



COUNCIL STRATEGIC PLAN
2019-2022+



2024
QUARTER 3
UPDATE

July 1 - September 30, 2024



INTRODUCTION

Quarter 3 Update: July 1 - September 30, 2024

This past quarter included National Day for Truth and Reconciliation and Orange Shirt Day on September 30. The day was recognized with an all-staff communication, which included information to enhance staff education related to reconciliation and participation in local events. Employees were encouraged to wear orange to work to show their support.

Mayor and Council approved a grant to M'akola Housing Society to assist with the events held in respect of the National Day for Truth and Reconciliation, including the Every Child Matters March.

Since June, 335 homes have converted to electric heat pumps, which has resulted in an estimated 1,040 tonne reduction in GHG emissions annually.

After several years of planning and engagement, the Climate Change Risk Assessment and Adaptation Strategy was approved by Council on September 4. This completes one of Council's

Strategic Plan objectives and provides staff with a roadmap for implementation and direction to research and propose projects for implementation through the business planning process.

The Youth Recreation Services team operated daily drop-in programs throughout the summer at the Crofton Community Centre, which provided youth with a variety of activities and a safe place to hang out throughout the summer. A total of 455 drop-in visits occurred during this 8-week period.

Admission and membership numbers at the Cowichan Aquatic Centre this last quarter have increased compared to Q3 in 2023. Admissions have increased by 1% and membership sales have increased by 29%.

North Cowichan held its annual staff appreciation event on September 5, which included long service certificate presentations by Mayor Rob Douglas and CAO Ted Swabey.

Communications with the public are up 113% using the Instagram platform and 60.4% users are accessing the northcowichan.ca website using their mobile phones.

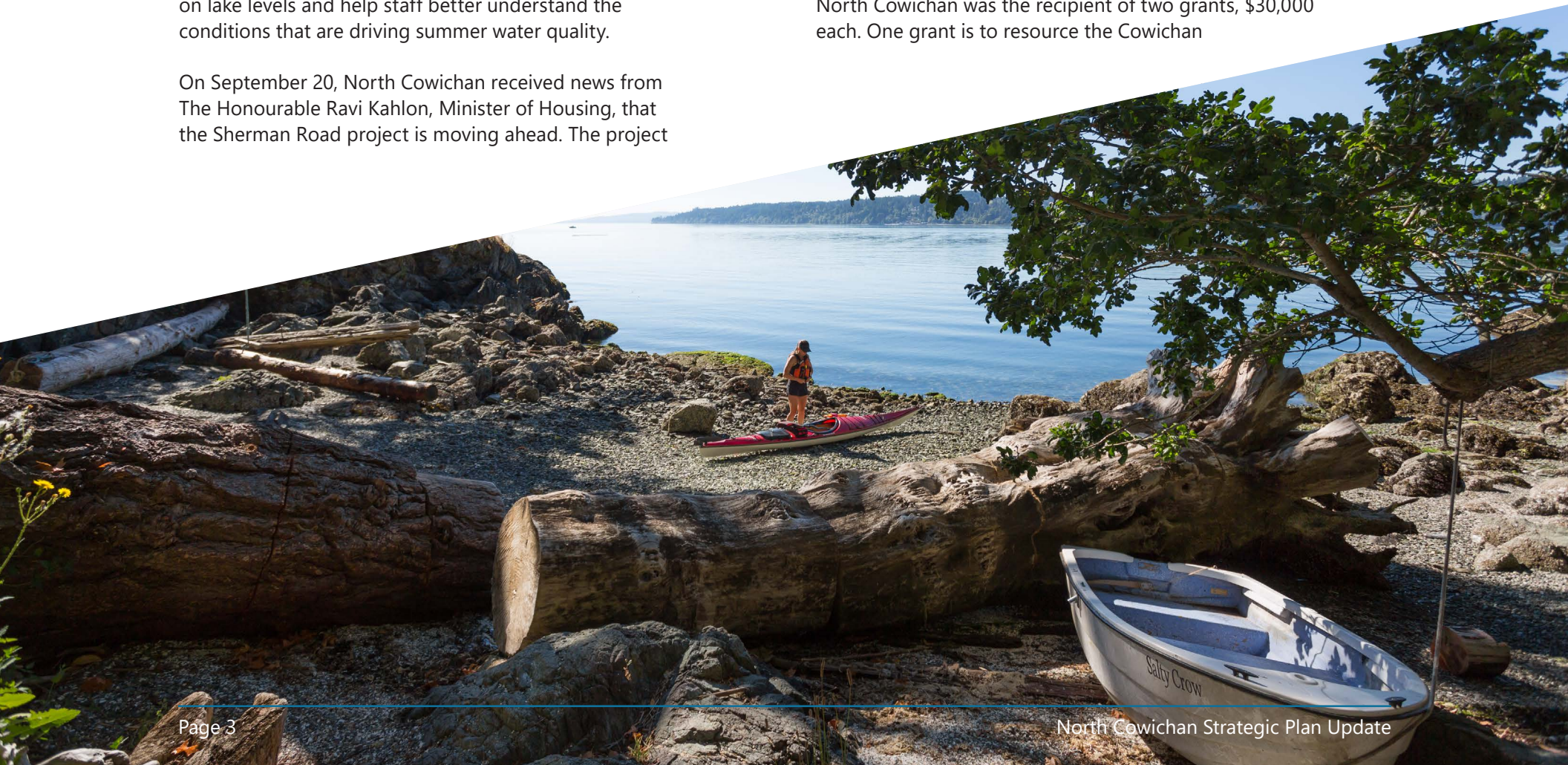
Environment staff installed a water level logger in Somenos Lake, which will provide continuous data on lake levels and help staff better understand the conditions that are driving summer water quality.

On September 20, North Cowichan received news from The Honourable Ravi Kahlon, Minister of Housing, that the Sherman Road project is moving ahead. The project

will provide 92 units of affordable co-op housing.

Staff are preparing a Rural Economic Diversification and Infrastructure Program application to support the design of a new reservoir to service the industrial properties off Highway 18.

North Cowichan was the recipient of two grants, \$30,000 each. One grant is to resource the Cowichan



Interagency Response Team, which will assist in addressing public disorder. The second grant is from Infrastructure and Communities Canada., This grant will support the 2024 Point in Time count of the homeless within the municipality and further assist our efforts for funding from the federal government.

Consultation is now complete for the Safer Community Plan, and a “What We Heard” summary will be shared this fall with councils, partners, stakeholders, and the public.

Senior staff have maintained an ongoing dialogue with the Ministry of Mental Health and Addictions staff, ensuring continuous communication and collaboration. Mayor & Council and senior staff met with recovery service provider Together We Can in support of additional treatment services in the Cowichan Valley.



SERVICE



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

| Action: Maintain the existing high level of service in the community | | | |
|---|--|--|--|
| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
| <ul style="list-style-type: none"> ✓ Staff completed a comprehensive accessibility audit of 16 parks sites to evaluate overall accessibility of these environments for people with disabilities. The audit was done in collaboration with the Spinal Cord Injury Association of BC. This process provided staff with an overall assessment of the park's access and ease of use and a better understanding of the fundamental features of the facilities within them as it relates to Canadian Standards Association (CSA) standards. Recommendations were presented to the Accessibility Advisory Committee and staff will look to address the recommendations in 2024. ✓ Admission numbers at the CAC in Q4 increased by 10% year over year and finished the year with 224,551 total visits. This represents a total increase of 33% over 2022 and surpasses pre-covid 2019 admissions by 1%. | <ul style="list-style-type: none"> ✓ The recreation maintenance team made various programming and small equipment changes to enhance the domestic hot water system at the CAC. The result is a more efficient system and warmer shower/sink temperatures for patrons after years of cold water complaints. ✓ Staff issued a Temporary Use Permit at the Fuller Lake Arena site that permits short-term, single-day or multi-day events for a three-year term from 2024 to 2027. This enables this site to host a wider variety of events in the future. ✓ There were 326 fire incident calls, 19 of which were fire calls to local First Nations communities. ✓ On February 15, RCMP hosted an open house to receive public input into service priorities. ✓ March 15 was a construction progress celebration for the Cowichan Sportsplex. ✓ March 25 was the grand opening of the accessible washroom at Kinsmen Beach. | <ul style="list-style-type: none"> ✓ Fuller Lake Arena operations extended into the spring months, which provided extended ice programming opportunities to the community. The new 3-on-3 Youth Hockey League attracted over 132 youth participants while increased rental hours helped boost and support local community groups (figure skating & adult hockey), and skating lessons were extended. ✓ Parks staff continue to upgrade and refresh many parks, including the repainting of sport court lines and a major playground resurfacing at Sherman Road Park. This refresh surfacing meets CSA accessibility standards, and a new pathway, including an accessible picnic table, was installed. Two more accessible picnic tables will be installed in Q3 at Kinsmen Beach and Art Mann parks. ✓ Forestry staff have offered to provide and have conducted several Firesmart Home Assessments to members of the community at no cost to help increase Firesmart Awareness as we head into the summer wildfire season. | <ul style="list-style-type: none"> ✓ Art Mann Park has new playground equipment featuring enhanced safety, accessibility, and inclusion features. New engineered wood fiber surfacing has been installed with rubberized pathways. A new accessible pathway leading from the parking lot to the playground and dock ramp has been constructed. A new accessible picnic table was also installed, with one planned to be installed at Kin Beach park in Q4. ✓ A new dock was installed at Art Mann Park. The 16'x80' aluminum frame dock includes universal water access for kayaks, canoes, and retractable cleats for boats to tie up. ✓ The playing surface of the tennis courts at Properties Park has been repaired and upgraded, enhancing the playing conditions. ✓ The CAC annual maintenance shutdown occurred September 14-October 6. Significant mechanical upgrades were performed during this time, including the installation of a new building automation system |

