

**Municipality of North Cowichan
Official Community Plan Advisory Group
ADDENDUM AGENDA**

Wednesday, October 28, 2020, 5:00 p.m.
Electronically

This meeting is taking place on November 5, 2020 and is a continuation from the October 28, 2020 meeting.

Pages

4. BUSINESS

4.4.	<i>Draft Principles, Goals and Vision Statement</i>	<i>2 - 10</i>
4.4.1.	<i>Draft Principles, Goals and Vision Statement: Interim Report dated November 4, 2020</i>	<i>11 - 22</i>



DRAFT PRINCIPLES, GOALS & VISION STATEMENT

Municipality of North Cowichan, OCP Review & Update

Prepared by: MODUS Planning, Design & Engagement Inc.
Version: 2.0
Date: 27 October 2020

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1 INTRODUCTION

This report compiles information collected during the visions and goals stage of the OCP update and presents draft principles, goals and vision for the OCP Advisory's Committee consideration.

Coming to a common understanding about our collective community values is crucial to help update the OCP. The vision, goals and principals are key components of the update and set the foundation for moving forward into Phase 3 when we focus on growth management and begin to update the OCP policies.

The 2011 OCP does not include a long-term vision for North Cowichan. This is fundamental to the OCP. The principles, goals and vision communicate specifics of where the Municipality wants to go and how it wants to get there.

The draft principles, goals and vision statement presented in this document are informed by:

- Results from the Vision and Goals Survey conducted with the public in August and September 2020. We received 1201 responses on this survey. See the Survey Results document for more information
- The feedback we collected from staff, Council (via a survey) and the OCP Advisory Committee and Community Ambassadors (via meetings) in May and June 2020 during the gap analysis stage of the OCP update. See the gap analysis for more information.

These draft statements are also informed by and will ultimately align with Council's Strategic Plan, the Climate Action and Energy Plan Update (in process), and Housing Needs Assessment (in process).

Our hope is that these draft principles, goals and vision will be endorsed in principle by the OCP Advisory Committee and then presented to Council for their review.

2 DRAFT PRINCIPLES

Guiding principles underpinning a plan reflect the shared values of the community. Such principles give us better assurance that the decisions we make and actions we take are true to those values. The five current OCP principles reflect what we as a municipality value, and they shape how we plan to achieve our goals. These principles are critical in guiding the development of all policy, programs and actions pursued under the plan.

Sustainability

Existing Definition:

Adopting the principle of sustainability means ensuring that decisions balance the right of future generations to a healthy, resource-rich environment with the needs of the current population.

Sustainability underpins all of the five key goals, as well as the overall direction of the plan.

Sustainability is a fundamental principle in assessing whether or not a particular course of action is appropriate

Participants indicated the following level of support for the existing definition:

- 65% Support
- 9% Do Not Support
- 12% Unsure

Proposed Definition:

Sustainability means balancing the environmental, social and economic needs of the current population while safeguarding our natural ecosystems for future generations.

Sustainability underpins all of the five key goals, as well as the overall direction of the plan.

Sustainability is a fundamental principle in assessing whether or not a particular course of action is appropriate

Economic Opportunity

Existing Definition: Ensuring that a positive environment is in place to promote growth and diversity. Jobs and businesses that are the foundation of the municipality remain important but new economic directions are also encouraged to respond to changes in the global economy and the challenges of demographic shifts.

Participants indicated the following level of support for the existing definition:

- 58% Support
- 12% Do Not Support
- 15% Unsure

Proposed Definition: Adopting the principle of economic opportunity means ensuring that a positive setting is in place to attract and retain great talent, promote local, sustainable jobs and businesses that lead to the prosperity of all of our community members and reduces social and economic inequality.

Smart Growth

Existing Definition: Encourage vibrant communities by planning for development including redevelopment, infill, mixed use and more compact communities. Smart Growth aims to enhance quality of life, preserve the natural environment and, over time, save money.

Participants indicated the following level of support for the existing definition:

- 61% Support
- 10% Do Not Support
- 13% Unsure

Proposed Definition:

Compact Growth and Development:

Adopting the principle of compact growth and development means using innovation and best practices to create vibrant and liveable communities. The focus on compact mixed-use communities will preserve natural and rural areas and promote less reliance on cars.

