual Health in Duncan would include a community with a strong active and sport culture. Where there are many local events and sporting activities that bring the whole community together regularly and year-round. Where volunteerism and social connections demonstrate a strong sense of community in Duncan. A wide variety of health and wellbeing services and specialists would be affordable and accessible from Duncan. Sustainable Community and Individual Health in Duncan would include adequate services for everyone's changing health needs, regardless of age or circumstance.

3. List 3 ideas that the Duncan government, other organizations or the public could to do now to make community and individual health in Duncan more sustainable?

- 1
- 2
- 3

### **Sustainable Economy and Employment in Duncan**

From the community input to date, Duncan residents have suggested that a sustainable Economy and Employment in Duncan would include a thriving downtown and ensure a wide variety of business and employment opportunities throughout the community. Sustainable Economy and Employment would ensure more jobs in and around Duncan so people could work, live and play from Duncan. Employment and the local economy would include diverse sector growth that includes tourism, agriculture and agri-tourism, as well as many incentives for new businesses and employers to come to Duncan.

List 3 ideas that the Duncan government, other organizations or the public could to do now to make Duncan Employment and Economy more sustainable?

- 1
- 2
- 3

### **Education Sustainability in Duncan**

From the community input to date, Duncan residents have suggested that a more sustainable Duncan education system would include more integration of local First Nations heritage, culture and history into non-first Nations classes. It would include more diverse public education options and more employment education programs or option for youth and young adults. Duncan would be leaders in the Region for sustainable or green education and training programs so local green sustainable expertise and businesses would grow in Duncan.

List 3 ideas that the Duncan government, other organizations or the public could to do now to make Education in Duncan more sustainable?

- 1
- 2
- 3

### **Sustainable Art and Culture in Duncan**

From the community input to date, Duncan residents have suggested that a more sustainable Arts and Culture in Duncan would include many more local First Nations and non-First Nations works of public art being commissioned, show casing a vibrant year-round art and culture scene. Duncan local art, music and culture scene would be well known and a destination for visitors. Local cultural events would occur throughout the year, celebrating the many diverse cultures that make up Duncan.

List 3 ideas that the Duncan government, other organizations or the public could to do now to make Art and culture more sustainable in Duncan?

- 1
- 2
- 3

### **Sustainable Energy, GHG and Waste Reduction in Duncan**

From the community input to date, Duncan residents have suggested that a more energy, GHG and waste reduction sustainable Duncan would include Duncan becoming a leader in transitioning towards the elimination of GHG emissions, by making Duncan an carbon neutral City by the year 2040. Duncan's Municipal fleet and facilities would have transitioned to using alternative energy in all their facilities and fleet. The City would have strong energy efficiency building design codes to ensure all new buildings meet the no GHG emission target. Duncan would have a strong culture of reduce, re-use, recycle and compost.

List 3 ideas that the Duncan government, other organizations or the public could to do now to make Duncan more energy, GHG and Waste Reduction sustainable?

- 1
- 2
- 3

### **Sustainable Transportation and Mobility in Duncan**

From the community input to date, Duncan residents have suggested that more sustainable Transportation and Mobility in Duncan would have affordable public transportation system that had transitioned off fossil fuels. Access to public transportation from all areas of Duncan in under a 15-minute walk. Cycling and Pedestrian modes of transportation would be the transportation planning priority in the downtown area. Duncan would have well marked sidewalks and bike paths throughout the City and would ensure safe bike and pedestrian passage across the highway to local trails systems. Regional affordable and frequent public transportation would be developed ensuring less reliance on cars when traveling around the Cowichan Valley.

List 3 ideas that the Duncan government, other organizations or the public could to do now to make Transportation and Mobility more sustainable in Duncan?