Action: Maintain the existing high level of service in the community (continued)

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|---|----------------|--|--|
| <ul style="list-style-type: none"> ✓ Recreation program offerings to the public increased and in Q4 99 swim lesson sets were offered, with 119 planned in 2024 Q1 and 179 by Q2. All swim lessons sold out during winter registration in December. | | <ul style="list-style-type: none"> ✓ June 14 was the grand opening of the new RCMP building on Ford Road. The new state-of-the-art building brings several policing departments and agencies together under one roof. | <p>as well as automatic sliding doors at the main entrance. This closure was moved to this time period to better support community groups usage.</p> <ul style="list-style-type: none"> ✓ The Youth Recreation Services team operated daily drop-in programs throughout the summer at the Crofton Community Centre, which provided youth with a variety of activities and a safe place to hang out throughout the summer. A total of 455 drop-in visits occurred during this 8-week period. |

Action: Develop a long-term plan for the Municipal Forest Reserve (MFR)

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|---|--|---|---|
| <ul style="list-style-type: none"> ✓ Municipal staff met with the Quw'utsun Nation working group on October 5 and November 14 to continue dialogue around the MFR and other important matters in the community. ✓ The second joint government to government meeting between Quw'utsun Nation and North Cowichan Mayor and Council took place November 23. The meeting was a positive and significant step toward continued collaborative work on issues related to the MFR. A joint public statement with more information is anticipated to be released in 2024 Q1, along with a forestry review update report from staff. | <ul style="list-style-type: none"> ✓ A joint public statement is anticipated to come in Q2. | <ul style="list-style-type: none"> ✓ Staff issued a joint statement with Quw'utsun Nation, signifying a commitment to establish a co-management framework and plan for the MFR lands. ✓ Quw'utsun Nation and North Cowichan had a working group meeting on April 4 to foster continued discussions around co-management of forestry and trails. | <ul style="list-style-type: none"> ✓ Requested the Ministry of Transportation and Infrastructure to prioritize repairs on Tzouhalem Road. ✓ Discussions with the Quw'utsun Nation continued in Q3. A Request for Proposal seeking a qualified consultant to lead North Cowichan and Quw'utsun Nation through the process of developing a co-management model and framework for the MFR is anticipated to be released in Q4. |

Action: Recognize the great work of staff

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|---|--|---|---|
| <ul style="list-style-type: none"> ✔ The first-ever awards ceremony for the entire North Cowichan Fire Department was held at the Cowichan Performing Arts Centre. Firefighters from Crofton, Maple Bay, Chemainus, and South End halls were celebrated for their achievements. ✔ Employee profiles from the Planning Department and Operations Department were included in the weekly Council Bulletins. ✔ Staff Holiday Party took place on December 14 with approximately 136 people in attendance (staff + significant others). ✔ Staff Holiday Skating event took place on December 23 at Fuller Lake Arena. 120 staff members and their families attended for skating, hot dog lunch, and gifts and door prizes delivered by Santa. | <ul style="list-style-type: none"> ✔ Employee profile from the Bylaw Department was included in the weekly Council Bulletin. ✔ Employees reaching service milestones in Q1 of 10+ years with the Municipality were recognized, including one exempt staff member who reached 25 years. ✔ Kudos from Council, clients, and members of the public are included on the electronic noticeboards in staff rooms. | <ul style="list-style-type: none"> ✔ Employee profile from the IT and Business Solutions team was included in the weekly Council Bulletin. ✔ Staff Pancake Breakfast took place on May 16. Approximately 150 participated. ✔ Michelle Martineau (retired Manager of Legislative Services) was recognized by the Local Government Management Association (LGMA) with the Professional Award for Volunteer Services for her contributions to the LGMA. ✔ Public works staff were recognized and thanked for their continuous contributions during Public Works Week. ✔ Employees reaching service milestones in Q2 of 10+ years with the municipality were recognized, including one exempt staff member who reached 25 years. ✔ Administrative Professionals Day was recognized with a “Thank You” card, along with a small gift of wildflower seeds and air plants to our 50+ administrative professionals. ✔ Staff recognized by a new hire for their special care and professionalism during the recruitment and, ultimately, offer phase. | <ul style="list-style-type: none"> ✔ Annual staff appreciation event was held on September 5, which included a long service certificate presentation by Mayor Rob Douglas and CAO Ted Swabey. ✔ Employee profile from HR, Utilities, and Parks and Recreation teams were included in the weekly Council Bulletin. ✔ Employees reaching service milestones in Q3 of 10+ years with the Municipality were recognized, including one CUPE staff member who reached 25 years. ✔ Communications were sent to staff in recognition of Firefighters National Memorial Day and Police and Peace Officers Memorial Day, thanking municipal staff in each department, as well as federal members of the RCMP, for their service. ✔ Recruitment of key positions due to succession/retirement/resignation or recently approved by Council: <ul style="list-style-type: none"> • Completed: Legislative Coordinator – start date July 2 • Completed: Subdivision and Development Coordinator (Temp – Mat Lv) – start date July 15 • Completed: Engineering Technologist (Subdivision and Environmental Services – start date July 22 |

Action: Recognize the great work of staff (continued)

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|----------------|----------------|---|--|
| | | <ul style="list-style-type: none"> ✓ A BBQ was put on for civilian staff at the new RCMP detachment to recognize the hard work involved in moving from the old detachment to the new one. ✓ On June 7, staff celebrated the achievements of three colleagues at their graduation ceremony from the Leadership Vancouver Island program through Vancouver Island University. | <ul style="list-style-type: none"> • Completed: Building Plan Checker – start date July 29 • Completed: Administrative Assistant 2 Building – start date July 29 • Completed: Client Support Specialist – start date August 6 • Completed: Manager, Asset Management (Temp up to 2 years) – start date August 6 • Completed: Manager, Utilities – start date September 16 |

Action: Ensure open and transparent communications with the public

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|---|---|---|---|
| <ul style="list-style-type: none"> ✓ The brand new northcowichan.ca website was launched in December. The site is built on a user-centric model, allowing users (residents) to better navigate information and self-serve many municipal services. The site also meets or exceeds Web Content Accessibility Guidelines (WCAG) in order to provide an equitable experience for all users. ✓ Provided ongoing communications support for municipal initiatives and programs, including: <ul style="list-style-type: none"> • Communication for the extended Canada Avenue construction. | <ul style="list-style-type: none"> ✓ Provided external communications in support of the January snow event, including social media, videos, and website updates. ✓ Supporting the public outreach of the first phase of North Cowichan’s move to automated curbside collection. 10,000 households were asked about their preferred garbage and organics cart sizes. Communications activities ensured all curbside customers received notice of their need to choose a larger size if desired, 56.2% using mobile devices and included outreach on social media, through local media, and with in-person displays. The new website’s built-in forms capability allowed people | <ul style="list-style-type: none"> ✓ Coordinated a public meeting with residents and business owners impacted by public disorder related to homelessness to hear their concerns as part of the public engagement for the next Safer Community Plan. ✓ Began an ongoing communication campaign to increase public knowledge and understanding of water conservation measures and asset management in relation to water utility systems. ✓ Supported public engagement and communications for: <ul style="list-style-type: none"> • Updates to North Cowichan’s zoning bylaw, in order to reflect new provincial housing | <ul style="list-style-type: none"> ✓ Continued to support public understanding of North Cowichan’s water resources and conservation measures through the launch of videos and information posts. ✓ Supported public engagement and communications for: <ul style="list-style-type: none"> • Climate Adaptation Strategy • Safer Community Plan • Construction and road work • Notices for water conservation, swim advisories, and fire bans • Fire Department educational video about wildland fire preparation • Climate Action Community Grants • Paid on-call firefighter recruitment |