Healthy & Safe Communities

Existing Definition: A healthy and safe community is one where access to community services, housing, parks and open space, clean air and water, and other such benefits promote positive interaction and healthy outcomes among all residents.

Participants indicated the following level of support for the existing definition:

- 77% Support
- 3% Do Not Support
- 4% Unsure

Proposed Definition: A healthy, inclusive and safe community is one where access to community social services, affordable housing, parks and open space, clean air and water, local food and other such benefits promote positive interaction and healthy outcomes among all residents.

Community Engagement

Existing Definition: Ensuring that Council, staff and citizens keep talking to each other in an open and transparent way to ensure that decision-making is in line with the policies, goals and principles of the plan.

Participants indicated the following level of support for the existing definition:

- 75% Support
- 3% Do Not Support
- 5% unsure

Proposed Definition: Ensuring that Council, staff and community members communicate with each other in an open and transparent way to ensure that decision-making is in line with the policies, goals and principles of the OCP.

Other Suggested Principles

1) Reconciliation and Relationship Building:

- *Strengthening cooperation and mutual support by working collaboratively with First Nations towards respective community goals and objectives is vital to fostering more resilient and connected communities. This important work involves a collective journey towards Reconciliation, as well as revisiting and creating new government to government protocols and processes based on meaningful consultation respecting matters of mutual interest (Squamish OCP)*

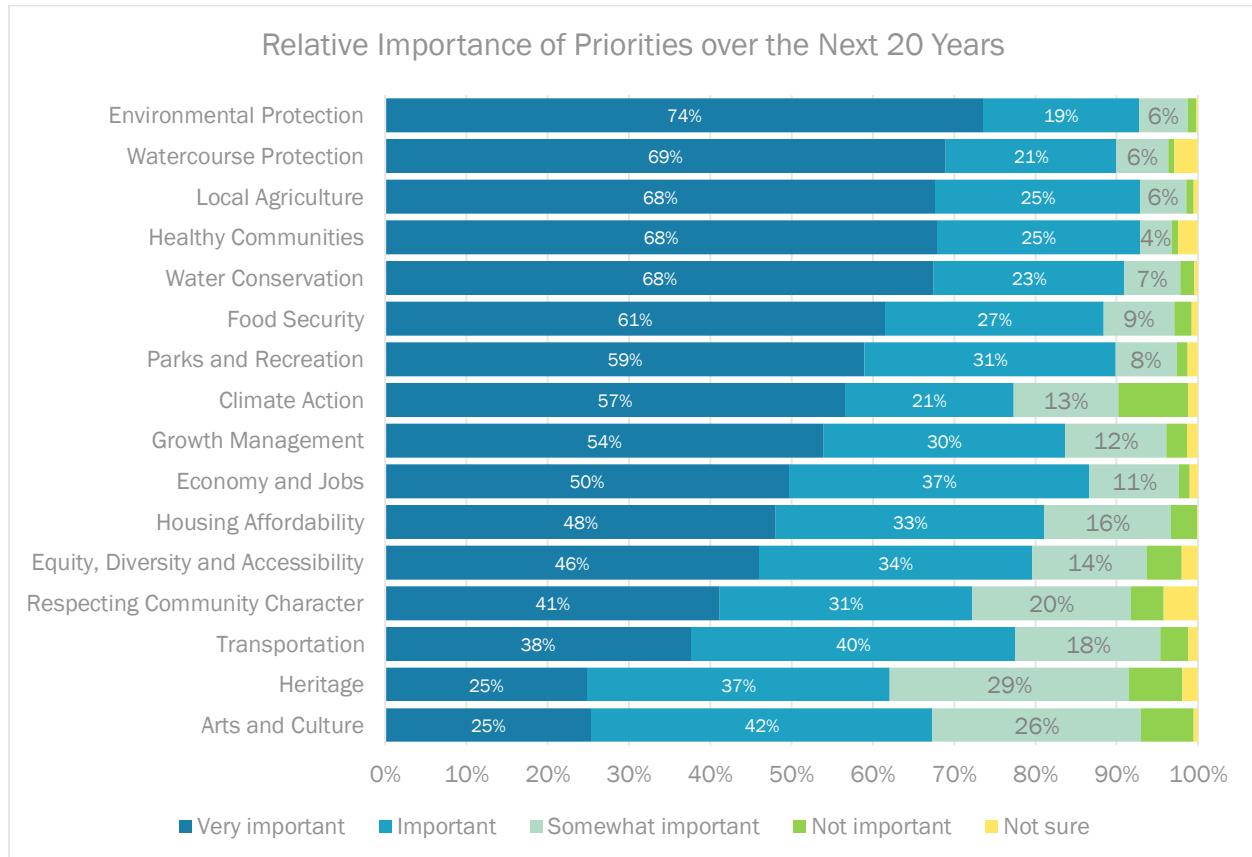
2) Regional and Senior Government Relationships:

