

COUNCIL STRATEGIC PLAN 2019-2022+



2025 QUARTER 4 UPDATE

October 1 - December 31, 2025



INTRODUCTION

Quarter 4 Update: October 1 - December 31, 2025

During the fourth quarter, North Cowichan continued to deliver essential services, invest in community facilities, strengthen partnerships, and respond to emerging and economic challenges.

Several facility and infrastructure improvements were completed to support safe, accessible, and reliable public spaces. The new roof system at Fuller Lake Arena was installed, strengthening the building envelope to prevent moisture and environmental damage, and ensuring the facility's long-term operation. At Waterwheel Park, a new replica waterwheel was installed to replace the previous structure that had reached the end of its life and pond repairs were completed to address past leaking issues.

A new year-round off-leash dog area was constructed at the Elm Street location in the Chemainus Ball Park, replacing the previous seasonal area on Field 3. At the Cowichan Aquatic Centre, fifteen new pieces of commercial grade cardio equipment were installed, replacing end-of-life units to improve reliability and enhance customer experience.

Approximately 250 metres of trail resurfacing was completed on the Chemainus Lake loop trail, completing improvements that enhance accessibility, safety, and environmental protection.

Council reaffirmed its commitment to developing a Municipal Forest Reserve co-management plan in partnership with Quw'utsun Nation. Staff will continue to meet with Quw'utsun Nation representatives to restart the co-management development process.

The North Cowichan Fire Department hosted its annual recognition and awards banquet on October 4. Also, municipal employees who achieved 10+ years of service with North Cowichan were recognized.

Staff created two year-end videos celebrating North Cowichan's accomplishments in 2025 – one for the public featuring the Mayor, and a slideshow for staff from the Chief Administrative Officer.

Bill M 216, which proposes to create a professional reliance model for land development, passed second reading and staff brought forward a report outlining the challenges of implementing such a model. Council endorsed sending a letter to the province in response.

Council endorsed sending a letter to the Cowichan Valley Regional District to request withdrawal from the Economic Development Service and will focus on North Cowichan's own Economic Development Action Plan.

Quarter 4 initiatives also included:

- Delivering the Council-approved retired fire engine to Penelakut Tribe Fire Department

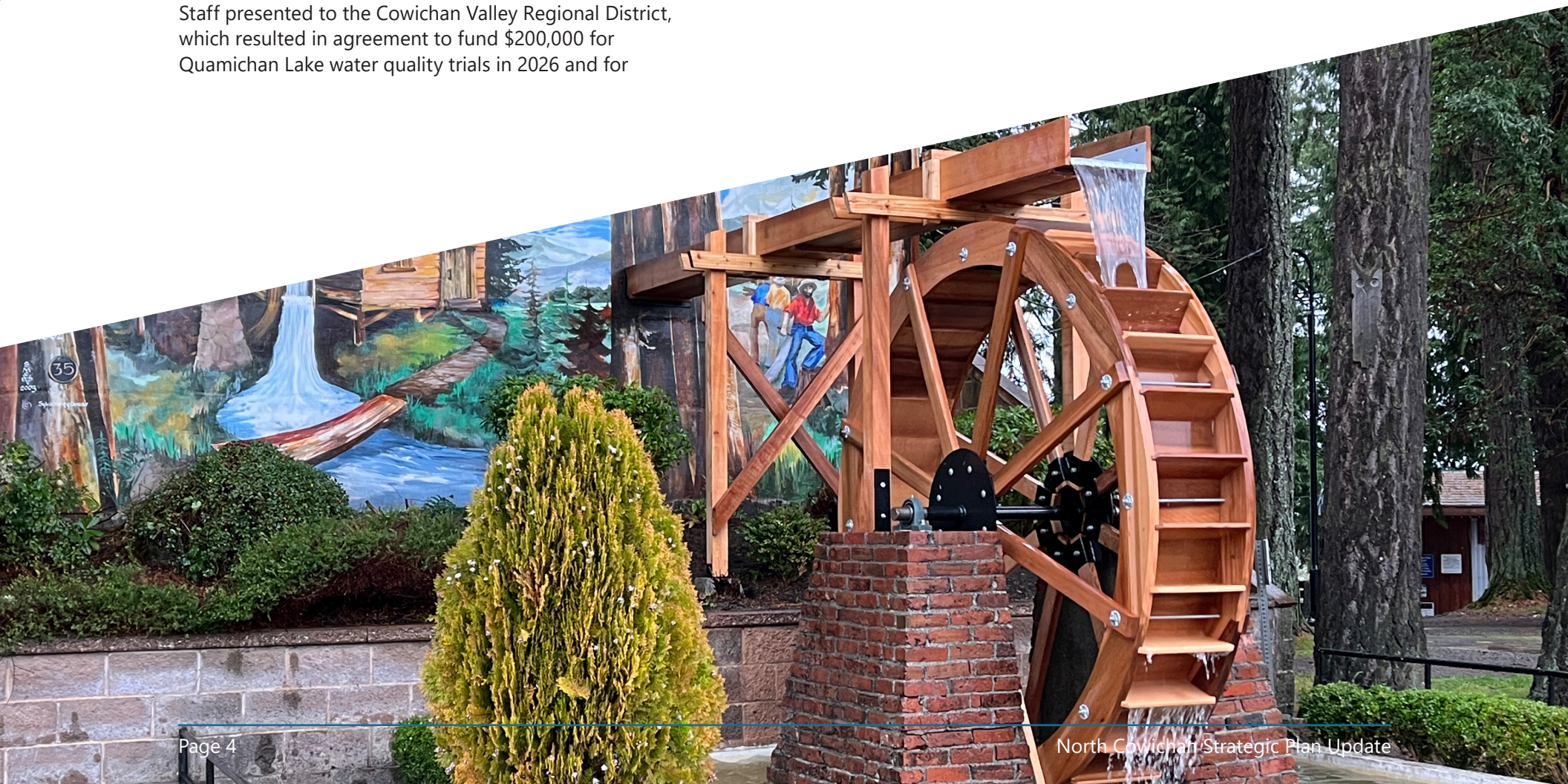
- First Nation-focused management training
- Phase 2 of the affordable housing planning process for Elliott Street site in Chemainus
- Progress on affordable housing planning in Chemainus
- Issuing a development permit for a 28-unit apartment building on Vian Street
- Energy-efficiency upgrades at the Cowichan Aquatic Centre and Vimy Hall



Staff continued to advocate for grant and funding support. Mayor Douglas met with Premier Eby and Minister Parmar to discuss the closure of Domtar Crofton mill. Council endorsed a follow-up letter with actions the province could take to support the impacted workers.

Staff presented to the Cowichan Valley Regional District, which resulted in agreement to fund \$200,000 for Quamichan Lake water quality trials in 2026 and for

the board to consider funding data collection and water quality initiatives for Quamichan and Somenos Lakes at \$50,000 per lake. BC Housing provided funding for a 24-bed winter shelter at the Ramada Inn that will operate on a 24-hour basis from November 2025 to March 31, 2026.



