

COUNCIL STRATEGIC PLAN 2019-2022+



2026 QUARTER 2 UPDATE

April 1 - June 30, 2026



INTRODUCTION

Quarter 2 Update: April 1 - June 30, 2026

During the second quarter of 2026, North Cowichan made progress on several Council Strategic Plan priorities. Staff completed important infrastructure projects, supported community partnerships, advanced environmental work, and continued advocacy on key issues.

The Bylaw team expanded service into limited evening hours and strengthened coordination with the RCMP and Fire Department to better support community safety efforts. Staff also continued work to address the impacts of local mill closures and the Mill Response Working Group met regularly to discuss advocacy efforts, transition supports, and economic resilience strategies for the community.

Cowichan Aquatic Centre received two new high-efficiency boilers, improving reliability, energy efficiency, and long-term operations while securing nearly \$38,000 in FortisBC rebates to help reduce project costs. At Fuller Lake, the new disc golf course reached substantial completion with signage installation and an opening event planned for Q3. A follow-up community

survey on swim lesson access and participant experiences was conducted. Feedback from respondents will help shape future improvements to the registration process and lesson scheduling.

Several projects improved community infrastructure and transportation. Construction began on phase 2 of Canada Avenue road works, which will create a 1.2 km paved shared pathway along Canada Avenue. The project also includes bridge replacements and major underground utility work. Staff engaged the public for the Genoa Bay roadside stabilization and watermain replacement project through a well-attended community open house. Residents had opportunities to learn more about the project and ask questions about construction activities and road closures.

North Cowichan continued to support housing projects in the community. Approximately 60 residents attended an open house about a proposed affordable housing project on Elliott Street in Chemainus. Staff were in attendance to provide information and answer questions. Council also toured

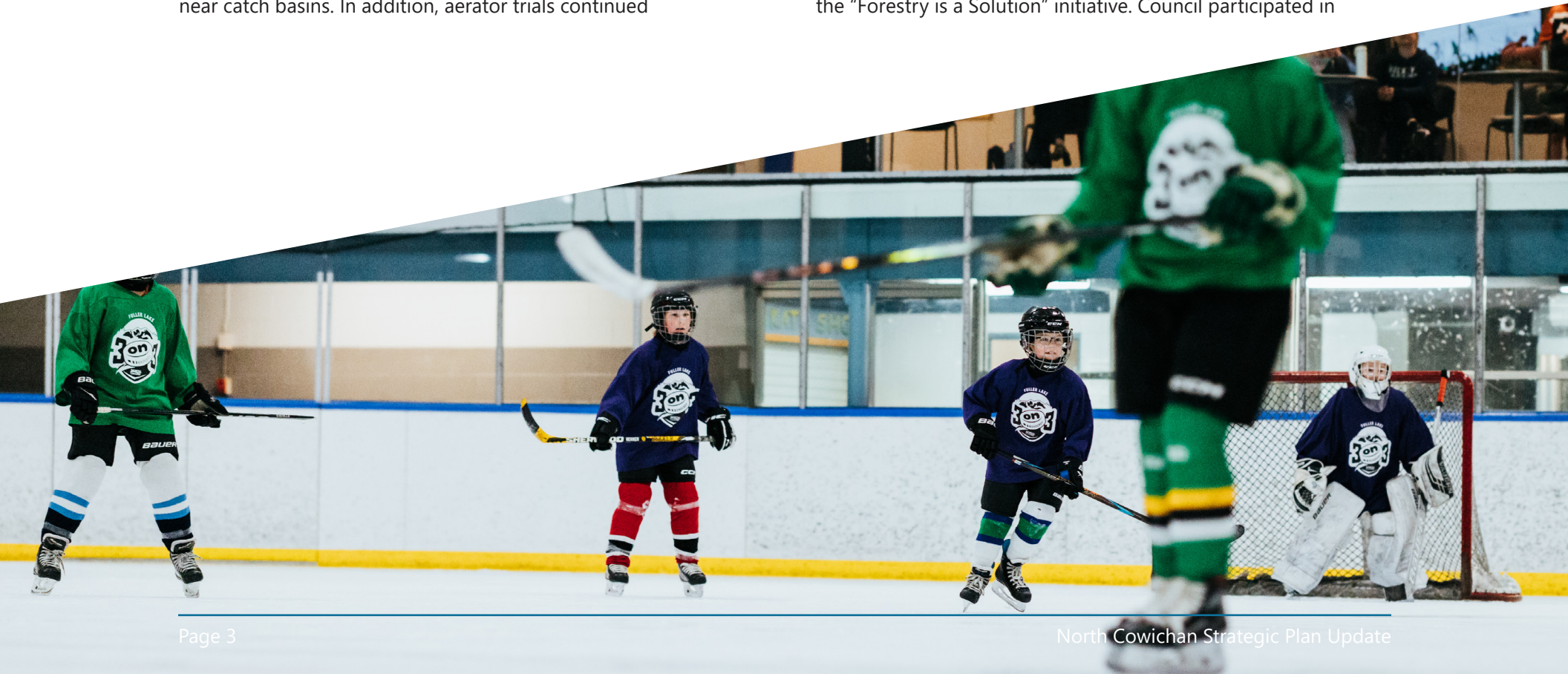
the Sherman Road co-op housing development to view construction progress and learn more about the project.

Environmental stewardship remained a key focus. A grant-funded trail maintenance project improved the Lower Xylem and Phloem trails on Maple Mountain, helping keep the trail network safe, sustainable, and accessible, including for adaptive mountain bike users. The yellow fish program was launched to help educate residents about protecting local waterways. Painting kits are available for community members to participate by painting yellow fish symbols near catch basins. In addition, aerator trials continued

on Quamichan Lake, with early results showing positive impacts on water quality. Further testing remains planned.

North Cowichan offered financial support to local First Nations communities for National Indigenous Peoples Day celebrations in June.