- The District engages in ongoing collaboration with local and senior governments to implement the OCP's vision, goals and objectives. As a member of the CVRD, North Cowichan is committed to the Regional Collaboration Framework.

3 EMERGING PRIORITIES

In the Vision and Goals Survey we asked each respondent to:

Think about North Cowichan over the next 20 years, how important are the following priorities to you?



Approximately 18% of the 1201 total respondents did not answer this question. Of those who answered, environmental protection was perceived as the most important priority over the next 20 years, with 74% of participants selecting it as a very important priority.

Almost all of the environmentally related priorities (i.e., Environmental Protection, Watercourse Protection, Local Agriculture, Water Conservation, Food Security, Parks and Recreation) were rated “very important” or “important” by 88% - 93% of total respondents.

Arts and Culture and Heritage were the least prioritised by respondents with 62%-67% of respondents rating them “very important” or “important”.

What other emerging priorities should North Cowichan be planning for?

Responses were categorized into the following key themes:

Key Themes

- *Accessible Social Services*
Participants expressed a need for more accessible healthcare, social and mental health services. This particularly relates to a main concern for drug use and homelessness in the community.
- *Natural Resources & Areas*
Preservation of forested land, wildlife and waterways, specifically Quamichan Lake. Concern for continued harvesting and air pollution from resource-intensive industries.
- *Compact Growth and Development*
Concern for negative impacts of development and rapid population growth. This includes increased density and the need for additional infrastructure in specific areas, particularly transit, to reduce urban sprawl.
- *Other Topic Areas:*
 - Affordable Housing
 - Sustainability & Green Economy
 - Safety & Policing
 - Natural Disaster Preparedness
 - Jobs & Businesses
 - Public Infrastructure & Municipal Services
 - Tourism & Recreation
 - Improved Transit & Active Transportation
 - Reconciliation & First Nations Partnership
 - Inclusive Communities
 - Support for Families & Children
 - Age-Friendly Communities
 - Education
 - Food Security & Access
 - Covid-19 Informed Planning
 - Political Leadership & Accountability
 - City Self Sufficiency

4 DRAFT GOALS

Current OCP Goals:

1. Preserve our rural setting
2. Guard our environment
3. Adjust to climate change
4. Encourage economic opportunity
5. Build strong communities

These draft goals are based on the results from the emerging priorities identified in the above section and from the feedback on the gap analysis. These goals will also be the headings for the new OCP chapters/policies.

- 1) Protect and enhance our natural environment by preserving our rural countryside, forests, rivers, lakes and ocean.
- 2) Build strong, supportive, inclusive communities that enhance the health and well-being of all residents.
- 3) Ensure all municipal decisions are made through the lens of the climate emergency.
- 4) Focus growth and development to create vibrant mixed-use centres while enhancing the individual community and rural character and protecting the natural areas.
- 5) Encourage and enable a diverse mix of housing types, tenures and affordability to accommodate the needs of the community.
- 6) Support a thriving economy that focusses on sustainable jobs and businesses including green technologies and small-scale innovative agriculture.

5 DRAFT VISION STATEMENT

North Cowichan's unique towns and neighbourhoods are bordered by forests, rivers, lakes, coastline and rural countryside. As a steward of the environment and social wellbeing, North Cowichan will prioritize the conservation of its natural areas, provide supports for a thriving local economy, promote strong, inclusive communities and maintain its attraction as a hub for outdoor recreation.

6 CONCLUSION

This report compiles information collected during the visions and goals stage of the OCP update and presents draft principles, goals and vision for the OCP Advisory's Committee consideration. We look forward to discussing and receiving feedback on these statement with the Committee at the upcoming meeting.



