



COUNCIL STRATEGIC PLAN 2019-2022+

NORTH
Cowichan

2025 QUARTER 1 UPDATE

January 1 - March 31, 2025



INTRODUCTION

Quarter 1 Update: January 1 - March 31, 2025

During this quarter, North Cowichan advanced a range of projects and initiatives that reflect its ongoing commitment to service delivery, community well-being, environmental stewardship, and relationship-building.

Demonstrating continued commitment to delivering a high level of service in the community, the completion of maintenance and culvert replacement around Chemainus Lake trail has improved accessibility and safety for trail users and increased environmental protection. Additionally, the Canada Avenue Active Transportation Project (Sherman Road – James Street) is at 80% completion in its detailed design phase.

Youth Outreach Services received localized grant funding to expand and upgrade equipment for youth enjoyment, including new scooters and skateboard helmets, enhancing recreational opportunities for youth.

Council entered a new contract with Recycle BC for recycling collection, which ensures the municipality is financially

compensated for collecting recycling from curbside customers.

Recreation staff have engaged MAE Engineering to lead the redesign of the underground water piping at Crofton Outdoor Pool, with construction expected to start in Q3.

A Request for Proposal (RFP) for the co-management framework was issued in partnership with Quw'utsun Nation in February. The RFP closed in March, and a number of submissions were received. The anticipated contract award and commencement of work are expected to occur in Q2 following the completion of joint evaluations of the submissions.

The sale of the RCMP building on Canada Avenue to Cowichan Tribes was completed in Q1. The property sold for \$1.2 million, with funds placed in the Land Sales Reserve for future acquisitions.

North Cowichan remains committed to developing strong relationships with Indigenous Peoples. In January, a ceremony

was held to unveil the First Nation totem and artwork at the new RCMP building, celebrating the relationships between Cowichan Tribes and the detachment.

Management staff attended training in March that focused on First Nations culture and history and the implications of that history on current relations and operations. Further sessions are planned for June and September.

A letter of support was provided to Halalt First Nation as part of the application to the Watershed Security Fund to advance the Indigenous-led Restoration Planning for the Chemainus Watershed.

Staff worked with the Community Land Trust to complete the lease, subdivision, and housing agreement components of the affordable housing project located next to the Curling Club at 3191 Sherman Road.

The Director of Engineering presented the results of detailed infrastructure modelling that has been completed. The report identified that the municipality has approximately 20 years of servicing capacity remaining. The report also noted the infrastructure that is required across the municipality's water and sewer system to service additional development. Staff also brought forward bylaw amendments to limit the municipality's liability, as well as other mitigation steps that staff are currently developing and bringing back to Council soon for further direction.

Natural gas consumption at the Cowichan Aquatic Centre was reduced by 71% compared to the same period in 2024, thanks to the implementation of new digital



control systems and recommissioning the water-to-water heat pumps as the primary heating source. This resulted in year-over-year savings of \$27,175.

The new RCMP building's solar array generated 65,863 kWh of electricity in 2024 once it commenced operation in June, equivalent to the annual consumption of 51 single-family houses.

Staff continue to provide resourcing as part of the ongoing opioid epidemic and the resultant public disorder, in particular in the Trans-Canada Highway corridor. A review of community policing was conducted to explore ways that this function can support efforts to address public disorder. Ongoing collaborative meetings continue under the "Safer Community" umbrella with the City of Duncan, the RCMP, and North Cowichan

Bylaw. Discussions were initiated with Together We Can to explore the establishment of a recovery centre.

The public spaces cleaning operations continued into Q1, with two part-time staff members providing daily cleaning measures along the corridor areas of Beverly, York, Lewis, and James Street. Additionally, cleaning is taking place along the Somenos dykes, Cowichan Commons, and University Way areas.

This quarter, staff received communications recognizing Pink Shirt Day on February 26 taking a stand against bullying and a reminder to promote kindness, respect, and inclusion, as well as messages celebrating International Women's Day on March 8.



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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ 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.	✓ 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 Cowichan Aquatic Centre 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	✓ Chemainus Ball Field 2 received infield upgrades to address drainage and player safety issues. Work was completed in the off season so that the field is ready for community use at the start of the 2025 ball season. ✓ Machine trail maintenance was completed on the upper Double D trail located on Mount Tzouhalem. This trail is subject to heavy ridership and use and requires regular maintenance supported by the Cowichan Trail Stewardship Society. ✓ Staff replaced the gazebo roof along the Crofton Seawalk as the original structure had shown signs of excessive wear and had exceeded its life expectancy. The new metal roof is a welcomed addition and was completed by carpentry staffing. ✓ Brooke Street sewer main replacement. ✓ Crofton Fire Hall completion. ✓ November 15 was the grand opening of the Field House at the Cowichan Sportsplex.	✓ The public spaces cleaning operations continue into Q1 with two part-time staff providing daily cleaning measures along the corridor areas of Beverly, York, Lewis and James Street, including Somenos dykes, Cowichan Commons, and University Way areas. ✓ Youth Outreach Services received localized grant funding to expand and upgrade equipment for youth enjoyment which includes new scooters and skateboard helmets. ✓ The Cowichan Aquatic Centre and Fuller Lake Arena were community focal points of activity on Family Day offering free skating and swimming opportunities to the community. ✓ Machine trail maintenance continued on the lower sections of the Double D trail to improve safety and ridership on Mount Tzouhalem. ✓ Parks staff completed trail maintenance work and a culvert replacement along the Chemainus Lake trail which has improved accessibility, safety, and environmental protection.