Action: Ensure open and transparent communications with the public (continued)

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|---|---|---|--|
| <ul style="list-style-type: none"> • Communication support for two fire hall open houses. • Supported public education for Fire Prevention Week. • Zero carbon step code changes. <p>✓ Freedom of the Municipality awarded to Jon Lebefure and David Haywood on October 18. They were the twelfth and thirteenth individuals to receive the honour.</p> <p>✓ The Winter 2024 Recreation Guide was revamped and released on November 17, 2023. The focus was to provide users with a more user-friendly reference for the programs and services that the department offers. The new layout is organized into four program sections and includes all facility and program schedules in one centralized location. While the recreation guide is available exclusively online via North Cowichan’s website, it was digitally enhanced to provide readers with a PDF flippable page feature which enhances accessibility via desktop or mobile devices.</p> | <p>to easily submit their size requests electronically.</p> <p>✓ Ongoing communications and public engagement support was provided for municipal initiatives and programs, including:</p> <ul style="list-style-type: none"> • Construction and road work • Master Transportation Plan open house • Economic Development Action Plan <p>✓ Digital media metrics:</p> <ul style="list-style-type: none"> • Facebook: Reach 103.2K, up 54.8% • Instagram: Reach 1.9K, a 17.8% decrease • Northcowichan.ca: 160.8k views | <p>and zoning legislation</p> <ul style="list-style-type: none"> • Youth Services Review • final phase of the Master Transportation Plan • Climate Adaption Strategy • Economic Development Plan. • Construction and road work • Annual property taxes <p>✓ Digital media metrics:</p> <ul style="list-style-type: none"> • Facebook: Reach 71.5K, down 30.6% • Instagram: Reach 2.6K, up 54.9% • Northcowichan.ca: 121.9K views • 57.7% using mobile devices | <ul style="list-style-type: none"> • Annual aquatic centre maintenance shutdown <p>✓ Digital media metrics:</p> <ul style="list-style-type: none"> • Facebook: Reach 71.5K, down • Northcowichan.ca: 138.4K views, 60.4% using mobile devices • Facebook: Reach 109.8K, up 33.4% • Instagram: Reach 5.6K, up 113% |

Action: Identify potential new sources of revenue

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|--|---|--|---|
| <ul style="list-style-type: none"> ✔ Brought forward proposed service agreement from Rogers Communications. | <ul style="list-style-type: none"> ✔ Admission numbers at the Cowichan Aquatic Centre (CAC) in Q1 have increased by 11.4% over the same quarter in 2023 and by 15.6% over Q4 in 2023. Winter registered programs (January to March) received 4,045 registrations, generating \$179,000 in total revenue. | <ul style="list-style-type: none"> ✔ Admission numbers at the CAC continue to climb in Q2 resulting in a 66% increase over 2023 Q2. Recreation spring programs received 2866 registrations, generating \$119,553 in revenue. ✔ This year, business licence revenue increased by \$30,000 due to additional efforts to secure renewals and identify businesses. | <ul style="list-style-type: none"> ✔ Investment of excess cash at a higher rate of return than banks while maintaining adequate cash flow to meet current obligations. ✔ Admissions and membership numbers at the CAC in Q3 have increased compared to Q3 of 2023. Admissions have increased by 1% and membership sales have increased 29%. |

Action: Review developer utilization of the professional reliance model

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|----------------|----------------|------------|------------|
| No change. | No change. | No change. | No change. |

Action: Maintain opportunities for multi-modal transportation

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|---|--|---|--|
| <ul style="list-style-type: none"> ✔ Canada Avenue new sidewalk/ bike lanes (Philip Street – 0.20 km South): Construction complete for 0.2 km of new sidewalk and bike lanes. Work done as part of Canada Avenue Flood Gate Project. | <ul style="list-style-type: none"> ✔ The MTP was presented to the EAC and another round of public information and feedback opportunity completed, including an in-person open house held at the Cowichan Aquatic Centre on March 7. | <ul style="list-style-type: none"> ✔ Staff met with BC Ferries’ new CEO to get an update on the plans for the Chemainus Ferry terminal. ✔ MTP was presented to Council and adopted on June 4. | <ul style="list-style-type: none"> ✔ Joint letter was sent requesting MOTI to share in funding the TCH Corridor Management Plan. ✔ Follow up letter to MOTI sharing Council’s support of the Active Transportation Overpass. ✔ Staff have started preparing an active transportation implementation plan. The higher priority projects have been captured in the draft 5-year capital plan that will be brought forward to Council during budget discussions. |

Action: Maintain opportunities for multi-modal transportation (continued)

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|--|---|---|--|
| <ul style="list-style-type: none"> ✔ Canada Avenue Active Transportation Project (Sherman Road – James Street): Detailed design has started on 1.0 km of new and upgraded active transportation works. Work is being done in coordination with the City of Duncan as part of the Canada Avenue Complete Streets Project. ✔ Sherman Road new bike lanes (Canada Avenue - Somenos Road): Application for co-funding for design of 1.7 km of bike lanes along both sides of Sherman Road. ✔ Chemainus Road new sidewalk/bike lanes (Victoria Street - Fir Street; east side): Conceptual design has started on 0.6 km of new active transportation works along Chemainus Road. ✔ Trans-Canada Highway (TCH) Active Transportation Project (Beverly Street – Drinkwater Road; east side): Design nearly complete for new multi-use trail along the TCH. Work to be coordinated with future new water main. ✔ Draft Master Transportation Plan (MTP) was presented to Committee of the Whole and staff have been directed to engage with the public plus Environment Advisory Committee (EAC) prior to final drafting of the plan. | <ul style="list-style-type: none"> ✔ Staff presented a status of the projects from the Trans-Canada Highway Corridor Management Plan to joint councils. A letter requesting the Ministry of Transportaton and Infrastructure (MOTI) to share in funding an update was passed by resolution of both councils. ✔ Wrote a letter to MOTI to request reconsideration of the proposed pedestrian overpass and to consider alternative options that will align more closely with our community’s vision and objectives. | <ul style="list-style-type: none"> ✔ Canada Avenue Active Transportation Project (Sherman Road – James Street): Status detailed design passed the 25% completion. ✔ Sherman Road new bike lanes (Canada Avenue – Somenos Road): Funding was awarded in the first quarter. Conceptual road cross-section design underway. ✔ Chemainus Road new sidewalk/ bike lanes (Victoria Street – Fir Street; east side): Conceptual design has continued with completion estimated in third quarter of this year. ✔ TCH Active Transportation Project (Beverly Street – Drinkwater Road; east side): Design work has continued due to geotechnical challenges that have appeared along the corridor. | <ul style="list-style-type: none"> ✔ Canada Avenue Active Transportation Project (Sherman Road – James Street): Detailed design at 60% completion. ✔ Sherman Road new bike lanes (Canada Avenue – Somenos Road): Conceptual design at 25% completion. ✔ Chemainus Road new sidewalk/ bike lanes (Victoria Street – Fir Street; east side): Conceptual design paused until details around the design of Elm Street and Chemainus Road intersection are provided. ✔ TCH Active Transportation Project (Beverly Street – Drinkwater Road; east side): Project delayed until funding available for the water trunk main to be constructed under the trail. ✔ Lakes Road Active Transportation Project (Beverly Street – Townend Road): Conceptual design started. |