- 1
- 2
- 3

### **Food and Agriculture Sustainability in Duncan**

From the community input to date, Duncan residents have suggested that to make Food and Agriculture more sustainable in Duncan local farms and agriculture land would be protected for future food security. Local healthy food would be easily accessible and affordable to all Duncan residents. Local farms will have transitioned away from the use of any pesticides or toxic chemicals. Duncan farms products, agri-tourism and local market based products would become important economic drivers, sought after by local residence and visitor.

List 3 ideas that the Duncan government, other organizations or the public could do now to make Food and Agriculture more sustainable in Duncan?

- 1
- 2
- 3

### **Terrestrial and Aquatic Natural Area Sustainability in Duncan**

From the community input to date, Duncan residents have suggested that to improve the sustainability of local lands and water systems in and around Duncan; Duncan would need to protect and control its clean drinking water. All new development in Duncan would ensure water conservation and water-re-capture systems. Local natural areas and old trees in the Duncan Municipal boundary would be protected and enhanced or restored. There would be a strong flood control measures in place to ensure resiliency against potential climate change impacts to Duncan. In Duncan, many of the paved areas and parking lots would be reclaimed and returned to natural areas and open space. Open spaces and natural areas through the City would be connected by a system of green corridors and multi-use paths.

List 3 ideas that the Duncan government, other organizations or the public could do now to improve Aquatic and Terrestrial sustainability in Duncan?

- 1
- 2
- 3

### **Recreation and Leisure Sustainability in Duncan**

From the community input to date, Duncan residents have suggested that Recreation and Leisure Sustainability in Duncan would include having many local recreation and leisure events and options that the community could come together to watch and participate in year-round. All recreation and leisure services would be affordable for all ages, abilities and income levels in Duncan. There would be many parks and green spaces throughout the City for community members to rest, play, exercise or garden in.

List 3 ideas that the Duncan government, other organizations or the public could do now to improve Recreation and Leisure sustainability in Duncan?

- 1
- 2
- 3

### **Governance and Regional Sustainability with Duncan**

From the community input to date, Duncan residents have suggested that improving Governance and Regional sustainability is important and dependent on Duncan's ability to become more sustainable. Ensuring affordable, accessible regional public transportation from Duncan to other areas in the Cowichan valley would lessen car dependency and improve regional sustainability to and from Duncan. Tourism in the Region would be coordinated and complimentary, making Duncan and other locations in the Cowichan Valley primary tourist destination. North Cowichan and Duncan would have integrated planning, development and economic agreements, ensuring consistency and many mutual benefits between the two neighbouring communities.

List 3 ideas that the Duncan government, other organizations or the public could to do now to improve Governance and Regional sustainability with the City of Duncan?

- 1
- 2
- 3

Other ideas or comments?  
Cancel Copy

**Thank you for your ideas.**

**Appendix B:**  
**Sustainability Short Decision Tool**

# Sustainable Duncan Planning and Assessment Tool

Our shared community vision for success and sustainability is implemented through decision-making – from daily purchasing decisions to high-level strategic planning decisions. This tool outlines four strategic questions to help you evaluate any type of decision or action, including plans, policies, projects, purchases, practices, etc.

**Use the tools for planning:** The Sustainable Duncan tools should be used at the start of projects to guide the planning/design and/or consideration of options.

**Use the tools for assessments:** It can also be used to flag potential negative impacts of whatever is being proposed and help you identify ways to avoid or minimize them.

## 1. TOWARD SUSTAINABILITY?

*Making a purchasing decision? Refer to the Sustainable Purchasing Guide for more detailed information and guidance on how to apply the Sustainability Objectives to products.*