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ 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.	as well as automatic sliding doors at the main entrance. This closure was moved to this time period to better support community groups usage. ✓ 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.	✓ Staff have begun developing implementation strategies related to the 57 recommendations included in the Fire Department strategic plan received from Tim Pley & Associates, including timelines for short, medium and long term objectives (short term objectives anticipated to be implemented in 2025-2026). Any recommendations having budgetary impacts will be brought back to Council for approval prior to implementation. ✓ Drop in admissions and memberships for Q4 at the Cowichan Aquatic Centre were 65,538. This is down slightly (less than 1%) from 2023 Q4 due to the annual facility closure which carried over into October in 2024. Overall annual attendance at the Cowichan Aquatic Centre reached 254,491 which is a 13% increase over 2023.	✓ A new raised boardwalk was installed on the Cross Trail on Mount Tzouhalem as part of a grant received through the Outdoor Recreation Council of BC. This boardwalk improves trail accessibility over wet and rooted sections of the trail, which mitigates environmental impact and increases user experience. ✓ Council entered into a new contract with Recycle BC for recycling collection. ✓ Recreation staff have engaged MAE Engineering to lead the redesign of the underground water piping at Crofton Outdoor Pool. Construction is expected to start later in Q3-2025. ✓ The IT & Business Solutions team completed regular security updates to protect our systems from cyber threats, ensuring reliable access to municipal services and safeguarding residents' personal data. This proactive approach builds public trust and ensures compliance with cybersecurity regulations, demonstrating our commitment to a secure digital environment. ✓ Fire Department training and operations have seen a significant increase in training hours, from 2,721 hours in Q1-2024 to 4,473 hours in Q1-2025, representing an increase of 64%. This increase includes training for new recruits, as well as for exterior, interior, and full-service levels, along with officer training courses.

Action: Recognize the great work of staff

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ 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 with the Professional Award for Volunteer Services for her contributions to the Local Government Management Association. ✓ 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.	✓ 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: • 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.	✓ Employee profiles from Subdivision & Environment, Planning & Building, and Legislative Services teams were included in the weekly Council Bulletin. ✓ Employees reaching service milestones in Q3 of 10+ years with the Municipality were recognized. ✓ CAO Ted Swabey sent a kudos to staff in a year-end communication highlighting the great work staff completed throughout 2024. ✓ Second Annual Fire Awards Banquet was held November 2, which included awarding long service certificates by Mayor Rob Douglas and CAO Ted Swabey. ✓ Annual Staff Holiday Event. ✓ Annual Holiday Family Skate. ✓ RCMP staff recognition events this quarter included three "flapjack Fridays", two potlucks, and a seasonal/holiday gathering. ✓ Recruitment of key positions due to succession/retirement/resignation or approved by Council: • Completed: Engineering Technologist – start date October 7. • Completed: Bylaw Compliance Officer – start date October 8. • Completed: Assistant Manager, IT and Business Solutions Projects – start date October 21.	✓ Employee profiles from the RCMP, Recreation, and Fire departments were included in the weekly Council Bulletin. ✓ Internal email in recognition of the RCMP Appreciation Day was sent from CAO Ted Swabey thanking staff at the RCMP detachment, as well as the other non-North Cowichan members who work there. ✓ Employees reaching service milestones in Q1 of 10+ years with North Cowichan were recognized. ✓ Notifications to managers regarding staff work anniversaries (formal milestones) were sent as an additional way to recognize staff for their hard work and dedication to North Cowichan.

Action: Recognize the great work of staff (continued)

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ 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.	• 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, Development Planning – start date August 6. • Completed: Manager, Utilities – start date September 16.	• Completed: Custodian – Public Spaces (PT) – start date October 21. • Completed: Custodian – Public Spaces (PT) – start date December 9. • Completed: Client Support Specialist – start date December 10. • Completed: Senior Manager, Engineering (Transportation and Drainage) – start date December 18.	

