



2021 Quarter 2 Update

April 1 - June 30, 2021

Council Strategic Plan **2019-2022**

INTRODUCTION

Quarter 2 Update: April 1 - June 30, 2021

The second quarter of 2021 saw further expansion of certain activities that had been impacted in previous quarters due to the pandemic.

After suspending all outdoor aquatics services in 2020, plans and staffing were put in place to re-open our outdoor aquatic venues (Fuller Lake Park and Crofton Outdoor Pool) for the summer of 2021. Similarly, the Cowichan Aquatic Centre was able to reduce restrictions on programs and services in line with provincial and public health authorities and in conjunction with similar facilities. As well, after a 15-month hiatus, we began to accept applications for special events, and the resumption of summer outdoor events at the Chemainus Bandshell have been confirmed with the Cowichan Valley Cultural Arts Society.

A number of public engagement initiatives were also advanced in the second quarter. Engagement on the Master Transportation Plan launched starting with an online public survey seeking information on existing conditions and community needs/gaps, and letters were sent to six First Nations requesting input and their preferred methods of consultation into the transportation plan. Community engagement on growth management, as part of the Official Community Plan (OCP) update, took place and included a background report, survey and webinar, with the results and analysis to be presented to both the OCP Advisory Committee and Council in July. The Public Engagement Committee also met in June to review the draft Public Engagement Policy and discuss next steps, including pausing the completion of the Policy until major engagement projects have been concluded.

Engagement with Indigenous partners and stakeholders was also a key area of focus this quarter, with a virtual government-to-government session held in April where personal stories were shared, and we listened and learned more about local Indigenous culture. The session included 48 participants from the City of Duncan, Cowichan Tribes, Cowichan Valley Regional District, North Cowichan and School District 79. Staff are also actively working with Cowichan Tribes as part of the Joint Utility Board Outfall Relocation Project to determine what, if any, active transportation improvements could be implemented as part of the outfall project. As well, Cowichan Tribes' Active Transportation Study is being reviewed and discussions are taking place with the Ministry of Transportation and Infrastructure.

Opportunities for collaboration with local community groups in the second quarter included support for the Cowichan Green Community to establish an "agricultural food hub" at 2431 Beverly Street, including resolution of flood construction levels and preparation of a long-term lease. The Municipality also worked with the Cowichan Housing Association to submit a regional Strengthening Communities' Services program grant application for "It Takes a Village: Housing the Unsheltered Population of the Cowichan Valley". We are also working with the Cowichan Community Policing & Engagement Society on developing space for a Community Policing office in Chemainus.

Service to citizens also saw enhancements this quarter, with Council authorizing a temporary building clerk/plan checker position to maintain service levels for building permit applicants during the current period of increased building activity. As well, the adoption of the *Bylaw Offence Notice*

Enforcement Bylaw in May established a bylaw adjudication system for North Cowichan to create a simple, fair and cost-effective system for dealing with minor bylaw infractions. With respect to parks, trails and community spaces, we received \$690,000 in grant funding for select tourism-dependent projects, including the sanctioning of Mount Prevost Trails; washroom rebuild at Kinsmen Beach Park; replacement of the lighting at Waterwheel Park; and the construction of new trail access for Mount Tzouhalem (parking lot at Kingsview/Nevilane roundabout).

The [2020 Annual Municipal Report](#) for the year ending December 31, 2020, was published in June, which includes the audited financial statements, detailed statistical information and progress made towards 2020 goals and objectives.

SERVICE



We provide responsive, efficient, transparent and engaged service that contributes value to the community.