SERVICE

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



Action: Maintain the existing high level of service in the community

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ The public spaces cleaning operations continue into Q1 with two part-time staff providing daily cleaning measures along the corridor areas of Beverly, York, Lewis and James Street, including Somenos dykes, Cowichan Commons, and University Way areas. ✓ Youth Outreach Services received localized grant funding to expand and upgrade equipment for youth enjoyment which includes new scooters and skateboard helmets. ✓ The Cowichan Aquatic Centre and Fuller Lake Arena were community focal points of activity on Family Day offering free skating and swimming opportunities to the community. ✓ Machine trail maintenance continued on the lower sections of the Double D trail to improve safety and ridership on Mount Tzouhalem. ✓ Parks staff completed trail maintenance work and a culvert replacement along the Chemainus Lake trail which has improved accessibility, safety, and environmental protection. 	<ul style="list-style-type: none"> ✓ 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. ✓ 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. ✓ 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. ✓ 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. 	<ul style="list-style-type: none"> ✓ Fencing around the tennis and pickleball courts at Properties Park was replaced and upgraded to include safer and more durable mesh. ✓ Surface improvements were completed at Coronation Hill Park to enhance court safety and playability, ensuring a better experience for park users. ✓ 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. ✓ 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. ✓ 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. 	<ul style="list-style-type: none"> ✓ The new roof system at Fuller Lake Arena has been installed, strengthening the building envelope to prevent moisture and environmental damage, and ensuring the facility's long-term operation. ✓ The public spaces cleaning team contributed significantly to the work of addressing informal encampments and associated refuse in the corridor area. ✓ The Cowichan Aquatic Centre hosted its annual Fright Nights on October 24 and 25, featuring a poolside haunted house, creative costumes, and aquatic activities for all ages. ✓ The Cowichan Trail Stewardship Society secured a \$5,000 grant from Devinci Cycles to fund trail improvements, including upgrades to Xylem that enhance accessibility for adaptive mountain bike riders. ✓ A new replica waterwheel was installed at Waterwheel Park, replacing the previous structure that had reached the end of its life. Pond repairs were also completed to address past leaking issues.

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

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ A new raised boardwalk was installed on the Cross Trail on Mount Tzouhalem as part of a grant received through the Outdoor Recreation Council of BC. This boardwalk improves trail accessibility over wet and rooted sections of the trail, which mitigates environmental impact and increases user experience. ✓ Council entered into a new contract with Recycle BC for recycling collection. ✓ Recreation staff have engaged MAE Engineering to lead the redesign of the underground water piping at Crofton Outdoor Pool. Construction is expected to start later in Q3-2025. ✓ The IT & Business Solutions team completed regular security updates to protect our systems from cyber threats, ensuring reliable access to municipal services and safeguarding residents' personal data. This proactive approach builds public trust and ensures compliance with cybersecurity regulations, demonstrating our commitment to a secure digital environment. ✓ Fire Department training and operations have seen a significant increase in training hours, from 2,721 hours in Q1-2024 to 4,473 hours in Q1-2025, representing an increase of 64%. This increase includes training for new recruits, 	<ul style="list-style-type: none"> ✓ 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. ✓ Fire Department practice and training hours for Q2-2025 were similar to those of Q1-2025, with 4,478 firefighter hours recorded. ✓ The Fire Department was awarded a grant through the 2024 Community Emergency Preparedness Fund program for wildland firefighting and personal protective equipment. ✓ The Fire Department was awarded a 2025 Next Generation 911 grant administered by the Union of BC Municipalities for mobile data technologies. ✓ 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. ✓ Fuller Lake Arena rental revenue in Q2 increased 42.2% over 2024 to \$23,302. ✓ Cowichan Aquatic Centre Q2 attendance saw an increase in revenue from 2024 (\$89,744) to 2025 (\$90,000). 	<ul style="list-style-type: none"> ✓ 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. ✓ 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. ✓ The Crofton Youth Room program successfully concluded its third summer, providing services to 91 youth and recording a total of 361 drop-in visits. ✓ 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. ✓ 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. ✓ Cowichan Aquatic Centre fitness programs experienced a 9% increase in participation during Q3 of this year compared to the same period in 2024, generating a total revenue of \$3,900. 	<ul style="list-style-type: none"> ✓ A new year-round off-leash dog area has been constructed at the Elm Street location in the Chemainus Ball Park, replacing the previous seasonal area on Field 3. ✓ Fifteen new pieces of commercial grade cardio equipment have been installed at the Cowichan Aquatic Centre, replacing end-of-life units to improve reliability and enhance customer experience. ✓ Fuller Lake Arena hosted a series of Winter Wonderland skating sessions, featuring festive lights and decorations, Santa's workshop, and a scavenger hunt. The event attracted a total of 888 participants, with the Christmas Eve session being the most popular, drawing 210 attendees. ✓ The Cowichan Aquatic Centre hosted its popular Underwater Santa event along with winter break camps, offering engaging recreational opportunities for youth throughout the school holidays. ✓ The Fire Department ordered equipment with the NEXT Generation 911 grant funds, with project completion expected in Q1 2026. ✓ The Fire Department recruitment process for the 2026 recruit class started for additional Paid-On Call Firefighters within the four stations.

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

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<p>as well as for exterior, interior, and full-service levels, along with officer training courses.</p>	<ul style="list-style-type: none"> ✓ 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. ✓ Close to 70 youth participated in a job training series hosted by Youth Outreach Services and with grant funding from PlanH Community Connectedness. 	<ul style="list-style-type: none"> ✓ 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. ✓ Graham Bruce was awarded the Freedom of the Municipality award. The award ceremony is scheduled to take place in Q4. 	<ul style="list-style-type: none"> ✓ Fire Department practice and training hours for Q4 was a total of 3,872.50 hours. ✓ Fire Services staff had a FireSmart discussion with approximately 30 landowners of Panorama Ridge reviewing fire safety and preparedness. ✓ Fire Department personnel attended Remembrance Day services in Chemainus and Duncan. ✓ Crofton and Chemainus Firehalls participated in the Crofton Annual Christmas parade. ✓ Council endorsed a letter to the Vancouver Island Regional Library expressing concern with the recent changes to the operating hours at the Chemainus Branch. ✓ Council authorized letters to the provincial Minister for Environment and Parks, the federal Minister of Fisheries, Oceans & Canadian Coast Guard and Transport Canada on derelict and abandoned vessels in the Cowichan region of Vancouver Island.