Council and staff remained active in advocacy efforts. The mayor wrote to the Premier requesting urgent provincial support for the Cowichan Crisis, which led to an in-person meeting. Council also advocated for a strong forest sector through support of the “Forestry is a Solution” initiative. Council participated in



industry tours to better understand local forestry and marine operations. In addition, staff presented to the Joint Utilities Board regarding the wastewater outfall relocation project and discussed next steps following the loss of UBCM funding.

The annual pancake breakfast brought staff together to celebrate employee contributions and welcome summer students.

The 2026 Citizen Satisfaction Survey was completed,

with results to be presented to Council in Q3. Agricultural planning work also continued through the Agricultural Advisory Committee workshops. A draft engagement plan will be presented to a second workshop in Q3.



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 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ 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.	✓ For Family Day, the Cowichan Aquatic Centre offered two 'everyone welcome' swim sessions and complimentary access to the fitness centre, welcoming a total of 528 participants throughout the day. Fuller Lake Arena also hosted two 'everyone welcome' public skating sessions, attracting 141 participants over the course of the day. ✓ Twelve new spin bikes were installed at the Cowichan Aquatic Centre, replacing aging equipment and improving reliability. ✓ During spring break, the Cowichan Aquatic Centre offered youth-focused camps that delivered engaging and active recreational experiences. ✓ A new playground was installed at Kinsmen Beach Park. The playground design improves accessibility and inclusion through easy access platforms, sensory and vestibular features, a new basket style swing, and CSA-approved engineered wood fiber surfacing.	✓ The Bylaw team has expanded service into limited evening hours and strengthened collaboration with RCMP and Fire to improve response. ✓ Cowichan Aquatic Centre drop-in visits remained stable year-over-year, with 64,858 visits in Q2 2025 and approximately 65,000 visits in Q2 2026. ✓ The Cowichan Aquatic Centre hosted its annual Underwater Easter Egg Hunt, attracting 103 participants for the event and an additional 344 general facility visitors, while Fuller Lake Park held a free community Easter egg hunt featuring activities such as face painting and photos with Mr. Cottontail. ✓ The Fuller Lake 3-on-3 Youth Hockey League continued its third year of successful operation, with 90 participants across three age divisions and 12 teams, culminating in a wrap-up tournament held May 16-17. ✓ Snipe Pond repairs in Heritage Park (Chemainus) were completed. The work restored the pond's waterproofing.

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ 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.	✓ The Fire Department ordered equipment with the NEXT Generation 911 grant funds, with project completion expected to be completed in Q2. ✓ The Fire Department's 2026 recruit class starts in April 2026, providing new paid-on call firefighters within three of the four stations. ✓ 2013 Rosenbauer fire apparatus placed into service at Chemainus Fire Station. ✓ Implemented organizational changes related to the Development Services Function review to optimize the efficient allocation of staffing resources in processing development applications. ✓ An external review of North Cowichan's Finance Department was undertaken to better understand how the function is operating compared to best practice for similar local governments in B.C. A number of recommendations were made which will be implemented in the coming months and years. ✓ The bylaw team under the guidance of the new manager developed a joint vision for the department and its focus on service, integrity, and community.	✓ A grant supported Maple Mountain trail maintenance project was completed by the Cowichan Trail Stewardship Society. The work improved sections of the Lower Xylem and Phloem trails, helping ensure the trail network remains safe, sustainable, and accessible for all users, including adaptive mountain bike riders. ✓ The Cowichan Aquatic Centre boilers were replaced with two new high-efficiency units, improving system reliability, energy efficiency, and operational resilience. The project also received \$37,957 in FortisBC energy efficiency rebates to help offset project costs. ✓ North Cowichan Youth Outreach successfully delivered a variety of youth-focused activities and events as part of BC Youth Week. The program provides opportunities for youth engagement, recreation, skill development, and community connection at locations throughout North Cowichan. ✓ Repairs to the sports courts at Properties Park were completed. The work addressed localized surface deficiencies to support the long-term performance, durability, and quality of the courts.

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ 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.		✓ Council endorsed sending a letter to the Minister of Finance conveying significant concerns being raised by residents regarding recent changes to the Provincial Property Tax Deferral Program. ✓ Staff continue to work with Transport Canada to address derelict vessels in the community including notifying boat owners and setting out a plan for removal of some of the vessels.

Action: Recognize the great work of staff

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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	✓ 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	✓ Employee profiles for staff in the Building, Recreation, and Fire departments were included in the weekly council bulletin, along with recognition of an employee nominated as a national award finalist.	✓ Employee profiles for RCMP, Finance, and Engineering were included in the weekly council bulletin. ✓ The annual staff pancake breakfast was held in June. In addition to

Action: Recognize the great work of staff (continued)

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
Mayor and Chief Administrative Officer. ✓ 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.	20, 2025. ✓ 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.	✓ Internal email in recognition of the RCMP Appreciation Day was sent from the CAO thanking staff at the RCMP detachment, as well as the other non-North Cowichan members who work there. ✓ Notifications to managers regarding staff work anniversaries (formal milestones) were sent as an additional way to recognize staff for their hard work and dedication to North Cowichan. Profiled three employees as part of International Women's Day. ✓ Mayor and the CAO attended the Operations Department for the opportunity to thank staff on behalf of Council for all the work they do. ✓ Staff members from the Joint Occupational Health and Safety committee held a lunch as an opportunity to spread the word on the work they do.	providing a thank you to staff for their hard work, the event also was an opportunity to welcome this year's summer students. ✓ Administrative Professionals Day was recognized through a card and small gift to administrative employees, and an all-staff email from the CAO. ✓ Several commemorative events were recognized through all-staff emails from the CAO: • National Police Week with a thank you to North Cowichan staff working at the RCMP detachment • International Firefighters' Day with a thanks to our North Cowichan firefighters for all they do • Local Government Awareness Week, Asset Management Day, and National Public Works Week recognizing the hard work of employees ✓ Notifications were provided to managers regarding staff work anniversaries (formal milestones) as an opportunity to recognize staff for their hard work and dedication to North Cowichan. ✓ Employees reaching service milestones in Q4 of 10+ years with North Cowichan were recognized.