Action: Ensure open and transparent communications with the public

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ 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: • Updates to North Cowichan's zoning bylaw, in order to	✓ 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: • 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	✓ Coordinated and supported public engagement for the 2025 budget process including three open house meetings and a survey. ✓ Supported public engagement and communications for: • Road work and construction, including Herd Road and Bell McKinnon-area roads, Kingsview, and Sherman Roads • Preliminary notifications for the Cowichan River outfall relocation project • Curbside automation	✓ Two digital platforms were transitioned to new products: Email subscriptions and the digital engagement platform, which hosts ConnectNorthCowichan.ca, were both migrated to products that provide more robust functionality and a better user experience. ✓ Supported public engagement and communications for: • Curbside automation roll out • Draft Community Amenity Contribution policy engagement • Latest phase of the engagement for the outfall relocation project

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
- reflect new provincial housing and zoning legislation - Youth Services Review - final phase of the Master Transportation Plan - Climate Adaption Strategy - Economic Development Plan. - Construction and road work - Annual property taxes ✓ Digital media metrics: - Facebook: Reach 71.5K, down 30.6% - Instagram: Reach 2.6K, up 54.9% - Northcowichan.ca: 121.9K views 57.7% using mobile devices	- Climate Action Community Grants - Paid on-call firefighter recruitment - Annual aquatic centre maintenance shutdown ✓ Digital media metrics: - 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%	✓ Coordinated videos supporting public transit and heat pump adoption. ✓ Digital media metrics: - Northcowichan.ca: 132.7K views, 57.4% using mobile devices - Facebook: Reach 124.7K, up 12.2% - Instagram: Reach 2.3K, down 59.4% - E-newsletters: 14 newsletters sent to 2,989 recipients	✓ Coordinated the public campaign by the 10 South Island mayors in their demand to remove the downloaded 9-1-1 E-Comm charges that come into effect in 2025. ✓ Supported the long-awaited change to Canada Post addresses for many North Cowichan homes and businesses. ✓ Digital media metrics: - Northcowichan.ca: 145K views, 56% using mobile devices - Facebook: Reach 59.8K, down 51.7% - Instagram: Reach 2.4K, up 5.1% - E-newsletters: 20 newsletters sent to a combined total of 9,838 recipients

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ Staff issued a joint statement with Quw'utsun Nation, signifying a commitment to establish a co-management framework and plan for the Municipal Forest Reserve 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.	✓ Requested the Ministry of Transportation and Transit 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 Municipal Forest Reserve is anticipated to be released in Q4.	✓ Staff continue to work with Quw'utsun Nation on the development of a Request for Proposal for the co-management framework. Anticipated to be released in Q1 2025 along with a joint press release.	✓ A Request for Proposal for the co-management framework was issued in partnership with Quw'utsun Nation in February 2025. The Request for Proposal closed in March, and a number of submissions were received. Anticipated contract award and work to start in Q2 after joint evaluations of submissions are completed.

Action: Identify potential new sources of revenue

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ Admission numbers at the Cowichan Aquatic Centre continue to climb in Q2 resulting in a 66% increase over 2023 Q2. Recreation spring programs received 2,866 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.	✓ 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 Cowichan Aquatic Centre in Q3 have increased compared to Q3 of 2023. Admissions have increased by 1% and membership sales have increased 29%.	✓ Secured additional revenue (\$58,000) from the Cowichan Valley Regional District for the Somenos Lake Water Quality initiatives in 2025.	✓ Sale of RCMP building on Canada Avenue to Cowichan Tribes for \$1.2 million. Funds placed in the Land Sales Reserve for future acquisitions.

Action: Review developer utilization of the professional reliance model

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
No change.	No change.	No change.	No change.

Action: Maintain opportunities for multi-modal transportation

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ Staff met with BC Ferries' new CEO to get an update on the plans for the Chemainus Ferry terminal. ✓ The Master Transportation Plan was presented to Council and adopted on June 4. ✓ Canada Avenue Active Transportation Project (Sherman Road – James Street): Status detailed design passed the 25% completion.	✓ Joint letter was sent requesting the Ministry of Transportation and Transit to share in funding the Trans-Canada Highway Corridor Management Plan. ✓ Follow up letter to the Ministry of Transportation and Transit 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	✓ New Quw'utsun Secondary School nearing completion including multi-use trail along the highway between Beverly Street and University Way. ✓ Canada Avenue Active Transportation Project (Sherman Road – James Street): Detailed design at 80% completion. ✓ Sherman Road protected bike lanes (Canada Avenue – Somenos Road): Conceptual design at 80% completion.	✓ Canada Avenue Active Transportation Project (Sherman Road – James Street): detailed design at 80% completion. ✓ Sherman Road protected bike lanes (Canada Avenue – Somenos Road): Conceptual design is complete. Report to council for a request to approve an application for a 60% grant from the Active Transportation Fund for detailed design and construction was defeated. The Engineering department will put this project on hold.