Action: Recognize the great work of staff

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Employee profiles from the RCMP, Recreation, and Fire departments were included in the weekly Council Bulletin. 	<ul style="list-style-type: none"> ✓ April 23: Administrative Professionals Day was recognized with a card and small gift to our 50+ administrative professionals. 	<ul style="list-style-type: none"> ✓ 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 	<ul style="list-style-type: none"> ✓ North Cowichan Fire Department's Annual Recognition & Awards Banquet held on October 4, 2025. ✓ Holiday celebrations included the staff party December 11, 2025, and the holiday family skate December

Action: Recognize the great work of staff (continued)

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Internal email in recognition of the RCMP Appreciation Day was sent from CAO Ted Swabey thanking staff at the RCMP detachment, as well as the other non-North Cowichan members who work there. ✓ Employees reaching service milestones in Q1 of 10+ years with North Cowichan were recognized. ✓ Notifications to managers regarding staff work anniversaries (non-formal milestones) were sent as an additional way to recognize staff for their hard work and dedication to North Cowichan. 	<ul style="list-style-type: none"> ✓ June 24: The annual pancake breakfast was held in Operations featuring homemade pancakes cooked by our own senior leadership team. ✓ May 11-17: Local Government Awareness Week. ✓ May 15: Asset Management Day. ✓ May 18-24: National Public Works Week. All staff were recognized with a communication from the CAO for all 3 weeks/days. ✓ May 4: International Firefighters Day was recognized with an all staff email from the CAO thanking our 150+ firefighters for their service. ✓ 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. ✓ Employee profiles from the Engineering, IT & Business Solutions, and Planning departments were included in the weekly Council Bulletin. ✓ Employees reaching service milestones in Q2 of 10+ years with North Cowichan were recognized. ✓ 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. 	<p>Mayor and Chief Administrative Officer.</p> <ul style="list-style-type: none"> ✓ Employee profiles of students from the Utilities and Parks and Recreation department were included in the weekly Council Bulletin. ✓ The annual staff appreciation event was held in September to recognize staff in all departments, including those receiving long service awards. ✓ 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. ✓ Employees reaching service milestones in Q3 of 10+ years with North Cowichan were recognized. ✓ 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. 	<p>20, 2025.</p> <ul style="list-style-type: none"> ✓ End-of-year messages from the CAO was sent out to staff highlighting North Cowichan’s accomplishments for 2025. ✓ Employees reaching service milestones in Q4 of 10+ years with North Cowichan were recognized. ✓ 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. ✓ Employee profiles for staff in the Operations, Office of the CAO, and Parks departments were included in the weekly council bulletin.

Action: Ensure open and transparent communications with the public

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Two digital platforms were transitioned to new products: Email subscriptions and the digital engagement platform, which hosts ConnectNorthCowichan.ca, were both migrated to products that provide more robust functionality and a better user experience. ✓ Supported public engagement and communications for: <ul style="list-style-type: none"> • Curbside automation roll out • Draft Community Amenity Contribution policy engagement • Latest phase of the engagement for the outfall relocation project ✓ Coordinated the public campaign by the 10 South Island mayors in their demand to remove the downloaded 9-1-1 E-Comm charges that come into effect in 2025. ✓ Supported the long-awaited change to Canada Post addresses for many North Cowichan homes and businesses. ✓ Digital media metrics: <ul style="list-style-type: none"> • Northcowichan.ca: 145K views, 56% using mobile devices • Facebook: Reach 59.8K, down 51.7% • Instagram: Reach 2.4K, up 5.1% • E-newsletters: 20 newsletters sent to a combined total of 9,838 recipients 	<ul style="list-style-type: none"> ✓ 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. ✓ 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. ✓ Wrote and produced the Annual Municipal Report. ✓ Supported public engagement and communications for: <ul style="list-style-type: none"> • By-election • Stage 1 water restrictions • Cemetery maintenance • Crofton fire hall grand opening event • Herd Road projects and road closure • Plastic/compostable bags no longer permitted in organics/kitchen waste collection • Curbside automation service start • Fuller Lake beach swim advisory • Crofton fire hall firefighter recruitment • Parks and recreation month • Property tax education/payment reminders 	<ul style="list-style-type: none"> ✓ Supported the automated curbside program's cart size exchange with communications and the development of a webform. Approximately 700 people changed their cart sizes. ✓ Supported the communications and public engagement for the Donnay Drive land acquisition Local Area Service proposal. ✓ Supported the closure and reopening of Herd Road with ongoing communications and a wrap-up video. ✓ Public engagement for the Chemainus off-leash dog area. ✓ Supported communication for: <ul style="list-style-type: none"> • Water quality messaging • Water conservation messaging • Fire ban messaging • Lifeguard Appreciation Day • Climate Action Community • Grant applications open • Opening of the Chemainus Community Garden • Disc golf course updates and progress • Watermain repairs ✓ Digital media metrics: <ul style="list-style-type: none"> • Northcowichan.ca: 181K views, 59% using mobile devices • Facebook: Reach 122.2K, down 2.2% • Instagram: Reach 6.9K, up 143% • E-newsletters: 16 newsletters sent to a combined total of 6,099 recipients 	<ul style="list-style-type: none"> ✓ Supported initial and ongoing communications regarding the announced closure of the Domtar Crofton mill. ✓ Developed two year-end videos celebrating North Cowichan's accomplishments in 2025. An external video featured the mayor and a slideshow produced for staff from the CAO. ✓ Supported communications and engagement for: <ul style="list-style-type: none"> • Firefighter recruitment • Fire prevention including Fire Prevention Week • Donnay Drive Local Area Service initiative • Curbside automation bin recycling event • Information to describe increased curbside fees (website, utility bill mailer) • Safer community plan – news release, next steps • Canada post labour disruptions and accessing services • Freedom of the Municipality • Sports Wall of Fame • Recreation program support - Winter wonderland skates, new fitness equipment • Winter weather / snow, flood messaging • Resident and business information to support day-long closures of Genoa Bay Road

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

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
	<ul style="list-style-type: none"> • Chemainus off-leash dog area engagement • Kingsview child care engagement ✓ Digital media metrics: <ul style="list-style-type: none"> • Northcowichan.ca: 175K views, 59% using mobile devices • Facebook: Reach 124.8K, up 108.3% • Instagram: Reach 2.8K, up 18.2% • E-newsletters: 17 newsletters sent to a combined total of 7,528 recipients 		<ul style="list-style-type: none"> ✓ Digital media metrics: <ul style="list-style-type: none"> • Northcowichan.ca: 181K views, 50.2% using mobile devices • Facebook: Viewers* 159.2K • Instagram: Reach 3.5K, down 49% • E-newsletters: 22 newsletters sent to a combined total of 11,217 recipients • Email news subscribers increased by 24%

Action: Review developer utilization of the professional reliance model

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
No change.	No change.	No change.	<ul style="list-style-type: none"> ✓ Bill M 216 is a private members' bill proposing that local governments must accept certified technical submissions from qualified professionals (engineers, architects, etc.) without conducting their own peer review has passed second reading and staff brought forward a report outlining the impacts of the bill. Council endorsed sending a letter in response to this. Should Bill M 216 pass in its current form, it would fundamentally change how North Cowichan applies the professional reliance model.

Action: Identify potential new sources of revenue

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Sale of RCMP building on Canada Avenue to Cowichan Tribes for \$1.2 million. Funds placed in the Land Sales Reserve for future acquisitions. 	<ul style="list-style-type: none"> ✓ 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%. 	<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> ✓ Staff have successfully negotiated with the Province to fund pedestrian safety and accessibility improvements at Tzouhalem Road/Jaynes Road and Trans-Canada Highway/Boys Road intersections.