Action: Ensure open and transparent communications with the public

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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: • 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: • 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	✓ 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: • 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	✓ The Recreation Department in collaboration with the communications team set up a public survey seeking community input on swim lesson access and experience. Communications with the public included a ConnectNorthCowichan webpage, a news release, two live media interviews, and social media posts. ✓ Public engagement to gather input on pickleball noise mitigation measures launched in February. A follow-up survey on court hours closed in the first quarter. A What We Heard report and recommendations to mitigate noise concerns will come forward to Council in May. ✓ Supported the Regional Emergency Operations Centre as part of the Chemainus River flood event. ✓ Supported communications and engagement for: • Signing up for e-billing, and the new \$2 printed utility bill fee • Began work on communications materials in support of the 2026 local general election • Supported the recreation department with new website copy and online forms for personal training, youth fitness, and summer camps • Supported the recreation department's public engagement to support changes to swim	✓ Bylaw staff continue to connect directly and face to face with community residents, associations, and business owners on a proactive basis to explore solutions to social issues in their area. Those interactions included meetings with Maple Bay Community Association, business owners, and strata residents along Garden Street and Lewis Street and strengthening communication channels with social agencies and health services. ✓ A follow up survey on swim lesson access and experience was conducted. Feedback heard through this process will help inform staff with recommended changes to how swim lessons are scheduled, the way registrations are done, and if any changes are required for pool use schedules. ✓ About 60 people attended an open house on June 6 in Chemainus regarding a proposed affordable housing project on Elliott Street. Staff from Social Planning and Land Use Planning were on hand. ✓ The 2026 Citizen Satisfaction Survey was conducted during the first half of May. Results from the quadrennial survey will be presented to Council in Q3. ✓ The 2025 Annual Report was prepared and presented to Council in June. ✓ Sikh Heritage Month (April), Local Government Awareness Week

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
	✓ Digital media metrics: • 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%	• lessons and registration • Supported public engagement, including an open house event, for the 2026 budget • Supported a groundbreaking event in celebration of the Sherman Road co-op housing construction • Ongoing support for curbside collection including messaging on proper cart placement ✓ Digital media metrics: • Northcowichan.ca: 160K views, 42.7% using mobile devices • Facebook: Viewers* 83.3K • Instagram: Reach 4K • E-newsletters: 21 newsletters sent to a combined total of 10,407 recipients	(May), Public Works Week (May), Accessibility Week (June), National Indigenous History Month (June), National Indigenous Peoples Day (June 21), and Pride Month (June) were celebrated through social media posts. ✓ Communications and engagement were undertaken for: • Engagement for swim lesson access and support • Annual spring maintenance at the Mountain View Cemetery • Crofton waterfront parking lot repaving and washroom renovations • Signing up for e-billing (in response to the new \$2 printed bill fee) • New road signs that reflect new passing distances as part of the <i>Motor Vehicle Act</i> • Fire smart and homeowner wildfire preparation • BC Youth Week activities • Start of the water quality trials on Quamichan Lake • Curbside cart placement and use reminders • Canada Avenue roadworks • Water conservation and moves to Stage 1 and Stage 2 • The 2026 citizen satisfaction survey • Fire bans • Open house for future affordable housing on Elliott Street in Chemainus • Wildfire reported north of North Cowichan

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
			• Firefighter recruitment for Crofton Fire Hall • The start of information related to the 2026 general local election • The launch of North Cowichan's yellow fish program • The start of summer aquatics programs (Crofton outdoor pool, Fuller Lake beach) ✓ Digital media metrics: • Northcowichan.ca: 148K views, 54.8% using mobile devices • Facebook: Viewers 90.9K • Instagram: Reach 5.4K • E-newsletters: 17 newsletters sent to a combined total of 9,884 recipients

Action: Review developer utilization of the professional reliance model

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
No change.	✓ 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.	✓ The Council-endorsed letter objecting to Bill M 216 was sent to the Province. During the consultation period, approximately 9 in 10 submissions received by the province were in opposition. Many municipalities and professional organizations were opposed. Although no change occurred during Q1, an announcement was made on April 9, 2026 that Bill M 216 was being withdrawn.	✓ An announcement was made on April 16, 2026 that Bill M 216 was not proceeding further.

Action: Identify potential new sources of revenue

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ 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.	✓ Building permit fees were updated in the Fees and Charges Bylaw to better align with a cost recovery model and best practices.	✓ Staff have successfully negotiated and reached agreement with ICBC to receive \$444,000 of grant funding based on safety improvements proposed in North Cowichan in 2026/27. ✓ Council considered adoption of usage fees for community electric vehicle charging stations for cost recovery and future infrastructure expansion, effective mid-July. ✓ Council entered into a five year agreement for BC Ferries staff parking on Chaplin Street, which will generate \$10,000 per annum. ✓ Staff shared GIS addressing and municipal boundary information with E-Comm to help guide discussions around cost recovery from North Cowichan residents accessing 911 services.

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ 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.	✓ Staff continue to work with the Quw'utsun Nation to discuss restarting the co-management development process, in consultation with Your Wayfinders Management Solutions.	No change.

