



ECONOMIC DEVELOPMENT WORK PLAN

Municipality of
North Cowichan

Box 278, 7030 Trans Canada Hwy
Duncan, BC V9L 3X4
Tel: 250-746-3100
Fax: 250-746-3133
www.northcowichan.ca

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1

Providing Infrastructure and Zoning for Development

GOAL: CREATE BUSINESS PARK AND INDUSTRIAL/COMMERCIAL LAND OPPORTUNITIES

Elements	Action	Lead	Resources	Time Frame (1, 2 or 3 yr)
1. New Commercial Sites	<ul style="list-style-type: none"> Identify locations through OCP process Identify infrastructure requirements 	<ul style="list-style-type: none"> Planning Engineering 	In-house	2011 (contingent on OCP completion)
2. Promote Tansor Industrial Park	<ul style="list-style-type: none"> Promote through Economic Development Commission Place on website (CVRD and DNC) 	<ul style="list-style-type: none"> Economic Development Committee 	In-house for website	2012
3. Develop DNC site on Highway 18	<ul style="list-style-type: none"> Service site/develop in 2010 	<ul style="list-style-type: none"> Engineering 	Funds from Reverted Property	2011
4. Investigate Tax Revitalization Opportunities	<ul style="list-style-type: none"> Report back to Economic Development Committee complete with bylaw process and costs 	<ul style="list-style-type: none"> Administration and Finance 	In-house	Ongoing
5. Update on old Doman Site in Chemainus (Chemainus Park Holdings)	<ul style="list-style-type: none"> Identify access for site Invite to Economic Development Committee Investigate 'Brownfield' remediation opportunities and technologies Explore any rezoning required 	<ul style="list-style-type: none"> Economic Development Committee Planning Economic Development Commission 	Planning and Engineering Departments	2011
6. Update on Island Timberland Properties	<ul style="list-style-type: none"> Invite to Economic Development Committee Query re: Bare Point, bench lands and Highway 18 (Drinkwater) 	<ul style="list-style-type: none"> Economic Development Committee 	Mayor and Staff	2011
7. Explore opportunities to diversify industrial opportunities on heavy industrial sites (e.g. Catalyst site)	<ul style="list-style-type: none"> Identify opportunities for diversification and/or expansion Identify any barriers to diversification and/or expansion of industrial activities on sites Form working relationships with industrial partners, if applicable 	<ul style="list-style-type: none"> Economic Development Committee 	Mayor and Staff	2012

2

Marketing, Business Development and Promotion

GOAL: DEVELOP MESSAGE AND GET IT OUT

Elements	Action	Lead	Resources	Time Frame (1, 2 or 3 yr)
1. Streamline the Development Approval Process	<ul style="list-style-type: none"> Review rezoning, subdivision, development permit and building permit processes Staffing review 	<ul style="list-style-type: none"> Planning Engineering 	CAO/Staff	Ongoing
2. Initiate Communication Strategy	<ul style="list-style-type: none"> Identify target audiences and approach Economic Development Committee (Geoff) to provide templates 	<ul style="list-style-type: none"> Economic Development Committee (Geoff) 	overall strategy needed for 2 to 4 - funding required	2011
3. Promote 'identity'	<ul style="list-style-type: none"> Review 'Cowichan' brand logo and its application to DNC Develop next steps 	<ul style="list-style-type: none"> Economic Development Committee (Geoff) 	Coordinate with CVRD	2011
4. Marketing through websites	<ul style="list-style-type: none"> Prepare data base of products, inventory, contacts, etc. 	<ul style="list-style-type: none"> Staff can provide DNC website updates 	Staff/IT	2012
5. Promote use of Exhibition Grounds	<ul style="list-style-type: none"> Invite Cowichan Exhibition Society to Economic Development Committee Explore how DNC can assist in drawing attractions Support music festivals 	<ul style="list-style-type: none"> CAO to contact Cowichan Exhibition Society 	<p>Done</p> <p>Ongoing</p>	2011 and Ongoing

3

Create Attractive Waterfronts/Downtown(s)