Action	2021 Quarter 2 Update
Maintain the existing high level of service in the community	<ul style="list-style-type: none"> ✓ Temporary building clerk/plan checker position proposed to Council to maintain service levels for building permit applicants during period of increased building activity. The position was authorized by Council on June 2, 2021 and is in the process of being posted and filled. ✓ Outdoor aquatic venues (Fuller Lake Park and Crofton Outdoor Pool) to be re-opened summer 2021. ✓ Cowichan Aquatic Centre reducing restrictions on access in line with provincial and Island Health authorities and in conjunction with like facilities. ✓ The Public Engagement Committee met and reviewed the draft public engagement policy and discussed next steps, including pausing the completion of the policy until major engagement projects have been concluded. ✓ The adoption of the <i>Bylaw Offence Notice Enforcement Bylaw</i> on May 19, 2021 established a Bylaw Adjudication System for North Cowichan to create a simple, fair and cost-effective system for dealing with minor bylaw infractions. Web pages to inform the public on fine payments and the new dispute process, and resource guides and templates to assist Bylaw Compliance Officers and frontline staff, have been developed to support implementation.
Develop a long-term plan for the municipal forest reserve	<ul style="list-style-type: none"> ✓ The Municipality is working with UBC and Lees & Associates to resume public engagement following the MOU agreement with Cowichan Nation being finalized and after receiving direction from Council.
Recognize the great work of staff	<ul style="list-style-type: none"> ✓ Meeting conducted with staff from a cross-section of departments to receive input on a new recognition program. ✓ Recognized employees reaching service milestones in Q2 of 10+ years with the Municipality. ✓ Began planning staff recognition event to be held before the end of the year in alignment with required COVID-19 safety protocols. ✓ Administrative staff were recognized during Administrative Professionals' Day with an email from the CAO and personalized card. ✓ Continued employee profiles in April, May and June Council Bulletins. ✓ The CAO recognized long service milestones of employees at each of our virtual all staff meetings.

Action	2021 Quarter 2 Update
Ensure open and transparent communications with the public	<p>The following actions took place to support open and transparent communications with the public:</p> <ul style="list-style-type: none"> ✓ Information webpages created to provide information related to the <i>Controlled Substance, Nuisance Abatement and Cost Recovery and Bylaw Offence Notice Enforcement Bylaws</i>. ✓ Engagement on the Master Transportation Plan was launched with an online public survey seeking information on existing conditions and community needs/gaps. ✓ A targeted mail-out survey, the “travel survey”, was executed as part of the Master Transportation Plan engagement in order to obtain specific origin / purpose / destination information from residents. ✓ Twelve one-on-one interviews were conducted with stakeholder groups to obtain information related to transportation to inform the Master Transportation Plan. ✓ The 2020 Annual Municipal Report was published, including the audited financial statements, demonstrating the progress made towards 2020’s goals and objectives. ✓ Seven news releases were sent out. ✓ Efforts were made to increase clarity of information and linkages between the Forestry Department webpages and the Forestry Review & Engagement webpages. ✓ Communications to support the OCP survey on growth management took place, helping to drive results of over 911 completed survey responses. ✓ Advertising efforts took place to remind and inform the community about the change to the <i>Building Bylaw</i> related to the BC Energy Step Code – Step 2 coming into effect on May 1. ✓ An insert clearly communicating the breakdown in property taxes was created and included with property tax notices. The mail piece also included other timely information such as the change to administering the Home Owner Grant program, and call to action to take the OCP survey.
Identify potential new sources of revenue	<ul style="list-style-type: none"> ✓ Anticipate continuation of Development/Building Permit fee review in Q3. ✓ Amended <i>Fees and Charges Bylaw</i> adopted by Council in May, 2021.
Review RCMP service levels	<ul style="list-style-type: none"> ✓ Community Safety Response Model Gap Analysis project complete. ✓ The Municipality has been invited to present to the <i>Special Committee on Reforming the Police Act</i> on June 29.

Action

2021 Quarter 2 Update

Maintain opportunities for multi-modal transportation

- ✓ Master Transportation Plan Technical paper 1 presented to Council June 16 covering data collection, public surveys, existing service levels, etc. prior to visioning and plan development.
- ✓ Construction of a new sidewalk along the north side of Cowichan Lake Road from the roundabout at Somenos Road and Cowichan Lake Road to Marsh Road is underway.
- ✓ Design for a new signalized crossing (solar powered) for the Cowichan Valley Trail at Cowichan Lake Road is complete. Construction will be commencing in concert with the Cowichan Lake Road sidewalk construction.
- ✓ Menzies Road Overlay and Bike Lanes project design is underway.
- ✓ Tzouhalem Road/Jaynes Road traffic study underway. Study is needed to assess need for intersection improvements.
- ✓ As part of the JUB STP Outfall Relocation Project, staff are actively working with Cowichan Tribes on what, if any, active transportation improvements could be implemented as part of the outfall project along Tzouhalem Road from the JUB STP to Cowichan Bay. Cowichan Tribes' Active Transportation Study is being reviewed and discussions are also taking place with the Ministry of Transportation and Infrastructure.
- ✓ Design for a new signalized crossing (solar powered) at Jaynes Road and Tzouhalem Road is underway.
- ✓ Design for a new signalized crossing (solar powered) at Chemainus Road and Mill Street design is underway.
- ✓ Sherman Road sidewalk construction from Grieve Road to the Nazarene Church is complete.
- ✓ The design for Ford Road/Drinkwater Road in the vicinity of the new RCMP building is done. The construction contract is expected to be tendered before June 30. Award of contract is anticipated in early August. The design includes provision of sidewalks and bike lanes on the north side of Drinkwater Road, and sidewalk on the west side of Ford Road.