DRAFT PRINCIPLES, GOALS & VISION STATEMENT: INTERIM REPORT

Municipality of North Cowichan, OCP Review & Update

Prepared by: MODUS Planning, Design & Engagement Inc.
Version: 4.0
Date: 04 November 2020

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1 INTRODUCTION

This report compiles information collected during the visions and goals stage of the OCP update and presents draft principles, goals and a vision statement.

Establishing a common understanding about our collective community values is crucial to update the OCP. The vision, goals and principals are key components of the update and set the foundation for moving forward into Phase 3 when we focus on growth management and policy development.

The 2011 OCP does not include a long-term vision for North Cowichan. This is fundamental to the OCP and common practice in other jurisdictions. The principles, goals and vision communicate where the Municipality wants to go and how it wants to get there.

The vision statement sets a broad, aspirational purpose to work towards over the life of the OCP. The principles reflect the values of the community members and the goals translate these values into measurable actions.

The draft principles, goals and vision statement presented in this document are informed by:

- Results from the Vision and Goals Survey conducted with the public in August and September 2020. We received 1201 responses on this survey. See the Survey Results document for more information
- The feedback we collected from staff, Council (via a survey) during the gap analysis stage of the OCP update in May and June 2020. See the gap analysis for more information.
- Feedback we collected from the OCP Advisory Committee and Community Ambassadors (via meetings) in June 2020 and from the OCP Advisory Committee October 28 to November 1, 2020.

These draft statements are also informed by and will ultimately align with Council's Strategic Plan, the Climate Action and Energy Plan Update (in process), Housing Needs Assessment (in process) and Master Transportation Plan (in process).

These statements will not formally be adopted until the OCP update is complete in 2021 and may be fine-tuned as we navigate through the remaining stages of the OCP update.

2 DRAFT PRINCIPLES

Guiding principles underpinning a plan reflect the shared values of the community. Such principles give us better assurance that the decisions we make and actions we take are true to those values. The principles reflect what we value, and they shape how we plan to achieve our goals. These principles are critical in guiding the development of all policy, programs and actions pursued under the plan. All principles are connected and must be considered holistically when making decisions.

The changes outlined in blue text represent the suggestions from the OCP Advisory Committee from the meeting on October 28, 2020 and their written feedback.

Sustainability

Existing Definition:

Adopting the principle of sustainability means ensuring that decisions balance the right of future generations to a healthy, resource-rich environment with the needs of the current population. Sustainability underpins all of the five key goals, as well as the overall direction of the plan. Sustainability is a fundamental principle in assessing whether or not a particular course of action is appropriate.

Survey Participants indicated the following level of support for the existing definition:

- 65% Support
- 9% Do Not Support

Proposed Definition with Tracked Changes:

Sustainability means balancing the environmental, social and economic needs of the current population while safeguarding ~~the earth's~~ **the our** ecosystem for future generations. It underpins all of the goals, as well as the overall direction of the plan.

Sustainability is a fundamental principle **that must be applied** when assessing whether or not a particular course of action is appropriate. **It acknowledges that we have inherited the earth from our ancestors and must ensure it remains intact for future generations.**

Proposed Definition without Tracked Changes:

Sustainability means balancing the environmental, social and economic needs of the current population while safeguarding our ecosystem for future generations. It underpins all of the goals, as well as the overall direction of the plan.

Sustainability is a fundamental principle that must be applied when assessing whether or not a particular course of action is appropriate. It acknowledges that we have inherited the earth from our ancestors and must ensure it remains intact for future generations.

Economic Opportunity

Existing Definition:

Ensuring that a positive environment is in place to promote growth and diversity. Jobs and businesses that are the foundation of the municipality remain important but new economic directions are also encouraged to respond to changes in the global economy and the challenges of demographic shifts.

Survey participants indicated the following level of support for the existing definition:

- 58% Support
- 12% Do Not Support

Proposed Definition:

Economic opportunity means ensuring that a positive setting is in place to attract and retain great talent, promote local, sustainable jobs and businesses that lead to the prosperity of all of our community members and reduces social and economic inequality.

Smart Growth

Existing Definition:

Encourage vibrant communities by planning for development including redevelopment, infill, mixed use and more compact communities. Smart Growth aims to enhance quality of life, preserve the natural environment and, over time, save money.

