



**COUNCIL STRATEGIC PLAN**  
2019-2022+

**NORTH**  
Cowichan

**2025**  
**QUARTER 3**  
**UPDATE**

*July 1 - September 30, 2025*



# INTRODUCTION

*Quarter 3 Update: July 1 - September 30, 2025*

The third quarter of 2025 was marked by progress, collaboration, and engagement across North Cowichan.

At Properties Park, the fencing around the tennis and pickleball courts was replaced and upgraded with safer, more durable mesh – enhancing the experience for court users. On Mount Tzouhalem, staff restored safe and accessible navigation for trail users by replacing 152 signs that had been lost to vandalism and theft, which left many trails without wayfinding markers.

Staff met with residents regarding noise concerns at the Andy Hutchins Park pickleball courts and will bring forward mitigation options for Council’s consideration in Q4. Meanwhile, the Crofton Youth Room program wrapped up its third successful summer, welcoming 91 youth and recording 361 drop-in visits.

Recognition and celebration were key themes during the quarter. Former Councillor Graham Bruce was awarded the Freedom of the Municipality award, with a ceremony scheduled

to take place in Q4. Staff were acknowledged for Lifeguard Appreciation Day, and through communications for Firefighter’s National Memorial Day and Peace Officer’s Memorial Day. September featured the annual staff appreciation lunch, which included recognition to those receiving long service awards.

The Communications team supported several initiatives including water conservation messaging, fire ban notices, the opening of the Chemainus Community Garden, the reopening of Herd Road, and the automated curbside cart size exchange program.

Design work continued on major capital projects: Canada Avenue is now complete, Lakes Road is at 50%, and Boys Road is nearing completion at 90%.

Q3 also introduced a new pilot internship partnership with Naut’sa mawt Tribal Council, aimed at supporting First Nations individuals pursuing building official certification. Funded through grants and administered by

Naut'sa mawt Tribal Council, the program strengthens intergovernmental relationships and supports reconciliation, with no direct costs to North Cowichan.

Emergency preparedness was put into action in August when staff supported the Regional Emergency Operations Centre during the Mount Underwood fire in Cowichan Valley Regional District's Electoral Area F.

Housing and social supports advanced as well, with Council endorsing a housing agreement for a proposed 28-unit affordable housing project on Vian Street. The development permit is anticipated to be issued in Q4.

We celebrated the official opening of Together We Can in September, a new government-funded recovery centre on Norcross Road. The centre currently provides 10 beds to individuals and families affected by addiction.

Progress towards North Cowichan's energy efficiency and climate action goals remained a priority. We received a Community Energy Association Climate & Energy Action Award for the net-zero RCMP detachment building, and facility



upgrades at the Cowichan Aquatic Centre included high-efficiency boilers operating at 97% efficiency. Insulation improvements also began at Vimy Hall to improve the energy efficiency of the building. We received provincial approval to conduct oxygen saturation trials on Quamichan Lake, and changes to the Building Bylaw were introduced to align with the provincial minimum step code level.

Q3 also showcased North Cowichan's growing reputation for outdoor recreation as the 2025 BC Bike Race brought

over 450 riders to the community. The event was well-received by athletes, organizers, and spectators, and highlighted our region's natural beauty and vibrant trail network.



# SERVICE



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

<b>Action:</b> Maintain the existing high level of service in the community			
<b>2024 Q4 Update</b>	<b>2025 Q1 Update</b>	<b>Q2 Update</b>	<b>Q3 Update</b>
<ul style="list-style-type: none"> <li>✓ 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.</li> <li>✓ 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.</li> <li>✓ 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.</li> <li>✓ Brooke Street sewer main replacement.</li> <li>✓ Crofton Fire Hall completion.</li> <li>✓ November 15 was the grand opening of the Field House at the Cowichan Sportsplex.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 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.</li> <li>✓ Youth Outreach Services received localized grant funding to expand and upgrade equipment for youth enjoyment which includes new scooters and skateboard helmets.</li> <li>✓ 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.</li> <li>✓ Machine trail maintenance continued on the lower sections of the Double D trail to improve safety and ridership on Mount Tzouhalem.</li> <li>✓ Parks staff completed trail maintenance work and a culvert replacement along the Chemainus Lake trail which has improved accessibility, safety, and environmental protection.</li> </ul>	<ul style="list-style-type: none"> <li>✓ New safety netting was installed on Field 3 at Evans Baseball Park in collaboration with the Duncan Junior Baseball Association. The netting improves spectator safety, reduces ball retrieval costs, and prevents balls from entering nearby private property.</li> <li>✓ An accessible concrete pathway was constructed at Kinsmen Beach Park, connecting the parking lot to the washroom, water fountain, outdoor shower, and shelter. A new accessible picnic table was also installed under the shelter, with support from the Local Community Accessibility grant and the Rotary Club of Chemainus.</li> <li>✓ A new pedestrian bridge has been constructed at Herons Wood Park, replacing the previous 30 metre wooden structure over Raphael Creek. This improves public access and staff performing maintenance.</li> <li>✓ Staff received noise complaints from the pickleball courts at Andy Hutchins Park in Maple Bay. Staff intend to set up a meeting with residents to better understand the concerns and review potential mitigation options.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Fencing around the tennis and pickleball courts at Properties Park was replaced and upgraded to include safer and more durable mesh.</li> <li>✓ Surface improvements were completed at Coronation Hill Park to enhance court safety and playability, ensuring a better experience for park users.</li> <li>✓ Completed a major signage replacement project in response to vandalism and theft, which left many trails without wayfinding markers. A total of 152 signs on Mount Tzouhalem were replaced to restore safe and accessible navigation.</li> <li>✓ Upgrades completed to Field 5 at Evans Ball Park as part of the annual field improvement program, including new infield mix for drainage and playability, enhanced turf maintenance for safety, and irrigation system improvements for water efficiency.</li> <li>✓ Installed a wooden privacy screen for a portable toilet at Seablush Park, improving accessibility and comfort for park users while maintaining the park's natural aesthetic.</li> </ul>

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

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ Staff have begun developing implementation strategies related to the 57 recommendations included in the Fire Department strategic plan received from Tim Pley &amp; 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.</li> <li>✓ 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.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 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.</li> <li>✓ Council entered into a new contract with Recycle BC for recycling collection.</li> <li>✓ 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.</li> <li>✓ The IT &amp; 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.</li> <li>✓ 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</li> </ul>	<ul style="list-style-type: none"> <li>✓ The stairway connecting Thomson Terrace and Selkirk Terrace was replaced. The new structure improved safety and accessibility, replacing the previous landscape tie stairs that had deteriorated and become unsafe over time.</li> <li>✓ Fire Department practice and training hours for Q2-2025 were similar to those of Q1-2025, with 4,478 firefighter hours recorded.</li> <li>✓ The Fire Department was awarded a grant through the 2024 Community Emergency Preparedness Fund program for wildland firefighting and personal protective equipment.</li> <li>✓ The Fire Department was awarded a 2025 Next Generation 911 grant administered by the Union of BC Municipalities for mobile data technologies.</li> <li>✓ 101 youth participated in the second successful year of the 3-on-3 Youth Hockey League at Fuller Lake Arena (April 1 to May 23) with a total revenue of \$19,379.</li> <li>✓ Fuller Lake Arena rental revenue in Q2 increased 42.2% over 2024 to \$23,302.</li> <li>✓ Cowichan Aquatic Centre Q2 attendance saw an increase in revenue from 2024 (\$89,744) to 2025 (\$90,000).</li> </ul>	<ul style="list-style-type: none"> <li>✓ Staff met with residents regarding noise concerns at the Andy Hutchins Park pickleball courts and are currently developing mitigation options for Council's consideration in Q4.</li> <li>✓ The Request for Proposal for the Kinsmen Beach Playground replacement project has been awarded to Habitat Systems. Work is scheduled to begin in 2026, pending approval of the archaeological permit and favourable weather conditions.</li> <li>✓ The Crofton Youth Room program successfully concluded its third summer, providing services to 91 youth and recording a total of 361 drop-in visits.</li> <li>✓ Fuller Lake Park and Fuller Lake Arena hosted 202 participants in summer camps this year, marking a 42% increase compared to the 142 participants recorded in 2024.</li> <li>✓ Cowichan Aquatic Centre camps welcomed 235 youth during the summer months. Due to staffing challenges, some programs were unable to run during the final week of August, resulting in a slight decrease in revenue compared to 2024.</li> <li>✓ Cowichan Aquatic Centre fitness programs experienced a 9% increase in participation during Q3 of this year compared to the</li> </ul>