ENGAGEMENT



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

Action: Continue to develop strong relationships with Indigenous peoples

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|---|---|--|--|
| <ul style="list-style-type: none"> ✓ Meeting with senior leadership of North Cowichan and Cowichan Tribes held on November 22. ✓ Quw’utsun Nation and North Cowichan had a meeting on November 23. ✓ Provided a letter of support to Cowichan Tribes for their UBCM funding request on Reconciliation and Relationship Building. | <ul style="list-style-type: none"> ✓ Finalized encroachment agreement with Cowichan Tribes for the Samsun Narrows Hydrophone Project at Peters Lane Park. Equipment was installed in March 2024. ✓ Agreed in principle for Halalt First Nation to install a fish counter abutments with low voltage power from unused circuit on the bridge and energy costs paid by the Municipality. ✓ Facilitated sanitary sewer connection for property on reserve located on Tzouhalem Road. ✓ Fire department staff responded to 16 calls at Cowichan Tribes, two at Halalt First Nation, and one at Penelakut Tribe. | <ul style="list-style-type: none"> ✓ Several front-line recreation staff participated in an Indigenous Awareness training session through the Local Government Management Association to further education and understanding of First Nations cultural awareness. ✓ In partnership with School District 79, the Parks & Forestry department provided access to Drinkwater Elementary School at Heron’s Wood Park so that grade 6/7 children could participate in a cedar bark harvesting education session with knowledge keepers and Elders from Cowichan Tribes. ✓ Thirteen staff volunteered at Cowichan Tribes’ National Indigenous Peoples Day event. ✓ Offers of assistance for National Indigenous Peoples Day events were sent to Halalt, Lyackson, Penelekut, First Nation and Cowichan Tribes. ✓ Bylaw staff participated in joint patrols with Cowichan Tribes Bylaw officers. Protective Services staff participated in the Public Safety Working Group of Cowichan Tribes. | <ul style="list-style-type: none"> ✓ Quw’utsun Nation and North Cowichan had a working group meeting on August 1. ✓ Council provided a grant to M’akola Housing Society to assist with the events held in respect of the National Day for Truth and Reconciliation including the Every Child Matters March. ✓ The National Day for Truth and Reconciliation and Orange Shirt Day were recognized with an all-staff communication. Employees were encouraged to wear orange shirts to commemorate the survivors and victims of residential schools. ✓ Parks and Forestry staff supported Quw’utsun Nation members who conducted a cultural event on Swuqus (Mount Prevost). ✓ Provided firewood opportunities for Quw’utsun Nation members on Mount Tzouhalem. The firewood is a result of the leftover woody debris from the FireSmart project completed earlier in the spring. |

Action: Continue to develop strong relationships with Indigenous peoples (continued)

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|----------------|----------------|--|-----------|
| | | <ul style="list-style-type: none"> ✓ Fire Services will have an updated service agreement signed and in place by the end of 2024 with Council approval. ✓ Fire Department staff responded to 18 calls at Cowichan Tribes, 4 at Halalt First Nation, and 1 at Penelakut Tribe. ✓ Staff and the consulting team for the Joint Utility Board (JUB) Sewage Treatment Plant Outfall Project were invited by Cowichan Tribes to have a booth at the May 15 Cowichan Tribes Open House. The event was well attended and afforded a good opportunity for staff and the consulting team to provide information to Cowichan Tribes' community about not only the Outfall Project but also the JUB Sewage Treatment Plant. In general, the feedback we got was positive. | |

Action: Support community groups and organizations

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|---|--|--|--|
| <ul style="list-style-type: none"> ✔ The 1959 Duncan All Stars Baseball team, 1983 Cowichan Thunderettes Basketball team, Ernie Mansueti (builder), Helen Gosnell (athlete) and Jason Sandquist (athlete) were inducted into the North Cowichan Sports Wall of Fame in November. Over 200 guests attended the event at the Cowichan Golf Club. ✔ Staff worked closely with several community organizations to facilitate five special event applications which included; Chemainus Legion Remembrance Day (November 11), CBIA Fall Festival and Fun Run (October 28), CBIA Sip & Shop (November 18), Cowichan Search & Rescue (November 19), and Crofton Christmas Parade (December 3). ✔ Council approved \$246,750 in Grants in Aid to support community groups within the municipality. ✔ Council approved 149 properties for Permissive Tax Exemptions in 2024 totaling \$627,000. This will allow organizations to use that money to support further community good. ✔ Donated one EJ Hughes print to a non-profit organization to assist with fundraising. ✔ Provided a letter of support to Cowichan Estuary Restoration & Conservation Association for Scotch Broom Removal Work in the Cowichan River Estuary. | <ul style="list-style-type: none"> ✔ Mount Prevost downhill mountain bike trail upgrades and signage installation were completed, indicating that the trails are now sanctioned and open to the public. ✔ Streamlined processes for service delivery/inquiries and event planning for community groups. ✔ Wounded Warrior Run on March 2. ✔ Donated four EJ Hughes prints to non-profit agencies to assist with fundraising. ✔ Provided a letter of support to Chemainus Festival of Murals Society to accompany their letter of intent to the BC Heritage Sites grant application. ✔ Provided a letter to Minister of Forests asking for enhanced provincial support of the Crofton Mill and its workers. | <ul style="list-style-type: none"> ✔ A total of 20 special events took place in North Cowichan in Q2. All special event applications were facilitated through the streamlined special events process that provides a one stop shop for community event organizers. ✔ Cowichan Aquatic Centre was the host site for Cowichan Valley Breakers and Duncan Stingrays swim meets. ✔ Seven youth baseball tournaments were hosted at North Cowichan ball parks in Q2. ✔ Donated one EJ Hughes print to the Association of Vancouver Island and Coastal Communities 2024 auction. | <ul style="list-style-type: none"> ✔ Eighteen special events took place throughout North Cowichan this summer. Staff worked closely with community groups to help deliver logistical planning and support for these community events, highlighted by the BC Bike Race in July, Cowichan Craft Beer and Food Festival in August, and the Belgian Waffle Ride in September. ✔ Donated one EJ Hughes print to a non-profit organization to assist with fundraising. ✔ Provided letters of support to Chemainus Festival of Murals Society regarding their BC Heritage Sites grant application and to Western Forest Products on their application to the BC Manufacturing Jobs Fund. |

Action: Support community groups and organizations (continued)

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|---|----------------|-----------|-----------|
| <ul style="list-style-type: none"> ✔ Provided funding support letter to West Coast Prefab's (BC Manufacturing Job Fund Grant). ✔ Provided a letter of support to Lookout Society on the success of their community clean-up programs. | | | |

Action: Provide a strong voice at the Cowichan Valley Regional District (CVRD) table, advocating for sustainable development in the region

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|---|--|--|---|
| <ul style="list-style-type: none"> ✔ North Cowichan members who sit on the CVRD board advocated for regional growth management as a CVRD priority. | <ul style="list-style-type: none"> ✔ CVRD received \$250,000 grant funding as a contribution toward development of a regional growth strategy to be completed in collaboration with all member municipalities and Indigenous Nations. | <ul style="list-style-type: none"> ✔ CVRD board directed staff to develop a Growth Management Strategy for the Regional District. | <ul style="list-style-type: none"> ✔ North Cowichan members who sit on the CVRD board advocated for regional growth management as a CVRD priority. |

Action: Lobby the CVRD, provincial and federal governments to support North Cowichan through grants, funding, and tax revenues

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
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| <ul style="list-style-type: none"> ✔ Letter from Mayor Douglas sent to Sean Fraser, Minister of Housing, Infrastructure and Communities advocating for funding from the Housing Accelerator Fund. | <ul style="list-style-type: none"> ✔ Application for Housing Accelerator Fund denied. Staff plan on bringing forward an application for the second round of grant funding once announced. ✔ Advocacy to Vancouver Island Health Authority to support provision of detox and supported recovery function in the Cowichan region. | <ul style="list-style-type: none"> ✔ Dialogue with the Ministry of Public Safety about resourcing the Cowichan Valley Interagency Response Team via a grant to North Cowichan to address individuals in the Acute Elevated Risk category. | <ul style="list-style-type: none"> ✔ Funding was received (\$30,000) to resource the Cowichan Interagency Response Team (Situation Table). ✔ Funding was received (\$30,000) from Infrastructure and Communities Canada to support the 2024 Point in Time count of the homeless. ✔ Application submitted for round two of the Housing Accelerator Fund. |

Action: Work collaboratively with regional government partners, ensuring a strong relationship with the Cowichan Valley Regional District (CVRD)