| Does it move us toward our Sustainability Objectives?                               |   | Toward Quickly?          | Toward Slowly?           | Neutral?                 | Slowly Away?             | Quickly Away?            | If AWAY, how can you <b>avoid or minimize</b> this?<br>If TOWARD, how can you <b>maximize</b> the benefits? |
|---|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---|
|   | To reduce and eventually eliminate our contribution to the continuous build-up of materials that are extracted from the Earth's crust (e.g. heavy metals, fossil fuels).                        | <input type="checkbox"/> |   |
|  | To reduce and eventually eliminate the continuous build-up of synthetic materials produced by society (e.g. dioxins, toxins).   | <input type="checkbox"/> |   |
|  | To reduce and eventually eliminate the ongoing physical degradation of nature (e.g. overharvesting fish stocks, paving over natural areas).   | <input type="checkbox"/> |   |
|  | To reduce and eventually eliminate socio-cultural/economic conditions that undermine people's ability to meet their basic needs (e.g. unsafe working conditions, not enough income to live on). | <input type="checkbox"/> |   |

## 2. TOWARD SUCCESS?

| Does it support or conflict with our Duncan Sustainability Priorities?  | Strongly supports?       | Partially supports?      | Neutral?                 | Conflicts?               | If it CONFLICTS, how can you <b>avoid or minimize</b> this? If it SUPPORTS, how can you <b>maximize</b> the benefits? |
|---|--------------------------|--------------------------|--------------------------|--------------------------|---|
| A carbon neutral community, approaching zero-waste that has affordable and safe public and active transportation options.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |   |
| A healthy, active community with a strong sense of connectedness. A community that supports the educational service and leisure needs of its citizens at all life stages. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |   |
| Protected natural resources and adequate local food sources and clean water for future generations.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |   |
| An affordable community with a strong and diverse economy, well known for its vibrant historic downtown and innovative arts and culture community.                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |   |

### 3. FLEXIBLE PLATFORM?

In general, choosing approaches and technologies that are as flexible as possible will help us avoid getting locked into a direction that may be a dead end situation on the way toward the vision of the future. Flexible solutions will help ensure we are not faced with unacceptable costs, do not limit our ability to adapt, and enable the next steps that will further achieve success and reduce our impacts on natural and social systems.

|   |  |
|---|--|
| <p><b>FAVOUR</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Efficiency measures (e.g. reduced consumption, energy efficiency)</li> <li><input type="checkbox"/> Solutions that are adaptable, modular, scalable</li> <li><input type="checkbox"/> Actions that build stronger community support for your initiatives</li> <li><input type="checkbox"/> Pilot investments where you can test results and unintended consequences before scaling up</li> </ul> | <p><b>AVOID</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Things that tie you into using current technologies for a long time</li> <li><input type="checkbox"/> Partial solutions that cannot be further improved upon (i.e. dead-ends)</li> <li><input type="checkbox"/> Significant investments that lock you into a single way of doing things</li> </ul> |
| <p><b>Explain how the action is a flexible platform...</b></p>  | <p><b>Explain how the action might have some of these characteristics and what can be done to avoid them...</b></p>  |

### 4. GOOD RETURN ON YOUR INVESTMENT?

Ensuring that you spend the community’s money most wisely and effectively will always be an important part of decision-making. However, saving money in the short term is not always the best solution, nor is making a large investment with too long of a payback period. Another thing to consider is the non-financial returns on your investment, for example, learning opportunities, protection of crucial habitat, etc.

|  |  |
|--|--|
| <p><b>FAVOUR</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Actions that will save resources (time, money, energy, materials, other) immediately or over time</li> <li><input type="checkbox"/> Actions that will generate new revenue streams from customers or constituents</li> <li><input type="checkbox"/> Capital investments that will build social capital (e.g., attract talented new staff, boost productivity, reduce turnover)</li> </ul> | <p><b>AVOID</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Actions that tie up too much capital in partial solutions</li> <li><input type="checkbox"/> Actions where the benefit does not outweigh the cost</li> <li><input type="checkbox"/> Actions that create high levels of risk (ecological, social or economic)</li> <li><input type="checkbox"/> Actions that do not align with new ecological/economic/social standards</li> <li><input type="checkbox"/> Actions that may be lower cost upfront, but have less opportunity to save costs over time</li> </ul> |
| <p><b>Explain the nature and significance of the ROI for the action...</b></p>   | <p><b>Explain how the action might have some of these characteristics and what can be done to avoid them...</b></p>  |