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

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
	includes training for new recruits, as well as for exterior, interior, and full-service levels, along with officer training courses.	<ul style="list-style-type: none"> <li>✓ In Q2, recreation staff prepared facilities and staff to kick off the summer season with the start of summer camps, and the opening of Crofton Outdoor Pool and Fuller Lake Park. Staff were able to maintain required water flow rates to ensure Crofton Outdoor Pool remains operational for both July and August. The retrofit cost approximately \$400 to complete.</li> <li>✓ Close to 70 youth participated in a job training series hosted by Youth Outreach Services and with grant funding from PlanH Community Connectedness.</li> </ul>	<p>same period in 2024, generating a total revenue of \$3,900.</p> <ul style="list-style-type: none"> <li>✓ Cowichan Aquatic Centre recorded 37,200 drop-in visits in Q3 this year, compared to 38,300 in Q3 of 2024. The slight decline is attributed to the annual maintenance shutdown occurring two weeks earlier than in the previous year.</li> <li>✓ Graham Bruce was awarded the Freedom of the Municipality award. The award ceremony is scheduled to take place in Q4.</li> </ul>

**Action:** Identify potential new sources of revenue

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ Secured additional revenue (\$58,000) from the Cowichan Valley Regional District for the Somenos Lake Water Quality initiatives in 2025.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Sale of RCMP building on Canada Avenue to Cowichan Tribes for \$1.2 million. Funds placed in the Land Sales Reserve for future acquisitions.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The addition of the RCMP Emergency Response Team has reduced North Cowichan's proportional operating costs of the RCMP detachment from 43.44% to 37.07%.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The Community Safety and Targeted Enforcement Program provided funding to the North Cowichan/ Duncan RCMP to enhance pedestrian and traffic safety. Key actions included distributing reflectors to pedestrians, increasing patrols and visibility, partnering with ICBC and BC Highway Patrol, and focusing on crosswalk safety, distraction reduction, and visibility. Enforcement activities also contributed to improved public safety and generated additional revenue opportunities.</li> </ul>

**Action:** Review developer utilization of the professional reliance model

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

**Action:** Recognize the great work of staff

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ Employee profiles from Subdivision &amp; Environment, Planning &amp; Building, and Legislative Services teams were included in the weekly Council Bulletin.</li> <li>✓ Employees reaching service milestones in Q3 of 10+ years with the Municipality were recognized.</li> <li>✓ CAO Ted Swabey sent a kudos to staff in a year-end communication highlighting the great work staff completed throughout 2024.</li> <li>✓ Second Annual Fire Awards Banquet was held November 2, which included awarding long service certificates by Mayor Rob Douglas and CAO Ted Swabey.</li> <li>✓ Annual Staff Holiday Event.</li> <li>✓ Annual Holiday Family Skate.</li> <li>✓ RCMP staff recognition events this quarter included three “flapjack Fridays”, two potlucks, and a seasonal/holiday gathering.</li> <li>✓ Recruitment of key positions due to succession/retirement/resignation or approved by Council:               <ul style="list-style-type: none"> <li>• Completed: Engineering Technologist – start date October 7.</li> <li>• Completed: Bylaw Compliance Officer – start date October 8.</li> <li>• Completed: Assistant Manager, IT and Business Solutions Projects – start date October 21.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ Employee profiles from the RCMP, Recreation, and Fire departments were included in the weekly Council Bulletin.</li> <li>✓ 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.</li> <li>✓ Employees reaching service milestones in Q1 of 10+ years with North Cowichan were recognized.</li> <li>✓ Notifications to managers regarding staff work anniversaries (non-formal milestones) were sent as an additional way to recognize staff for their hard work and dedication to North Cowichan.</li> </ul>	<ul style="list-style-type: none"> <li>✓ April 23: Administrative Professionals Day was recognized with a card and small gift to our 50+ administrative professionals.</li> <li>✓ June 24: The annual pancake breakfast was held in Operations featuring homemade pancakes cooked by our own senior leadership team.</li> <li>✓ May 11-17: Local Government Awareness Week.</li> <li>✓ May 15: Asset Management Day.</li> <li>✓ May 18-24: National Public Works Week. All staff were recognized with a communication from the CAO for all 3 weeks/days.</li> <li>✓ May 4: International Firefighters Day was recognized with an all staff email from the CAO thanking our 150+ firefighters for their service.</li> <li>✓ May 11 – 17: National Police Week was recognized with an all staff email from the CAO, including a thank you to our staff working at the RCMP detachment.</li> <li>✓ Employee profiles from the Engineering, IT &amp; Business Solutions, and Planning departments were included in the weekly Council Bulletin.</li> <li>✓ Employees reaching service milestones in Q2 of 10+ years with North Cowichan were recognized.</li> </ul>	<ul style="list-style-type: none"> <li>✓ On July 31, Lifeguard Appreciation Day was celebrated at the Cowichan Aquatic Centre, Crofton Outdoor Pool, and Fuller Lake Park. Lifeguards were recognized with ice cream, expressions of gratitude, and a visit from the Mayor and Chief Administrative Officer.</li> <li>✓ Employee profiles of students from the Utilities and Parks and Recreation department were included in the weekly Council Bulletin.</li> <li>✓ The annual staff appreciation event was held in September to recognize staff in all departments, including those receiving long service awards.</li> <li>✓ Communications were sent in September recognizing Firefighters’ National Memorial Day and Police and Peace Officers’ Memorial Day. Staff in these areas were thanked for their service.</li> <li>✓ Employees reaching service milestones in Q3 of 10+ years with North Cowichan were recognized.</li> <li>✓ Notifications to managers regarding staff work anniversaries (non-formal milestones) were sent as an additional way to recognize staff for their hard work and dedication to North Cowichan.</li> </ul>

**Action:** Recognize the great work of staff (continued)

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>Completed: Custodian – Public Spaces (PT) – start date October 21.</li> <li>Completed: Custodian – Public Spaces (PT) – start date December 9.</li> <li>Completed: Client Support Specialist – start date December 10.</li> <li>Completed: Senior Manager, Engineering (Transportation and Drainage) – start date December 18.</li> </ul>		<ul style="list-style-type: none"> <li>✓ Notifications to managers regarding staff work anniversaries (non-formal milestones) were sent as an additional way to recognize staff for their hard work and dedication to North Cowichan.</li> </ul>	