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
to Council during budget discussions. ✓ 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. ✓ Trans-Canada Highway Active Transportation Project (Beverly Street – Drinkwater Road; east side): Design work has continued due to geotechnical challenges that have appeared along the corridor.	✓ 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. ✓ Trans-Canada Highway 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.	✓ Chemainus Road new sidewalk/bike lanes (Victoria Street – Fir Street; east side): Conceptual design is underway for an interim roadway upgrade that will include interim Active Transportation works. The design of the ultimate Active Transportation works will be incorporated into the upgrades for the Elm Street and Chemainus Road Intersection which are off-site improvements triggered by the Artisan Village development. ✓ Lakes Road Active Transportation Project (Beverly Street – Townend Road): Conceptual Design is at 30%. ✓ Boys Road Protected Multi-use Trail (Trans-Canada Highway to Mission Road) detailed design is underway to coincide with application to BC Active Transportation Grant opportunity submission in 2025 Q1. ✓ Letters provided to BC Ferries and Ministry of Transportation and Transit advocating for continued discussions on the proposed Crofton Ferry Terminal redevelopment plan.	✓ Chemainus Road new sidewalk/bike lanes (Victoria Street – Fir Street; east side): Conceptual design for interim improvements is 30% complete. ✓ Lakes Road Active Transportation Project (Beverly Street – Townend Road): Conceptual Design is at 50%. ✓ Boys Road Protected Multi-use trail (Trans-Canada Highway to Mission Road) detailed design is at 80% completion. There is still an opportunity to apply for the BC Active Transportation Grant opportunity year-round through the Indigenous stream.

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ 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.	✓ 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.	✓ Chief and senior staff from Penelakut Tribe had a meet and greet with the CAO and senior staff at North Cowichan to further relationship building. ✓ Senior staff met with Chief Jack from Penelakut Tribe to discuss various items including engagement around the Chemainus Festival of Murals Society mural installation project and other projects associated within the Chemainus community. ✓ Khowutzun Forest Services initiated the firesmart services projects on Mount Tzouhalem and Maple Mountain to support fire mitigation strategies in North Cowichan. ✓ Quw'utsun Nation and North Cowichan staff continued with regular working groups meetings on October 3 and December 5.	✓ Recreation supervisory staff participated in an Introduction to Cultural Awareness workshop in January. The workshop focused on basic Indigenous learning while offering staff a safe space to ask questions around cultural awareness. ✓ Quw'utsun Nation and North Cowichan staff continued to meet with the regular working group meeting on February 6. ✓ Management training on March 14 focused on First Nations culture and history and the implications of that history on current relations and operations. Further sessions planned for June and September. ✓ Participated in the unveiling ceremony of the First Nation totem and artwork at the new RCMP building. ✓ Several staff participated in the Cultural Connections: Journey of our Generation to better understand the impacts of colonization and what it means to begin to reconcile Canada's history.

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ 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 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 Joint Utility Board Sewage Treatment Plant. In general, the feedback we got was positive.		✓ Council approved the sale of the 1.15 hectare (2.8 acre) site at 6060 Canada Avenue (the former RCMP detachment property) for \$1,200,000. Cowichan Tribes will take ownership of the property on January 15, 2025. ✓ Fire Department staff met with Penelakut staff to explore funding and partnership opportunities for building emergency services capacity and community emergency preparedness. ✓ Council to Council meeting with Cowichan Tribes on December 13 to discuss collaboration on mutually beneficial project.	✓ Provided a letter of support to Halalt First Nation in the application to the Watershed Security Fund to advance the Indigenous-led Restoration Planning for the Chemainus Watershed.

Action: Lobby Cowichan Valley Regional District, provincial and federal governments to support North Cowichan through grants, funding, and tax revenues

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ 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.	✓ 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.	✓ No change.	✓ Situation Table up and running, North Cowichan staff chairing the table. ✓ Point in Time count was conducted, and data provided to the Federal government.

Action: Support community groups and organizations

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ 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.	✓ 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.	✓ A total of 6 special events took place in North Cowichan during Q4, which was highlighted by the Chemainus Sip & Shop event in November and the Crofton Community parade held in December. ✓ Donated one EJ Hughes print to a non-profit organization to assist with fundraising. ✓ Provided letters of support to the Cowichan Green Community for their Local Food Infrastructure grant application.	✓ Two community special events took place in Q1 with the Coldest Night of the Year on February 22 and the Wounded Warrior Run on March 1. ✓ The Parks department supported the efforts of the Cowichan Community Land Trust to clear and remove invasive species from the southern slopes of Maple Mountain. ✓ Provided a gift basket donation to support the 100th anniversary of the Rotary Club of Duncan. ✓ Donated three EJ Hughes prints to non-profit organizations to assist with fundraising. ✓ Provided letters of support to the Prime Minister of Canada and the Federal Minister of Agriculture and Agri-Food Canada for the Loaves and Fishes Community Food Bank Society's Food Recovery and Distribution Centre project. ✓ Provided letters of support to Chemainus Festival of Murals Society for their Community Gaming Grant, BC Bike Race for their grant funding application, and Panache Cycling Sport for their bid to host the 2026 and 2027 Canadian National Gravel Cycling Championships in the Cowichan Valley.