Survey participants indicated the following level of support for the existing definition:

- 61% Support
- 10% Do Not Support

Proposed Revision:

This principle has been moved to the goal section.

Healthy & Safe Communities

Existing Definition: A healthy and safe community is one where access to community services, housing, parks and open space, clean air and water, and other such benefits promote positive interaction and healthy outcomes among all residents.

Participants indicated the following level of support for the existing definition:

- 77% Support
- 3% Do Not Support

Proposed Definition with Track Changes:

A healthy, inclusive, safe and **resilient** community is one where access to community social services, affordable housing, parks, **trails** and open space, clean air and water, locally grown food ~~and other such benefits~~ promote positive interaction and healthy **(physical and mental)** outcomes among all residents.

Proposed Definition without Track Changes:

A healthy, inclusive, safe and resilient community is one where access to community social services, affordable housing, parks, trails and open space, clean air and water, locally grown food promotes positive interaction and healthy (physical and mental) outcomes among all residents.

Community Engagement

Existing Definition:

Ensuring that Council, staff and citizens keep talking to each other in an open and transparent way to ensure that decision-making is in line with the policies, goals and principles of the plan.

Participants indicated the following level of support for the existing definition:

- 75% Support
- 3% Do Not Support

Proposed Definition with Track Changes:

Ensuring that Council, staff and community members communicate with each other in an open and transparent way to ensure that decision-making ~~is in line with the policies, goals and principles of the~~ **aligns with the OCP, other plans, policies and bylaws.**

Proposed Definition with Track Changes:

Ensuring that Council, staff and community members communicate with each other in an open and transparent way to ensure that decision-making aligns with the OCP, other plans, policies and bylaws.

Other Proposed Principles

1) Reconciliation and Relationship Building:

- *Strengthening cooperation and mutual support by working collaboratively with First Nations towards respective community goals and objectives is vital to fostering more resilient and connected communities. This important work involves a collective journey towards Reconciliation, as well as revisiting and creating new government to government protocols and processes based on meaningful consultation respecting matters of mutual interest (Source: Squamish OCP)*
- Ongoing collaboration with local and senior governments to implement the OCP's vision, goals and objectives. As a member of the CVRD, North Cowichan is committed to the Regional Collaboration Framework- 2050

2) Resilience

- A resilient community means we are able to respond and adapt to emerging issues in a unified way.

3) Climate Change

- Ensure all municipal decisions are made through the lens of the climate emergency.