**Action:** Ensure open and transparent communications with the public

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ Coordinated and supported public engagement for the 2025 budget process including three open house meetings and a survey.</li> <li>✓ Supported public engagement and communications for: <ul style="list-style-type: none"> <li>• Road work and construction, including Herd Road and Bell McKinnon-area roads, Kingsview, and Sherman Roads</li> <li>• Preliminary notifications for the Cowichan River outfall relocation project</li> <li>• Curbside automation</li> </ul> </li> <li>✓ Coordinated videos supporting public transit and heat pump adoption.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 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.</li> <li>✓ Supported public engagement and communications for: <ul style="list-style-type: none"> <li>• Curbside automation roll out</li> <li>• Draft Community Amenity Contribution policy engagement</li> <li>• Latest phase of the engagement for the outfall relocation project</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ An open house for the Parkside Child Care project proposed at Kingsview and Donnay was held with 72 people attending, along with an accompanying survey. Staff will be bringing a report to Council in September that provides an overview of what was heard and recommendations to resolve the parking concerns brought forward.</li> <li>✓ Launched public engagement process to seek feedback on options related to the off-leash dog area at Chemainus Ball Park’s Field 3, including an in-person booth at the June 25 Chemainus Wednesday Market.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Supported the automated curbside program’s cart size exchange with communications and the development of a webform. Approximately 700 people changed their cart sizes.</li> <li>✓ Supported the communications and public engagement for the Donnay Drive land acquisition Local Area Service proposal.</li> <li>✓ Supported the closure and reopening of Herd Road with ongoing communications and a wrap-up video.</li> <li>✓ Public engagement for the Chemainus off-leash dog area.</li> </ul>

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

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ Digital media metrics:               <ul style="list-style-type: none"> <li>• Northcowichan.ca: 132.7K views, 57.4% using mobile devices</li> <li>• Facebook: Reach 124.7K, up 12.2%</li> <li>• Instagram: Reach 2.3K, down 59.4%</li> <li>• E-newsletters: 14 newsletters sent to 2,989 recipients</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ 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.</li> <li>✓ Supported the long-awaited change to Canada Post addresses for many North Cowichan homes and businesses.</li> <li>✓ Digital media metrics:               <ul style="list-style-type: none"> <li>• Northcowichan.ca: 145K views, 56% using mobile devices</li> <li>• Facebook: Reach 59.8K, down 51.7%</li> <li>• Instagram: Reach 2.4K, up 5.1%</li> <li>• E-newsletters: 20 newsletters sent to a combined total of 9,838 recipients</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ Wrote and produced the Annual Municipal Report.</li> <li>✓ Supported public engagement and communications for:               <ul style="list-style-type: none"> <li>• By-election</li> <li>• Stage 1 water restrictions</li> <li>• Cemetery maintenance</li> <li>• Crofton fire hall grand opening event</li> <li>• Herd Road projects and road closure</li> <li>• Plastic/compostable bags no longer permitted in organics/ kitchen waste collection</li> <li>• Curbside automation service start</li> <li>• Fuller Lake beach swim advisory</li> <li>• Crofton fire hall firefighter recruitment</li> <li>• Parks and recreation month</li> <li>• Property tax education/ payment reminders</li> <li>• Chemainus off-leash dog area engagement</li> <li>• Kingsview child care engagement</li> </ul> </li> <li>✓ Digital media metrics:               <ul style="list-style-type: none"> <li>• Northcowichan.ca: 175K views, 59% using mobile devices</li> <li>• Facebook: Reach 124.8K, up 108.3%</li> <li>• Instagram: Reach 2.8K, up 18.2%</li> <li>• E-newsletters: 17 newsletters sent to a combined total of 7,528 recipients</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ Supported communication for:               <ul style="list-style-type: none"> <li>• Water quality messaging</li> <li>• Water conservation messaging</li> <li>• Fire ban messaging</li> <li>• Lifeguard Appreciation Day</li> <li>• Climate Action Community Grant applications open</li> <li>• Opening of the Chemainus Community Garden</li> <li>• Disc golf course updates and progress</li> <li>• Watermain repairs</li> </ul> </li> <li>✓ Digital media metrics:               <ul style="list-style-type: none"> <li>• Northcowichan.ca: 181K views, 59% using mobile devices</li> <li>• Facebook: Reach 122.2K, down 2.2%</li> <li>• Instagram: Reach 6.9K, up 143%</li> <li>• E-newsletters: 16 newsletters sent to a combined total of 6,099 recipients</li> </ul> </li> </ul>

**Action:** Maintain opportunities for multi-modal transportation

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ New Quw'utsun Secondary School nearing completion including multi-use trail along the highway between Beverly Street and University Way.</li> <li>✓ Canada Avenue Active Transportation Project (Sherman Road – James Street): Detailed design at 80% completion.</li> <li>✓ Sherman Road protected bike lanes (Canada Avenue – Somenos Road): Conceptual design at 80% completion.</li> <li>✓ 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.</li> <li>✓ Lakes Road Active Transportation Project (Beverly Street – Townend Road): Conceptual Design is at 30%.</li> <li>✓ 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.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Canada Avenue Active Transportation Project (Sherman Road – James Street): detailed design at 80% completion.</li> <li>✓ 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.</li> <li>✓ Chemainus Road new sidewalk/ bike lanes (Victoria Street – Fir Street; east side): Conceptual design for interim improvements is 30% complete.</li> <li>✓ Lakes Road Active Transportation Project (Beverly Street – Townend Road): Conceptual Design is at 50%.</li> <li>✓ 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.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Canada Avenue active transportation (Sherman Road – James Street): detailed design at 95% completion.</li> <li>✓ Chemainus Road new sidewalk/ bike lanes (Victoria Street – Fir Street; east side): Conceptual design for interim improvements remains at 30% complete.</li> <li>✓ Lakes Road active transportation (Beverly Street – Townend Road): Conceptual Design is at 50%.</li> <li>✓ Boys Road protected multi-use trail (Trans-Canada Highway to Mission Road) detailed design is at 90% completion. Application preparation for the BC Active Transportation Grant opportunity is underway.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Council endorsed sending a letter to the Ministry of Transportation and Transit, urging a more active role in resolving the transit strike. Also requested that the Cowichan Valley Regional District write a similar letter.</li> <li>✓ In conjunction with the Cowichan Valley Regional District, a meeting was held with the Minister of Transportation and Transit during UBCM to advocate for a highway corridor transportation management plan refresh.</li> <li>✓ Canada Avenue active transportation (Sherman Road – James Street): detailed design complete. Tender package preparation underway.</li> <li>✓ Chemainus Road new sidewalk/ bike lanes (Victoria Street – Fir Street; east side): Conceptual design for interim improvements remains at 50% complete. Design being modified to accommodate simplified intersection design.</li> <li>✓ Lakes Road active transportation (Beverly Street – Townend Road): Conceptual Design remains at 50%. Design paused while active transportation implementation plan is developed.</li> <li>✓ Boys Road protected multi-use trail (Trans-Canada Highway to Mission Road) design remains at 90% completion (waiting for completion of Cowichan Tribes' watermain</li> </ul>

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

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<p>✓ Letters provided to BC Ferries and Ministry of Transportation and Transit advocating for continued discussions on the proposed Crofton Ferry Terminal redevelopment plan.</p>			<p>project). Application for the BC Active Transportation Grant opportunity is ready. Waiting for the intake window to open.</p> <p>✓ Started active transportation topographical surveys for potential future priority active transportation works:</p> <ul style="list-style-type: none"> <li>• Beverly Street (Trans-Canada Highway – Canada Avenue)</li> <li>• James Street (Beverly Street – Canada Avenue)</li> <li>• Sherman Road (Canada Avenue – Somenos Road)</li> </ul>

