



2021 Quarter 3 Update

July 1 - September 30, 2021

Council Strategic Plan **2019-2022**

INTRODUCTION

Quarter 3 Update: July 1 - September 30, 2021

With the COVID-19 pandemic still top of mind for all local governments, amendments to the *Council Procedures Bylaw* were brought forward on September 29. The amendments will enable Council to continue to conduct its business electronically during the COVID-19 pandemic. Equitable access to council meetings will be available to Council, staff, and the public, including to accommodate health and safety concerns.

Two public engagement initiatives saw progress in the third quarter. On September 21, Council approved the updated forestry engagement plan, with engagement activities and the concurrent UBC technical review set to restart in October. This approval was granted following the Municipality and the Quw'utsun Nation signing a Memorandum of Understanding (MOU) in August that outlines the establishment of a Municipal Forest Reserve (MFR) Working Group to share information in relationship to the stewardship and use of the MFR for the benefit of the community. Public engagement was also launched in August on the proposed change to automated curbside collection. Two online information sessions were held, and the survey garnered over 2,000 responses. Analysis of the results is expected to be brought forward to Council in Q4.

The Environmental Advisory Committee ("EAC") provided input into the Biodiversity Protection Policy scope of work, with staff reporting back to Council prior to receiving direction to request quotes. The Somenos Marsh Wildlife Society ("SMWS") has begun working on the tasks outlined in the service agreement it recently entered into with the Municipality to improve water quality in Somenos Lake. Constructed wetlands at Beverley Street began in September, which will help improve water quality from urban runoff prior to entering the Somenos Lake and creek waterways. Water quality testing has continued, with the Municipality seeking a contractor to perform core sampling and analysis of sediments in Q4.

Progress on the Official Community Plan ("OCP") continued in Q3, with a council workshop on the Bell McKinnon Local Area Plan ("LAP") and draft OCP designations taking place on September 7. A draft OCP growth management policy (including urban containment boundary) is now being prepared based on input from the community engagement process and council direction, along with development of policies for incentivizing compact development and encouraging mixed housing types. A council workshop in this regard is scheduled for October.

The Municipality worked collaboratively with regional government partners over this past quarter on a number of key initiatives. On September 1, Council approved participation in a single regional Emergency Management Organization, following a presentation by CVRD staff. This new structure will be established in a phased-in approach. Municipal staff also provided support at the regional EOC for the Copper Canyon wildfire, and provided ongoing communication for residents and the community. A joint meeting of the City of Duncan and North Cowichan Council took place on September 20 to discuss mutual inputs into respective transportation/mobility plans.

Municipal staff worked together with First Nations on a number of projects in Q3. North Cowichan collaborated with the Province and Halalt First Nation to explore short term ways to supplement the water in Chemainus River during the summer drought, which resulted in an increase from Holyoak Lake and testing of a deactivated Halalt well. Staff also commenced work on a water MOU with Halalt First Nations. An agreement with the Penelakut First Nations on moorage at Chemainus Wharf will be brought forward to Council in early Q4. Communications took place with Genoa Bay Waterworks Society to stay informed of the operation of the water system by the Society and to continue updating on progress with Cowichan Tribes regarding licensing. Follow up letters were sent to First Nations requesting input and methods of consultation into the Master Transportation Plan and confirmation of a 30-day timeline for feedback and input in the draft OCP.

In alignment with our ongoing efforts to continue building strong relationships with Indigenous peoples, this quarter saw an increased focus on reconciliation and inclusion. September 30 marked the first time that the National Day for Truth and Reconciliation was recognized as a statutory holiday in Canada, and a number of actions were taken in Q3 leading up to this day. An amendment to the *Fees and Charges Bylaw* was approved which will waive the administrative costs (\$50) associated with name changes by Indigenous peoples for a period of five years when reclaiming their names changed by the residential school system. Council approved a donation of \$2,000 to the M'akola Housing Society (organizers of the September 30 "Every Child Matters March") to help cover costs for traffic control and flaggers. Lastly, following a council decision made on August 18, the municipal coat of arms has been removed from corporate use in order to show further support for the Truth and Reconciliation Commission's Calls to Action, as well as recognize gender equality within the workplace and community.