4) Responsible Governance and Active Leadership

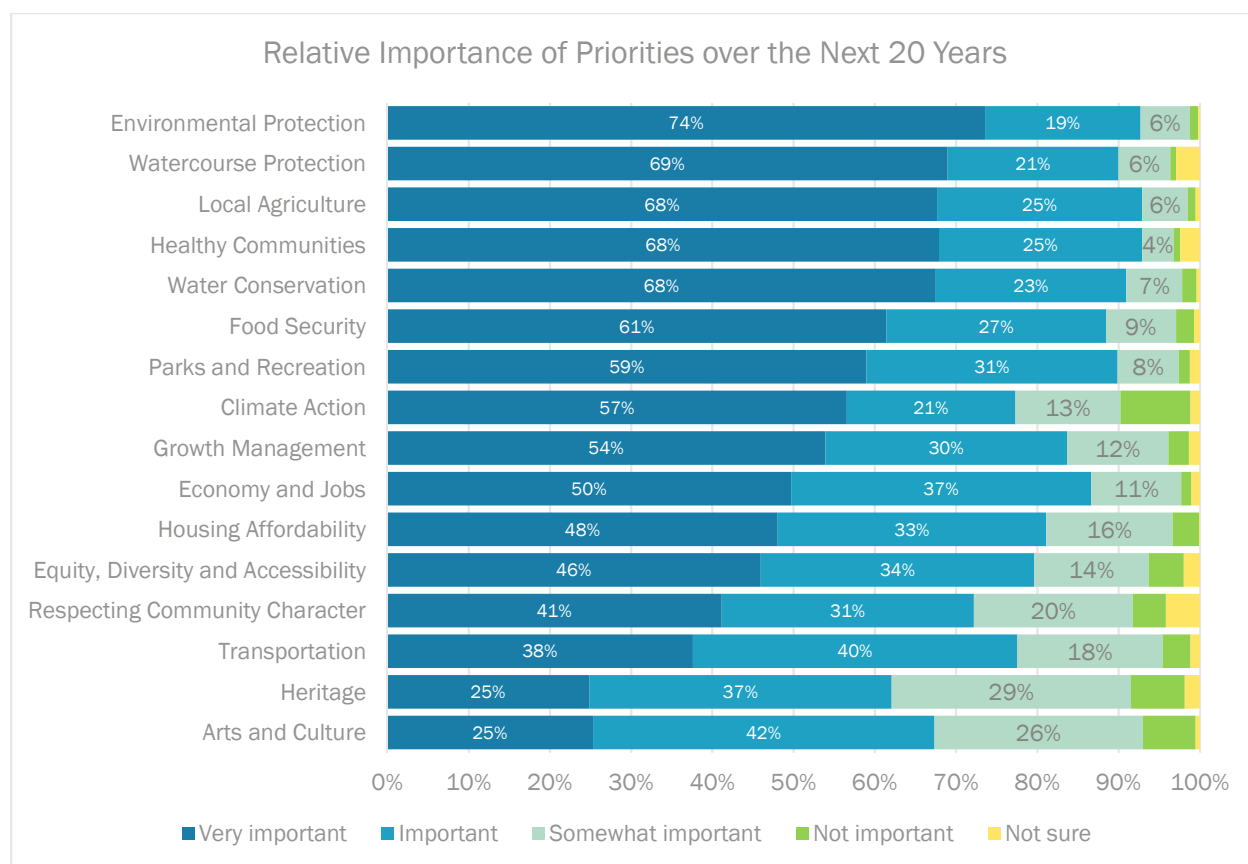
- Engage our residents continually, seeking open and transparent input into its decision-making, while demonstrating accountability through prudent management of our shared assets. We embrace opportunities and addresses challenges proactively, recognizing the key role of local government in supporting its community. We provide responsive, efficient, transparent service that contributes value to the community.

3 EMERGING PRIORITIES

In the Vision and Goals Survey we asked each respondent to:

Think about North Cowichan over the next 20 years, how important are the following priorities to you?

These responses along with other feedback received were used to create the draft goals in the next section.



Approximately 18% of the 1201 total respondents did not answer this question. Of those who answered, environmental protection was perceived as the most important priority over the next 20 years, with 74% of participants selecting it as a very important priority.

Almost all of the environmentally related priorities (i.e., Environmental Protection, Watercourse Protection, Local Agriculture, Water Conservation, Food Security, Parks and Recreation) were rated “very important” or “important” by 88% - 93% of total respondents.

Arts and Culture and Heritage were the least prioritised by respondents with 62%-67% of respondents rating them “very important” or “important”.

We also asked survey participants:

What other emerging priorities should North Cowichan be planning for?

Responses were categorized into the following key themes:

Key Themes

- *Accessible Social Services*
Participants expressed a need for more accessible healthcare, social and mental health services. This particularly relates to a main concern for drug use and homelessness in the community.
- *Natural Resources & Areas*

Preservation of forested land, wildlife and waterways, specifically Quamichan Lake. Concern for continued harvesting and air pollution from resource-intensive industries.

- *Compact Growth and Development*
Concern for negative impacts of development and rapid population growth. This includes increased density and the need for additional infrastructure in specific areas, particularly transit, to reduce urban sprawl.
- *Other Topic Areas:*
 - Affordable Housing
 - Sustainability & Green Economy
 - Safety & Policing
 - Natural Disaster Preparedness
 - Jobs & Businesses
 - Public Infrastructure & Municipal Services
 - Tourism & Recreation
 - Improved Transit & Active Transportation
 - Reconciliation & First Nations Partnership
 - Inclusive Communities
 - Support for Families & Children
 - Age-Friendly Communities
 - Education
 - Food Security & Access
 - Covid-19 Informed Planning
 - Political Leadership & Accountability
 - City Self Sufficiency

4 DRAFT GOALS

Goals help translate our principles into action. They are important to help direct North Cowichan's action and decision making over the life of the OCP. During phase 3 of the OCP update we will propose targets associated with the goals. It is important to be able to monitor and measure whether we are meeting these goals over the life of the OCP.