|   |        |        |        |         |         |
|---|--------|--------|--------|---------|---------|
|   |        |        |        |         |         |
| <b>Capital Cost: \$</b> _____   | Year 1 | Year 3 | Year 5 | Year 10 | Year 20 |
| Operating costs per year:   |        |        |        |         |         |
| Estimated annual savings from reduced operating or maintenance costs (\$ or %): |        |        |        |         |         |
| Estimate of increases in annual user fees/tax revenue streams:                  |        |        |        |         |         |

## SUMMARY

### Strengths

What benefits/value does the project deliver that makes it worthy of the investment?

### Weaknesses

What must be addressed moving forward to ensure the project's negative impacts or trade-offs are avoided or minimized?

### Conclusion/Recommendation:

## **Appendix C: Sustainability Short-Term Action Items**

The following Actions resulted from hundreds of community suggestions gathered from survey #2.

We asked the community what specifies changes were needed in each of the eleven Strategy Areas to move Duncan more quickly towards its vision and sustainability goals in a one to two year period. From the hundreds of responses, the most prevalent concepts were consolidated.

During a one-day workshop with the Community Sustainability Advisory Team and community participants, 20 Actions were identified that the City in partnership with the private and non-governmental sectors could achieve in one to two years to kick start Duncan's move towards its 2060 Sustainability Priority for Success.

The success of implementing the Actions depends on growing partnerships between the City and other groups and organizations.

|   | Revised Action from Group Dec 18th Meeting   | Type of action            | Lead Org | Partners  | Cost / resource | Rationale   | 2012 Strategic Plan Goal   | Status/Disposition  |
|---|--|---------------------------|----------|---|-----------------|---|--|---|
| <b>Strategy Area:</b><br><b>Buildings and Sites</b>             | Update the zoning bylaw.   | policy                    | City     |   | medium          | Update zoning to meet new city sustainability objectives and align with the ICSP. Encourage re-development, density, and allow for secondary suites.  | 2.1 Comprehensive review of the Zoning Bylaw   | This action is directly related to Strategic Plan Goal 2.1, and is suggested to commence after the University Village Plan is complete in Spring 2014.  |
|   | Develop the Phoenix into affordable housing for people at risk.  | policy, plan, development | CGC,     | City: Social Planning, BC Housing, Social planning Cowichan       | medium          | This is the intent of the CGC, for the Phoenix. There is high demand in the community for housing for people at risk.   | 2.2 Work with local groups on the provision of affordable housing  | The City supported this project by waiving development and building permit fees, and the CGC is converting the former hotel rooms at the Phoenix into affordable housing units.   |
|   | Create policy and incentives to support and encourage Green Building in Duncan   | policy                    | City     | Cascadia Green Building Council<br>Local builders                 | low             | There are currently no incentives for developers or contractors to include Green building or LEED design, this needs to be initiated at the permit approval level.  | 13.2 Develop Sustainability Checklist 13.5 Climate Change Adaptation/Greenhouse Gas Reduction Plan 8.2 Explore opportunities for revitalization tax credits (Downtown) | The Sustainability Checklist could be modified to qualify developments for green building incentives such as grants, or revitalization tax exemptions.  |
|   | Revised Action from Group Dec 18th Meeting   | Type of action            | Lead Org | Partners  | Cost / resource | Rationale   | 2012 Strategic Plan Goal   | Status/Disposition  |
| <b>Strategy Area:</b><br><b>Community and Individual Health</b> | Adopt the CVRD 2010 Affordable Housing Strategy in the short term and develop a Duncan specific Affordable housing strategy for the long term. | policy                    | City     | CGC, CVRD, Social Planning Cowichan, BC Housing, local developers | medium          | There is going concern that like other communities on the Island, Duncan housing market and stock will become unattainable for young families, the elderly and many others that make out their diverse community. | 2.2 Work with local groups on the provision of affordable housing  | Staff will bring the Strategy forward to Council for consideration. The Affordable Housing Strategy includes eight strategic directions. In relation to Strategic Plan Goal 2.2, staff have been working informally with Social Planning Cowichan on some elements of the Strategy. |