SERVICE



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

| Action | 2021 Quarter 3 Update |
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| Maintain the existing high level of service in the community | <ul style="list-style-type: none"> ✓ The <i>Council Procedures Bylaw</i> was brought forward on September 29. The amendments will enable Council to continue to conduct its business electronically during the COVID-19 pandemic. Equitable access to council meetings will be available to Council, staff, and the public, including to accommodate health and safety concerns. ✓ Recreation programs have returned to near normal operations, which includes drop-in access to municipal facilities. |
| Develop a long-term plan for the municipal forest reserve | <ul style="list-style-type: none"> ✓ Council approved the engagement restart plan at its September 21 meeting. Engagement activities, as well as the concurrent UBC technical review, are set to resume in October. |
| Recognize the great work of staff | <ul style="list-style-type: none"> ✓ New Recognition Program drafted in consultation with staff. Program details to be shared with Senior Leadership Team for input and approval. ✓ Recognized employees reaching service milestones in Q3 of 10+ years with the municipality. ✓ Staff appreciation lunch event held September 23 (alignment with required COVID-19 safety protocols). ✓ Continued employee profiles in July, August and September Council Bulletins. |
| Identify potential new sources of revenue | <ul style="list-style-type: none"> ✓ Began review of Development/Building Permit fees throughout the region; report to Council anticipated in Q4. |
| Review RCMP service levels | <ul style="list-style-type: none"> ✓ Community Safety Response Model Gap Analysis meeting (Improving Community Safety in the Cowichan Valley) with key stakeholders to occur in Q4. |

| Action | 2021 Quarter 3 Update |
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| 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"> ✓ Ten news releases were issued. ✓ Significant public, stakeholder, and inter-governmental communications efforts were undertaken in order to address unprecedented heat and drought conditions over the summer months. This included Stage 2, 3, and uncharted Stage 3 'plus' water restrictions, cooling centre notifications during three heat waves, open burning and campfire bans, and swim and beach advisories. ✓ Supported the launch of public engagement on the proposed change to automated curbside collection that saw significant participation with over 2,000 responses to the survey. ✓ Issued updates to the public regarding the continued changes to COVID-19 public health orders including a reinstatement of the mask mandate at the end of August and BC Vaccine Card mandate for some indoor activities. ✓ The municipal coat of arms has been removed from corporate use following a council decision. This was done to show ongoing support for the Truth and Reconciliation report, as well as for gender equality in the workplace and community. ✓ Support for Council's direction to collect and present educational opportunities and resources related for forestry education. ✓ Support at the Regional Emergency Operations Centre (REOC) for the Copper Canyon wildfire, and provided ongoing communication for residents and the community. |
| Maintain opportunities for multi-modal transportation | <ul style="list-style-type: none"> ✓ Joint City of Duncan/MNC Council met September 20 to discuss mutual inputs into respective transportation/mobility plans. Follow-up letters to First Nations have been sent restating the request for consultation on the MTP. The consultant is working on projecting traffic volumes and updating typical road cross sections to reflect multi-modal uses and current practices. ✓ The new sidewalk on Cowichan Lake Road is complete. ✓ The signalized pedestrian crossing for the Cowichan Valley Trail on Cowichan Lake Road is complete. ✓ The signalized pedestrian crossing on Chemainus Rd at Mill Street design is underway. ✓ The signalized pedestrian crossing on Tzouhalem Rd at Jaynes Rd is 80% complete. ✓ The Menzies Road overlay and bike lanes design is at 20% complete. ✓ Tzhouhalem/Jaynes Rd Traffic Study is nearing completion. ✓ Beaumont Road Traffic Study is underway. ✓ Adelaide Street widening and sidewalk design is underway. ✓ Canada Ave flood gate, road rehab and bridge design is underway. ✓ Canada Ave Complete Streets including sidewalks and bike lanes design is underway. ✓ Ford Road and Drinkwater Road construction in the vicinity of the new RCMP building are well underway. ✓ Mays Road widening and bike lanes design is underway. |

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 3 Update |
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| <p>Continue to develop strong relationships with Indigenous peoples</p> | <ul style="list-style-type: none"> ✓ Staff brought forward a report to Council from the First Nations Relations Committee June 14 meeting, which included endorsement of the Principles of the Truth and Reconciliation “Calls to Action” by Council. ✓ Amendment to the <i>Fees and Charges Bylaw</i> to waive the administrative costs (\$50) associated with name changes by Indigenous peoples for a period of five years when reclaiming their names changed by the residential school system. ✓ The Municipality of North Cowichan and the Quw’utsun Nation have signed a Memorandum of Understanding (MOU) that outlines the establishment of a Municipal Forest Reserve (MFR) Working Group to share information in relation to the stewardship and use of the MFR for the benefit of the community. ✓ Follow up Master Transportation Plan letters have been sent to five First Nations requesting input and methods of consultation into the transportation plan. Staff are currently working with Cowichan Tribes. ✓ Follow up letters have been sent to six First Nations requesting confirmation of a 30-day timeline for feedback and input into draft OCP plan. ✓ Commenced work on the Halalt First Nations water MOU. ✓ Established an agreement with the Penelakut First Nations on moorage that will be brought forward to Council in early Q4. ✓ Collaboration with Penelakut First Nation in support of their March for the Children event in August. ✓ Chemainus Outfall consultation with First Nations partners. |
| <p>Support community groups and organizations</p> | <ul style="list-style-type: none"> ✓ Letters of support and thanks from Mayor and Council have been provided to BC Forest Discovery Centre and Urban Legend Salon and Spa. ✓ A letter advising of support in principle to accept ownership of the Elkington House (1241 Maple Bay) sent to the Province and the Nature Conservancy of Canada. Currently awaiting Cowichan Tribes to have conversation on their interest in the property. ✓ Tom Walker Forest Legacy Bursaries and Scholarships (funded from revenues derived from the Municipal Forest Reserve) were presented in July to three North Cowichan high school students who are enrolled in science-related post-secondary studies such as forestry, environmental, fisheries, hydrology or geotechnical. ✓ Council approved donation of \$2,000 to the M’akola Housing Society to support traffic control for the September 30 Every Child Matters March. |