Current OCP Goals:

1. Preserve our rural setting
2. Guard our environment
3. Adjust to climate change
4. Encourage economic opportunity
5. Build strong communities

These draft goals below are based on the results from the emerging priorities identified in the above section and from the feedback on the gap analysis. The changes outlined in blue text represent the suggestions from the OCP Advisory Committee from the meeting on October 28, 2020 and their written feedback.

1) ~~Protect and~~ Enhance our natural environment by ~~preserving~~ **protecting** our rural countryside, forests, rivers, lakes and ocean.

Enhance our natural environment by protecting our rural countryside, forests, rivers, lakes and ocean.

2) Build ~~strong~~, **resilient**, supportive, inclusive communities that enhance the health and well-being and **provide opportunities** for all residents.

Build resilient, supportive, inclusive communities that enhance the health and well-being and provide opportunities for all residents.

3) Focus growth and development **in established centres** to ~~create~~ strengthen our vibrant ~~mixed-use centres~~ **communities** and to ~~enhance~~ **while respecting** individual ~~community and rural~~ character. Using innovation and best practices to foster liveable, **compact** communities will preserve natural and rural areas and ~~promote less reliance on cars~~ **encourage climate-friendly and active ways to move around**. **Growth and development will occur in a low-impact, site adapted manner integrating natural features / ecological systems.**

Focus growth and development in established centres to strengthen our vibrant communities while maintaining individual character. Using innovation and best practices to foster liveable, compact communities will preserve natural and rural areas and encourage climate-friendly and active ways to move around. Growth and development will occur in a low-impact, site adapted manner integrating natural features and ecological systems.

4) **Encourage and enable a diverse mix of housing types, tenures and levels of affordability** to accommodate the needs of the community.

5) **Support a thriving economy** that focusses on sustainable jobs and **local** businesses including green technologies and small-scale innovative agriculture **by responding to regional economic change.**

Support a thriving economy that focusses on sustainable jobs and local businesses including green technologies and small-scale innovative agriculture by responding to regional economic change.

6) **Enhancing food security in North Cowichan by encouraging local food production.**

Enhancing food security in North Cowichan by encouraging local food production.

5 DRAFT VISION STATEMENT

A successful OCP is framed around an inspiring, values-based and hopeful future vision of the community. It should be grounded in progressive planning practices yet realistic in implementation and consistent with other municipal goals. When asked to envision the next 20 years of North Cowichan, respondents suggested vision statements that were categorized into the following key themes:

- *Safety & Support for Families*

North Cowichan will be...

“A thriving community of families, neighbourhoods & businesses within a well-preserved natural environment that welcomes visitors from all over the world, a pristine holiday and recreational destination.”

Proposed Vision

The changes outlined in blue text represent the suggestions from the OCP Advisory Committee from the meeting on October 28, 2020 and their written feedback.

Version with Tracked Changes

North Cowichan’s unique ~~towns and neighbourhoods~~ **communities** are **set in spectacular natural environments defined by** forests, rivers, lakes, coastline and ~~rural countryside~~ **farmland**. As a steward **and leader** of environmental and social wellbeing, ~~North Cowichan~~ **we** will prioritize the conservation of ~~its~~ **our** natural areas, provide supports for a thriving local economy, ~~promote~~ **foster strong, resilient, welcoming and inclusive** communities and maintain ~~its~~ **our** attraction as a hub for outdoor recreation. **Our decisions and relationships must be collaborative, transparent, and demonstrate resilience in the face of future challenges and opportunities.**

Version without Tracked Changes

North Cowichan’s unique communities are set in spectacular natural environments defined by forests, rivers, lakes, coastline and farmland. As a steward and leader of environmental and social wellbeing, we will prioritize the conservation of our natural areas, provide supports for a thriving local economy, foster resilient, welcoming and inclusive communities and maintain our attraction as a hub for outdoor recreation. Our decisions and relationships will be collaborative, transparent, and demonstrate resilience in the face of future challenges and opportunities.

Shorter Statement

North Cowichan’s spectacular natural areas and bucolic farmlands surround distinct, resilient communities where families and individuals of all backgrounds have the opportunity to thrive and prosper.

6 CONCLUSION

This report compiles information collected during the visions and goals stage of the OCP update and presents draft principles, goals and vision. These statements will not formally be adopted until the OCP update is complete and may be fine-tuned as we move through the community character, growth scenario options and the OCP policy updates.