GOAL: ENHANCE PUBLIC ACCESS TO WATERFRONT AND DEVELOP A PLAN TO CREATE SUSTAINABLE TOWN CENTRES IN NORTH COWICHAN

Elements	Action	Lead	Resources	Time Frame (1, 2 or 3 yr)
1. Crofton Waterfront Improvements	<ul style="list-style-type: none"> • Council to consider funding application • Identify projects for funding within plan • Extend Seawalk – Phase 3 • Secure long-term tenure for Seawalk • Secure long-term tenure options for boat launch 	<ul style="list-style-type: none"> • Administration • Planning 	Subject to funding	2011/12 - commence construction
2. Chemainus Quay and Waterfront Access	<ul style="list-style-type: none"> • Explore investment opportunities for Chemainus Quay • Meet with Minister Falcon regarding foreshore access at VIHA property • Meet with VIHA regarding public boardwalk and foreshore access • Construct Public Boardwalk 	<ul style="list-style-type: none"> • Administration, Planning and Engineering • Economic Development Committee 	CAO/Staff/ Chemainus Advisory Committee (CAC) <ul style="list-style-type: none"> • Done at 2010 UBCM 	2011 and ongoing 2010/2011 2012
3. Chemainus (other) <ul style="list-style-type: none"> • BC Ferries • Park Improvements • Seawalk • Other 	<ul style="list-style-type: none"> • Meet with BC Ferries • Engage stakeholders 	<ul style="list-style-type: none"> • Engineering/ Planning • Planning/ Engineering 	Staff	Ongoing
4. Chemainus Downtown Revitalization	<ul style="list-style-type: none"> • Review opportunities for Old Fire Hall (e.g. Library, VIC, residential, etc.) • Review final report on Active Transportation Study • Chemainus Town Centre Revitalization Plan allocated \$30,000 • Meet with Island Timberlands regarding bench lands • Investigate possible revitalization bylaw 	<ul style="list-style-type: none"> • Mayor & Council • Administration • Planning 	Staff and CAC	2011
5. James Street/York Street/Beverly Street Neighbourhood Revitalization Plan (<i>University Village Concept</i>)	<ul style="list-style-type: none"> • Review recommendations in TCH Corridor Management Plan (2005) • Develop a plan to revitalize the James Street, York Street and Beverly Street area • Collaborate with the City of Duncan, CVRD, SD79 and VIU on creating plan 	Planning Department to develop plan	Annual Planning budget allocation	2011 and beyond
6. Hotel/conference centre	<ul style="list-style-type: none"> • Investigate opportunities for hotel/conference centre 	Economic Development Commission and Administration	Staff	Ongoing

4

Enhance/Protect Resource Sector

GOAL: PROMOTE OPPORTUNITIES IN RESOURCE SECTORS

Elements	Action	Lead	Resources	Time Frame (1, 2 or 3 yr)
1. Prepare Agriculture /Irrigation Plan	<ul style="list-style-type: none"> Explore Agriculture Irrigation Plan 	Economic Development Commission	Grant	2011
2. Promote Vineyard Development <ul style="list-style-type: none"> Municipal Other 	<ul style="list-style-type: none"> Invite Wine Island Vintners Association to discuss (e.g. processing) Identify land for Vintners/processing Explore processing issues (e.g. water) 	Economic Development Committee	Staff to invite association	Ongoing
3. Promote specialty products from municipal forest	<ul style="list-style-type: none"> Continue to promote and explore new opportunities 	Darrell Frank	Staff	2010 and ongoing
4. Promote long-term future of forestry industry	<ul style="list-style-type: none"> Explore provincial Wood First Initiative Seek input from Forest Advisory Committee Maintain Municipal Forest Reserve as a working forest while recognizing recreational opportunities 	Done Administration	Staff	2010 and ongoing

5

Tourism Infrastructure and Packaging

GOAL: EXPAND TOURISM OPPORTUNITIES THROUGH STRATEGIC INVESTMENTS

Elements	Action	Lead	Resources	Time Frame (1, 2 or 3 yr)
1. Visitor Information Centre/BCFDC Project	<ul style="list-style-type: none"> Continue to support the initiative Council to provide funding support 	<ul style="list-style-type: none"> Administration Mayor 	Staff and grants	2010/2011
2. Revisit tourism information and directional signage policy	<ul style="list-style-type: none"> Economic Development Committee will bring forward Executive Summary 	<ul style="list-style-type: none"> Geoff Millar 	Staff	2010
3. Transportation-Related Initiatives	<ul style="list-style-type: none"> Educate and provide awareness to industry of our Valley 	<ul style="list-style-type: none"> Economic Development Committee 		2012
a) Identify potential cruise ship spinoffs	<ul style="list-style-type: none"> Educate and provide awareness to industry of our Valley 	<ul style="list-style-type: none"> Economic Development Committee 		2012
b) Airport				
4. Investigate additional tourism products	<ul style="list-style-type: none"> Economic Development Committee Review Zoning Bylaws/Development process to determine barriers 	<ul style="list-style-type: none"> Economic Development Committee Planning 	EDC Staff	2011 2011 after OCP adopted
5. Support increased hiking and other outdoor experiences	<ul style="list-style-type: none"> Support establishment of parks DCC and/or Develop a Community Amenity Contribution Policy 	<ul style="list-style-type: none"> Administration & Finance 	Staff	2010/11
6. Develop a multi-use trail network connecting the communities in the Cowichan Valley	<ul style="list-style-type: none"> Include a multi-use trail network in the OCP for the DNC Coordinate multi use trail development with CVRD, City of Duncan, Town of Lake Cowichan, Ladysmith and Cowichan Tribes Include projects in Five-Year Capital Plan Identify grant funding opportunities to leverage municipal funding 	<ul style="list-style-type: none"> Done Parks and Recreation, Engineering and Planning departments 	Staff and capital budget allocations	2011 and onward