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

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> ✓ 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. ✓ 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. 	<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> ✓ Council reaffirmed its commitment to developing a Municipal Forest Reserve co-management plan in partnership with Quw'utsun Nation. Staff have met with Quw'utsun Nation representatives as part of the MOU Working Group and will continue meeting in Q1 2026 to restart the co-management development process in consultation with Your Wayfinders Management Solutions.

Action: Maintain opportunities for multi-modal transportation

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Canada Avenue Active Transportation Project (Sherman Road – James Street): detailed design at 80% completion. ✓ Sherman Road protected bike lanes (Canada Avenue – Somenos Road): Conceptual design is complete. Report to council for a request to approve an application for a 60% grant from the Active Transportation Fund for detailed design and construction was defeated. The Engineering department will put this project on hold. ✓ Chemainus Road new sidewalk/ bike lanes (Victoria Street – Fir Street; east side): Conceptual design for interim improvements is 30% complete. ✓ Lakes Road Active Transportation Project (Beverly Street – Townend Road): Conceptual Design is at 50%. ✓ Boys Road Protected Multi-use trail (Trans-Canada Highway to Mission Road) detailed design is at 80% completion. There is still an opportunity to apply for the BC Active Transportation Grant opportunity year-round through the Indigenous stream. 	<ul style="list-style-type: none"> ✓ Canada Avenue active transportation (Sherman Road – James Street): detailed design at 95% completion. ✓ Chemainus Road new sidewalk/ bike lanes (Victoria Street – Fir Street; east side): Conceptual design for interim improvements remains at 30% complete. ✓ Lakes Road active transportation (Beverly Street – Townend Road): Conceptual Design is at 50%. ✓ Boys Road protected multi-use trail (Trans-Canada Highway to Mission Road) detailed design is at 90% completion. Application preparation for the BC Active Transportation Grant opportunity is underway. 	<ul style="list-style-type: none"> ✓ 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. ✓ 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. ✓ Canada Avenue active transportation (Sherman Road – James Street): detailed design complete. Tender package preparation underway. ✓ 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. ✓ Lakes Road active transportation (Beverly Street – Townend Road): Conceptual Design remains at 50%. Design paused while active transportation implementation plan is developed. ✓ Boys Road protected multi-use trail (Trans-Canada Highway to Mission Road) design remains at 90% completion (waiting for completion of Cowichan Tribes’ watermain 	<ul style="list-style-type: none"> ✓ Staff have successfully secured Provincial funding to develop plans for a bus stop for the Cowichan-Nanaimo Express Bus service near the highway in Chemainus, adding a stop for Route 70x express buses that run between Cowichan Village Green mall to downtown Nanaimo. ✓ Canada Avenue active transportation (Sherman Road – James Street): Tender package ready. ✓ Staff presented plans to the CEO of the Island Corridor Foundation to pave the Friendship Trail from Third Street to Sherman Road. Support and timely acceptance from them has been sought given that the trail resides mostly on Island Corridor Foundation lands for this approved use per the Rail-with-Trail Licence of Occupation. ✓ Chemainus Road new sidewalk/ bike lanes (Victoria Street – Fir Street): Conceptual design for interim improvements advanced to 75% complete. Design has been modified to accommodate simplified intersection Elm Street design and a cost-effective option. ✓ Lakes Road active transportation (Beverly Street – Townend Road): Conceptual Design remains at 50%. Design paused while active transportation implementation plan is developed. As an interim measure localized improvements and vehicle lane narrowing have

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

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
		<p>project). Application for the BC Active Transportation Grant opportunity is ready. Waiting for the intake window to open.</p> <ul style="list-style-type: none"> ✓ Started active transportation topographical surveys for potential future priority active transportation works: <ul style="list-style-type: none"> • Beverly Street (Trans-Canada Highway – Canada Avenue) • James Street (Beverly Street – Canada Avenue) • Sherman Road (Canada Avenue – Somenos Road) 	<p>been completed to increase paved shoulder space along this section of Lakes Road to improve safety for non-vehicular roadway users.</p> <ul style="list-style-type: none"> ✓ Beverly Street (Trans-Canada Highway – Canada Avenue): Conceptual design to start soon. ✓ James Street (Beverly Street – Canada Avenue): Conceptual design to be commenced in preparation for future grant opportunities that will allow implementation of Master Transportation Plan priorities. ✓ Sherman Road (Canada Avenue – Somenos Road): Alternative design solutions to improve walking, rolling and cycling safety are being explored. The objective is to reduce construction cost and street parking loss.

ENGAGEMENT



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

Action: Continue to develop strong relationships with Indigenous peoples

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Recreation supervisory staff participated in an Introduction to Cultural Awareness workshop in January. The workshop focused on basic Indigenous learning while offering staff a safe space to ask questions around cultural awareness. ✓ Quw'utsun Nation and North Cowichan staff continued to meet with the regular working group meeting on February 6. ✓ Management training on March 14 focused on First Nations culture and history and the implications of that history on current relations and operations. Further sessions planned for June and September. ✓ Participated in the unveiling ceremony of the First Nation totem and artwork at the new RCMP building. ✓ Several staff participated in the Cultural Connections: Journey of our Generation to better understand the impacts of colonization and what it means to begin to reconcile Canada's history. 	<ul style="list-style-type: none"> ✓ Senior staff met with Penelakut Tribe to further relationship building. ✓ Quw'utsun Nation and North Cowichan staff continued to meet with the regular working group meetings on April 3 and June 12. ✓ The Squ'apthut – 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. ✓ 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 	<ul style="list-style-type: none"> ✓ Quw'utsun Nation and North Cowichan staff continued to meet with the regular working group meeting on August 28. ✓ 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. ✓ North Cowichan, RCMP, Ministry of Transportation and Transit, and Halalt First Nation continued to work to address ongoing road safety concerns. ✓ North Cowichan hosted an educational session on reconciliation, delivered by Young Anderson with the member municipalities and the Cowichan Valley Regional District. 	<ul style="list-style-type: none"> ✓ Khowutzun Forest Services has continued work on the FireSmart fuel reduction project on Maple Mountain, following completion of the Mount Tzouhalem project area in Q2. The fall start-up was delayed by an extended fire season, but crews have made strong progress in Q4. Provided there are no unforeseen weather-related delays, the Maple Mountain work is anticipated to be completed in Q1 2026. ✓ North Cowichan has formally partnered with Cowichan Tribes to improve safety for non-vehicular roadway users along Boys Road. Crosswalk safety improvements at Tzouhalem Road/Quamichan Road are also being considered if provincial funding is received. ✓ The Fire Department completed the Council approved donation of the retired fire engine with delivery to Penelakut Tribe Fire Department and provided review of the apparatus. ✓ The Joint Utility Board Sewage Treatment Plant Outfall project has developed preliminary design drawings of the effluent pump station. The project had three

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

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ 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. 	<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"> ✓ 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. ✓ Offered financial support to Cowichan Tribes, Halalt First Nation, Lyackson First Nation, and Penelakut Tribe for National Indigenous Peoples Day events. ✓ 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. ✓ 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. 	<ul style="list-style-type: none"> ✓ 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. ✓ Employed Cowichan Tribes members on the Joint Utility Board Sewage Treatment Plant Cell 1 Aeration Upgrade Project. ✓ Employed Cowichan Tribes members for defishing and environmental monitoring on the Hyprescon Scour Hole Repair Project on the Cowichan River. 	<p>technical working group meetings with Cowichan Tribes and a separate meeting with the W̱SÁNEĆ to receive feedback.</p> <ul style="list-style-type: none"> ✓ The third First Nation focused Management training wrapped up October 20 with a session on Hul'q'umi'num' language, reviewing available resources, and interactive maps re: Knowing the place. ✓ Quw'utsun Nation and North Cowichan staff continued to meet with the regular working group meeting on October 2.