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ 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 Island Corridor Foundation and Cowichan Valley Regional District. 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 Cowichan Valley Regional District 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.	✓ The Fuller Lake recreation staff teamed up with the Cowichan Valley Regional District 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 Cowichan Valley Regional District board participated in Cowichan Valley Regional District Economic Development Strategic Plan meetings.	✓ Provided a letter of support to the Cowichan Valley Regional District for the implementation of their Cowichan Tech and Innovation Ecosystem Project. ✓ North Cowichan and Cowichan Valley Regional District partners are working on a renewal of the existing Emergency Management Cowichan Service Agreement for a further year.	✓ Cowichan Valley Regional District and North Cowichan staff continue to work together in regional recreation to streamline/regionalize efforts within the community. A new regional approach to ice rentals is being worked on and will be forthcoming to recreation commission in Q2. ✓ Provided a letter of support to the Cowichan Valley Regional District regarding the continued use of the Online Accommodation Platform Municipal Regional District Tax revenue for Destination BC.

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ Cowichan Valley Regional District board directed staff to develop a Growth Management Strategy for the Regional District.	✓ North Cowichan members who sit on the Cowichan Valley Regional District board advocated for regional growth management as a Cowichan Valley Regional District priority.	✓ Provided continuing support to the Cowichan Valley Regional District Growth Management Strategy and appointed a staff member to the working group.	✓ Council continue to advocate for the regional growth strategy at the Cowichan Valley Regional District board.

HOUSING

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



Action: Seek opportunities to partner and support affordable housing initiatives

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ 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.	✓ 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.	✓ Willow Street application to BC Builds withdrawn as applicants determined not economically feasible. ✓ Site planning work initiated for Elliott Street. ✓ Continue to work with the Community Land Trust on the development of cooperative housing at 3191 Sherman Road (Curling Club).	✓ Site planning for Elliott Street, including environmental, services assessment, topographical, etc., is currently underway. ✓ Staff worked with the Community Land Trust to complete the lease, subdivision, and housing agreement components of the affordable housing project located next to the curling club at 3191 Sherman Road.

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ Bill 44 amendments were completed and adopted by Council on June 19. The Province has been notified of the completion of the required amendments. ✓ 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.	✓ Development of draft policies within the Bell McKinnon Local Area Plan to help realize development in accordance with the local area plan vision once servicing is available. Policies to be presented to Council in Q4.	✓ Policies were presented to Council in Q4 and some were approved while staff were given direction to apply the Community Amenity Contribution policy in the interim and to proceed with consultation on this policy.	✓ The Director of Engineering presented the results of extensive infrastructure modelling that has recently been completed. The report identified that the municipality has approximately 20 years of servicing capacity remaining, as well as the infrastructure that would be required across the municipality's water and sewer system to service additional development. Staff also brought forward bylaw amendments to limit the municipality's liability, as well as

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
			other mitigation steps that staff are currently developing and bringing back to Council in the near future for further direction.

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ Work on the Building Bylaw has continued in Q2.	✓ Building Bylaw draft completed and reviewed by legal counsel. The next step is to bring forward the bylaw for consideration of initial readings.	✓ Review of the Building Bylaw received from legal counsel. Minor changes to bylaw underway to prepare for Council consideration. Communications strategy being developed to ensure engagement with the development community and the general public.	✓ Zoning Bylaw amendment adopted to correct previous changes and confirm ability to have mixed-use developments in appropriate commercial zones.

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

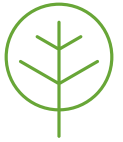
2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ Development permits issued for several high density developments as noted above.	No change.	No change.	No change.

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
No change.	No change.	No change.	No change.