ENGAGEMENT



Through collaborative relationships with other governments, Indigenous peoples, stakeholder partners and engaging the community at large, we achieve optimum outcomes for all

Action	2021 Quarter 2 Update
<p>Continue to develop strong relationships with Indigenous peoples</p>	<ul style="list-style-type: none"> ✓ Chemainus wharf allocation agreement has been reached and will be brought to a Q3 Council Meeting. ✓ Letters sent to the Premier and a number of other Federal Ministers, party leaders, MPs and MLAs requesting resourcing, funds, and implementation of the 94 Calls to Action of the Truth and Reconciliation Commission of Canada. ✓ Master Transportation Plan letters to 6 First Nations requesting input and methods of consultation into the transportation plan. ✓ Discussions with Cowichan Tribes staff have resumed about the Planning and Building Department providing plan checking and building inspection services on a contractual basis. ✓ A virtual government-to-government session was held on April 22 which was attended by 48 participants from the City of Duncan, Cowichan Tribes, Cowichan Valley Regional District, North Cowichan and School District 79. We heard personal stories and learned more about indigenous culture.
<p>Support community groups and organizations</p>	<ul style="list-style-type: none"> ✓ Letters of support from Mayor and Council have been provided to Canadian Union for Postal Workers, Khowutzun Forestry Services (Growing Canada's Forest Program). ✓ Support provided to Cowichan Green Community for the establishment of an "agricultural food hub" at 2431 Beverly Street, including resolution of flood construction levels and preparation of a long-term lease. ✓ Resumption of Special Events initiated with two events submitted for July. Resumption of summer outdoor events at Chemainus Bandshell have been confirmed with the Cowichan Valley Cultural Arts Society. ✓ Approval of Wilson Transportation's (Tofino Bus) use of the CVRD Transit bus stop in front of Cowichan High School. ✓ Municipality is working with the Cowichan Community Policing & Engagement Society on developing space for a Community Policing office within the Chemainus Chamber of Commerce building. ✓ Grant provided to Somenos Marsh Wildlife Society to address a recent arson. ✓ Approval of a new mural to be placed on the north end of the Chemainus Bunker by the Chemainus Rotary Club in support of the Festival of Murals.

Action	2021 Quarter 2 Update
<p>Work collaboratively with regional government partners, ensuring a strong relationship with the Cowichan Valley Regional District (CVRD)</p>	<ul style="list-style-type: none"> ✓ Met with BC Ferries and Catalyst to receive an update on the planning/ redevelopment of Crofton Ferry Terminal. ✓ Following a CVRD Board workshop to identify gaps in the emergency program, continued the collaborative process with CAOs to frame options to present to Council. ✓ Continued discussions with CVRD on regional recreation, with a CVRD referendum planned for October 2022. ✓ Working with CVRD, School District, Vancouver Island University, and Vancouver Island Regional Library on the development of gateway signage for Cowichan Place. Grant obtained and work commissioned to NHC through CVRD. Chemainus and Bonsall Creek cross-section surveys completed.
<p>Lobby the CVRD, provincial and federal governments to support North Cowichan through grants, funding, and tax revenues</p>	<ul style="list-style-type: none"> ✓ Virtual meeting scheduled June 26, 2021 with ADM, Public Safety and Solicitor General to discuss the SIPDC Funding Transition. ✓ Letters were sent to various government officials on authority and training for hospital security staff, use of anticoagulant rodenticides, moratorium on hunting, Vancouver Island Integrated Major Crimes Unit Expansion and the need for a province-wide strategy for the opioid crisis. ✓ Grant funding was not received for the Fuller Lake Arena and the Cowichan Aquatic Centre roof replacement projects. ✓ Grant funding of \$690,000 was received for select tourism dependent projects, specifically: the sanctioning of Mount Prevost Trails, washroom rebuild at Kinsmen Beach Park, replacement of the lighting at Waterwheel Park, and the construction of new trail access for Mount Tzouhalem (parking lot at Kingsview/Nevilane roundabout).
<p>Provide a strong voice at the CVRD table, advocating for sustainable development in the region</p>	<p>No change from Q1.</p>

HOUSING



We have sustainable housing opportunities that represent the interests of all our citizens.