Action to refer to the Environment Committee

|  |  |                                  |                        |   |                        |   |   |  |
|--|--|----------------------------------|------------------------|---|------------------------|---|---|--|
| <b>Strategy Area:<br/>Economy &amp; Employment</b> | <b>Revised Action from Group Dec 18th Meeting</b>  | <b>Type of action</b>            | <b>Lead Org</b>        | <b>Partners</b>   | <b>Cost / resource</b> | <b>Rationale</b>  | <b>2012 Strategic Plan Goal</b>   | <b>Status/Disposition</b>  |
|  | Partner with North Cowichan and the CVRD to develop and adopt a buy and support 'Cowichan local' campaign and program.   | communications, policy,          | Economic Dev. Cowichan | City, DBIA, CVRD, North Cowichan, Farmers Market          | medium                 | Local support and advertising to buy local to help increase local economy.  |   | If a Climate Change Adaption/ Greenhouse Gas Reduction Plan is undertaken, this could be a related action. This action could also be completed independently.  |
|  | Develop a communication protocol with the business community that reflects the needs of both government and business, to be a business friendly community.                               | research, strategy, plan, report | DBIA                   | City, Chamber of Commerce, Community Futures Cowichan     | low                    | Economic development, business attraction, business relationship maintenance, protection of the tax base.   | 7.1 Create corporate communications plan                                | A Communication Policy is currently under development. Staff will consider this in the development of the Communication Policy.  |
| <b>Strategy Area:<br/>Education</b>                | <b>Revised Action from Group Dec 18th Meeting</b>  | <b>Type of action</b>            | <b>Lead Org</b>        | <b>Partners</b>   | <b>Cost / resource</b> | <b>Rationale</b>  | <b>2012 Strategic Plan Goal</b>   | <b>Status/Disposition</b>  |
|  | Create a civic policy and process to ensure First Nations heritage and language are acknowledged and included in civic events and signage.   | protocol, policy                 | City                   | Cowichan Tribes, House of Friendship, VIU                 | medium                 |   | 2.3 Improve Policies/Bylaws<br>7.1 Create corporate communications plan | Consider this recommended action during Strategic Planning discussion. Further research and consultation with local First Nations is necessary for this action.  |
| <b>Strategy Area:<br/>Art &amp; Culture</b>        | <b>Revised Action from Group Dec 18th Meeting</b>  | <b>Type of action</b>            | <b>Lead Org</b>        | <b>Partners</b>   | <b>Cost / resource</b> | <b>Rationale</b>  | <b>2012 Strategic Plan Goal</b>   | <b>Status/Disposition</b>  |
|  | Establish a civic Public Art policy that identifies community amenity contributions to be collected in a fund to be invested into supporting public art and art installations in Duncan. | policy, strategy                 | City of Duncan         | Cowichan Valley Arts Council , local developers, Art Jury | low                    | Shows civic support of local artists in Duncan and ensures resources for the continued growth of the Duncan Art and culture community for the enjoyment of Duncan residents and tourists alike. . | 2.3 Improve Policies/Bylaws   | Consider this recommended action during Strategic Planning discussion. The City has a public art reserve and occasionally developers contribute to it or include public art in developments. Council direction and policy development is needed. |