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|--|--|--|---|
| <ul style="list-style-type: none"> ✔ Provided the CVRD with a letter of support for the use of Municipal Regional District Tax revenues towards affordable housing. ✔ Mayor and staff met with Minister of Water, Land and Resource Stewardship to continue discussions further to UBCM meetings on flood mitigation. ✔ Mayor and staff met with the deputy minister of Municipal Affairs further to a meeting with Premier David Eby at UBCM on Regional Growth Strategies Funding. ✔ North Cowichan Recreation and CVRD Recreation staff started to work collaboratively via the new Regional Recreation Commissions. Regional Recreation Commission orientations and budget meetings commenced. | <ul style="list-style-type: none"> ✔ Staff supported CVRD, City of Duncan, Somenos Marsh Wildlife Society and the Island Corridor Foundation (ICF) for the right of way maintenance along the rail corridor which included the clean-up and removal of vegetation and danger trees along the friendship trail between James Street and Beverly Street. Improved landscaping will commence in Q2. Staff will bring forward to a future Council meeting a longer term option with respect to the rail corridor. ✔ Attended a regional collaboration meeting to discuss strategic and aligned messaging related to water conservation and ongoing water use issues. ✔ Worked with CVRD on flood response planning. | <ul style="list-style-type: none"> ✔ We collaborated with the Town of Ladysmith and the Nanaimo Regional District this year for our Ortho/Lidar project. This joint procurement provided cost savings and an opportunity to strengthen relationships. ✔ Landscaping improvements along the Friendship Trail have been completed in partnership with the ICF and CVRD. Several danger trees and invasive species were removed while landscape levelling and new grass was established. ✔ North Cowichan staff, along with CAOs from neighbouring towns and cities, attended an Emergency Management Cowichan CAO Advisory Workshop meeting. ✔ Senior staff met with CVRD staff to discuss Joint Utility Board Sewage Treatment Plant servicing of CVRD Electoral Areas D (Cowichan Bay) and E (Eagle Heights). The discussion was focused on the management of equivalent residential units and coordinating the servicing of Cowichan Tribes lands through our various collection systems. | <ul style="list-style-type: none"> ✔ The Fuller Lake recreation staff teamed up with the CVRD to offer joint training sessions for refrigeration safety awareness and skate shop lesson delivery. This full-day event took place in Lake Cowichan and gave staff a thorough review of refrigeration safety and skate lesson planning in advance of the upcoming fall/winter sports season at Fuller Lake. ✔ Emergency Management Cowichan CAO group met and reviewed the status of the regional program, and established a process to address new provincial indigenous engagement requirements, staff training, and recommendations for a location for an Emergency Warming Centre. ✔ Staff continue to meet quarterly with regional partners on the Cowichan Regional Wildfire Resiliency Committee, to review and discuss FireSmart related information and updates. ✔ North Cowichan members who sit on the CVRD board participated in CVRD Economic Development Strategic Plan meetings. |

HOUSING

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



| Action: Seek opportunities to partner and support affordable housing initiatives | | | |
|--|--|--|---|
| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
| <ul style="list-style-type: none"> ✓ Staff and Mayor Douglas participated in the November 3 Cowichan Housing Forum. ✓ Application to BC Housing’s Community Housing Fund submitted for affordable housing project at Elliott Street, Chemainus. ✓ Council advanced funding to assist with resolution of potential site contamination issues at 3191 Sherman Road. | <ul style="list-style-type: none"> ✓ Application to BC Housing for Elliott Street for the Community Housing Fund was rejected. Staff are bringing forward a report on all housing opportunities. ✓ Application submitted to BC Housing BC Builds program for former fire hall site at Willow Street in Chemainus, in collaboration with Community Land Trust of BC. ✓ \$237,250 was received from BC Housing for project development funding for the Elliott Street site in Chemainus. ✓ Staff tour of Nexus prefabricated home factory in Cobble Hill to understand how to better respond to this emerging industry. ✓ Site contamination issues at 3191 Sherman Road approaching full resolution, with no remediation needed. Site contamination issues are resolved. | <ul style="list-style-type: none"> ✓ Sherman Road site proceeding to subdivision stage. ✓ Willow Street project is in the “property opportunity” stage, seeking development entities to partner with BC Community Land Trust to construct housing and ground-floor commercial. ✓ Presentation to Council updating the status of affordable housing initiatives. Staff to move forward with development planning for the Elliott Street site in Chemainus. | <ul style="list-style-type: none"> ✓ Announcement made on September 13 of Sherman Road project – 92 units of affordable co-op housing. ✓ Willow Street site in Chemainus on BC Builds website extended to seek a build partner. ✓ North Cowichan engaged DAU Studio Architecture to begin site planning work on the Elliott Street site. |

| Action: Develop incentives for creating compact development (e.g. infill) | | | |
|---|---|---|---|
| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
| <ul style="list-style-type: none"> ✓ Council authorized parking variances to facilitate the development of a 92-unit, six-storey apartment building at 6489 Paddle Road. | <ul style="list-style-type: none"> ✓ Provided Council overview of Bill 44 requirements. Preparation of zoning bylaw amendments underway for June deadline. | <ul style="list-style-type: none"> ✓ Bill 44 amendments were completed and adopted by Council on June 19. The Province has been notified of the completion of the required amendments. | <ul style="list-style-type: none"> ✓ Development of draft policies within the Bell McKinnon Local Area Plan to help realize development in accordance with the local area plan vision once |

Action: Develop incentives for creating compact development (e.g. infill) (continued)

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|---|--|---|---|
| <p>✔ In response to the enactment of provincial legislation (Bill 44), staff are working to understand the implications and required changes to the zoning bylaw and will report out to Council in Q1 2024.</p> | <p>✔ Staff participated in provincial meetings with respect to Bill 44 implementation.</p> | <p>✔ Council has authorized parking variances to permit the development of a 262-unit apartment complex (3 buildings) at the corner of Ford and Drinkwater and a 210-unit mixed-use building on Beverly Street. Council also authorized parking and height variances for a 100-unit mixed-use building.</p> | <p>servicing is available. Policies to be presented to Council in Q4.</p> |

Action: Create opportunities for new forms of housing (e.g. condos above neighbourhood commercial)

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|-------------------|--|--|---|
| <p>No change.</p> | <p>✔ Building Bylaw update underway including new section providing regulatory guidance on alternative forms of housing.</p> | <p>✔ Work on the Building Bylaw has continued in Q2.</p> | <p>✔ Building Bylaw draft completed and reviewed by legal counsel. The next step is to bring forward the bylaw for consideration of initial readings.</p> |

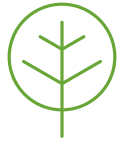
Action: Explore opportunities for additional housing that meets the needs of the community

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|---|--|---|-------------------|
| <p>✔ Developers' Forum held on October 31 with George Parker presenting economic issues and opportunities for housing construction and development.</p> | <p>✔ Presentation planned to go to Council in Q2 on land inventory and suitability for non-market housing.</p> | <p>✔ Development permits issued for several high density developments as noted above.</p> | <p>No change.</p> |

Action: Develop a business case for innovative development (e.g. site adaptive planning, conservation development, residential cluster development, etc.)

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|--|-------------------|-------------------|-------------------|
| <p>✔ George Parker, land economist, presented findings of his housing market research analysis to Committee of the Whole on December 12.</p> | <p>No change.</p> | <p>No change.</p> | <p>No change.</p> |