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

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<p>✓ 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.</p>	<p>✓ 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.</p>	<p>✓ Your Wayfinders Management Solutions was selected as the successful consultant to support North Cowichan and Quw’utsun Nation in the development of a co-management framework and plan. Work is underway, with the consultant advancing the early phases of the project.</p> <p>✓ Staff from North Cowichan and Quw’utsun Nation attended a joint meeting with representatives from the Ministry of Energy and Climate Solutions who presented information on BC Forest Carbon Offsets. This initiative is part of the joint agreement to further explore the potential for a forest carbon credit project within the Municipal Forest Reserve.</p>	<p>✓ Your Wayfinders Management Solutions continued to support North Cowichan and Quw’utsun Nation in the development of a co-management framework and plan. Early phases of the work were progressing but were suspended late August following concerns raised by Quw’utsun Nation members in response to Council’s decision to make forest harvesting a strategic priority.</p>

# ENGAGEMENT



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

<b>Action:</b> Continue to develop strong relationships with Indigenous peoples			
<b>2024 Q4 Update</b>	<b>2025 Q1 Update</b>	<b>Q2 Update</b>	<b>Q3 Update</b>
<ul style="list-style-type: none"> <li>✓ 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.</li> <li>✓ 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.</li> <li>✓ Khowutzun Forest Services initiated the firesmart services projects on Mount Tzouhalem and Maple Mountain to support fire mitigation strategies in North Cowichan.</li> <li>✓ Quw'utsun Nation and North Cowichan staff continued with regular working groups meetings on October 3 and December 5.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 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.</li> <li>✓ Quw'utsun Nation and North Cowichan staff continued to meet with the regular working group meeting on February 6.</li> <li>✓ 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.</li> <li>✓ Participated in the unveiling ceremony of the First Nation totem and artwork at the new RCMP building.</li> <li>✓ 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.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Senior staff met with Penelakut Tribe to further relationship building.</li> <li>✓ Quw'utsun Nation and North Cowichan staff continued to meet with the regular working group meetings on April 3 and June 12.</li> <li>✓ The Squ'aphut – Gathering Place art installation, created by Penelakut artist Maynard Johnny Jr., was unveiled at the entrance of Waterwheel Park, receiving strong positive feedback from the community. This art installation replaces the previous entrance structure and was developed through a regional partnership formed in 2022 between North Cowichan, the Cowichan Valley Regional District, Chemainus Cultural Arts Society, Festival of Murals Society, and Penelakut Tribe. The new design reflects the community's connection with the Penelakut Tribe and highlights elements of their cultural history.</li> <li>✓ Khowutzun Forest Services continued work on FireSmart service projects on Mount Tzouhalem and Maple Mountain as part of North Cowichan's ongoing fire mitigation strategy. The treatment area on Mount Tzouhalem was completed</li> </ul>	<ul style="list-style-type: none"> <li>✓ Quw'utsun Nation and North Cowichan staff continued to meet with the regular working group meeting on August 28.</li> <li>✓ A pilot internship partnership between North Cowichan and Naut'sa mawt Tribal Council will support First Nations individuals pursuing building official certification. The intern will gain hands-on experience in both municipal and First Nations contexts, including time with North Cowichan. Funded through grants and administered by Naut'sa mawt Tribal Council, the program strengthens intergovernmental relationships and supports reconciliation, with no direct costs to North Cowichan.</li> <li>✓ North Cowichan, RCMP, Ministry of Transportation and Transit, and Halalt First Nation continued to work to address ongoing road safety concerns.</li> <li>✓ North Cowichan hosted an educational session on reconciliation, delivered by Young Anderson with the member municipalities and the Cowichan Valley Regional District.</li> </ul>

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

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ 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.</li> <li>✓ Fire Department staff met with Penelakut staff to explore funding and partnership opportunities for building emergency services capacity and community emergency preparedness.</li> <li>✓ Council to Council meeting with Cowichan Tribes on December 13 to discuss collaboration on mutually beneficial project.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 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.</li> </ul>	<p>this spring, while work on Maple Mountain is partially complete. Activities on Maple Mountain have been temporarily suspended and are expected to resume in the fall.</p> <ul style="list-style-type: none"> <li>✓ Staff collaborated with Halalt First Nation, Ministry of Transportation and Transit, RCMP and SpeedWatch to help address Halalt First Nation's concerns around increased traffic volumes and speeding through the reserve due to the detour put in place to accommodate the Herd Road bridge and Herd Road/Bell McKinnon roundabout projects.</li> <li>✓ Offered financial support to Cowichan Tribes, Halalt First Nation, Lyackson First Nation, and Penelakut Tribe for National Indigenous Peoples Day events.</li> <li>✓ Management training on June 23 continued focusing on First Nations culture and history and the implications of that history on current relations and operations. A further session is planned for the fall.</li> <li>✓ Your Wayfinders Management Solutions was the successful consultant supporting North Cowichan and Quw'utsun Nation in developing a co-management framework and plan on the municipal forest reserve.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Boys Road protected multi-use trail (Trans-Canada Highway to Mission Road) design remains at 90% completion (waiting for completion of Cowichan Tribes' watermain project). Application for the BC Active Transportation Grant opportunity is ready. Waiting for intake window to open.</li> <li>✓ Employed Cowichan Tribes members on the Joint Utility Board Sewage Treatment Plant Cell 1 Aeration Upgrade Project.</li> <li>✓ Employed Cowichan Tribes members for defishing and environmental monitoring on the Hypescon Scour Hole Repair Project on the Cowichan River.</li> </ul>

**Action:** Support community groups and organizations

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ A total of 6 special events took place in North Cowichan during Q4, which was highlighted by the Chemainus Sip &amp; Shop event in November and the Crofton Community parade held in December.</li> <li>✓ Donated one EJ Hughes print to a non-profit organization to assist with fundraising.</li> <li>✓ Provided letters of support to the Cowichan Green Community for their Local Food Infrastructure grant application.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 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.</li> <li>✓ 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.</li> <li>✓ Provided a gift basket donation to support the 100th anniversary of the Rotary Club of Duncan.</li> <li>✓ Donated three EJ Hughes prints to non-profit organizations to assist with fundraising.</li> <li>✓ 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.</li> <li>✓ 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.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Donated one EJ Hughes print to a non-profit organization to assist with fundraising.</li> <li>✓ The Parks department supported the coordination of 15 community special events that featured the Crofton Family Spring Fair, Chemainus Summer Fest, and the Maple Bay Junior Regatta.</li> <li>✓ The Recreation department partnered with the Kiwanis Club for sponsored free swims at the Cowichan Aquatic Centre, occurring throughout the summer.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Over the summer months, the Parks department supported the coordination of 16 community special events. These included BC Bike Race, Canada Day at Maple Bay, Canada Day with Chemainus Valley Cultural Arts Society, the Duncan-Cowichan Festival Society Grand Parade, Spune'luxutth' March for the Children, and the Cowichan Craft Beer and Food Festival.</li> <li>✓ In collaboration with the local Kiwanis Club, which contributed \$3,887 in sponsorship, 16 free swim sessions were held over the summer at the Cowichan Aquatic Centre and Crofton Pool, welcoming 878 participants. For the second consecutive summer, the Club's support helped provide barrier-free access to swimming and promote participation among children and youth.</li> <li>✓ Council endorsed sending letters of support to Sasquatch Resources Corp. for a reclamation project on Mount Sicker, BC Forest Discovery Centre for their Heritage BC Legacy Fund application for the lookout tower restoration, Chemainus Valley Historical Society for their Heritage BC Funding request to support a museum exhibit on the contributions of Japanese Canadians in Chemainus, Domtar Crofton's application to BC Hydro's request for expressions of interest with the intent to secure an Energy Pass Agreement, and</li> </ul>