| Strategy Area:                                       | Revised Action from Group Dec 18th Meeting  | Type of action   | Lead Org         | Partners  | Cost / resource | Rationale  | 2012 Strategic Plan Goal   | Status/Disposition  |
|--|---|--|------------------|---|-----------------|--|--|---|
| <b>Energy &amp; GHG Emission Reduction and Waste</b> | Develop an Energy Reduction Plan for both the corporate and community sectors.  | policy   | City of Duncan   | Cowichan Energy Alternatives  | medium          | building energy use must be reduced. Partnerships for retrofits skills need civic support.   | 13.5 Climate Change Adaptation/Greenhouse Gas Reduction Plan             | This action is directly related to existing Strategic Plan Goal 13.5.   |
|  |   |  |                  |   |                 |  |  |   |
| Strategy Area:                                       | Revised Action from Group Dec 18th Meeting  | Type of action   | Lead Org         | Partners  | Cost / resource | Rationale  | 2012 Strategic Plan Goal   | Status/Disposition  |
| <b>Transportation &amp; Mobility</b>                 | Implement a better rush hour transit schedule, including rapid buses from the south end. Ensure that the bus schedule is timed around a working schedule. | policy, research negotiations, implementation  | BC Transit; CVRD | City of Duncan  | high            | Currently public transportation does not meet the largest commuter need times, forcing people to drive to and from work.   | 14.2 Transit Improvements<br>9.2 Address Trans Canada Highway congestion | This action is one element of improving the regional transit system, a current Strategic Plan Goal. Increased transit use may also reduce Highway congestion.   |
|  | Continue City Advocacy for the return and implementation of the Island rail corridor.   | political pressure, statement  | City of Duncan   | Island Corridor Foundation; VIA Rail, local action groups?                      | low             | GHG reduction, lessens car dependency, ensures regional travel alternative to the car, it is affordable.   |  | Consider as a Strategic Planning Goal. The City is supportive of the return of passenger rail service and the Mayor sits on the ICF board.  |
|  | Create dedicated, visible and safe bike lanes N-S and off the highway.  | Relationship building with MoTI research, strategy, alternative route plan and development | City of Duncan   | North Cowichan, Cowichan Tribes, MOTI, Cycle Cowichan, CVRD                     | high            | The highway is the major N-S connector but is extremely dangerous for cyclists. To encourage active transportation in and around Duncan, a safe cycle option is required, as per the Duncan Area Active Transportation Plan. | 14.1 Develop Active Transportation Plan with the neighbours              | This action is directly related to the Active Transportation Plan. Staff will consider this in the development of the plan for the TCH corridor. However, given the amount of right-of-way on the TCH, bike lanes are unlikely and alternate routes will be explored. |
|  | Adopt and begin to implement the Active Transportation Strategy   | policy adoption and implementation   | City of Duncan   | North Cowichan, Cowichan Tribes, MOTI, CVRD, Cycle Cowichan, Community Policing | medium          | Many of the local transportation concerns are addressed in the Active Transportation Plan, which needs Council adoption before these initiatives can begin to be implemented.  | 14.1 Develop Active Transportation Plan with the neighbours              | This is already a Strategic Plan Goal that is in process. The Active Transportation Plan is in the final draft stages and is being reviewed by partner staff prior to being presented to the partner Councils and undergoing public review.                           |