ENVIRONMENT



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

| Action: Strengthen environmental policy in all land use planning | | | |
|--|---|---|---|
| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
| <ul style="list-style-type: none"> ✓ Cowichan Estuary Environmental Management Committee (CEEMP) was cancelled. Staff await notification from the Province of a new meeting time in 2024. | <ul style="list-style-type: none"> ✓ Staff attended CEEMP meeting on February 28 to review application from Western Forest Products to release runoff from site to the estuary and review an assessment of runoff and its effects. ✓ In line with 3.4.4.e of the Official Community Plan, the blue-green network mapping and study in Bell McKinnon is largely completed. | <ul style="list-style-type: none"> ✓ Staff attended the CEEMP meeting on April 25 to review responses from Western Forest Products to comments and questions regarding the assessment Report on runoff from the mill site. ✓ Staff met with developers to integrate stormwater design features into proposed blue-green network in Bell McKinnon area. ✓ Presented the Climate Adaptation Strategy to Council, Environment Advisory Committee, and Agricultural Advisory Committee for feedback. | <ul style="list-style-type: none"> ✓ Secured environmentally-sensitive area on Quamichan Lake as part of the subdivision application. A development permit was also issued with extensive planning to retain the established treed area. |

| Action: Remodel and implement the Climate Action and Energy Plan | | | |
|--|--|---|---|
| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
| <ul style="list-style-type: none"> ✓ 269 homes converted to electric heat pumps as of September 30 (last reporting date). ✓ Engineering assessment for fleet charging design is underway. ✓ The Environmental Advisory Committee recommended a community climate action grant be considered by Council in 2024 budget process. The grant would assist the local Abbeyfield seniors home to convert from natural gas to heat pump. | <ul style="list-style-type: none"> ✓ Zero Carbon Step Code Emissions Level 3 became effective on January 1, 2024. ✓ Engineering assessment for fleet charging design continues. Two electric vehicles were trialed ahead of the light-duty electric vehicle conversion project to verify compatibility with an electric model. | <ul style="list-style-type: none"> ✓ Engineering assessment for fleet charging design continues. A fleet mechanic completed the BCIT Electric Vehicle Maintenance Training course. Based on completed trials, the procurement process is underway for fleet electric vehicle acquisition. ✓ The Circular Economy Accelerator launched the 2024-2025 application intake, with spots for 6 North Cowichan businesses over the two-year program. | <ul style="list-style-type: none"> ✓ Three electric vehicles have arrived for fleet operations (2 Ford e-Transit vans are in service, and 1 Chevrolet Blazer EV is expected to be in service by the end of September). Five additional electric vehicles (Ford Lightning's) are planned to be purchased in Q4. Engineering assessment for fleet charging design is wrapping up and expected to be tendered for construction in Q4. |

Action: Remodel and implement the Climate Action and Energy Plan *(continued)*

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|--|---|--|--|
| <ul style="list-style-type: none"> ✔ Council adopted Zero Carbon Step Code effective January 1, 2024. | <ul style="list-style-type: none"> ✔ Annual report on the Climate Action and Energy Plan Reserve Fund expenditures presented to Environmental Advisory Committee in March, including a presentation by Abbeyfield Houses Society of Duncan on the completed heat pump conversion project partly funded by a community climate action grant. ✔ Reported to the Economic Development Committee on the pilot year of the circular economy accelerator and received Council direction to join the program launching in Q2 2024. ✔ Provided a commitment of \$7,500 per year for two fiscal years to Synergy Foundation in their funding application to continue supporting the Circular Economy Ecosystem Project. | <ul style="list-style-type: none"> ✔ 322 homes converted to electric heat pumps as of March 2024 (last reporting date). | <ul style="list-style-type: none"> ✔ Recruitment for the Circular Economy Accelerator program continues, with spots for 6 North Cowichan businesses over the two-year program. ✔ 335 homes converted to electric heat pumps as of June 2024 (last reporting date). This has resulted in an estimated 1040 tonne reduction in GHG emissions annually. ✔ Zero Carbon Step Code Emissions Level 4 became effective on July 1, 2024. ✔ Annual Local Government Climate Action Program report was submitted to the Province and posted on North Cowichan's website. ✔ Recruitment for the Circular Economy Accelerator program continues, with spots for 6 North Cowichan businesses over the two-year program. Ron Anderson & Sons and Maple Bay Marina have signed on to participate in the program. |

Action: Relocate the Joint Utility Board (JUB) Sewage Outfall Location

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|---|-------------------|---|-------------------|
| <ul style="list-style-type: none"> ✔ North Cowichan and Duncan Councils were provided with a project update. Held JUB meeting to provide a project update to CVRD Area D (Cowichan Bay), Cowichan Valley Regional District Area E (Eagle Heights) and Cowichan Tribes. | <p>No change.</p> | <ul style="list-style-type: none"> ✔ Staff presented to Cowichan Tribes Natural Resources Committee on, and obtained support for, running the JUB Sewage Treatment Plant outfall pipe through road dedications on Reserve to an interim discharge location due to an anchorage being in the way. | <p>No change.</p> |

Action: Relocate the Joint Utility Board Sewage Outfall Location (continued)

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|--|----------------|--|-----------|
| <ul style="list-style-type: none"> ✔ Work continues around removal/shift of problematic anchorage. ✔ Work continues on securing Fisheries Act Authorization for marine portion of pipe. ✔ North Cowichan and Province continuing consultation process with First Nations. | | <ul style="list-style-type: none"> ✔ Staff subsequently presented the project to Cowichan Tribes Band Council and received support for the proposed outfall routing and terminus location. ✔ In the meantime, the project team continues to work with Transport Canada regarding the removal of the anchorage. | |

Action: Evaluate options for environmental improvements to Quamichan and Somenos Lakes

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|--|---|---|--|
| <ul style="list-style-type: none"> ✔ Followed up with a letter to the Healthy Watershed Initiative requesting funding support for the remediation of blue-green algae blooms in Quamichan Lake following a meeting with the Minister. | <ul style="list-style-type: none"> ✔ Staff engaged a consultant to study lake oxygen chemistry to help determine oxygenation techniques suitable for remediating cyanobacteria blooms in Quamichan Lake. ✔ Staff worked with Rowing Canada Aviron (RCA) to remove a large floating vegetation mat which threatened property and RCA infrastructure. ✔ Provided support letters to Somenos Marsh Wildlife Society (SMWS) for grant applications for Indigenous Terrestrial Stewardship Specialist position and their GreenStreams S'amunu Watershed Streamside Partnerships Program. ✔ Provided a support letter to SMWS in their request for approval for parrot's feather cutting in Somenos Creek through the province. | <ul style="list-style-type: none"> ✔ Council toured the Elk Lake aeration system. ✔ Requested partnership and financial support from the Cowichan Valley Regional District (CVRD) under their Drinking Water and Watershed Protection Program to support initiatives to improve water quality in Quamichan and Somenos Lakes. ✔ Staff has engaged SMWS to continue restoration of riparian tree habitat around Somenos Creek in the area between the Lakes Road footbridge and Tzouhalem Road and along the are running parallel to Seine Road. ✔ Staff has received a report assessing lake sediment chemistry and options for aeration to remediate cyanobacteria blooms in Quamichan Lake. Staff will assess the report and evaluate management options. | <ul style="list-style-type: none"> ✔ Staff have requested ongoing contributions from the CVRD Drinking Water and Watershed Protection Program for water quality monitoring, improvements, and reserve funds for the Quamichan Lake water quality program. Staff will be commissioning a report on aeration options for the lake in Q4. ✔ Staff engaged a contractor to remove invasive purple loosestrife from sites in Somenos Lake. ✔ Staff engaged a contractor to conduct an aerial drone survey of invasive parrot's feather in Somenos Creek to assess progress of weeding and to assess long-term changes in aquatic weeds in the creek. ✔ Staff have installed a water level logger in Somenos Lake to provide continuous data on lake levels and better understand the conditions driving summer water quality. |

Action: Evaluate options for environmental improvements to Quamichan and Somenos Lakes (continued)

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|----------------|----------------|--|--|
| | | <ul style="list-style-type: none"> ✓ Staff prepared an update report for RCA on Quamichan Lake and a presentation on Quamichan Lake water quality program to the Cowichan Watershed Board Speaker Series. | <ul style="list-style-type: none"> ✓ Provided a support letter to SMWS for their GreenStreams Community Stewardship Program funding application. ✓ Issued a development permit and building permit for the construction of a viewing tower at the open-air classroom on Somenos Lake. ✓ Staff began working on reports to identify actions that could be taken by levels of government (Municipal, Provincial, Federal) to support and fund the studies needed and funding required to slow the degradation of Somenos and Quamichan Lakes. |

Action: Develop a comprehensive climate change risk & vulnerability assessment

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|---|---|---|--|
| <ul style="list-style-type: none"> ✓ Engagement results presented to Council and the Environmental Advisory Committee in October. Risk and vulnerability assessment work underway with results presented to Council in January 2024. | <ul style="list-style-type: none"> ✓ Risk and vulnerability assessment results presented to the Committee of the Whole, EAC, and the Cowichan Valley Regional District-led Regional Climate Adaptation Advisory Group in January 2024. Work to develop adaptation strategies for the identified risks is underway, with results planned to go to Council in Q2 2024. ✓ Participated in a discussion with the Chemainus Residents Association on the challenges of climate change for Chemainus. | <ul style="list-style-type: none"> ✓ The draft Climate Adaptation Strategy was presented to Council, Environmental Advisory Committee, and Agricultural Advisory Committee in June 2024. | <ul style="list-style-type: none"> ✓ Complete. The Climate Change Risk Assessment and Adaptation Strategy was approved by Council on September 4. |