Action: Maintain opportunities for multi-modal transportation

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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	✓ 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	✓ Concept plans for several options for a bus stop for the Cowichan-Nanaimo Route 70x express bus service near the highway in Chemainus have been developed for the buses that run between Cowichan Village Green mall to downtown Nanaimo. Staff are currently reviewing these options for feasibility. ✓ Canada Avenue active transportation (Sherman Road – James Street) Friendship Trail as part of the Canada Avenue Utility and Road Upgrades Phase 2 construction contract was awarded to Copcan Civil LP for \$6,625,000. The construction for this joint venture between North Cowichan and the City of Duncan is expected to start in May with expected completion in May 2027. ✓ Chemainus Road new sidewalk/ bike lanes (Victoria Street – Fir Street): No change. ✓ Lakes Road active transportation (Beverly Street – Townend Road): No change. ✓ Boys Road protected multi-use pathway (Trans-Canada Highway to Mission Road) conceptual design completed. The Province has recently announced that they will re-open intake for Active Transportation grant opportunities in 2026. The Province has not indicated when this intake will open.	✓ The transit study funded by the Ministry of Transportation and Transit concluded that a new bus stop for the Nanaimo-Cowichan express bus is feasible in Chemainus. This option will see the northbound and southbound buses make a short detour off Highway 1 onto Henry Road and return to the highway. The plan will be implemented once a roundabout is built at the Henry Road/Juniper Road intersection. ✓ Canada Avenue Phase 2 project is now underway, which will deliver a 1.2 km long, continuous, paved, shared pathway (Friendship Trail) along the east side of Canada Avenue. The federally-funded active transportation project also involves replacement of two bridges and major underground utility works that will be completed by late spring 2027. ✓ Chemainus Road new sidewalk/ bike lanes (Victoria Street – Fir Street): No change. ✓ Lakes Road shoulders have been widened for safer walking and cycling on the east side, where sidewalk is currently missing. With 2026 budget, design is underway to add a missing shoulder from Arnhem Road to Jaynes Road. ✓ Staff are exploring options for a low-cost, quick build option for cycling along Beverly Street and

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
project). Application for the BC Active Transportation Grant opportunity is ready. Waiting for the intake window to open. ✓ Started active transportation topographical surveys for potential future priority active transportation works: • Beverly Street (Trans-Canada Highway – Canada Avenue) • James Street (Beverly Street – Canada Avenue) • Sherman Road (Canada Avenue – Somenos Road)	been completed to increase paved shoulder space along this section of Lakes Road to improve safety for non-vehicular roadway users. ✓ 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.	✓ Beverly Street (Trans-Canada Highway – Canada Avenue): No change. ✓ James Street (Beverly Street – Canada Avenue): No change. ✓ Sherman Road (Canada Avenue – Somenos Road): will be adding traffic calming measures that include extending the ‘no parking’ zone on the north side of Sherman Road west of Ryall Road by 6 metres and implementing an ‘all-way’ stop control at the intersection of Sherman Road/ Land Road as part of the 2026 Capital Program. ✓ Started work on active transportation implementation plan based on the Master Transportation Plan. Intent is to provide an implementation plan to Council that recognizes that we have limited funding and so will identify the highest priority projects for Council consideration.	James Street. The plan will be useful to apply for future active transportation grants. ✓ In-house design for Sherman Road (Canada Avenue – Somenos Road) traffic safety measures at the Lane Road intersection is in progress.

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 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ 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	✓ Khowutzun Forest Services has completed the FireSmart fuel reduction project on Maple Mountain. Final site measurements and information gathering are underway to meet the grant provider's reporting requirements. All final reporting for the Mount Tzouhalem and Maple Mountain fuel reduction treatment areas is anticipated to be completed and submitted in the second quarter, concluding the 2023 FireSmart project. ✓ At the request of the Halalt First Nation's Natural Resources Department, staff installed a garbage receptacle at the end of Swallowfield Road. The request was prompted by concerns regarding dog waste generated by public use accessing the Chemainus River estuary and the limited infrastructure available to manage it. Given ongoing monitoring and restoration initiatives in the lower Chemainus River, including joint work with North Cowichan, the request was supported. Staff are currently managing and monitoring the site, with early indications suggesting the measure is effective.	✓ Final reporting documents were submitted for the 2023 FireSmart fuel mitigation project on Mount Tzouhalem and Maple Mountain. Any outstanding documentation requirements are expected to be addressed in Q3, formally completing the project. ✓ The waste receptacle installed at the end of Swallowfield Road continues to function effectively in reducing dog waste and garbage impacts along the Chemainus River estuary. Staff will continue to monitor the site and service the receptacle. ✓ North Cowichan offered financial support to Halalt First Nation, Lyackson First Nation, Penelakut Tribe, and Cowichan Tribes for their National Indigenous Peoples Day events. ✓ Council endorsed providing a letter of support to Indigenous Services Canada further to Halalt First Nations' request for proposed reserve land to be added to the Halalt Reserve.

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	technical working group meetings with Cowichan Tribes and a separate meeting with the W̱SÁNEĆ to receive feedback. ✓ 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 and December 4.	✓ Council endorsed sending a letter of support for the Halalt First Nation for funding under the Disaster Resilience and Innovation Program. ✓ Provided Halalt First Nation with interim capacity funding to participate in the Chemainus Wells regulatory review process. ✓ Joint government-to-government meeting between North Cowichan Council and Cowichan Tribes occurred in March.	

Action: Support community groups and organizations

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ Over the summer months, staff 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 Pass Agreement, and the	✓ 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. ✓ Council toured the Cowichan Green Community site.	✓ Fuller Lake Arena hosted multiple Cowichan Valley Minor Hockey Association tournaments throughout the winter, including events on January 2-4, February 14-15, and March 14-15. An Adult Hockey Tournament was also held on March 28-29. ✓ Cowichan Aquatic Centre hosted the Duncan Swim Team Spring Break Invitational swim meet on March 6-8. ✓ Staff supported the coordination of two community special events in Q1, including the Wounded Warrior Run and Coldest Night of the Year. Staff are currently reviewing and processing approvals for several additional community special events scheduled to take place in the Q2 and Q3. ✓ Council endorsed sending letters of support to Chemainus Festival of Murals Society for a 2026 Community Gaming Grant; to BC Bike Race for its application to the Destination Events Program grant; to Pacific Carbon Cowichan for their Biocarbon Project - IFIT Application. ✓ Council endorsed sending a letter to Ministry of Housing to express concern with the Impact of the Suspension of Community Housing Fund affecting Clements Centre. ✓ Donated two EJ Hughes prints to non-profit organizations to assist with funding.	✓ Protective Services and Bylaw staff continue to host and attend several community and organization led tables that meet around social disorder, encampments, and housing. ✓ Fuller Lake Arena hosted BC Lacrosse Association games and tournaments for local teams on the dry floor over three consecutive weekends from June 6-21. ✓ Cowichan Aquatic Centre hosted the Duncan Swim Team Jamboree from June 12-14, as well as the Cowichan Valley Breakers' Ice Breaker swim meet on May 30-31. ✓ Staff hosted an open house at the Maple Bay Fire Hall for Genoa Bay village residents and business owners. It was well attended where staff and consultant/contractor answered questions about the upcoming roadside slope stabilization, paving and private watermain replacement works and construction-related road closures. ✓ Staff supported the coordination and approval of 12 community special events in Q2. Some of the events hosted in the community included the Cowichan Challenge Triathlon, BC Bike Race, Maple Bay Junior Regatta, Cowichan Valley Pride event, and Chemainus Rotary Summer Fest. ✓ Council endorsed sending a letter of support to the Minister of Jobs and Economic Growth for Island Coastal