**Action:** Support community groups and organizations (continued)

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
			<p>the University of Victoria on creating a community planning program.</p> <ul style="list-style-type: none"> <li>✔ Donated one EJ Hughes print to a non-profit organization to assist with fundraising.</li> </ul>

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

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✔ Provided a letter of support to the Cowichan Valley Regional District for the implementation of their Cowichan Tech and Innovation Ecosystem Project.</li> <li>✔ 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.</li> </ul>	<ul style="list-style-type: none"> <li>✔ 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.</li> <li>✔ 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.</li> </ul>	<ul style="list-style-type: none"> <li>✔ Continued collaborative work between Cowichan Valley Regional District and North Cowichan staff to align ice rental fees and standardize of prime time hours and user group categories. Parks and Recreation Fees and Charges bylaw amendments capture the updates required to align with the Cowichan Valley Regional District.</li> <li>✔ A letter was sent to the Select Standing Committee on Finance and Government Services, urging the provincial government to budget support for the Cowichan Weir Replacement Project in their 2026 budgets.</li> </ul>	<ul style="list-style-type: none"> <li>✔ Council endorsed sending a letter of support to the City of Duncan for their application to the UBCM Strategic Priorities Fund grant for the construction of a roundabout.</li> <li>✔ Council endorsed sending a letter of support to the Cowichan Valley Regional District on the nomination of the Old Hillcrest Chinese Cemetery as a historical site.</li> <li>✔ Council participated in the following Canada Day events: Maple Bay parade, Chemainus Canada Day, and the Forest Discovery Centre.</li> <li>✔ Council participated in the Duncan Days parade.</li> </ul>

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

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ Provided continuing support to the Cowichan Valley Regional District Growth Management Strategy and appointed a staff member to the working group.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Council continue to advocate for the regional growth strategy at the Cowichan Valley Regional District board.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Council to continue to advocate for the regional growth strategy at the Cowichan Valley Regional District board when this item comes back after their modernized Official Community Plan is complete and adopted.</li> <li>✓ Director of Subdivision and Environmental Services was added as North Cowichan’s staff representative on the Cowichan Weir Technical Working Group.</li> </ul>	<p>No change.</p>

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

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ No change.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Situation Table up and running, North Cowichan staff chairing the table.</li> <li>✓ Point in Time count was conducted, and data provided to the Federal government.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Staff participated in a regional collaborative process to submit a funding application to BC Housing for a winter shelter for the 2025/2026 winter season.</li> <li>✓ Wrote letters to the Minister of Emergency Management and Climate Readiness and the Federal Minister of Environment and Climate Change, urging the government to take legislative responsibility for funding climate adaptation efforts and to support municipalities like North Cowichan in ongoing efforts to combat climate change.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Council endorsed sending a letter to the Minister of Forests to express concern over funding shortfalls in local fuel management projects and to urge a review of CRI FireSmart grant limits and flexibility to better reflect rising costs and support successful wildfire risk reduction efforts.</li> <li>✓ Municipal staff supported the Regional Emergency Operations Centre in response to the Mount Underwood Fire in early August that affected Cowichan Valley Regional District’s Electoral Area F. This wildfire provided an opportunity for our staff to work within this multi-jurisdictional environment and provided an excellent opportunity to refine our response skills for future events.</li> </ul>

# HOUSING



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

<b>Action:</b> Seek opportunities to partner and support affordable housing initiatives			
2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ Willow Street application to BC Builds withdrawn as applicants determined not economically feasible.</li> <li>✓ Site planning work initiated for Elliott Street.</li> <li>✓ Continue to work with the Community Land Trust on the development of cooperative housing at 3191 Sherman Road (Curling Club).</li> </ul>	<ul style="list-style-type: none"> <li>✓ Site planning for Elliott Street, including environmental, services assessment, topographical, etc., is currently underway.</li> <li>✓ 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.</li> </ul>	<ul style="list-style-type: none"> <li>✓ A Zoning Bylaw amendment to facilitate a 28-unit apartment building on Vian Street, which includes affordable units intended for clients of the Clements Centre was brought to Council on May 7 and received first three readings. Further work related to this development, including a housing agreement to ensure long-term affordability of the apartments, is expected to be brought forward to Council in Q3.</li> </ul>	<ul style="list-style-type: none"> <li>✓ A Housing Agreement was endorsed by Council for the proposed 28-unit apartment building on Vian Street. This Housing Agreement has now been registered on title and Council has adopted the corresponding zoning amendment. A Development Permit is anticipated to be issued in Q4.</li> <li>✓ A comprehensive site development plan has been completed by DAU Studio for Elliott Street, which included an environmental site assessment, an archaeological overview, a works and services assessment, an electrical load analysis, and a geotechnical analysis. The next step is to develop a site-specific development plan for a proposed affordable housing project, which is scheduled for completion in Q2 2026.</li> </ul>

<b>Action:</b> Develop incentives for creating compact development (e.g. infill)			
2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ 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.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 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</li> </ul>	<ul style="list-style-type: none"> <li>✓ Draft Community Amenity Policy continues to be applied to applications.</li> </ul>	<p>No change.</p>

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

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

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

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<p>✓ 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.</p>	<p>✓ Zoning Bylaw amendment adopted to correct previous changes and confirm ability to have mixed-use developments in appropriate commercial zones.</p>	<p>No change.</p>	<p>No change.</p>

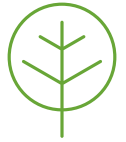
**Action:** Explore opportunities for additional housing that meets the needs of the community

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<p>No change.</p>	<p>No change.</p>	<p>✓ Staff continue to work with Together We Can to establish a recovery centre in North Cowichan and expected to open in Q4.</p>	<p>✓ Staff continue to work with Together We Can to establish a recovery centre in North Cowichan, which opened with 10 beds in Q3. Staff continues to work with them to expand to 20 beds in either Q4 of 2025 or Q1 of 2026.</p>

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

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 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.

<b>Action: Strengthen environmental policy in all land use planning</b>			
<b>2024 Q4 Update</b>	<b>2025 Q1 Update</b>	<b>Q2 Update</b>	<b>Q3 Update</b>
No change.	<ul style="list-style-type: none"> <li>✓ Planning, Parks, and Environment staff met to review the integration of parks into the Bell McKinnon Local Area Plan blue-green network.</li> </ul>	No change.	No change.