Action	2021 Quarter 2 Update
Seek opportunities to partner and support affordable housing initiatives	<ul style="list-style-type: none"> ✓ Commitments for purpose-built rental housing negotiated for proposed residential apartment building at Skinner and Cowichan Lake Roads. ✓ Worked with the Cowichan Housing Association to submit regional Strengthening Communities' Services program grant application for: "It Takes a Village: Housing the Unsheltered Population of the Cowichan Valley."
Develop incentives for creating compact development (e.g. infill)	<ul style="list-style-type: none"> ✓ Housing policy report presented to Council on June 16, including incentive options for infill and affordable housing.
Create opportunities for new forms of housing (e.g. condos above neighbourhood commercial)	<ul style="list-style-type: none"> ✓ Development permit issued for innovative clustered housing project at 3135 Manor Drive.
Explore opportunities for additional housing that meets the needs of the community	<ul style="list-style-type: none"> ✓ Report on approach to affordable housing policy report presented to Council on June 16. Development of draft policy underway.

ENVIRONMENT



We lead in environmental policies and practices to support the future health of our community.

Action	2021 Quarter 2 Update
Strengthen environmental policy in all land use planning	<ul style="list-style-type: none"> ✓ Recommendations of environmental policy review referred to consultants for consideration in OCP policy development. ✓ Committee of the Whole workshopped the Biodiversity Protection Policy on June 21.
Remodel and implement the Climate Action and Energy Plan	<ul style="list-style-type: none"> ✓ Environmental Advisory Committee recommendation report to Council June 16 provided direction to consultant for developing updated plan including implementation in Q3. ✓ Staff are working to model the OCP growth management scenarios. Presented as part of public engagement to capture differences in GHG emissions between scenario options as part of OCP decision making.
Reconsider the Urban Containment Boundary and where future growth should be concentrated, especially in relation to the Quamichan watershed	<ul style="list-style-type: none"> ✓ Growth management community engagement process prepared and executed, including background report, survey and webinar. ✓ Survey results and analysis to be presented to OCP Advisory Committee in early July and Council in mid-July. ✓ Draft land use plan and policy informed by community engagement results to be workshopped with Council in Q3.
Relocate the Joint Utility Board Sewage Outfall Location	<ul style="list-style-type: none"> ✓ The public engagement report summarizing the Joint Utility Board relocation engagement was released and shared on the website and PlaceSpeak. ✓ Staff and the project design team continue to meet with Cowichan Tribes and have narrowed down the route options to essentially two routes. ✓ Further work has been done to identify issues along routes for preparation of concept design drawings and costs estimate of available routes. ✓ The Province is continuing its consultation with WSÁNEĆ First Nations.
Evaluate options for environmental improvements to Quamichan and Somenos Lakes	<ul style="list-style-type: none"> ✓ Service agreement with Somenos Marsh Wildlife Society (SMWS) completed and 2021 work plan to begin shortly. SMWS presented 2020 annual report to Council June 16.
Review requirements for gray water reuse, solar power, and charging stations in new development	<ul style="list-style-type: none"> ✓ To be considered as part of OCP policy. To be developed in Q3.

Action	2021 Quarter 2 Update
Create a biodiversity protection policy	<ul style="list-style-type: none"> ✓ Scoping workshop with Committee of the Whole occurred on June 21.
Review opportunities for district energy system partnerships	<ul style="list-style-type: none"> ✓ Environmental Advisory Committee (“EAC”) recommended discussion with Cowichan District Hospital Replacement Project (“CDHRP”) to review district energy opportunities. ✓ Staff discussed district energy with the CDHRP coordinator as a follow up to the related EAC recommendation endorsed by Council. The CDHRP is planned to be district energy ready but is not interested in becoming a district energy owner (provider of the service). In the meantime, the plan is to be 97% electrified, making the hospital close to a zero carbon emissions building.
Support the health of our beaches, including advocacy with other levels of government	<ul style="list-style-type: none"> ✓ Sampling of popular beach areas (except Quamichan Lake due to permanent warning against swimming from VIHA).
Increase awareness of waste reduction	<ul style="list-style-type: none"> ✓ Council approved the communication and engagement plan prepared by Zinc Strategies regarding curbside collection options in May. Staff will implement the tools and activities to obtain public feedback for an automated trucks curbside system for solid waste collection in August and report back to Council.