Action: Support community groups and organizations

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Two community special events took place in Q1 with the Coldest Night of the Year on February 22 and the Wounded Warrior Run on March 1. ✓ The Parks department supported the efforts of the Cowichan Community Land Trust to clear and remove invasive species from the southern slopes of Maple Mountain. ✓ Provided a gift basket donation to support the 100th anniversary of the Rotary Club of Duncan. ✓ Donated three EJ Hughes prints to non-profit organizations to assist with fundraising. ✓ Provided letters of support to the Prime Minister of Canada and the Federal Minister of Agriculture and Agri-Food Canada for the Loaves and Fishes Community Food Bank Society's Food Recovery and Distribution Centre project. ✓ Provided letters of support to Chemainus Festival of Murals Society for their Community Gaming Grant, BC Bike Race for their grant funding application, and Panache Cycling Sport for their bid to host the 2026 and 2027 Canadian National Gravel Cycling Championships in the Cowichan Valley. 	<ul style="list-style-type: none"> ✓ Donated one EJ Hughes print to a non-profit organization to assist with fundraising. ✓ 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. ✓ The Recreation department partnered with the Kiwanis Club for sponsored free swims at the Cowichan Aquatic Centre, occurring throughout the summer. 	<ul style="list-style-type: none"> ✓ 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. ✓ 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. ✓ 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 	<ul style="list-style-type: none"> ✓ Over the fall and winter months, staff supported the coordination of 10 community special events. These included Cowichan Search and Rescue training, mountain bike races on Mount Prevost and Mount Tzouhalem, Chemainus Fall Fest, Remembrance Day Ceremony in Chemainus and Crofton, and Chemainus Holiday Sip & Shop for Christmas. ✓ On December 12 and 13, the Cowichan Aquatic Centre hosted the Duncan Stingrays' annual Winter Break Invitational Swim Meet, drawing participants from Comox to Victoria for a weekend of competitive racing and spirited relay events. ✓ On December 27 and 28, Fuller Lake Arena hosted the Cowichan Valley Minor Hockey Association's Ethan Stone Memorial Tournament, welcoming teams from across Vancouver Island for an exciting showcase of youth hockey. ✓ Council endorsed a letter of support for Cowichan Housing Association regarding the Community Land Trust's development of an affordable housing project on Sherman Road. ✓ Donated one EJ Hughes print to a non-profit organization to assist with fundraising.

Action: Support community groups and organizations (continued)

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
		<p>Pass Agreement, and the University of Victoria on creating a community planning program.</p> <p>✓ Donated one EJ Hughes print to a non-profit organization to assist with fundraising.</p>	<p>✓ Council toured the Cowichan Green Community site.</p>

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

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<p>✓ 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.</p> <p>✓ 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.</p>	<p>✓ 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.</p> <p>✓ 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.</p>	<p>✓ 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.</p> <p>✓ 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.</p> <p>✓ Council participated in the following Canada Day events: Maple Bay parade, Chemainus Canada Day, and the Forest Discovery Centre.</p> <p>✓ Council participated in the Duncan Days parade.</p>	<p>✓ Staff have collaborated with the Cowichan Valley Regional District and have been successful in reaching agreement with BC Transit and the Province to consider a bus stop for the Cowichan-Nanaimo Express bus route in Chemainus.</p> <p>✓ North Cowichan is collaborating with regional staff in supporting BC Transit in exploring the feasibility of a second, northerly transit exchange to support future growth envisioned in the official plans.</p> <p>✓ Staff are working with Cowichan Valley Regional District staff and other regional partners to identify a permanent location for an emergency shelter.</p>

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

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<p>✓ Council continue to advocate for the regional growth strategy at the Cowichan Valley Regional District board.</p>	<p>✓ 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</p>	<p>No change.</p>	<p>No change.</p>

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

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
	<p>Community Plan is complete and adopted.</p> <ul style="list-style-type: none"> ✓ Director of Subdivision and Environmental Services was added as North Cowichan’s staff representative on the Cowichan Weir Technical Working Group. 		

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

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Situation Table up and running, North Cowichan staff chairing the table. ✓ Point in Time count was conducted, and data provided to the Federal government. 	<ul style="list-style-type: none"> ✓ 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. ✓ 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. 	<ul style="list-style-type: none"> ✓ 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. ✓ 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. 	<ul style="list-style-type: none"> ✓ Provincial funding obtained to cover costs associated with the portable toilets provided to homeless individuals at three locations. These costs include a peer-based cleaning function and the rental, cleaning, and servicing of the toilets by GFL services. Funds provided by BC Housing encampment response program. ✓ Funding provided by BC Housing for a 24-bed winter shelter at the Ramada Inn that will operate on a 24-hour basis from November 2025 to March 31, 2026. ✓ North Cowichan has been successful in securing provincially-funded transportation initiatives from the Ministry of Transportation and Transit including: <ul style="list-style-type: none"> • Trans-Canada Highway Corridor Study including northly extension through to and beyond Herd Road • Accessibility improvements at Trans-Canada Highway/Boys Road

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

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
			<ul style="list-style-type: none"> • Trans-Canada Highway Corridor Study including northly extension through to and beyond Herd Road • Accessibility improvements at Trans-Canada Highway/Boys Road • Pedestrian safety improvements at Tzouhalem Road/Jaynes Road • Chemainus bus stop planning project for Route 70x <p>✓ Presentation by staff to the Cowichan Valley Regional District resulted in agreement to fund \$200,000 for Quamichan Lake water quality trials in 2026 and for the board to consider funding data collection and water quality initiatives for Quamichan and Somenos Lakes at \$50,000 per lake.</p>

HOUSING

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



Action: Seek opportunities to partner and support affordable housing initiatives			
2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Site planning for Elliott Street, including environmental, services assessment, topographical, etc., is currently underway. ✓ Staff worked with the Community Land Trust to complete the lease, subdivision, and housing agreement components of the affordable housing project located next to the curling club at 3191 Sherman Road. 	<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> ✓ 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. ✓ 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. 	<ul style="list-style-type: none"> ✓ Phase 2 of the affordable housing planning process for Elliott Street site in Chemainus underway. ✓ The Development Permit for the 28-unit apartment building on Vian Street was issued.
Action: Develop incentives for creating compact development (e.g. infill)			
2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ The Director of Engineering presented the results of extensive infrastructure modelling that has recently been completed. The report identified that the municipality 	<ul style="list-style-type: none"> ✓ Draft Community Amenity Policy continues to be applied to applications. 	No change.	No change.