Action: Support community groups and organizations (continued)

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
University of Victoria on creating a community planning program. ✓ Donated one EJ Hughes print to a non-profit organization to assist with fundraising.		✓ Council attended a ground-breaking event that took place at the Sherman Road co-op housing complex.	Economic Trust's efforts to advance sustainable economic development and legislative modernization. ✓ Council endorsed sending a letter of support for the Chemainus Valley Museum's annual application to the Community Gaming Grant program. ✓ Council attended the official transfer of the Beverly Street Food Hub property from North Cowichan to the Cowichan Green Community. ✓ Council attended a tour of the Sherman Road co-op housing complex to view construction progress. ✓ One scholarship and two bursaries were awarded from the Tom Walker Forest Legacy Fund to local students. The mayor attended the ceremonies and handed out the awards. ✓ The five-year agreement for the Chemainus Community Garden on Elliott Street was finalized, allowing for the construction of garden beds, and installation of water lines and protective fencing. The majority of the site has been developed and is occupied with garden boxes full of flowers, fruits, and vegetable plants, creating a vibrant new community gardening space for residents. ✓ The Mill Response Working Group met in January, February, March, April, and May to discuss advocacy, transition supports, and economic resilience strategies related to local mill closures and forestry sector disruptions.

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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. ✓ 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. ✓ Council participated in the following Canada Day events: Maple Bay parade, Chemainus Canada Day, and the Forest Discovery Centre. ✓ Council participated in the Duncan Days parade.	✓ 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. ✓ 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. ✓ Staff are working with Cowichan Valley Regional District staff and other regional partners to identify a permanent location for an emergency shelter.	✓ Cowichan Valley Regional District and North Cowichan staff continued to work collaboratively to develop a unified ice allocation policy, creating a consistent user experience across all Cowichan Valley arenas. ✓ Staff from North Cowichan and the Town of Ladysmith collaborated to coordinate annual maintenance shutdowns at the Frank Jameson Community Centre and Cowichan Aquatic Centre, reducing impacts to public service delivery in the Cowichan Valley. ✓ Council endorsed a letter of support to allow a helicopter landing at the Cowichan Exhibition site for the Emergency Preparedness Expo through Emergency Management Cowichan, and another letter for a helicopter landing by the Royal Canadian Air Force outreach event, at Alexander Elementary School.	✓ North Cowichan supported a Simon Fraser University research project evaluating the effectiveness of wildfire fuel reduction treatments on Maple Mountain and Mount Tzouhalem. The study contributes to broader provincial research aimed at improving understanding of wildfire risk reduction in coastal forests. ✓ Staff continue to meet quarterly with regional partners on the Cowichan Regional Wildfire Resiliency Committee, to review and discuss FireSmart related information and updates. ✓ Council endorsed sending a letter to the Ministers of Transportation and Transit and Health supporting the Cowichan Valley Regional District's request for funding transit service to the Quw'utsun Valley Hospital/ Quw'utsun Hulitun-ew't-hw. ✓ Council endorsed sending a letter to the Cowichan Valley Regional District to support, in principle, renewal of the Municipal and Regional District Tax (2027-2032) program. ✓ Staff welcomed a group of students with visual impairments for an engaging, hands-on learning experience focused on traffic signs, pedestrian signals, and safe travel practices. North Cowichan partnered with the school district, local transit services, and the RCMP to create a meaningful, educational day.

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
No change.	No change.	No change.	✓ The Cowichan Valley Regional District Board decided to defer moving forward with a regional growth strategy.

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ 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: • 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	✓ United Way, with Federal funding provided by Housing and Infrastructure Canada, has made \$100,000 available to run a two-year shower program for homeless individuals. Staff are collaborating with regional partners to find a location. ✓ Extension of the shelter at the Ramada for the month of April granted by BC Housing emergency shelter department.	✓ Mayor sent a letter to the Premier of BC requesting urgent support for provincial action and partnership on the Cowichan Crisis, resulting in an in-person meeting.

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
	• Chemainus bus stop planning project for Route 70x ✓ 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.		

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 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ 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.	✓ Continued progress on the pre-development work at Elliott Street. A community engagement session is planned for the Chemainus community to update on Elliott Street affordable housing project – June 6 2pm to 4pm at the Chemainus secondary school. ✓ As part of the budget process the Province announced that they are clawing back funding for affordable housing from the 2025 intake, which impacts the Vian Street project. At this time, they do not have funding to proceed, but they are working to obtain alternate funding so that the project can proceed.	✓ A community engagement session took place in Chemainus on June 6 for the Elliott Street affordable housing project. A “What we Heard” report is under development. ✓ Pre-development work for an affordable housing project in Chemainus has been completed by DAU Architecture. Plans are at 50% for a 58 unit rental project, with a mix of one, two, and three bedroom apartments. At this time there is no active funding program from BC Housing to apply to. ✓ Construction progresses on the affordable housing project on Sherman Road adjacent to the curling club.