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			
2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ Staff attended the Cowichan Estuary Environmental Management Plan 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.	✓ 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.	✓ No change.	✓ Planning, Parks, and Environment staff met to review the integration of parks into the Bell McKinnon Local Area Plan blue-green network.
Action: Remodel and implement the Climate Action and Energy Plan			
2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ Engineering assessment for fleet charging design continues. A fleet mechanic completed the British Columbia Institute of Technology Electric Vehicle Maintenance Training course. Based on completed trials, the procurement process is underway for fleet electric vehicle acquisition.	✓ 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.	✓ Three electric vehicles acquired last quarter now in operation. Engineering assessment for fleet charging design complete and will head for tender Q1 2025. Incentive application submitted to BC Hydro for Electric Vehicle infrastructure. ✓ Two North Cowichan businesses completed the Circular Economy Accelerator program (Ron Anderson & Sons and Maple Bay Marina). Four spots are available	✓ Natural gas consumption at the Cowichan Aquatic Centre was reduced by 71% versus the same period in 2024 as a result of implementing new digital control systems and recommissioning the water-to-water heat pumps as the primary heating source. This has resulted in savings of \$27,175 year over year. ✓ An update on the electric fleet was provided to the Committee of the Whole in January. Site power

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ The Circular Economy Accelerator launched the 2024-2025 application intake, with spots for 6 North Cowichan businesses over the two-year program. ✓ 322 homes converted to electric heat pumps as of March 2024 (last reporting date).	✓ 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 green house gas 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.	in 2025 for North Cowichan businesses to participate. ✓ 341 homes converted to electric heat pumps as of September 2024 (last reporting date) resulting in an estimated 1,100-tonne reduction in green house gas emissions annually. ✓ A video was created to highlight the community climate grant Abbeyfield Houses Society of Duncan received to install a heat pump. ✓ Work is underway on Council's approved energy conservation assessment of the Cowichan Aquatic Centre. ✓ North Cowichan supported the Cowichan Region Climate Action Gathering in early December. Staff presented on Climate Action and Energy Plan implementation as well as staff presented on North Cowichan's recently adopted Climate Risk Assessment and Adaptation Strategy.	upgrades are designed and the project will head for tender in Q2. A contribution agreement has been signed with BC Hydro for Electric Vehicle infrastructure. The incentive application for the electric refuse truck was submitted to the provincial Go Electric Rebates Program. ✓ The oil furnace at Vimy Hall was replaced in January with a heat pump. Other work included a 200A Service upgrade and thermostat installation. ✓ Low Carbon Fuel Standard credits generated from electric vehicle charging infrastructure have been transferred to Community Energy Association. Credits generated will be pooled with other local governments in order to improve the likelihood of sale. ✓ The Environmental Advisory Committee met and discussed the Climate Action and Energy Plan Reserve Fund 2024 Annual Report.

Action: Relocate the Joint Utility Board Sewage Outfall Location

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ Staff presented to Cowichan Tribes Natural Resources Committee on, and obtained support for, running the Joint Utility Board Sewage Treatment Plant outfall pipe	No change.	✓ Completed Transport Canada Public Notification for the anchorage removal/relocation request.	✓ Held a Joint Utility Board meeting on January 16. Direction received to complete the design, put construction on hold until at least two-thirds co-funding is obtained, inform the public of the same, and

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
through road dedications on Reserve to an interim discharge location due to an anchorage being in the way. ✓ 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.		✓ Started up new technical working group with Cowichan Tribes to handle all work going forward with respect to the design and construction of the outfall project.	continue to seek additional funding. ✓ Commenced the public consultation process to update the public on the status of the project and the project costs. ✓ Held 5 Technical Working Group meetings with Cowichan Tribes around the effluent pump station design, outfall design and routing, and land requirements. ✓ Met with Transport Canada to discuss the removal of the anchorage that is interfering with the alignment. We are making some progress towards the removal of the anchorage.

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ Council toured the Elk Lake aeration system. ✓ Requested partnership and financial support from the Cowichan Valley Regional District under their Drinking Water and Watershed Protection Program to support initiatives to improve water quality in Quamichan and Somenos Lakes. ✓ Staff has engaged Somenos Marsh Wildlife Society 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	✓ Staff have requested ongoing contributions from the Cowichan Valley Regional District 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	✓ Purple loosestrife removal in the fall of 2024 was successful. Effort will need to be repeated until plants do not re-emerge. ✓ Met with Provincial staff to assess Quamichan Lake monitoring data and begin discussions of management approaches like aeration, including necessary preparation work including monitoring, field assessments, and reviews of available aeration technology. ✓ Initiated testing for E. coli in Quamichan Lake to enhance water quality assessments.	✓ Staff met with representatives from the Ministry of Environment to review Quamichan Lake monitoring data and discuss the design of aerator trial cells in portions of Quamichan Lake. Also discussed permitting requirements from the province for such activity. ✓ Staff met with consultants to assess design requirements for aerator test cell equipment and potential treatment options for test cells. ✓ Staff met with Rowing Canada and Cowichan Tribes leadership to discuss support and collaboration on aerator tests on a fully conceived aerator system, should

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
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. ✓ Staff prepared an update report for Rowing Canada Aviron on Quamichan Lake and a presentation on Quamichan Lake water quality program to the Cowichan Watershed Board Speaker Series.	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. ✓ Provided a support letter to Somenos Marsh Wildlife Society 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.	✓ Updated protocols with Island Health for beach testing data in Fuller Lake, Kin Beach, and Maple Bay. ✓ Prepared a background report on the health of Somenos Lake and presented the findings to Council on December 18. ✓ Staff presented data and information on Somenos Lake to a workshop on November 27 attended by Provincial and Federal agencies to develop water quality management strategies for the Lake. The workshop was held in response to the August fish kill event and was also attended by Cowichan Tribes and Cowichan Valley Regional District.	tests provide positive results.