| Action | 2021 Quarter 3 Update |
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| <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"> ✓ CVRD staff presented a report to Council on September 1. Council approved participation in a single regional emergency management organization. ✓ Master Transportation Planning presentations in a joint council meeting with the Municipality and the City of Duncan. ✓ Chemainus River Flood Plain study with the CVRD. ✓ Collaboration with CVRD and other agencies around the displacement of residents in regards to the Dingwall fire. ✓ Continued collaboration with CVRD on Cowichan River flood protection. |
| <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"> ✓ Letters were sent to various government officials on lobbying for a net-zero high school and the decentralization of forestry management on Vancouver Island. ✓ Submitted and administered a grant application under the 2021 Strengthening Communities' Services Program (It Takes a Village: Housing the Unsheltered Population of the Cowichan Valley) on behalf of the region. |
| <p>Provide a strong voice at the CVRD table, advocating for sustainable development in the region</p> | <p>No change from Q2.</p> |

HOUSING



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

| Action | 2021 Quarter 3 Update |
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| Seek opportunities to partner and support affordable housing initiatives | ✓ Communications with Cowichan Women Against Violence on emergency shelter. |
| Develop incentives for creating compact development (e.g. infill) | ✓ Housing policy under development in accordance with June 16 council direction. ✓ Policies for incentivizing compact development being developed for OCP. |
| Create opportunities for new forms of housing (e.g. condos above neighbourhood commercial) | ✓ Staff working with applicants on multiple mixed housing projects. ✓ Policies for encouraging mixed housing types being drafted for OCP. |
| Explore opportunities for additional housing that meets the needs of the community | ✓ Housing policy under development in accordance with June 16 council direction. |

ENVIRONMENT



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

| Action | 2021 Quarter 3 Update |
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| Strengthen environmental policy in all land use planning | <ul style="list-style-type: none"> ✓ EAC provided input into the Biodiversity Protection Policy scope of work and staff will report back to Council in early Q4 prior to receive direction to request quotes. ✓ Recommendations of Environmental Policy Review being incorporated into draft OCP. |
| Remodel and implement the Climate Action and Energy Plan | <ul style="list-style-type: none"> ✓ CAEP update is progressing while awaiting final direction regarding growth scenarios from the OCP process. |
| 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"> ✓ Draft OCP growth management policy, including urban containment boundary, is being prepared based on input from community engagement process and council direction. ✓ Council workshop scheduled for October 14. |
| Relocate the Joint Utility Board Sewage Outfall Location | <ul style="list-style-type: none"> ✓ The Province is continuing its consultation with W̱SÁNEĆ First Nations. ✓ Cowichan Tribes has identified their preferred route which is through the Reserve. The Reserve route was identified by the design team as the preferred route. ✓ Discussions around impacts to Cowichan Tribes infrastructure along pipeline route, and how to best resolve, has commenced. Opportunities for co-benefits to be realized being identified to help facilitate running the pipe through the Reserve. ✓ Cowichan Tribes has offered an additional marine entry point at the Tl'ulpalus Reserve, immediately to the south of Cowichan Bay. The alternate marine entry point is at Hecate Park. The Tl'ulpalus Reserve entry point would help avoid running the pipe through a popular small watercraft anchoring location and high value eelgrass areas. This is a positive development. ✓ Design team identifying what land owners on Reserve might be affected by the pipe alignment in terms land needs. ✓ Work is continuing on the acquisition of a Fisheries Act Authorization for the Marine pipe. ✓ Effluent pump station locations on or near to the JUB STP site have been identified and discussions have started with Cowichan Tribes on the best location. ✓ Confirmation of design flows and pipe sizing nearly completed. |