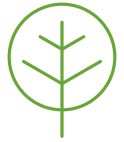
Action: Develop incentives for creating compact development (e.g. infill)

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
No change.	No change.	✓ Community Amenity Policy was adopted and continues to be applied as amended at rezoning stage.	No change.

Action: Create opportunities for new forms of housing (e.g. condos above neighbourhood commercial)			
2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
No change.	No change.	✓ This project is further challenged by the recent servicing capacity issues identified to Council.	No change.
Action: Explore opportunities for additional housing that meets the needs of the community			
2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ 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.	✓ White Road supported housing complex open with occupancy to be completed in Q2.	No change.
Action: Develop a business case for innovative development (e.g. site adaptive planning, conservation development, residential cluster development, etc.)			
2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 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			
2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
No change.	✓ 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.	✓ Implemented organizational changes to strengthen environmental oversight in development applications.	No change.

Action: Remodel and implement the Climate Action and Energy Plan			
2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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	✓ 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.	✓ The Environmental Advisory Committee met in February to discuss the biodiversity protection policy report and receive the annual Climate Action & Energy Plan Reserve Fund expenditures report. ✓ Construction on the fleet electric vehicle charging station project was completed. Six electric vehicles were purchased as vehicle replacements as per Council direction. ✓ Electric vehicle charging compliance reporting for 2025 was completed in accordance with the Province's Low Carbon Fuel Standard. In early 2026, previously accumulated credits were sold through a local government aggregation program administered by the Community Energy Association.	✓ One electric vehicle was purchased as a vehicle replacement; there is one outstanding purchase remaining towards Council's direction for 12 electric vehicles. ✓ Council approved the Electric Vehicle Community Charging Strategy and advanced the introduction of charging station usage fees to be effective mid-July pending approvals. ✓ The Climate Action and Energy Plan Reserve Fund Terms of Reference were updated to provide greater clarity on fund use for climate adaptation projects. ✓ The Environmental Advisory Committee met in June to receive updates on Council's approval of the Climate Action and Energy Plan Reserve Fund Terms of Reference

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
submitted and pre-approved in Q3, securing \$50,000 to offset construction costs. ✓ 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.	✓ 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.	✓ Final reporting on the RCMP building's energy performance was submitted to the Federation of Canadian Municipalities as required under the grant agreement. The building's HVAC and lighting systems are performing close to their expected energy targets. The solar system generated 111,813 kwh in 2025. ✓ The Circular Economy Accelerator program wrapped up in March and a final implementation report will be available in Q2. ✓ The electric refuse truck generated approximately \$7,000 in operational cost savings.	update, EV Community Charging Strategy and status update on the biodiversity protection policy. ✓ The yellow fish program is now available. Painting kits are supplied for community members to paint a yellow fish symbol beside catch basins, to raise awareness about protecting local waterways.

Action: Relocate the Joint Utility Board Sewage Outfall Location

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ 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.	✓ Held two Technical Working Group meetings with Cowichan Tribes. ✓ Organized receiving Environment Monitoring Program sampling session utilizing WSANEC boats and technical staff. ✓ Connected with Pauquichin and Malahat First Nations to provide an update on the status of the project.	✓ Held four Technical Working Group meetings with Cowichan Tribes. ✓ Presented to the Joint Utilities Board (JUB) Board regarding the revocation of UBCM funding for the JUB STP Outfall Relocation Project. The Board made several recommendations to North Cowichan and Duncan Councils.

Action: Review opportunities for district energy system partnerships

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
No change.	✓ 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.	No change.	No change.

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ 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.	✓ Equipment installation completed in March. Aerator and metals addition trials to begin in Q2. ✓ Received from the Cowichan Valley Regional District Drinking Water and Watershed Protection Program \$200,000 to support Quamichan Lake Aerator trials. ✓ Minister of Environment toured Somenos and Quamichan Lakes with mayor and staff to learn about the work being done to advance knowledge and solutions related to water quality. ✓ Council endorsed sending letters of support to Somenos Marsh Wildlife Society for Stream and Riparian Restoration Work in Firehouse Creek and permitting and grant applications for in-stream removal of invasive plants and restoration of stream habitat. ✓ Council endorsed sending a letter to the Minister of Transportation & Transit on the issue of fibreglass pollution in the Cowichan River Estuary.	✓ Aerator trials commenced, troubleshooting, initial data logging underway. Early results show aeration alone having a positive effect on water quality. The second stage of the trials will begin in Q3, which will examine how the use of iron and aluminum compounds can enhance the performance of the aerators. ✓ Parrots feather removal commenced in Somenos Creek between Lakes Road and Tzouhalem Road. ✓ Ongoing maintenance of new tree planting from previous years, and invasives removal within Somenos Creek riparian habitat.

Action: Evaluate the merits of adopting the Energy Step Code

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ Changes to the Building Bylaw were brought forward in Q3 to default to the provincial minimum step code level.	No change.	No change.	No change.

Action: Create a biodiversity protection policy

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ 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.	✓ Draft policy has been vetted by the Committee of the Whole and the Environmental Advisory Committee. Completion anticipated in Q2. After adoption of report, staff will work with the Environmental Advisory Committee on an implementation plan for Biodiversity Policy.	✓ Comments from the Environmental Advisory Committee on the draft policy were provided to Diamond Head Consulting Ltd. for incorporation. Final version of Biodiversity Protection Policy will be presented to Council in Q3.

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	No change.	✓ Summer sampling will begin in Q2 and continue until Labour Day weekend. ✓ Supported the health of local beaches by coordinating a proactive response to Maple Bay buoy and vessel concerns, including continued advocacy with provincial and federal agencies, collaboration with the Cowichan Valley Regional District and Town of Ladysmith bylaw, and direct public engagement through a successful town hall attended by more than 70 residents.	✓ Summer sampling commenced at: • Kin Park • Fuller Lake Park • Malcolm Road • Vimy Road • Maple Bay Beach N • Maple Bay Beach S • Maple Bay boat ramp ✓ Staff are investigating sampling Chemainus River downstream of Island Highway bridge to support summer drinking water well operations.