|  | Revised Action from Group Dec 18th Meeting  | Type of action                                  | Lead Org              | Partners   | Cost / resource | Rationale  | 2012 Strategic Plan Goal   | Status/Disposition  |
|--|---|---|-----------------------|--|-----------------|--|--|---|
| Strategy Area:<br><b>Food &amp; Agriculture</b>                  | Acquire or land-bank City-owned and vacant lots to secure space for small scale local farming and community gardens.  | research, policy,                               | CGC,                  | City, Cowichan Land Trust,   | medium          | Due to Duncan's size and lack of ALR lands; protection and acquisition of lands for local farming and community gardens is a method of ensuring future food security in the community. | 13.5 Climate Change Adaptation/Greenhouse Gas Reduction Plan   | This action is related to Strategic Plan Goal 13.5. The suggested leader is the Cowichan Green Community, as securing land for farming and community gardens is related to their mandate of improving local food security.  |
|  | Find and secure a local, year-round, indoor and outdoor space for a farmers market for Duncan and the valley.   | policy , plan, securing location                | Farmer Market,        | City, CVRD, Chamber of Commerce, CGC, Economic Development Cowichan, Tourism | medium to low   |  | 13.5 Climate Change Adaptation/Greenhouse Gas Reduction Plan<br>11. Increase tourism within the City | The suggested lead organization for this action is the Farmer's Market. An indoor space could enable more vendors to participate in the market year-round and could increase attendance in winter months.   |
|  | Publicly support Duncan and the Cowichan Valley banning GMO crops and seed use. Create a municipal policy to make Duncan a GMO-free zone for farming and landscaping. | research, policy, communications                | City of Duncan & CGC, | farmers market, CVRD, North Cowichan, AVICC                                  | low             |  | 2.3 Improve Policies/Bylaws  | The Environment Committee has already discussed and is supportive of developing a policy to prohibit the use of GMO crops in Duncan.  |
|  | Revised Action from Group Dec 18th Meeting  | Type of action                                  | Lead Org              | Partners   | Cost / resource | Rationale  | 2012 Strategic Plan Goal   | Status/Disposition  |
| Strategy Area:<br><b>Aquatic and Terrestrial Natural Systems</b> | Implement and conduct education outreach for the Duncan Urban Forest Strategy   | , partnership development, policy, outreach     | City                  |  | low             |  | 13.4 Urban Forest Strategy   | Staff plan to conduct education outreach on the Urban Forest Strategy in early 2014. Some strategies of the Urban Forest Strategy are underway, such as boulevard tree planting and following the planting list.  |
|  | Develop and adopt green infrastructure standards in partnership with the CVRD   | advocate, research, strategy policy development | CVRD                  | City   | low             |  | (Partly) 12. Work with the region on sustainable waste water solutions and CSLWMP                    | The City works towards green infrastructure when conducting improvements to existing infrastructure and during development approval processes. The City works with the CVRD and other regional partners on infrastructure planning , but not necessarily standards. |

|   | Revised Action from Group Dec 18th Meeting   | Type of action                   | Lead Org       | Partners | Cost / resource | Rationale  | 2012 Strategic Plan Goal   | Status/Disposition   |
|---|--|----------------------------------|----------------|----------|-----------------|--|--|--|
| <b>Strategy Area<br/>Recreation &amp; Leisure</b>     | Increase and improve connections to trails through the City  | trail infrastructure development | City           | CVRD     | high            | Part of the active transportation plan, some trail connection are already in the works | 14.1 Develop Active Transportation Plan<br>10. Work with North Cowichan on joint planning of University Village Area | This action is directly related to Strategic Plan Goals 14.1 and 10, which are underway. The Active Transportation Plan contains a prioritized list of network improvement recommendations.            |
|   | Seek opportunities for increased funding to parks and recreation in the Duncan area.   | political pressure and funding   | City of Duncan | CVRD     | high            |  |  | This action is related to community concern about the costs of recreational facilities and programs, as well as concerns about the operational funding for facilities such as the Cowichan Sportsplex. |
| <b>Strategy Area<br/>Governance &amp; Regionalism</b> | Revised Action from Group Dec 18th Meeting   | Type of action                   | Lead Org       | Partners | Cost / resource | Rationale  | 2012 Strategic Plan Goal   | Status/Disposition   |
|   | * At the Dec. 18th workshop, participants and CSAT members determined that some of the actions in the other strategies also relate to governance and regionalism, and chose to limit the number of action items to 20. |                                  |                |          |                 |  |  |  |

**For more information, please go to:**  
**[www.duncan.ca](http://www.duncan.ca)**  
**or**  
**Phone: 250-746-6126**



Lions Club Centennial Mural  
Artist: Bernice Ramsdin-Firth