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

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
has approximately 20 years of servicing capacity remaining, as well as the infrastructure that would be required across the municipality's water and sewer system to service additional development. Staff also brought forward bylaw amendments to limit the municipality's liability, as well as other mitigation steps that staff are currently developing and bringing back to Council in the near future for further direction.			

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

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Zoning Bylaw amendment adopted to correct previous changes and confirm ability to have mixed-use developments in appropriate commercial zones. 	No change.	No change.	No change.

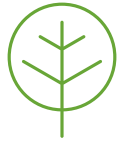
Action: Explore opportunities for additional housing that meets the needs of the community

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
No change.	<ul style="list-style-type: none"> ✓ Staff continue to work with Together We Can to establish a recovery centre in North Cowichan and expected to open in Q4. 	<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> ✓ The Zoning Bylaw amendment to allow Together We Can to expand their operations to 20 beds was presented to Council. Once Ministry of Transportation and Transit approval is received this bylaw can be adopted.

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

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

ENVIRONMENT



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

Action: Strengthen environmental policy in all land use planning			
2022 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Planning, Parks, and Environment staff met to review the integration of parks into the Bell McKinnon Local Area Plan blue-green network. 	<p>No change.</p>	<p>No change.</p>	<ul style="list-style-type: none"> ✓ Process changes were implemented so that Environment staff will review applicable studies and plans submitted by Qualified Environmental Professionals in support of planning and building applications.
Action: Remodel and implement the Climate Action and Energy Plan			
2022 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Natural gas consumption at the Cowichan Aquatic Centre was reduced by 71% versus the same period in 2024 as a result of implementing new digital control systems and recommissioning the water-to-water heat pumps as the primary heating source. This has resulted in savings of \$27,175 year over year. ✓ An update on the electric fleet was provided to the Committee of the Whole in January. Site power 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. 	<ul style="list-style-type: none"> ✓ The electric fleet infrastructure project was tendered in Q2 and will close in July. ✓ 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. ✓ Three North Cowichan businesses signed up to complete the Circular Economy Accelerator program in Q2: Paulcan & Jemico Enterprises, Chemainus Theatre, and Owl's Nest Bistro. One spot remains available in the program. 	<ul style="list-style-type: none"> ✓ North Cowichan received a Community Energy Association Climate & Energy Action Award for the net-zero RCMP detachment building. ✓ The annual Local Government Climate Action Program report was submitted to the Province and posted on North Cowichan's website. ✓ With the sign up of Cowichan Exhibition to complete the Circular Economy Accelerator program in Q3, North Cowichan's program spots are fully allocated. ✓ 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 	<ul style="list-style-type: none"> ✓ All North Cowichan businesses have completed their site visits for the Circular Economy Accelerator program. The program will wrap up in March 2026 and a final report will be provided to Council on program implementation. ✓ Construction on the fleet electric vehicle charging station project continues and is expected to conclude in Q1 2026. ✓ The electric refuse truck has arrived and trials for its use have commenced. A temporary charging solution has been put in place while the fleet charging station project continues. All external grants for the refuse truck were secured, with \$150,000 from the federal government and \$150,000 from the provincial government.

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

2022 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ The oil furnace at Vimy Hall was replaced in January with a heat pump. Other work included a 200A Service upgrade and thermostat installation. ✓ Low Carbon Fuel Standard credits generated from electric vehicle charging infrastructure have been transferred to Community Energy Association. Credits generated will be pooled with other local governments in order to improve the likelihood of sale. ✓ The Environmental Advisory Committee met and discussed the Climate Action and Energy Plan Reserve Fund 2024 Annual Report. 	<ul style="list-style-type: none"> ✓ 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). ✓ 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. ✓ 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. 	<p>submitted and pre-approved in Q3, securing \$50,000 to offset construction costs.</p> <ul style="list-style-type: none"> ✓ 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. ✓ Work has begun on an insulation upgrade at Vimy Hall to enhance the building's energy efficiency. ✓ Two applications to access Climate Action & Energy Plan community grants were received before the deadline of September 15. Review with Environmental Advisory Committee to take place in Q4. 	<ul style="list-style-type: none"> ✓ New boilers at the Cowichan Aquatic Centre have been installed and fully integrated into the heating system, providing supplemental heat alongside our water-to-water heat pumps. The FortisBC energy audit report is wrapping up and includes several promising energy conservation measures that will be further explored. ✓ Vimy Hall received a lighting and insulation upgrade to improve the energy efficiency of the building. The hall users have noted an immediate reduction in energy bills and improved occupancy comfort. New LED's installed inside and outside the hall are dimmable and the wiring and switching was adjusted to improve controllability and a more relaxing ambiance. ✓ The Environmental Advisory Committee met to discuss the climate community grants in October, and to discuss workplan in December. The Committee recommended Council consider funding two climate action grants from the Climate Action & Energy Plan Reserve in 2026 budgeting: Clements Centre Society's pollinator garden project and Volunteer Cowichan's heat safety measures for older adults project.

Action: Relocate the Joint Utility Board Sewage Outfall Location

2022 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ 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. ✓ Commenced the public consultation process to update the public on the status of the project and the project costs. ✓ Held 5 Technical Working Group meetings with Cowichan Tribes around the effluent pump station design, outfall design and routing, and land requirements. ✓ Met with Transport Canada to discuss the removal of the anchorage that is interfering with the alignment. We are making some progress towards the removal of the anchorage. 	<ul style="list-style-type: none"> ✓ 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. ✓ Public consultation report regarding the outcome of the update to the public on the project status and cost was completed. ✓ Held 8 Technical Working Group meetings with Cowichan Tribes. ✓ Contracted a new First Nations consultant to assist with engagement. 	<ul style="list-style-type: none"> ✓ Met with Transport Canada to discuss anchorages and feedback received from WSANEC First Nations. ✓ 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. ✓ New First Nations consultant has had introductory/follow-up meetings with all First Nations seeking consultation on this project. ✓ Meeting held with Minister during UBCM to advocate for additional funding for the outfall project. 	<ul style="list-style-type: none"> ✓ Received effluent pump station design drawings. ✓ Held two Technical Working Group meetings with Cowichan Tribes. ✓ Met with Transport Canada regarding removal of anchorage. ✓ Held two meetings with the WSANEC leadership council working group.

Action: Review opportunities for district energy system partnerships

2022 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ 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. 	<p>No change.</p>	<p>No change.</p>	<ul style="list-style-type: none"> ✓ Solar generation is higher than original energy model generated for the RCMP building. This is likely a result of the solar designers using a more optimal layout and more efficient equipment than the more conservative estimate of solar potential used in the energy modeling report. Solar energy supplied 16% of energy consumed in the RCMP building over a 12-month period.