Action: Increase awareness of waste reduction

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
No change.	No change.	No change.	No change.

Action: Integrate natural assets into the overall asset management program

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	No change.	✓ Draft report expected to go to Council in Q2.	✓ Draft report will be coming to Council in Q3.

ECONOMY

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



Action: Support, retain, and attract light industry

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ 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.	✓ The Mill Closure Response Working Group met several times to discuss the importance of enhanced worker supports, and Community Futures BC proposed outreach to impacted businesses. ✓ The Provincial Community Transition Table (organized by Ministry of Jobs and Economic Growth) continues to meet to identify actions to support impacted workers from the Crofton Mill closure. ✓ North Cowichan submitted a proposal to the BC Rural Economic Diversification and Infrastructure Program Community Transition stream to fund an engineering position to provide growth infrastructure and address servicing constraints arising from the Crofton Mill closure. ✓ Council endorsed numerous letters to Federal Minister Patty Hadju and another to Member of Parliament Jeff Kibble requesting immediate actions to assist the affected mill workers. ✓ The Mayor and CAO had initial conversations with numerous companies interested in exploring options for the Crofton Mill site.	✓ Council endorsed a letter to the BC Council of Forest Industries supporting the "Forestry is a Solution" initiative and North Cowichan's advocacy for a stable forest sector, access to fibre, and balanced forest management that supports jobs, community safety, and environmental stewardship. ✓ Council attended tours of Western Forest Products' continuous dry kilns at their Chemainus facility and Jones Marine site and vessel tour.

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
No change.	No change.	No change.	No change.

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
No change.	No change.	✓ Staff continue to advance the work from Council direction.	No change.

Action: Support small scale innovative agriculture

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
No change.	No change.	✓ Council endorsed a letter to the Cowichan Exhibition for its 158th ceremonies and its application to the Destination Events Program as it serves as an important platform for education, entertainment, and economic activity. ✓ Council also endorsed a letter to the Minister of Agriculture in support of the District of Summerland Mayor Doug Holmes proposal for an Agricultural Municipality Initiative (AMI) and expressed that we would have firm interest in potentially participating in a future AMI.	✓ Council received a delegation presentation from Summerland Mayor Doug Holmes regarding the Agricultural Municipality Initiative. ✓ Mayor met with the Minister of Agriculture and Mayor Doug Holmes to discuss the Agricultural Municipality Initiative.

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
No change.	No change.	✓ Council approved a growth infrastructure engineering position to be partially funded through the Rural Economic Diversification and Infrastructure Program.	✓ Staff made significant progress on developing a phasing plan for the Bell McKinnon neighbourhood.

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ The Request for Proposals was released early in Q1 and several proposals were received as a result. Upland Agricultural Consulting Ltd. was the selected consultant. Phase one of the project is underway with the first Agricultural Advisory Committee workshop expected early in Q2.	✓ The first Agricultural Advisory Committee workshop was held April 21. Draft background report was received and draft engagement plan will be presented at the next Agricultural Advisory Committee workshop in July. ✓ Agricultural Land Use Inventory results received from the Province.

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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. ✓ 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.	✓ 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.	✓ The new wooden kiosk donated by the Chemainus Rotary has been installed, with the disc golf course overview map mounted to it. The course remains under construction, with the Cowichan Valley Disc Golf Club preparing to install signposts and individual hole signage starting in Q2 and staff will be organizing a grand opening soon. ✓ Building permit issued for Rowing Canada Aviron's boathouse.	✓ The Fuller Lake disc golf course is substantially complete, with sign posts and individual hole signage installed throughout the course. Staff are planning an opening event, which is anticipated to take place in Q3. ✓ Staff met with Rowing Canada Aviron to discuss ongoing activities and project updates, including progress on the new boathouse facility.

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
No change.	No change.	No change.	No change.

COMMUNITY

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



Action: Update the Subdivision Bylaw

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
No change.	✓ 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.	No change.	No change.

Action: Renew the Zoning Bylaw

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ 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.	✓ Staff have applied to the 2026 intake of the Local Government Approvals Program for funding to complete two pieces of work related to the Zoning Bylaw Review: A cash in lieu of parking scheme and amendments to the Zoning Bylaw related to detached accessory dwelling units in rural zones. Both of these are expected to reduce the number of development applications as many of these are related to either parking variances or rural detached accessory dwelling units. Additionally, the cash in lieu of parking program may bring in additional funding for active transportation and public parking.	✓ Awaiting decision on funding application. Revised project structure/schedule to be presented to Council in Q3.

Action: Provide more input into managing the opioid crisis

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ Together We Can, a new government-funded recovery centre in North Cowichan, officially opened with a ribbon-cutting ceremony on September 12, currently offering 10 beds to support individuals and families affected by addiction.	✓ 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 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. ✓ 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. ✓ 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.	✓ Additional supported recovery beds for women being discussed with Together We Can Society. ✓ Mayor and CAO met with the Mayors and CAOs from Campbell River and Parksville to discuss homelessness issues and potential solutions.	✓ Ongoing discussions with provincial government staff on addressing the opioid crisis. Tour of the existing Cowichan District Hospital with the Chief Scientific Advisor to the Premier to look at adaptive re-use while advocating for additional treatment beds for substance use disorder. ✓ North Cowichan Bylaw patrol's extended hours of operation now run into the early evening Monday to Friday allowing for more presence in areas affected by public disorder.