Action: Create a biodiversity protection policy

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|--|--|------------|---|
| <ul style="list-style-type: none"> ✓ Staff is preparing a response to First Nations based on feedback received on North Cowichan's biodiversity. This feedback will be incorporated into the assessment document and potentially be used as a springboard to further engagement on development of the biodiversity policy report upon completion of the biodiversity assessment report. | <ul style="list-style-type: none"> ✓ Staff will return to First Nations communities and conduct engagement with Elders and community members on the biodiversity project. | No change. | <ul style="list-style-type: none"> ✓ Staff have received some feedback from referral coordinators (or equivalent roles) and will pursue times and methods of engagement ranging from suggestions of individual door knocking to sessions with Elders. Once First Nation engagement is complete and the assessment report is finalized, the policy will be brought forward to Council for review. |

Action: Evaluate the merits of adopting the Energy Step Code

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|---|---|---|------------|
| <ul style="list-style-type: none"> ✓ Building Bylaw amended to establish minimum requirement for BC Energy Step Code 3 and to require BC Zero Carbon Step Code EL 3 on January 1 and EL 4 on July 1. | <ul style="list-style-type: none"> ✓ Building Bylaw in effect with no significant reported difficulties. | <ul style="list-style-type: none"> ✓ Council considered delaying implementation of Step 4, but ultimately decided to proceed with implementation of Step 4 for July 1. ✓ There was no discernible increase in applications coming forward prior to the change, nor a decrease in applications after Step 4 was implemented. Staff did not receive comments or feedback from the public regarding this change. | No change. |

Action: Review opportunities for district energy system partnerships

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|---|----------------|---|--|
| <ul style="list-style-type: none"> ✓ A community workshop was held December 1. The workshop was organized by Cowichan Carbon Busters. ✓ A staff report on solar power will be brought to Council in 2024. | No change. | <ul style="list-style-type: none"> ✓ A solar study is underway to support a staff report to be brought to Council later in 2024. | <ul style="list-style-type: none"> ✓ A staff and consultant report on solar will be presented to the Environmental Advisory Committee and brought to Council in Q4. |

Action: Support the health of our beaches, including advocacy with other levels of government

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|----------------|----------------|------------|--|
| No change. | No change. | No change. | <ul style="list-style-type: none"> ✓ Environment staff are responsible for collecting beach water quality samples at Kin beach, Fuller Lake, and Maple Bay beach for the Island Health beach health program and advising Parks and Communications staff on sample results since August. |

Action: Integrate natural assets into the overall asset management program

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|---|--|---|---|
| <ul style="list-style-type: none"> ✓ Staff completed a draft Request for Proposal (RFP) to be issued in 2024 Q1. | <ul style="list-style-type: none"> ✓ Council received a report from Vancouver Island University (VIU) on Richards Creek riparian habitat to improve drainage and nutrient remediation to Somenos Lake. ✓ Staff issued an RFP for the Natural Assets Management Study in mid-March and anticipates that work will commence on the project in Q2 2024. | <ul style="list-style-type: none"> ✓ Staff presented the Environmental Accounting Process concept for Richard's Creek to Council, Agricultural Advisory Committee, and Environmental Advisory Committee. ✓ Natural Assets Management Study has been awarded to Urban Systems. Project will start in Q3. | <ul style="list-style-type: none"> ✓ Urban Systems will meet with the Municipal staff working group to review deliverables and kick off the project. ✓ Project funding has been extended to December 2025. ✓ Early First Nations engagement is contemplated and planned to coincide with Biodiversity Protection Policy engagement follow ups. |

Action: Increase awareness of waste reduction

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|---|---|------------|------------|
| <ul style="list-style-type: none"> ✓ Curbside recycling contamination reduced to 3.5% from a high of 9.2%. Recycle BC acknowledge the great work done to reduce contamination of recycling and concluded that contamination is now within accepted thresholds. | <ul style="list-style-type: none"> ✓ In this year's environmental education program, 690 local students were taught about waste streams, food waste, and how to compost. | No change. | No change. |

ECONOMY



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

| Action: Support, retain, and attract light industry | | | |
|--|---|--|--|
| 2023 Q4 Update | 2024 Q1 Update | 2024 Q2 Update | Q3 Update |
| <ul style="list-style-type: none"> ✓ Economic Development Action Plan revision launched with a survey open to business and industry representatives and owners. | <ul style="list-style-type: none"> ✓ Economic Development Action Plan revision underway, with survey open to business and industry representatives and workshop occurring with the Economic Development Committee (EDC). | <ul style="list-style-type: none"> ✓ Economic Development Action Plan revision underway. Results from Q1's business survey were presented to EDC, and EDC heard directly from some of these businesses at their meeting. Q2 engagement activities included business interviews, a workshop with the Chemainus BIA, and coordination with Cowichan Valley Regional District (CVRD) engagement activities. ✓ Council and senior staff attended a site tour with Ron Anderson & Sons. | <ul style="list-style-type: none"> ✓ Municipal staff are preparing a Rural Economic Diversification and Infrastructure Program (REDIP) application to support the design of a new reservoir to service the industrial properties off Highway 18. The grant application is due at the end of October. ✓ The EDC met on September 18 to discuss the strategic direction of North Cowichan's Economic Development Action Plan, updates on the REDIP application and development services review, and an update from the CVRD on the Economic Development Strategic Plan update. |
| Action: Review options to provide any future municipal forest timber to local businesses for secondary industry | | | |
| 2023 Q4 Update | 2024 Q1 Update | 2024 Q2 Update | Q3 Update |
| No change. | No change. | No change. | No change. |
| Action: Develop a long-range strategic plan for North Cowichan-owned real estate | | | |
| 2023 Q4 Update | 2024 Q1 Update | 2024 Q2 Update | Q3 Update |
| No change. | No change. | <ul style="list-style-type: none"> ✓ A complete survey of North Cowichan real estate holdings has been undertaken, with an analysis of potential uses and development constraints for each site. | <ul style="list-style-type: none"> ✓ A draft property management strategy is being prepared. |

Action: Support small scale innovative agriculture

| 2023 Q4 Update | 2024 Q1 Update | 2024 Q2 Update | Q3 Update |
|---|--|---|--|
| <ul style="list-style-type: none"> ✓ Agricultural Advisory Committee (AgAC) Terms of Reference confirmed by Council. Members to be selected and Committee to be established in Q1. | <ul style="list-style-type: none"> ✓ AgAC members selected; initial meeting scheduled for April 23. | <ul style="list-style-type: none"> ✓ Initial meeting has occurred as well as a second meeting on June 27. Report to Council completed regarding initial meeting of the AgAC. | <ul style="list-style-type: none"> ✓ AgAC minutes endorsed by Council as well as workplan for the committee on August 21. |

Action: Create conditions that will facilitate the development of specialty services in and around the new Cowichan District Hospital

| 2023 Q4 Update | 2024 Q1 Update | 2024 Q2 Update | Q3 Update |
|----------------|----------------|----------------|---|
| No change. | No change. | No change. | <ul style="list-style-type: none"> ✓ Staff are reviewing active applications for the Bell McKinnon implementation plan report prepared by staff that will be presented to the Committee of the Whole on October 8. |

Action: Support sport tourism and in particular Rowing Canada Aviron’s entry into the community

| 2023 Q4 Update | 2024 Q1 Update | 2024 Q2 Update | Q3 Update |
|--|---|--|---|
| <ul style="list-style-type: none"> ✓ Staff provided Council with an Economic Impact Assessment from the 2023 BC Bike Race. This event generated \$1.27 million of visitor spending in the Cowichan and Comox Valleys and generated \$3.98 million in over economic activity in the province. ✓ Provided support letters for Rowing Canada Aviron’s Application for REDIP Funding under the FIT Program and Cowichan Green Community’s application for REDIP Funding under the Forest Industry Transition Fund. | <ul style="list-style-type: none"> ✓ Met with Rowing Canada on March 8 to get an update on funding for the National Training Centre. | <ul style="list-style-type: none"> ✓ Met with Rowing Canada on May 17 & 27 to get an update on municipal support/ engagement with the Olympic Team announcement/sendoff and discussed funding status for Phase 3: National Training Centre Shell House. ✓ On June 20, Mayor Rob Douglas and CAO Ted Swabey attended a Rowing Canada event to send off the Olympic and Paralympic teams to Paris. | <ul style="list-style-type: none"> ✓ The second annual Belgian Waffle Ride returned to North Cowichan on September 22, attracting over 400 riders to the Cowichan Valley. Participants competed in several divisions and rode distances of up to 200km in a single day. The next race is scheduled to take place in June 2025. |