<b>Action: Remodel and implement the Climate Action and Energy Plan</b>			
<b>2024 Q4 Update</b>	<b>2025 Q1 Update</b>	<b>Q2 Update</b>	<b>Q3 Update</b>
<ul style="list-style-type: none"> <li>✓ 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.</li> <li>✓ Two North Cowichan businesses completed the Circular Economy Accelerator program (Ron Anderson &amp; Sons and Maple Bay Marina). Four spots are available in 2025 for North Cowichan businesses to participate.</li> <li>✓ 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.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 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.</li> <li>✓ An update on the electric fleet was provided to the Committee of the Whole in January. Site power 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.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The electric fleet infrastructure project was tendered in Q2 and will close in July.</li> <li>✓ The Province of BC ended fuel switching heat pump rebates through the Better Homes and Home Renovation Rebate Program, effective April 11, 2025. Top-ups will continue to be processed to August 2025 for instream projects. The income-qualified program will continue to offer rebates.</li> <li>✓ Three North Cowichan businesses signed up to complete the Circular Economy Accelerator program in Q2: Paulcan &amp; Jemico Enterprises, Chemainus Theatre, and Owl's Nest Bistro. One spot remains available in the program.</li> </ul>	<ul style="list-style-type: none"> <li>✓ North Cowichan received a Community Energy Association Climate &amp; Energy Action Award for the net-zero RCMP detachment building.</li> <li>✓ The annual Local Government Climate Action Program report was submitted to the Province and posted on North Cowichan's website.</li> <li>✓ With the sign up of Cowichan Exhibition to complete the Circular Economy Accelerator program in Q3, North Cowichan's program spots are fully allocated.</li> <li>✓ Construction on the fleet electric vehicle charging station project started in August. The grant application for the Go Electric fleet charging program to offset the charging infrastructure was submitted and pre-approved in</li> </ul>

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

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ A video was created to highlight the community climate grant Abbeyfield Houses Society of Duncan received to install a heat pump.</li> <li>✓ Work is underway on Council’s approved energy conservation assessment of the Cowichan Aquatic Centre.</li> <li>✓ 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.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The oil furnace at Vimy Hall was replaced in January with a heat pump. Other work included a 200A Service upgrade and thermostat installation.</li> <li>✓ 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.</li> <li>✓ The Environmental Advisory Committee met and discussed the Climate Action and Energy Plan Reserve Fund 2024 Annual Report.</li> </ul>	<ul style="list-style-type: none"> <li>✓ In June, Council adjusted the implementation schedule for the Zero Carbon Step Code from the highest level of implementation (EL-4) back to align with the provincial implementation schedule (EL-1).</li> <li>✓ Fortis BC approved the Cowichan Aquatic Centre Energy Study proposal in April to cover 75% of the study costs. Polar Engineering will be exploring cost savings of proposed energy conservation measures over the next 6 months.</li> <li>✓ Recent renovations at the Duncan Curling Club included adding insulation in order to improve building energy efficiency and came in approximately \$30,000 under budget.</li> </ul>	<p>Q3, securing \$50,000 to offset construction costs.</p> <ul style="list-style-type: none"> <li>✓ The facility upgrade at the Cowichan Aquatic Centre continues and is expected to conclude in Q4. Upgrades include the installation of high-efficiency boilers that operate at 97% efficiency, replacing the older units operating at 60% efficiency.</li> <li>✓ Work has begun on an insulation upgrade at Vimy Hall to enhance the building’s energy efficiency.</li> <li>✓ Two applications to access Climate Action &amp; Energy Plan community grants were received before the deadline of September 15. Review with Environmental Advisory Committee to take place in Q4.</li> </ul>

**Action:** Relocate the Joint Utility Board Sewage Outfall Location

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ Completed Transport Canada Public Notification for the anchorage removal/relocation request.</li> <li>✓ 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.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 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 continue to seek additional funding.</li> <li>✓ Commenced the public consultation process to update the public on the status of the project and the project costs.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Transport Canada has started engaging First Nations on the removal of the anchorage that is blocking the route to the embayment line outfall terminus location.</li> <li>✓ Public consultation report regarding the outcome of the update to the public on the project status and cost was completed.</li> <li>✓ Held 8 Technical Working Group meetings with Cowichan Tribes.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Met with Transport Canada to discuss anchorages and feedback received from WSANEC First Nations.</li> <li>✓ Held three Technical Working Group meetings with Cowichan Tribes. Route for pipe mapped. Cowichan Tribes reviewing against future plans for low pressure sewer lines and water servicing to coordinate placement of infrastructure along outfall pipe route.</li> </ul>

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

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
	<ul style="list-style-type: none"> <li>✓ Held 5 Technical Working Group meetings with Cowichan Tribes around the effluent pump station design, outfall design and routing, and land requirements.</li> <li>✓ 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.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Contracted a new First Nations consultant to assist with engagement.</li> </ul>	<ul style="list-style-type: none"> <li>✓ New First Nations consultant has had introductory/follow-up meetings with all First Nations seeking consultation on this project.</li> <li>✓ Meeting held with Minister during UBCM to advocate for additional funding for the outfall project.</li> </ul>

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

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ Purple loosestrife removal in the fall of 2024 was successful. Effort will need to be repeated until plants do not re-emerge.</li> <li>✓ 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.</li> <li>✓ Initiated testing for E. coli in Quamichan Lake to enhance water quality assessments.</li> <li>✓ Updated protocols with Island Health for beach testing data in Fuller Lake, Kin Beach, and Maple Bay.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 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.</li> <li>✓ Staff met with consultants to assess design requirements for aerator test cell equipment and potential treatment options for test cells.</li> <li>✓ Staff met with Rowing Canada and Cowichan Tribes leadership to discuss support and collaboration on aerator tests on a fully conceived aerator system, should tests provide positive results.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Staff obtained confirmation from the province that permitting will not be required through the Ministry of Environment, however, permitting will be required from the Ministry of Water, Land and Resource Stewardship. Staff engaged consultants to begin designing experimental aerator systems for the trials.</li> <li>✓ Staff are planning a pilot project for Quamichan Lake in 2026.</li> <li>✓ Staff engaged with Rowing Canada, Vancouver Island University and Island Health on monitoring protocols for cyanobacteria and cyanotoxins in the lake.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Council endorsed sending letters to the Cowichan Watershed Board, Cowichan Valley Regional District Board Chair, and Minister of Environment and Parks, urging for the collaboration on improving water quality in both Quamichan and Somenos Lake, building on the foundation of monitoring and management work North Cowichan continues to do.</li> <li>✓ Staff received Provincial approval to conduct oxygen saturation trials on Quamichan Lake using isolation cells which will avoid compromising the results.</li> <li>✓ Sampling of Quamichan and Somenos Lakes continued.</li> <li>✓ Parrots feather removal in the area upstream of the Tzouhalem Road bridge was coordinated through Somenos Marsh Wildlife Society.</li> </ul>

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

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ Prepared a background report on the health of Somenos Lake and presented the findings to Council on December 18.</li> <li>✓ 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.</li> </ul>		<ul style="list-style-type: none"> <li>✓ North Cowichan provided support to the Somenos Marsh Wildlife Society to clear a log jam and created a flood risk on lower Averill Creek near Somenos Lake. A support letter was also provided for mechanical removal of the invasive parrot's feather.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Log jam clearing in Averill Creek cannot be completed in 2025 due to delays in getting section 11 approvals from the Province.</li> </ul>

**Action:** Review opportunities for district energy system partnerships

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ 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.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 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.</li> </ul>	<p>No change.</p>	<p>No change.</p>