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ 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.	✓ 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. Staff is working to progress applications south of Herd Road as the required work was already begun prior to the change in boundary and thus is closer to complete. Servicing capacity continues to be the limiting factor for advancing any development proposals in the Bell McKinnon Area, despite continued work to update the Local Area Plan. ✓ Report was brought forward on the scoping and feasibility of updating the University Village Local Area Plan and was accepted by Council.	✓ Work continues on updates to the Bell McKinnon Local Area Plan. Staff have initiated technical studies for the expanded study area north of Herd Road and are processing several zoning bylaw applications in the area around the new hospital. Servicing capacity continues to be a significant limiting factor. ✓ A comprehensive review of all Local Area Service bylaws and agreements for the Chemainus, Crofton, and South End water and sewer service areas is underway to confirm their legal boundaries. Using historical bylaws, agreements, and survey records, GIS mapping was created for each Local Area Service expansion, revealing that several areas receiving service and being taxed lacked documented bylaws or agreements. The project establishes a detailed historical spatial record and will support future Council action to formally confirm the existing service area boundaries.

Action: Improve pedestrian safety on Boys Road

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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	✓ Obtained commitment from Cowichan Tribes to provide \$200,000 in funding towards the active transportation works.	No change.	✓ Detailed design has been completed. The BC Active Transportation grant stream is indefinitely on hold. Staff negotiated with the Ministry of Transportation and Transit to fund

Action: Improve pedestrian safety on Boys Road (continued)

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
Active Transportation Grant opportunity is ready. Waiting for the intake window to open.	✓ 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.		works near the Trans-Canada Highway end of Boys Road. ✓ ICBC's road safety contribution of \$444,000 will enable North Cowichan to proceed with the construction of the Boys Road pathway. Staff are also confirming a contribution from Cowichan Tribes which will help offset some of the costs.

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ A What We Heard Report is expected to be presented to the Economic Development Committee and subsequently Council in Q4.	✓ 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. ✓ Updates to the Development Cost Charges are being finalized based on critical infrastructure needs to support developments.	✓ Council adopted the Community Amenity Contributions Policy.	No change.

Action: Review the potential for creating a heritage protection policy

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
No change.	✓ 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.	✓ Staff attended a session hosted by the Ministry of Forest to update municipalities on the Heritage Conservation Act Transformation Project. The concerns expressed in the letter were addressed in the changes presented and no further action is required at this time.	No change.

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 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ 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.	✓ February 26: Communication sent to staff regarding Pink Shirt Day as a reminder that North Cowichan recognizes this day as an opportunity to stand against bullying and promote kindness, respect, and inclusion. ✓ March 8: Communication from the CAO sent to staff celebrating International Women's Day.	✓ May 17: Communication was sent recognizing the International Day Against Homophobia, Transphobia, and Biphobia to promote inclusion. Pride flag is raised on the guest pole at Cowichan Aquatic Centre from May 17-June 30 to further promote inclusion within the community. ✓ June 1: Internal Pride Month communication was sent to staff, a pride themed virtual background was shared by communications, and a temporary rainbow avatar was added on social media channels for the month of June. ✓ June 21: Internal email communication to staff regarding National Indigenous Peoples Day highlighting an excerpt from the Cowichan Tribes newsletter about the history of Quw'utsun peoples.

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 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ 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.	No change.	No change.
Action: Servicing industrial lands			
2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ 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.	✓ Servicing constraints for water and sanitary services for each of Chemainus, Crofton, and South End were presented to Council. Reservoir and water main upgrades for servicing lands in the Drinkwater Industrial Park with municipal water identified.	✓ Council endorsed a letter to the Ministry of Water, Land and Resources Stewardship to prioritize and expedite the process required to increase North Cowichan's Cowichan Aquifer and Chemainus Aquifer water licences and dedicate the necessary provincial resources to support timely completion of those applications.

Action: Procurement Policy Review

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ 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.	✓ Council debated the inclusion of a procurement review in the 2026 budget deliberations but ultimately deferred the review until 2027.	✓ Staff engaged a consultant to review existing procurement documents to ensure conformity with best practice.

Action: Funding an Asset Management Plan

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ 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.	✓ Council debated investments in asset management as part of the 2026 budget deliberations. The Asset Manager position was made permanent (after the current two year term expired). Investments in Asset Management software were deferred until 2027, pending the results of a 2026 grant application. Creation of an asset management reserve to fund long term asset management obligations was deferred until 2027.	✓ Staff continue to implement the Asset Management pilot with Parks and Recreation staff. The draft 20 year Asset Management Plan includes updated cost estimates to align with the work completed by Engineering for the Development Cost Charge Bylaw. The goal is to present the Asset Management Plan to Council in Q3.

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

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
✓ 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.	✓ Identified critical projects need to unlock development in Chemainus, Crofton, and South End (Bell McKinnon, Berkey's Corner, and University Village areas). Targeting report to Council in Q1 2026.	✓ Servicing constraints for water and sanitary services for each of Chemainus, Crofton, and South End were presented to Council. Highest priority infrastructure upgrades required to unlock significant capacity were identified and ranked in terms of priority.	No change.

Action: Development of a strategy to effectively prepare for and respond to wildfire threats - particularly in the urban/forest interface areas

2025 Q3 Update	Q4 Update	2026 Q1 Update	Q2 Update
		✓ Council funded position and study through 2026 budget deliberations. This included a new Assistant Chief of Wildfire Operations and \$100,000 for an implementation plan to set out equipment requirements, mitigation strategies, and neighbourhood plans.	✓ Began recruitment for Assistant Chief of Wildfire Operations.

COMPLETED

The following list of action items have been completed



Date	Action
2024	Develop a comprehensive climate change risk & vulnerability assessment
2024	Review RCMP service levels
2023	Evaluate the merits of adopting the Energy Step Code
2022	Reconsider the Urban Containment Boundary and where future growth should be concentrated, especially in relation to the Quamichan watershed
2022	Review requirements for gray water reuse, solar power, and charging stations in new development
2022	Utilize local business when it can be demonstrated through the procurement process that they can deliver comparable value for money to non-local business
2022	Consider the merits of implementing an Economic Development Committee
2022	Rewrite the Official Community Plan, forming the basis for local area plans throughout the community (e.g. Quamichan area, Berkey's Corner area, and Maple Bay Village)
2022	Incentivize or prioritize new growth in areas close to existing core development