

COUNCIL STRATEGIC PLAN 2019-2022+



2023 QUARTER 1 UPDATE

January 1 - March 31, 2023





INTRODUCTION

Quarter 1 Update: January 1 - March 31, 2023

The issues of homelessness, addiction, and street disorder were top of mind for Council and staff, not just in North Cowichan, but throughout the region, across the province, and in other parts of Canada. The Mayor and CAO, along with the Mayor and CAO of the City of Duncan, MP Alistair MacGregor and Chief Hwitsum met with Carolyn Bennett, federal Minister of Mental Health and Addictions to discuss our experience with access to mental health and substance use services, and the impact of the toxic drug and overdose crisis on our community.

The Mayor and CAO also met with Nanaimo Mayor Krog to discuss these same issues and expressed the importance of all Vancouver Island communities to advocate to senior levels of government for solutions to these problems, including increased investments in supportive housing, addictions treatment facilities and mental health supports.

The final 'what we heard' report for the Municipal Forest Reserve Review was presented to Council. The report outlined the feedback heard from the public on preferences for a future

forest management plan for the MFR heard through surveys, information sessions, and Connect page interaction details. The summary was provided to the UBC Partnership Group, who are now reviewing the feedback prior to the final forest management scenario options being presented to Council, likely in Q2.

New committees were established, including the Economic Development and Accessibility Advisory committees. The new Agricultural Advisory Committee is planned to be established by early 2024.

The Council Advisory Body Policy was adopted. This policy ensures that there is a fair and equitable representation on advisory bodies that is reflective of North Cowichan's diversity and gives precedence to Indigenous people, people from an equity-seeking group or a visible minority when members are appointed.

Work is underway on the website redevelopment project, with Phase 1 work on cleaning up and optimizing current website content and structure, and the RFP issued for the redevelopment work.

The new website, which will replace the current site that was launched in 2013, will increase transparency of information and facilitate better navigation through a citizen-centric site structure, as well as meet ADA accessibility standards.

Staff continue to work with the CVRD and other local governments on a wide variety of issues and topics including the Cowichan Region Hazard, Risk and Vulnerability Analysis for workshop 2 of 3, regional recreation projects and programs, and as part of the Cowichan Regional Wildfire Resiliency Committee.

As part of the regional wildfire resiliency committee, North Cowichan will be part of the coordination, planning, and sharing of information on how to successfully implement FireSmart programs and wildfire risk reduction initiatives within the Cowichan Valley region. The municipality also received \$200,000 in funding through the 2023 Community Resiliency FireSmart Community grant to conduct fuel hazard

reduction treatments on Mount Tzouhalem and Maple Mountain.

640 mixed housing units were given the green light with the adoption of rezoning applications for sites in the Paddle Road/Ford Road.

The Vancouver Island Coast Economic Developers Association (VICEDA) circular economy accelerator program is well underway with local companies who expressed an interest in exploring options to reduce waste and emissions, increase revenue, and develop innovative practices. One review of a North Cowichan business showed the potential for GHG emissions equivalent to taking 130 cars off the road annually.

This quarter was busy with a number of high-profile projects and priorities underway.



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

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ To promote public accessibility and personal choice, Council, staff, and the public now have the option to attend Council meetings in person or electronically. ✓ The second-ever North Cowichan Citizen Satisfaction Survey was launched in June. ✓ The OCP Public Hearing was scheduled to take place over two days in July, offering both in-person and virtual participation at various times for maximum accessibility. ✓ The Fire Department received a new aerial fire truck. ✓ The Crofton Fire Hall Loan Authorization Bylaw received the approval of the Inspector of Municipalities. ✓ Recruitment is in process for summer students in the recreation and operations departments. ✓ Council adopted an Asset Retirement Obligations Policy to ensure continuing legal and regulatory compliance with how these liabilities are recognized and reported. ✓ Staff presented Council with options and information with respect to the 2023 Financial Plan. 	<ul style="list-style-type: none"> ✓ Increased the number of opportunities for members of the public (electors) to vote in the 2022 general local election, including mail ballot voting and the special voting opportunity held at VIU on October 3. ✓ Delivered election postcards to every household to serve as a reminder for occupants to get out and vote on election day as a means of increasing voter turnout. ✓ Made arrangements to provide 'selfie-frames' at each of the polling places so that electors could take selfies (outside of the polling place) and post to social media as an encouragement to their social media connections to get out and vote if they hadn't already done so. ✓ Delivered a vote-counting machine demonstration to candidates and their representatives. 	<ul style="list-style-type: none"> ✓ Proposed additional resources in 2023 budget to assist with development application backlog and improve application processing times. ✓ Roads and Parks crews provided snow clearing of roads, parking lots and sidewalk for two major snow events in November and December. As well they provided assistance with monitoring, signage and remediation during a major flooding event at the end of December. 	<ul style="list-style-type: none"> ✓ To increase public awareness of the decision-making process, members of the public can now subscribe to receive a notification through the municipal website when an agenda has been published to the website for a Council, Committee of the Whole, or a select or standing committee meeting. ✓ Two contract planners were hired to reduce the development application backlog. ✓ Amendments were made to the Zoning and Building Bylaws to implement more transparent and more easily administered retaining wall regulations.