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

2022 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Staff met with representatives from the Ministry of Environment to review Quamichan Lake monitoring data and discuss the design of aerator trial cells in portions of Quamichan Lake. Also discussed permitting requirements from the province for such activity. ✓ Staff met with consultants to assess design requirements for aerator test cell equipment and potential treatment options for test cells. ✓ Staff met with Rowing Canada and Cowichan Tribes leadership to discuss support and collaboration on aerator tests on a fully conceived aerator system, should tests provide positive results. 	<ul style="list-style-type: none"> ✓ 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. ✓ Staff are planning a pilot project for Quamichan Lake in 2026. ✓ Staff engaged with Rowing Canada, Vancouver Island University and Island Health on monitoring protocols for cyanobacteria and cyanotoxins in the lake. ✓ 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. 	<ul style="list-style-type: none"> ✓ 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. ✓ Staff received Provincial approval to conduct oxygen saturation trials on Quamichan Lake using isolation cells which will avoid compromising the results. ✓ Sampling of Quamichan and Somenos Lakes continued. ✓ Parrots feather removal in the area upstream of the Tzouhalem Road bridge was coordinated through Somenos Marsh Wildlife Society. ✓ Log jam clearing in Averill Creek cannot be completed in 2025 due to delays in getting section 11 approvals from the Province. 	<ul style="list-style-type: none"> ✓ Presented to the Cowichan Valley Regional District (CVRD) Committee of the Whole to request \$200,000 support for Quamichan Lake Aerator trials and \$100,000 per year support for Quamichan Lake and Somenos Lake water quality monitoring works under the Drinking Water and Watershed Protection program. CVRD Board voted to support trial funding and recommend support of monitoring to CVRD Board. ✓ Sampling of Quamichan and Somenos Lakes continued. ✓ Received approval from the Department of Fisheries & Oceans Canada for Aerator Trial in Quamichan Lake.

Action: Create a biodiversity protection policy

2022 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> ✓ 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. ✓ 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. 	<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> ✓ Senior staff met with the consultant to discuss the draft Biodiversity Policy report and provided further instructions. The draft policy presentation and report will be brought forward in Q1 2026.

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

2022 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> ✓ 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. ✓ Staff used phytoplankton sampling to convince Island Health to lift the swim advisory on Fuller Lake in June. 	<ul style="list-style-type: none"> ✓ 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. ✓ Staff have successfully completed another year of beach sampling for Island Health's Recreational Water and Beach Sampling Program. 	<p>No change.</p>

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

2022 Q1 Update	Q2 Update	Q3 Update	Q4 Update
	<ul style="list-style-type: none"> ✓ 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. 		

Action: Evaluate the merits of adopting the Energy Step Code

2022 Q1 Update	Q2 Update	Q3 Update	Q4 Update
No change.	<ul style="list-style-type: none"> ✓ Building Bylaw to be amended following Council direction to default to provincial minimum step code level. 	<ul style="list-style-type: none"> ✓ Changes to the Building Bylaw were brought forward in Q3 to default to the provincial minimum step code level. 	No change.

Action: Increase awareness of waste reduction

2022 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Delivered a guide to all households with materials accepted for organics, recycling and garbage as part of the rollout of the automated curbside collection. 	<ul style="list-style-type: none"> ✓ 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. 	No change.	No change.

Action: Integrate natural assets into the overall asset management program

2022 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Staff met with First Nations environment staff on March 26 to discuss engagement with Elders and First Nations communities on the Natural Assets Management plan. Dates have been set to meet elders and community members for Penelakut Tribe and Lyackson First Nation and planning is underway for a meeting with Cowichan Tribes. ✓ Urban Systems met with North Cowichan staff in February to review the preliminary assessment of Natural Assets in North Cowichan. ✓ Urban Systems staff met with North Cowichan staff in March to discuss data and information required for the assessment of Bings Creek as a model Natural Asset example in the study. 	<ul style="list-style-type: none"> ✓ Urban Systems staff completed a field assessment of Bings Creek as the trial natural asset for developing management policies. ✓ 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. ✓ 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. 	<ul style="list-style-type: none"> ✓ Urban Systems provided the draft Bings Creek report to staff for comment. ✓ Urban Systems worked with staff to complete the natural asset inventory and risk assessment, which will come to Council in Q1 2026. 	<p>No change.</p>

ECONOMY



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

Action: Support, retain, and attract light industry			
2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ A draft Economic Development Action Plan was presented to the Economic Development Committee in February. ✓ Council toured the Value-Add Division of Western Forest Products. 	<ul style="list-style-type: none"> ✓ The Economic Development Action Plan was adopted by Council in May. ✓ 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. ✓ 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. 	<ul style="list-style-type: none"> ✓ Council endorsed sending a letter to the Minister of Forests to share the ongoing concerns about the current state of our local forestry sector. ✓ 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. 	<ul style="list-style-type: none"> ✓ Council endorsed sending a letter to the Cowichan Valley Regional District to request withdrawal from the Economic Development Service. ✓ The Economic Development Committee met in December to review the Interim Community Amenity Contribution Policy and hear presentations from Tourism Cowichan on their marketing plan and governance model and findings from a Simon Fraser University graduate research on regenerative economics. ✓ A Provincial Community Transition Table (organized by Ministry of Jobs and Economic Growth) has been launched to identify immediate actions to connect with and support impacted workers from the Crofton Mill closure. North Cowichan has requested funding support for impacted workers and continues to meet with the provincial and federal officials.

Action: Review options to provide any future municipal forest timber to local businesses for secondary industry			
2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
No change.	No change.	No change.	No change.

Action: Support small scale innovative agriculture

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

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

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

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

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Cowichan Aquatic Centre hosted the Vancouver Island Regional Swim Meet from January 31 to February 2. ✓ During the Family Day weekend, Fuller Lake Arena hosted U18 Tournament (12 teams). 	<ul style="list-style-type: none"> ✓ 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. ✓ 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 	<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> ✓ Volunteers from the Cowichan Valley Disc Golf Club continue developing the 18-hole Fuller Lake Disc Golf course, having installed 51 concrete tee pads and baskets at each hole. Individual hole signs have been received and will be installed in Q1 2026, along with a new wooden kiosk donated by Chemainus Rotary to display the course map.

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

2025 Q1 Update	Q2 Update	Q3 Update	Q4 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

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
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.	✓ Request for Proposals for the Strategic Agricultural Plan anticipated to be released in early Q1 2026.

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

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

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

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
✓ Council passed a motion for a detailed inventory of lands suitable for disposition.	✓ A draft property management strategy is underway with plans to present to Council in Q3.	No change.	No change.