6

High Tech and Knowledge Sector

GOAL: PROMOTE DEVELOPMENT OF HIGH-TECH AND KNOWLEDGE SECTOR

Elements	Action	Lead	Resources	Time Frame (1, 2 or 3 yr)
1. Investigate Vancouver Island partnerships	<ul style="list-style-type: none"> Review current initiative including CVRD Clean Technology Study 	<ul style="list-style-type: none"> Economic Development Committee Geoff Millar 	Staff	ongoing
2. Research and Development Park	<ul style="list-style-type: none"> Investigate VIU & UVIC as a partner (programs/research) 	<ul style="list-style-type: none"> Economic Development Committee 	Staff	2011 and onward
3. Promote knowledge-based industry	<ul style="list-style-type: none"> Investigate VIU & UVIC as a partner (programs/research) 	<ul style="list-style-type: none"> Economic Development Committee 	Staff	2011 and onward
4. Clean technology opportunities	<ul style="list-style-type: none"> Explore municipal land (Hwy 18) as part of a Clean Tech Park (<i>see attachment</i>) 	<ul style="list-style-type: none"> Administration and Engineering 	Staff	2011

7

Waste Conversion Opportunities

GOAL: CREATE AND IMPLEMENT A CLIMATE ACTION PLAN,
AND PROMOTE WASTE REDUCTION INITIATIVE

Elements	Action	Lead	Resources	Time Frame (1, 2 or 3 yr)
1. Waste/Energy Facility Plant	<ul style="list-style-type: none"> Identify opportunities through Climate Action Plan and Municipal Operations Review 	<ul style="list-style-type: none"> Engineering 	All departments	2012
2. Forest Waste Processing	<ul style="list-style-type: none"> Explore opportunities for use of forest waste 	<ul style="list-style-type: none"> Darrell Frank 	Grant funding required	2013
3. Local processing of all CVRD garbage	<ul style="list-style-type: none"> Update from CVRD on status of waste management and potential business spinoffs Develop plan for separation of kitchen waste and garbage 	<ul style="list-style-type: none"> CVRD and Engineering department 	Engineering Staff	2012
4. Develop a Climate Action Plan and demonstrate environmental sensitivity	<ul style="list-style-type: none"> Implement Climate Action Plan recommendations Incorporate green standards into new Municipal construction/works Explore pilot project with Pacific carbon Trust for carbon offsets within MFR Explore opportunities for carbon offset projects with industry Identify funding opportunities 	<ul style="list-style-type: none"> Council, Engineering, Planning and Building 	Staff and grants	2011



Infrastructure for Development

GOAL: PROMOTE INFRASTRUCTURE THAT SUPPORTS DEVELOPMENT

Elements	Action	Lead	Resources	Time Frame (1, 2 or 3 yr)
1. Support increased rail freight and passenger service	<ul style="list-style-type: none"> Participate in Island Corridor Foundation efforts 	<ul style="list-style-type: none"> Administration 	Staff	2012
2. Improve transportation network - specifically perception of Duncan bottleneck	<ul style="list-style-type: none"> Review findings and recommendations of TCH Corridor Management Study Examine progress on recommendation Promote Regional Network Study Support Active Transportation Planning (e.g. multi-use trail networks) 	<ul style="list-style-type: none"> Engineering Engineer MOTH 	Staff	2011 and onward
3. Take advantage of government infrastructure development	<ul style="list-style-type: none"> Have projects identified in Five-Year Financial Plan for fast-tracking grant application 	<ul style="list-style-type: none"> Council 	Staff	2011 and onward
4. Investigate where water/sewer extensions can provide economic benefit	<ul style="list-style-type: none"> Undertake full cost/benefit analysis as basis of identifying when/where there is a net benefit to Municipality Update OCP growth and future growth area maps, and identify future commercial growth areas 	<ul style="list-style-type: none"> Council 	Staff	2011 and onward