| Action | 2021 Quarter 3 Update |
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| Evaluate options for environmental improvements to Quamichan and Somenos Lakes | <ul style="list-style-type: none"> ✓ SMWS actively working on the tasks outlined in the agreement. Work on completing the Beverly Street constructed wetlands began in September. This will help improve water quality from urban runoff prior to entering the Somenos Lake and creek waterways. ✓ Water quality testing continued. Seeking contractor to perform core sampling and analysis of sediments in Q4 in Quamichan Lake. |
| Review requirements for gray water reuse, solar power, and charging stations in new development | <ul style="list-style-type: none"> ✓ Reference to gray water re-use, solar power and charging stations to be included in draft OCP. |
| Create a biodiversity protection policy | <ul style="list-style-type: none"> ✓ Scoping with EAC occurred in July and August. Staff will report back to Council prior to issuing an RFP in early Q4. |
| Review opportunities for district energy system partnerships | No change from Q2. |
| Support the health of our beaches, including advocacy with other levels of government | <ul style="list-style-type: none"> ✓ Letter sent from Mayor to VIHA requesting input regarding septic tank maintenance requirements that may prevent contamination of ground and surface water. |
| Increase awareness of waste reduction | <ul style="list-style-type: none"> ✓ Developed a contamination remediation plan to reduce the amount of non-accepted recycle material placed at the curb for collection. The plan includes resident education through advertising, training of staff, increased inspections and notifying residents of contamination. The plan will be implemented in the fall of 2021 into 2022. |

ECONOMY



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

| Action | 2021 Quarter 3 Update |
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| Support, retain, and attract light industry | <ul style="list-style-type: none"> ✓ Economic development and industrial land use policy to be included in draft OCP. ✓ Implementation of developing land use policy will be considered by staff once the policy has been established. |
| 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 Q2. |
| Review options to provide any future municipal forest timber to local businesses for secondary industry | No Change from Q2. |
| 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 | ✓ Zoning amendment for “agricultural food hub” at 2431 Beverly Street granted first and second reading on September 21. Public hearing scheduled for October 20. |
| Create conditions that will facilitate the development of specialty services in and around the new Cowichan District Hospital | No Change from Q2. |
| Consider the merits of implementing an Economic Development Committee | ✓ Staff report being brought forward to Council in October. |
| Support sport tourism and in particular Rowing Canada Aviron’s entry into the community | <ul style="list-style-type: none"> ✓ Requested a meeting between North Cowichan and Rowing Canada with Minister Osborne to discuss the National Training Centre and opportunities for collaboration. ✓ Support for Rowing Canada athletes and team at this summer’s Olympic and Paralympic Games by North Cowichan Council and staff. |
| Lobby the provincial government to locate offices in North Cowichan | No change from Q2. |

COMMUNITY



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

| Action | 2021 Quarter 3 Update |
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| 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"> ✓ Workshop conducted with Council on land uses for Bell McKinnon area on September 7. ✓ Draft OCP being developed by staff and consultants. ✓ OCP Advisory Group meetings scheduled for October 6 and 13. ✓ Council workshop scheduled for October 14. |
| Update the Subdivision Bylaw | No Change from Q2. |
| Renew the Zoning Bylaw | <ul style="list-style-type: none"> ✓ Pre-planning for <i>Zoning Bylaw</i> delayed, with staff resourcing fully committed and re-allocated to OCP update. |
| Encourage appropriate development charges and amenities to support greater development (e.g. Development Cost Charge review) | <ul style="list-style-type: none"> ✓ Policy for development charges expected in draft OCP. |
| Incentivize or prioritize new growth in areas close to existing core development | <ul style="list-style-type: none"> ✓ Policy for incentivizing and prioritizing development in core areas expected in draft OCP. |
| 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. ✓ Council workshop on Bell McKinnon LAP and draft OCP designations held on September 7. ✓ 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

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- ✓ Inclusion of pronouns in email signatures has been implemented by senior leadership staff.

- ✓ Conducted inquiry into training options relating to diversity and inclusion, to be scheduled at a later date.

- ✓ National Day for Truth and Reconciliation recognized as a statutory holiday. Communication sent to employees encouraging participation in the “Every Child Matters March” led by Cowichan Tribes on September 30 and wearing of orange shirts throughout the week of September 27 as a show of additional support to Indigenous community members. Council also approved donation of \$2,000 to the M’akola Housing Society (organizers of the September 30 march) to help cover costs for traffic control and flaggers.

- ✓ Collaborated with the Province and Halalt to explore short term ways to supplement the water in Chemainus River during the summer drought, resulting in an increase from Holyoak Lake and testing of a deactivated well of the Halalt First Nations.

- ✓ Communication with Genoa Bay Waterworks Society to stay informed of the operation of the water system by the Society and continue updating on progress with Cowichan Tribes regarding licensing.

- ✓ Social Justice and Equity Framework incorporated into draft OCP.

UPCOMING

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

| Action | |
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| 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 |
| 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 assessment | 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> | |
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| Evaluate the merits of adopting the Energy Step Code | 2020 |