Action: Review opportunities for district energy system partnerships

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ A solar study is underway to support a staff report to be brought to Council later in 2024.	✓ A staff and consultant report on solar will be presented to the Environmental Advisory Committee and brought to Council in Q4.	✓ Council provided staff with direction to proceed with a variety of solar recommendations provided by the Environmental Advisory Committee in October which includes a solar array installation on Crofton Firehall and variety of awareness activities.	✓ The RCMP building's solar array generated 65,863 kWh of electricity in 2024 once it commenced operation in June. This represents 51 single-family houses for a year.

Action: Create a biodiversity protection policy

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
No change.	✓ 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.	✓ Staff have been reaching out to First Nations and will report to Council in Q1 2025 as an update and to seek further direction. ✓ Information sheets prepared for distribution to First Nations Community members.	✓ Staff met with First Nations environment staff on March 26 to discuss engagement with Elders and First Nations communities on Biodiversity. Dates have been set to meet Elders and community members for Penelakut Tribe and Lyackson First Nation and planning is underway for a meeting with Cowichan Tribes.

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
No change.	✓ 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.	No change.	✓ Staff and Mayor Rob Douglas met with the Cowichan Tribes Chief Daniels and leadership from Rowing Canada to describe E. coli water quality sampling in Quamichan Lake and how this will inform management of recreational activities in the lake. Part of the discussion included working together to control the feeding of waterfowl to control swimmers itch.

Action: Increase awareness of waste reduction

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
No change.	No change.	No change.	✓ Delivered a guide to all households with materials accepted for organics, recycling and garbage as part of the rollout of the automated curbside collection.

Action: Integrate natural assets into the overall asset management program

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ 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.	✓ 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.	✓ Staff have reached out to First Nations. ✓ Project kickoff meeting held to discuss data sharing and staff responsible for helping with different parts of the Natural Assets assessment.	✓ Staff met with First Nations environment staff on March 26 to discuss engagement with Elders and First Nations communities on the Natural Assets Management plan. Dates have been set to meet elders and community members for Penelakut Tribe and Lyackson First Nation and planning is underway for a meeting with Cowichan Tribes. ✓ Urban Systems met with North Cowichan staff in February to review the preliminary assessment of Natural Assets in North Cowichan. ✓ Urban Systems staff met with North Cowichan staff in March to discuss data and information required for the assessment of Bings Creek as a model Natural Asset example in the study.

ECONOMY

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



Action: Support, retain, and attract light industry

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ Economic Development Action Plan revision underway. Results from Q1's business survey were presented to the Economic Development Committee, and they heard directly from some of these businesses at their meeting. Q2 engagement activities included business interviews, a workshop with the Chemainus Business Improvement Association, and coordination with Cowichan Valley Regional District engagement activities. ✓ Council and senior staff attended a site tour with Ron Anderson & Sons.	✓ Municipal 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. The grant application is due at the end of October. ✓ The Economic Development Committee met on September 18 to discuss the strategic direction of North Cowichan's Economic Development Action Plan, updates on the Rural Economic Diversification and Infrastructure Plan application and development services review, and an update from the Cowichan Valley Regional District on the Economic Development Strategic Plan update.	✓ An application was submitted to the Rural Economic Diversification and Infrastructure Program to support the design of a new reservoir to service the industrial properties off Highway 18. A letter of support was provided by the Cowichan Valley Regional District for this application. ✓ Work on the Economic Development Action Plan continued and interim reporting on strategic direction was provided to Economic Development Committee/Council this fall. ✓ Council toured the Paulcan and Jemico Enterprises.	✓ A draft Economic Development Action Plan was presented to the Economic Development Committee in February. ✓ Council toured the Value-Add Division of Western Forest Products.

Action: Review options to provide any future municipal forest timber to local businesses for secondary industry

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
No change.	No change.	No change.	No change.

Action: Support small scale innovative agriculture

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ Initial meeting has occurred as well as a second meeting on June 27. Report to Council completed regarding initial meeting of the Agricultural Advisory Committee .	✓ Agricultural Advisory Committee minutes endorsed by Council as well as workplan for the committee on August 21.	No change.	No change.

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
No change.	✓ 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.	✓ Staff are reviewing active applications within the Bell McKinnon Local Area Plan.	No change.