**Action:** Create a biodiversity protection policy

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ Staff have been reaching out to First Nations and will report to Council in Q1 2025 as an update and to seek further direction.</li> <li>✓ Information sheets prepared for distribution to First Nations Community members.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 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.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Staff held an engagement session with Penelakut Elders in April. Staff from Cowichan Tribes, Halalt and Lyackson First Nation to plan engagement events with these communities and/or Elders later in the summer.</li> <li>✓ Staff have contacted Diamond Head (lead contractor on biodiversity project reporting) and instructed them to finalize the assessment report with information learned from First Nations engagement and to incorporate an analysis of trails and best management practices for trails in North Cowichan as part of the biodiversity policy report, which will be presented to Council in draft form in early Q4.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Staff worked with Diamond Head Consulting Ltd. to initiate finalization of the Biodiversity Protection Policy assessment report and engage to prepare a draft Biodiversity Protection Policy report for presentation to Council in Q4.</li> </ul>

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

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<p>No change.</p>	<ul style="list-style-type: none"> <li>✓ 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.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Staff began summer beach sampling for Island Health in May at Fuller Lake, Kin Beach, and Maple Bay. Staff is working with Island Health to consider adding sites at Malcolm Beach in Chemainus, Osborne Bay Beach in Crofton and Quamichan Lake.</li> <li>✓ Staff used phytoplankton sampling to convince Island Health to lift the swim advisory on Fuller Lake in June.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Staff worked with Island Health to improve sampling intensity to protect beach users in places not previously monitored, e.g., Vimy Parks, and to improve sampling procedures and data used in assessing cyanobacteria.</li> <li>✓ Staff have successfully completed another year of beach sampling for Island Health's Recreational Water and Beach Sampling Program.</li> </ul>

**Action:** Support the health of our beaches, including advocacy with other levels of government (continued)

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
		<ul style="list-style-type: none"> <li>✓ Council passed a motion relating to the historic contamination of Crofton waterfront. The motion directs staff to provide a report that provides a historical overview of 1900s-era copper smelting operations and to summarize the current situation in Crofton harbour related to the historic smelting operations.</li> </ul>	

**Action:** Evaluate the merits of adopting the Energy Step Code

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ Council considered delaying implementation of Step 4, but ultimately decided to proceed with implementation of Step 4 for July 1.</li> <li>✓ 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.</li> </ul>	No change.	<ul style="list-style-type: none"> <li>✓ Building Bylaw to be amended following Council direction to default to provincial minimum step code level.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Changes to the Building Bylaw were brought forward in Q3 to default to the provincial minimum step code level.</li> </ul>

**Action:** Increase awareness of waste reduction

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
No change.	<ul style="list-style-type: none"> <li>✓ Delivered a guide to all households with materials accepted for organics, recycling and garbage as part of the rollout of the automated curbside collection.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Staff developed additional information materials, including a video, to show how to use the organics cart correctly and help keep plastics out of the compost waste stream.</li> </ul>	No change.

**Action:** Integrate natural assets into the overall asset management program

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ Staff have reached out to First Nations.</li> <li>✓ Project kickoff meeting held to discuss data sharing and staff responsible for helping with different parts of the Natural Assets assessment.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 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.</li> <li>✓ Urban Systems met with North Cowichan staff in February to review the preliminary assessment of Natural Assets in North Cowichan.</li> <li>✓ 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.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Urban Systems staff completed a field assessment of Bings Creek as the trial natural asset for developing management policies.</li> <li>✓ Urban Systems is finalizing a report on Bings Creek and the current status of natural assets in North Cowichan and an assessment of the current natural asset management program in North Cowichan. These reports will be used for developing natural asset management approaches for North Cowichan that leverage extant programs and conform to available staffing and funding.</li> <li>✓ Staff has engaged First Nations on asset management and have provided information from engagement sessions to Urban Systems for incorporation to final reporting on natural asset management. Final report is expected to come back to Council in Q4.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Urban Systems provided the draft Bings Creek report to staff for comment.</li> <li>✓ Urban Systems worked with staff to complete the natural asset inventory and risk assessment, which will come to Council in Q1 2026.</li> </ul>

# ECONOMY



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

<b>Action:</b> Support, retain, and attract light industry			
2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ 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.</li> <li>✓ Work on the Economic Development Action Plan continued and interim reporting on strategic direction was provided to Economic Development Committee/Council this fall.</li> <li>✓ Council toured the Paulcan and Jemico Enterprises.</li> </ul>	<ul style="list-style-type: none"> <li>✓ A draft Economic Development Action Plan was presented to the Economic Development Committee in February.</li> <li>✓ Council toured the Value-Add Division of Western Forest Products.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The Economic Development Action Plan was adopted by Council in May.</li> <li>✓ The grant application to the Rural Economic Diversification and Infrastructure Program was successful. This funding will support the design of water infrastructure to service the industrial properties off Highway 18.</li> <li>✓ A joint letter from North Cowichan and the City of Nanaimo was sent to the Minister of Forests, identifying concerns and requesting assistance in ensuring our forestry industry has a stable future.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Council endorsed sending a letter to the Minister of Forests to share the ongoing concerns about the current state of our local forestry sector.</li> <li>✓ The Economic Development Committee met in September to review preliminary findings of the North Cowichan development services review and reviewed a request to establish an industrial tax exemption revitalization program.</li> </ul>
<b>Action:</b> Review options to provide any future municipal forest timber to local businesses for secondary industry			
2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
No change.	No change.	No change.	No change.
<b>Action:</b> Develop a long-range strategic plan for North Cowichan-owned real estate			
2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
No change.	<ul style="list-style-type: none"> <li>✓ Council passed a motion for a detailed inventory of lands suitable for disposition.</li> </ul>	<ul style="list-style-type: none"> <li>✓ A draft property management strategy is underway with plans to present to Council in Q3.</li> </ul>	No change.

<b>Action:</b> Support small scale innovative agriculture			
2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
No change.	No change.	<ul style="list-style-type: none"> <li>✓ A letter was provided to the Cowichan Exhibition expressing our support for the 157th Cowichan Exhibition as it serves as an important platform for education, entertainment, and economic activity.</li> </ul>	No change.

<b>Action:</b> Create conditions that will facilitate the development of specialty services in and around the new Cowichan District Hospital			
2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ Staff are reviewing active applications within the Bell McKinnon Local Area Plan.</li> </ul>	No change.	No change.	No change.

<b>Action:</b> Support sport tourism and in particular Rowing Canada Aviron's entry into the community			
2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ 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.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Cowichan Aquatic Centre hosted the Vancouver Island Regional Swim Meet from January 31 to February 2.</li> <li>✓ During the Family Day weekend, Fuller Lake Arena hosted U18 Tournament (12 teams).</li> </ul>	<ul style="list-style-type: none"> <li>✓ Staff are working with BC Bike Race representatives as they plan to bring the popular event back to North Cowichan in early July. The race is expected to attract approximately 600 riders from across Canada, highlighting the region's growing reputation as a premier mountain biking destination.</li> <li>✓ Volunteers from the Cowichan Valley Disc Golf Club, in collaboration with the course design contractor, have been progressing work on the 18-hole disc golf course on municipal lands surrounding Fuller Lake Arena. Crews have been trimming vegetation, removing debris, and</li> </ul>	<ul style="list-style-type: none"> <li>✓ The 2025 BC Bike Race brought over 450 riders to North Cowichan, highlighting our region's premier trail networks on Maple Mountain and Mount Tzouhalem. Over three days, participants navigated challenging terrain and warm conditions, with the Cowichan Exhibition grounds serving as a successful basecamp. The event showcased our community's growing reputation in outdoor recreation and was well-received by athletes, organizers, and spectators alike.</li> </ul>

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

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
		preparing fairways for safe play, along with ground preparation for the future installation of concrete tee pads.	✓ Staff met with Rowing Canada to begin the process of replacing the existing boatshed at Quamichan Lake with a larger one more suited to their needs.