ECONOMY



We attract and retain great talent and sustainable businesses, and have opportunities for all.

Action	2021 Quarter 2 Update
Support, retain, and attract light industry	✓ To be considered as part of OCP policy development in Q3.
Utilize local business when it can be demonstrated through the procurement process that they can deliver comparable value for money to non-local business	No Change from Q1.
Review options to provide any future municipal forest timber to local businesses for secondary industry	No Change from Q1.
Develop a long-range strategic plan for North Cowichan-owned real estate	✓ Remains pending completion of the OCP and Forestry Review.
Support small scale innovative agriculture	✓ Support provided to Cowichan Green Community for the establishment of an “agricultural food hub” at 2431 Beverly Street, including resolution of flood construction levels and preparation of a long-term lease.
Create conditions that will facilitate the development of specialty services in and around the new Cowichan District Hospital	✓ Development permit issued for 22,000 square foot medical services office building at Norcross and Drinkwater Road.
Consider the merits of implementing an Economic Development Committee	✓ Postponed to Q3.
Support sport tourism and in particular Rowing Canada Aviron’s entry into the community	No change from Q1.
Lobby the provincial government to locate offices in North Cowichan	No change from Q1.

COMMUNITY



We are a mix of unique, inspiring, sustainable, and safe neighbourhoods enjoyed by residents, businesses, and visitors.

Action	2021 Quarter 2 Update
Rewrite the Official Community Plan, forming the basis for local area plans throughout the community (e.g. Quamichan area, Berkey's Corner area, and Maple Bay Village)	<ul style="list-style-type: none"> ✓ Phase 2, including community character mapping, completed. Presented to Committee of the Whole on June 21. ✓ Community engagement on growth management scenarios completed. ✓ Development of draft land use plan and policies underway.
Update the Subdivision Bylaw	No Change from Q1.
Renew the Zoning Bylaw	<ul style="list-style-type: none"> ✓ Background and project scoping expected to commence in Q3.
Incentivize or prioritize new growth in areas close to existing core development	<ul style="list-style-type: none"> ✓ To be considered as part of OCP policy development in Q3.
Provide more input into managing the opioid crisis	<ul style="list-style-type: none"> ✓ Community Safety Response Model Gap Analysis identifies new strategies to assist with managing the crisis.
Continue to implement existing neighbourhood plans (e.g. Chemainus Revitalization Plan, Crofton Local Area Plan, etc.)	<ul style="list-style-type: none"> ✓ Staff support provided for new Cowichan Secondary School and Cowichan District Hospital projects. ✓ Local area plans principles and policies implemented through development application review and approval process.



INCLUSION

Council will act to maintain and strengthen North Cowichan as an economically thriving and sustainable community of unique and inclusive towns and neighbourhoods

2021 Quarter 2 Update

Best practices on Diversity and Inclusion have been reviewed and summarized. Potential action items have been identified and will be reviewed with senior leadership staff for input.

Training to be considered for Q3-Q4.

Council passed a motion to amend the Flag Protocol Policy to fly the Pride Flag, beginning in 2021, every year from June 1 to June 30 (during Pride Month) at the Cowichan Aquatic Centre.

UPCOMING

The following list of Action Items have a start date beyond 2021

Action	
Review developer utilization of the professional reliance model	2022
Develop a business case for innovative development (e.g. site adaptive planning, conservation development, residential cluster development, etc.)	2022
Encourage appropriate development charges and amenities to support greater development (e.g. Development Cost Charge review)	2022
Review the potential for creating a heritage protection policy	2022
Integrate natural assets into the overall asset management program	2022
Develop a comprehensive climate change risk and vulnerability registry	2022
Update the Agricultural Implementation Plan and encourage the use of arable land	2022
Improve pedestrian safety on Boys Road	2022

COMPLETED

The following list of Action Items have been completed

<i>Action</i>	
Evaluate the merits of adopting the Energy Step Code	2020