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ 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.	✓ 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.	✓ Cowichan Trail Stewardship Society hosted the Mount Prevost Combine which attracted local amateur mountain bikers to participate in a 3 day downhill race/event to showcase youth rider talents for future professional development.	✓ Cowichan Aquatic Centre hosted the Vancouver Island Regional Swim Meet from January 31 to February 2. ✓ During the Family Day weekend, Fuller Lake Arena hosted U18 Tournament (12 teams).

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ Gained recommendation from Agricultural Advisory Committee to advocate to the provincial Ministry of Agriculture for an Agricultural Land Inventory to be carried out in the Cowichan Valley, endorsed by Council.	✓ Letter sent to the Minister of Agriculture requesting they conduct an Agricultural Land Inventory in the Cowichan Valley. ✓ Inclusion of Strategic Agriculture Plan update in 2025 Business Planning.	✓ Inclusion of Strategic Agricultural Implementation Plan in 2025 Business Planning and Budget.	No change.

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
No change.	No change.	No change.	✓ RCMP Emergency Response Team is relocating to the North Cowichan detachment for a temporary period.

Action: Develop a long-range strategic plan for North Cowichan-owned real estate

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ A complete survey of North Cowichan real estate holdings has been undertaken, with an analysis of potential uses and development constraints for each site.	✓ A draft property management strategy is being prepared.	No change.	✓ Council passed a motion for a detailed inventory of lands suitable for disposition.

COMMUNITY

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



Action: Update the Subdivision Bylaw

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
No change.	No change.	No change.	✓ Updated the Engineering Standards specifications for water and sanitary design.

Action: Renew the Zoning Bylaw

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ 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.	✓ Module 2, "Legacy Zones," prepared for presentation to Council in Q4.	✓ Module 2 is expected to go to Committee of the Whole for direction in Q1 2025 and be brought forward for consideration of the bylaw amendment by Council in Q1/Q2 of 2025 pending Council direction.	✓ Module 2 (Legacy Zones) was brought to Council for initial readings and Public Hearing in Q1 2025. The amending bylaw is currently awaiting Ministry of Transportation and Transit review prior to adoption. Scoping of Module 3 has been initiated.

Action: Improve pedestrian safety on Boys Road

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
No change.	✓ Multi-use trail design at 25%. Design reviewed with Cowichan Tribes.	✓ Boys Road Protected Multi-use Trail (Trans-Canada Highway to Mission Road) has progressed to detailed design to coincide with application to BC Active Transportation Grant opportunity submission in 2025 Q1.	✓ Boys Road Protected Multi-use Trail (Trans-Canada Highway to Mission Road) detailed design is at 80% completion. There is still opportunity to apply for BC Active Transportation Grant opportunity year around through the Indigenous stream.

Action: Provide more input into managing the opioid crisis

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ 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.	✓ 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.	✓ Development of the Safer Community Plan continues; presentation of "what we heard" from stakeholder input sessions was given to North Cowichan's and Duncan's Mayors and Councils and Cowichan Tribes Chief and Council. ✓ Provided letters of support to Lookout Housing and Health Society for their Community Gaming Grant application for a Peer Outreach Program and the request for a temporary use permit from the City of Duncan to continue operating the Village Project at 610 James Street. ✓ A letter requesting funding of \$1 million was sent to the BC Premier to cover five-years cost of operating a new Community Policing program. ✓ Staff participated in a presentation on the Cowichan Vision for Wellness from the Housing Coalition.	✓ Review of community policing to look for ways that this function can support the work being done on public disorder. ✓ Ongoing collaborative meetings under the "Safer Community" umbrella with City of Duncan and RCMP and North Cowichan Bylaws. ✓ Initiated discussions with Together We Can to establish a recovery centre.

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
Deferred to Q3.	✓ Development of draft policies within the Bell McKinnon Local Area Plan area to help realize development in accordance with the local area plan vision. Policies to be presented to Council in Q4.	✓ Bell McKinnon Local Area Plan Policies were presented to Council.	No change.

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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
No change.	✓ Development of draft policies within the Bell McKinnon Local Area Plan 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.	✓ Policies were presented to Council and Council requested consultation with the development community. Direction was received to apply the draft policy in the interim during the rezoning process.	✓ Public consultation planning for Community Amenity Contributions occurred in Q1, with the majority of consultation activities to occur in Q2.

INCLUSION



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

2024 Q2 Update	Q3 Update	Q4 Update	2025 Q1 Update
✓ 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.	✓ 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.	✓ Social Wellness Team initiatives • Movember • Stuff the truck	✓ Communication from the CAO sent to staff celebrating International Women's Day - Saturday, March 8. ✓ Communication sent to staff regarding Pink Shirt Day on February 26 as a reminder that North Cowichan recognizes this day as an opportunity to stand against bullying and promote kindness, respect, and inclusion.

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
2023	Evaluate the merits of adopting the Energy Step Code
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