COMMUNITY



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

Action: Update the Subdivision Bylaw			
2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Updated the Engineering Standards specifications for water and sanitary design. 	No change.	No change.	<ul style="list-style-type: none"> ✓ Updated standards and approved construction materials list to be included in the planned Design Criteria Manual and Supplemental Specifications document to be developed in 2027.
Action: Renew the Zoning Bylaw			
2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> ✓ Module 2 (Legacy Zones) received Ministry of Transportation and Transit approval and was adopted. 	<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> ✓ Module 3 is delayed due to additional work as a result of changes to the Official Community Plan and insufficient resources to maintain the 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, more realistically by 9-12 months.
Action: Provide more input into managing the opioid crisis			
2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Review of community policing to look for ways that this function can support the work being done on public disorder. ✓ Ongoing collaborative meetings under the "Safer Community" 	<ul style="list-style-type: none"> ✓ Together We Can has leased a site and requested a business licence from North Cowichan. ✓ A joint letter from the City of Duncan and North Cowichan was sent to the Minister of Health 	<ul style="list-style-type: none"> ✓ 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 	<ul style="list-style-type: none"> ✓ Council received staff's "Implementation of North Cowichan's Response to homelessness, mental health and addictions" report of November 5, 2025. The report addressed a number of action areas including

Action: Provide more input into managing the opioid crisis (continued)

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<p>umbrella with City of Duncan and RCMP and North Cowichan Bylaws.</p> <p>✓ Initiated discussions with Together We Can to establish a recovery centre.</p>	<p>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.</p>	<p>affected by addiction.</p>	<p>addictions, untreated mental illness, open substance use, property and personal crime, encampments, Police and Bylaw roles in public disorder, housing options, cleanliness in the public areas affected by homelessness, noise, public safety, and a voice for concerned businesses and residents.</p> <p>✓ A joint letter from North Cowichan, the Cowichan Valley Regional District, the City of Duncan, the Town of Ladysmith, the Town of Lake Cowichan was sent to the Minister of Health requesting the province and Island Health consider repurposing the existing Cowichan District Hospital site as a centre for addiction treatment and recovery.</p> <p>✓ Council endorsed a letter of support to the Minister of Health for Together We Can Society in providing bed-based recovery services for residents in the Cowichan Valley.</p>

Action: Review the potential for creating a heritage protection policy

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<p>No change.</p>	<p>No change.</p>	<p>No change.</p>	<p>✓ Staff reported on proposed changes to the <i>Heritage Conservation Act</i> and potential impacts on North Cowichan. A letter providing feedback to the Province was approved by Council and sent to the Minister of Forests.</p>

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

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
No change.	<ul style="list-style-type: none"> ✓ Zoning Amendment Bylaw to add a Bell McKinnon Holding Zone was brought forward in Q2 for readings. Adoption expected in Q3. 	<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> ✓ Work continues on updates to the Bell McKinnon Local Area Plan as a result of the change to the urban containment boundary in Bell McKinnon. ✓ A report on the scoping and feasibility of updating the University Village Local Area Plan is expected in late Q1 2026. ✓ Engineering infrastructure implementation plans are being aligned with the Local Area Plan and cost-effective “quick-build” opportunities are being explored.

Action: Improve pedestrian safety on Boys Road

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> ✓ Obtained commitment from Cowichan Tribes to provide \$200,000 in funding towards the active transportation works. ✓ Ministry of Transportation and Transit has offered to fund the design and construction of an upgraded crosswalk at Boys Road and the Trans-Canada Highway. ✓ Waiting to apply for a grant opportunity in Q1 2026.

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

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<p>✓ Public consultation planning for Community Amenity Contributions occurred in Q1, with the majority of consultation activities to occur in Q2.</p>	<p>✓ 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.</p>	<p>✓ A What We Heard Report is expected to be presented to the Economic Development Committee and subsequently Council in Q4.</p>	<p>✓ The What We Heard Report was presented, gaining endorsement from the Economic Development Committee. Staff anticipate a revised Community Amenity Contributions Policy to be brought forward in Q1 2026.</p> <p>✓ Updates to the Development Cost Charges are being finalized based on critical infrastructure needs to support developments.</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.

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Communication from the CAO sent to staff celebrating International Women’s Day - Saturday, March 8. ✓ Communication sent to staff regarding Pink Shirt Day on February 26 as a reminder that North Cowichan recognizes this day as an opportunity to stand against bullying and promote kindness, respect, and inclusion. 	<ul style="list-style-type: none"> ✓ 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. ✓ 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. ✓ 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. 	<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> ✓ November 11: Communication from CAO was sent to all staff in recognition of Remembrance Day. ✓ December 2: Communication from CAO sent to staff regarding Domtar closure impact to our community and operations. ✓ December 6: Communication from CAO in recognition of National Day of Remembrance and Action on Violence Against Women. ✓ Mayor’s message regarding North Cowichan’s accomplishments in 2025. ✓ Mayor met with Premier and Minister Parmar to discuss the closure of Domtar Crofton mill. Council endorsed a follow up letter with additional actions the Province could take to support the impacted workers.

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.

Action: Forestry harvesting			
2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
		<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> ✓ Staff brought forward a report outlining the details, costs and implications of restarting harvesting in the Municipal Forest Reserve. After consideration, Council reaffirmed its commitment to continuing work on the co-management development project in partnership with Quw'utsun Nation. Council also directed staff to complete the co-management development project before reconsidering forest harvesting as a strategic priority.

Action: Servicing industrial lands			
2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
		<ul style="list-style-type: none"> ✓ 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. 	<ul style="list-style-type: none"> ✓ Identified critical projects for servicing of industrial lands. Said projects will also provide capacity to service employment lands in the Bell McKinnon area. Results of analysis will be presented to Council in Q1 2026.

Action: Procurement Policy Review

2025 Q1 Update	Q2 Update	Q3 Update	Q4 Update
		<p>✓ 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.</p>	<p>✓ Staff brought forward a report outlining benefits of conducting a procurement review. Report also outlined the risks of not having a dedicated procurement professional and explained the compliance with Trade Treaty law as well as legal implications.</p>

Action: Funding an Asset Management Plan

2025 Q1 Update	Q2 Update	Q3 Update	Q4 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>	<p>✓ Staff presented a report to Council on the 2026 budget implications to move Asset Management forward. Council approved a permanent Manager of Asset Management position to support this strategic priority in 2026. In addition, staff submitted an application to the Strategic Priorities Fund for the implementation costs of an Enterprise Asset Management Solution. If approved, implementation is planned for Q3 2026. A pilot project for a software e solution with the Parks and Recreation department is underway with full implementation expected Q1 2026. A Corporate Asset Management Plan with proposed funding strategies is also underway.</p>

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

2025 Q1 Update	Q2 Update	Q3 Update	Q4 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>	<p>✓ Identified critical projects need to unlock development in Chemainus, Crofton, and South End (Bell McKinnon, Berkeys Corner, and University Village areas). Targeting report to Council in Q1 2026.</p>

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	<p>Reconsider the Urban Containment Boundary and where future growth should be concentrated, especially in relation to the Quamichan watershed</p> <p>2025 Q3: 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.</p>
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