Action: Update the Agricultural Implementation Plan and encourage the use of arable land

| 2023 Q4 Update | 2024 Q1 Update | 2024 Q2 Update | Q3 Update |
|---|---|---|--|
| <ul style="list-style-type: none"> ✓ Agricultural Advisory Committee (AgAC) Terms of Reference confirmed by Council. Members to be selected and committee to be established in Q1. | <ul style="list-style-type: none"> ✓ Implementation plan to be added to AgAC workplan. | <ul style="list-style-type: none"> ✓ Gained recommendation from AgAC to advocate to the provincial Ministry of Agriculture for an Agricultural Land Inventory to be carried out in the Cowichan Valley, endorsed by Council. | <ul style="list-style-type: none"> ✓ Letter sent to the Minister of Agriculture requesting they conduct an ALI in the Cowichan Valley. ✓ Inclusion of Strategic Agriculture Plan update in 2025 Business Planning. |

Action: Lobby the provincial government to locate offices in North Cowichan

| 2023 Q4 Update | 2024 Q1 Update | 2024 Q2 Update | Q3 Update |
|----------------|----------------|----------------|------------|
| No change. | No change. | No change. | No change. |

COMMUNITY



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

| Action: Update the Subdivision Bylaw | | | |
|---|-----------------------|------------------|------------------|
| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
| <ul style="list-style-type: none"> ✔ Draft bylaw being circulated to other departments for review and comment. | No change. | No change. | No change. |

| Action: Renew the Zoning Bylaw | | | |
|---|---|--|---|
| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
| <ul style="list-style-type: none"> ✔ Report on recent housing amendments to the <i>Local Government Act</i> and implications to Zoning Bylaw review to be presented in Q1. | <ul style="list-style-type: none"> ✔ Revisions to Zoning Bylaw to achieve Bill 44 compliance underway; first three readings in Q2. | <ul style="list-style-type: none"> ✔ Revisions to Zoning Bylaw to achieve Bill 44 compliance adopted. The next module of Zoning Bylaw updates is underway and likely to be in front of Council in Q3. | <ul style="list-style-type: none"> ✔ Module 2, "Legacy Zones," prepared for presentation to Council in Q4. |

| Action: Improve pedestrian safety on Boys Road | | | |
|--|---|------------------|--|
| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
| <ul style="list-style-type: none"> ✔ Works are dependent on outfall routing. Waiting for a decision from Cowichan Tribes regarding the routing of the pipe. | <ul style="list-style-type: none"> ✔ Design work underway. | No change. | <ul style="list-style-type: none"> ✔ Multi-use trail design at 25%. Design reviewed with Cowichan Tribes. |

Action: Provide more input into managing the opioid crisis

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|---|---|---|---|
| <ul style="list-style-type: none"> ✔ Continued advocating to the Minister of Mental Health and Addictions to ask for assistance in managing the opioid crisis in North Cowichan by implementing changes at the overdose prevention site and requesting a specific update on the status of commitments made in the 'Pathway to Hope' document as it pertains to our community in the Cowichan Valley. | <ul style="list-style-type: none"> ✔ Staff toured the Port Alberni Public Safety Building. ✔ Staff met with Cowichan Valley Regional District staff to discuss options for the warming centre. ✔ Continued advocacy for additional substance use services to provincial ministries. ✔ Working collaboratively with BC Transit on safety at bus shelters. ✔ Initiating patrols of Somenos Marsh to address encampment activity. | <ul style="list-style-type: none"> ✔ Social Planning met with stakeholders and will be undertaking the creation of a Safer Community Plan as per Council direction in April 2024. A key aspect of the plan will be the identification of the infrastructure needed to effectively address homelessness, mental health and addictions. Support to advocacy efforts to fund same. ✔ Presentation to the school board of Safer Community Plan. ✔ Review of Auxiliary Policing program and applicability to public disorder related to addictions. ✔ Ongoing dialogue on increasing recovery options including discussions with potential service operators and site investigations. ✔ Mayor and senior staff attended site visits at local recovery centres: Tsow-Tun Le Lum Society and Cedars Recovery. | <ul style="list-style-type: none"> ✔ Completed the Safer Community Plan consultation and prepared a "what we heard" summary. ✔ Ongoing dialogue with the Ministry of Mental Health and Addictions staff and recovery service provider Together We Can in support of additional treatment services in Cowichan Valley. |

Action: Continue to implement existing neighbourhood plans (e.g. Chemainus Revitalization Plan, Crofton Local Area Plan, etc.)

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|---|--|------------------------|---|
| <ul style="list-style-type: none"> ✔ Neighbourhood plans being implemented through Bell McKinnon Local Area Plan (BMLAP) internal working committee and development application review and approval process. | <ul style="list-style-type: none"> ✔ Bell McKinnon phasing and implementation work progressing. Planned to be presented to Council in Q2. | <p>Deferred to Q3.</p> | <ul style="list-style-type: none"> ✔ Development of draft policies within the BMLAP area to help realize development in accordance with the local area plan vision. Policies to be presented to Council in Q4. |

Action: Encourage appropriate development charges and amenities to support great development

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|---|---|-------------------|---|
| <ul style="list-style-type: none"> ✔ George Parker, land economist, presented findings of his housing market research analysis to Committee of the Whole on December 12. ✔ In response to the enactment of provincial legislation (Bill 46), staff are working to provide information on a potential future Amenity Cost Charges Bylaw and will report out to Council in Q1 2024. | <ul style="list-style-type: none"> ✔ Consideration within Bell McKinnon implementation work; otherwise, no change. | <p>No change.</p> | <ul style="list-style-type: none"> ✔ Development of draft policies within the BMLAP include community amenity contributions to facilitate the acquisition and build-out of public areas in Bell McKinnon. Policies to be presented to Council in Q4. |

INCLUSION



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

| 2023 Q4 Update | 2024 Q1 Update | Q2 Update | Q3 Update |
|--|--|---|--|
| <ul style="list-style-type: none"> ✓ Management and Senior Leadership teams attended an all-day training session on Diversity, Inclusion, Equity, and Belonging in the public sector. | <ul style="list-style-type: none"> ✓ Staff and Council participated in Pink Shirt Day. Communications were sent to staff, encouraging departments to wear pink and highlighting the importance of inclusion. ✓ External social media post highlighting Council's Gender Neutral Policy and updates that have been made to the most recent collective agreement. ✓ Communications were sent to staff regarding International Women's Day supporting gender equality and inclusion. | <ul style="list-style-type: none"> ✓ Communications were sent to staff in recognition of National Police Week was distributed thanking our staff at the RCMP detachment, as well as the other non-North Cowichan members who work there. | <ul style="list-style-type: none"> ✓ Communications were sent to staff in recognition of National Day for Truth and Reconciliation. This communication included information to enhance staff learning related to reconciliation and participation in local events. Staff were invited to wear orange to work to show their support. |

UPCOMING

The following list of action items have a start date beyond 2024



| Date | Action |
|------|--|
| | Review the potential for creating a heritage protection policy - Not included in 2023 business plan and budget: Identified as an option in the Official Community Plan implementation report presented to Council on July 19, 2023. |

COMPLETED

The following list of action items have been completed



| Date | Action |
|------|---|
| 2024 | Develop a comprehensive climate change risk & vulnerability assessment |
| 2024 | Review RCMP service levels |
| 2022 | Reconsider the Urban Containment Boundary and where future growth should be concentrated, especially in relation to the Quamichan watershed |
| 2022 | Review requirements for gray water reuse, solar power, and charging stations in new development |
| 2022 | Utilize local business when it can be demonstrated through the procurement process that they can deliver comparable value for money to non-local business |
| 2022 | Consider the merits of implementing an Economic Development Committee |
| 2022 | 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) |
| 2022 | Incentivize or prioritize new growth in areas close to existing core development |