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

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
✓ Inclusion of Strategic Agricultural Implementation Plan in 2025 Business Planning and Budget.	No change.	✓ Council authorized proceeding with a Strategic Agriculture Plan and released funding. Staff to issue a Request for Proposal in Q4.	✓ Request for Proposals for Strategic Agricultural Plan anticipated in Q4.

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

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

# COMMUNITY



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

<b>Action: Update the Subdivision Bylaw</b>			
2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
No change.	✓ Updated the Engineering Standards specifications for water and sanitary design.	No change.	No change.

<b>Action: Renew the Zoning Bylaw</b>			
2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
✓ Module 2 is expected to go to Committee of the Whole for direction in Q1 of 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 of 2025. The amending bylaw is currently awaiting Ministry of Transportation and Transit review prior to adoption. Scoping of Module 3 has been initiated.	✓ Module 2 (Legacy Zones) received Ministry of Transportation and Transit approval and was adopted.	✓ Module 3 is delayed due to additional work as a result of changes to the Official Community Plan and insufficient resources to maintain Zoning Bylaw review schedule. Required changes to Bell McKinnon Local Area Plan and Official Community Plan will likely delay the next module by 6 months minimum.

<b>Action: Improve pedestrian safety on Boys Road</b>			
2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
✓ 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 Q1 of 2025.	✓ 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 through the Indigenous stream.	✓ Boys Road protected multi-use trail (Trans-Canada Highway to Mission Road) detailed design is at 90% completion. Application preparation for the BC Active Transportation Grant opportunity is underway.	✓ Boys Road protected multi-use trail (Trans-Canada Highway to Mission Road) design remains at 90% completion (waiting for completion of Cowichan Tribes' watermain project). Application for the BC Active Transportation Grant opportunity is ready. Waiting for the intake window to open.

**Action:** Provide more input into managing the opioid crisis

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ 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.</li> <li>✓ 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.</li> <li>✓ 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.</li> <li>✓ Staff participated in a presentation on the Cowichan Vision for Wellness from the Housing Coalition.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Review of community policing to look for ways that this function can support the work being done on public disorder.</li> <li>✓ Ongoing collaborative meetings under the “Safer Community” umbrella with City of Duncan and RCMP and North Cowichan Bylaws.</li> <li>✓ Initiated discussions with Together We Can to establish a recovery centre.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Together We Can has leased a site and requested a business licence from North Cowichan.</li> <li>✓ A joint letter from the City of Duncan and North Cowichan was sent to the Minister of Health advocating for consultation on the future use of the Cowichan District Hospital site to align a redevelopment plan with the community crisis needs in mind.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Together We Can, a new government-funded recovery centre in North Cowichan, officially opened with a ribbon-cutting ceremony on September 12, currently offering 10 beds to support individuals and families affected by addiction.</li> </ul>

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

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ 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.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Public consultation planning for Community Amenity Contributions occurred in Q1, with the majority of consultation activities to occur in Q2.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Public consultation activities for Community Amenity Contributions took place in Q2, with a What We Heard report expected to be presented to the Economic Development Committee and Council in Q3.</li> </ul>	<ul style="list-style-type: none"> <li>✓ A What We Heard Report is expected to be presented to the Economic Development Committee and subsequently Council in Q4.</li> </ul>

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

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<p>✓ Bell McKinnon Local Area Plan Policies were presented to Council.</p>	<p>No change.</p>	<p>✓ Zoning Amendment Bylaw to add a Bell McKinnon Holding Zone was brought forward in Q2 for readings. Adoption expected in Q3.</p>	<p>✓ Due to proposed changes to the Urban Containment Boundary in the Bell McKinnon Area, staff are now relooking at the Bell McKinnon Local Area Plan policies that were presented to Council in Q4 of 2024, including the phasing plan. Additionally, the road network, servicing plans and blue-green network, which were already in progress, will need to be restarted with a new set of assumptions due to the addition of lands within the Urban Containment Boundary. We expect options for a revised phasing plan to be presented to Council in Q4.</p>

# 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 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> <li>✓ Social Wellness Team initiatives               <ul style="list-style-type: none"> <li>• Movember</li> <li>• Stuff the truck</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ Communication from the CAO sent to staff celebrating International Women's Day - Saturday, March 8.</li> <li>✓ 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.</li> </ul>	<ul style="list-style-type: none"> <li>✓ May 17: International Day against Homophobia, Transphobia and Biphobia. An email was sent to all staff from the CAO to acknowledge the ongoing discrimination faced by members of the 2SLGBTQI+ community and to reflect on the kind of workplace and community we want to build together. The Pride flag was also raised.</li> <li>✓ June: Pride month. An email to all staff from the CAO to recognize and celebrate the strength, resilience, and contributions of 2SLGBTQIA+ people in our communities and across the country. The Pride flag continued to be flown throughout June as a symbol of visibility, support, and solidarity.</li> <li>✓ Go By Bike Week (May 31 to June 6) was organized by the Social Wellness Team. The province-wide movement encourages people to bike to work, school, for errands, and for recreation. Thirteen staff members participated, logging a total of 343 km and saving 74 kg of greenhouse gases.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Communication was sent to all staff in recognition of National Day for Truth and Reconciliation (September 30). Information on local events and optional online learnings were shared with staff to promote engagement and increase individual awareness.</li> </ul>

# 2025 STRATEGIC PRIORITIES



Council held a Strategic Planning Workshop on July 15, 2025 and established five new priorities for staff for the remainder of the Council term.

<b>Action: Forestry harvesting</b>			
2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
			<ul style="list-style-type: none"> <li>✓ Staff will return to Council with a report outlining the process and implications of restarting harvesting in the Municipal Forest Reserve. The report is anticipated in Q4.</li> </ul>
<b>Action: Servicing industrial lands</b>			
2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
			<ul style="list-style-type: none"> <li>✓ Diversifying the tax base and creating new employment opportunities is an important goal for Council. Some of the industrial zoned lands in the municipality are not serviced and can not be developed to their highest and best use. Staff will return with a report to Council in Q4 outlining a strategy to service the industrial lands.</li> </ul>
<b>Action: Procurement Policy Review</b>			
2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
			<ul style="list-style-type: none"> <li>✓ The review will identify inefficiencies, ensure compliance with trade and legal requirements and strengthen transparency in spending. Staff will develop a terms of reference and report back to Council in Q4.</li> </ul>

**Action:** Funding an Asset Management Plan

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
			<p>✓ Council has identified asset management as a key priority to ensure the long term financial resilience of the organization. Staff will return with a report in Q4 outlining the key steps Council can take to help move forward with the Asset Management Plan.</p>

**Action:** A review of the servicing improvements required for the community

2024 Q4 Update	2025 Q1 Update	Q2 Update	Q3 Update
			<p>✓ In the spring of 2025 Council was presented with a staff report outlining the severe water and sewer servicing challenges across the municipality. Staff will return with a report in Q4 outlining a path forward.</p>

# UPCOMING

The following list of action items have a start date beyond 2025



Date	Action
	Review the potential for creating a heritage protection policy - <b>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.</b>

# 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 <b>2025 Q3:</b> Council granted early consideration to an Official Community Plan amendment for a property not currently located within the Urban Containment Boundary (UCB) has precipitated a review of the UCB boundary in the Bell McKinnon area. The amendment returned to Council in Q3-2025 and received 1st and 2nd reading. Public Hearing is expected in Q4 of 2025.
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