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

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ The Election and Assent Voting Bylaw and Sign Bylaw Amendment for political signage was adopted. ✓ Recruitment for 2022 election workers has begun. 			

Action: Develop a long-term plan for the municipal forest reserve

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Round 1 of the Forestry public engagement feedback is being incorporated by the UBC Partnership Group as they continue to work on draft forest management scenarios. The draft scenarios will be presented to the Forestry Advisory Committee before coming to Council early in Q3. Round 2 of public engagement will commence shortly after Council reviews the draft scenarios. ✓ Working group meetings have continued as per the MOU with the Quw'utsun Nation Alliance. 	<ul style="list-style-type: none"> ✓ The UBC Group has completed their draft forest management scenario analysis and presented four draft forest management scenarios to the Forestry Advisory Committee for review and feedback. The draft forest management scenarios were presented to Council early in Q4 for review and feedback, with Round 2 of forestry public engagement starting in Q4 and will extend into Q1 of 2023. 	<ul style="list-style-type: none"> ✓ Round 2 of Forestry public engagement seeking input and preference on the four potential forest management scenarios was mostly completed in Q4. The online survey was extended by Council to January 31, 2023 to allow more time for people to participate. The summarized results from Round 2 Forestry public engagement is anticipated to be completed and presented to Council in Q1 2023. 	<ul style="list-style-type: none"> ✓ The final 'what we heard' report for the Municipal Forest Reserve review was presented to Council. This report and presentation included Round 2 surveys, information sessions, and Connect page interaction details around public preferences for the draft forest management scenario options. ✓ The summary has been provided to the UBC Partnership Group, which will review and consider making changes to the four draft forest management scenario options. It is anticipated that the final forest management scenario options will be provided to Council in Q2.

Action: Review developer utilization of the professional reliance model

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
No change.	<ul style="list-style-type: none"> ✓ Building permit process adjusted to require third party structural reviews prior to issuance of permits for multi-storey buildings. 	No change.	No change.

Action: Recognize the great work of staff

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Recognized employees reaching service milestones in Q2 of 10+ years with the Municipality. ✓ Administrative staff were recognized on Administrative Professionals Day using the new digital gift card program as mentioned in Q1. ✓ National Public Works Week was communicated to recognize operations and parks staff for their ongoing dedication to the community. ✓ Continued employee profiles for the months of April, May and June in the weekly Council Bulletins. ✓ The 2022 Employee Feedback & Development System (EFDS) conversations between staff and their direct supervisor/manager have taken place, with 2022 goals in process. ✓ The senior leadership team hosted a staff pancake breakfast to reconnect staff as the COVID-19 pandemic restrictions have continued to ease and recognize the hard work of staff across the organization. 	<ul style="list-style-type: none"> ✓ Acknowledgment event held for staff involved in the OCP project. ✓ Annual Staff Appreciation Lunch event was held in early September. ✓ Employee Recognition Committee meeting was held to discuss next steps in the gradual rollout of the Recognition Program. ✓ Planning underway for the annual holiday party and family skate events. ✓ Communication to recognize Fire Fighters National Memorial Day as well as Police and Peace Officers National Memorial Day were sent out. ✓ Recognized employees reaching service milestones in Q3 of 10+ years with the Municipality. ✓ Continued employee profiles for the months of July, August and September in the weekly Council Bulletins. 	<ul style="list-style-type: none"> ✓ Annual holiday gathering and family skate events were held in December. ✓ Accolades from the public with respect to road clearing shared with roads crew and posted on the TV displays in lunch rooms. ✓ Continued employee profiles for the months of October, November, and December in the weekly Council Bulletins. 	<ul style="list-style-type: none"> ✓ Council approved relief to staff to partially offset the cost of inflation. ✓ Planning is underway for 2023 staff recognition events. ✓ Recognized employees reaching service milestones in Q1 of 10+ years with the Municipality. ✓ Continued employee profiles for the months of January, February and March in the weekly Council Bulletins.

Action: Ensure open and transparent communications with the public

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<p>The following actions took place to support open and transparent communications with the public:</p> <ul style="list-style-type: none"> ✓ Ten news releases were issued. ✓ Supported the fire team by developing fire prevention messaging and ongoing campaign opportunities to help educate the public on fire safety and prevention measures. ✓ Participated in and shared public messaging in support of National Indigenous Peoples Day, including the unveiling of Hul'q'umi'num' language park signs at Wul'aam Park. ✓ Supported the OCP team in communicating the next steps of the project process. ✓ Supported National Volunteer Week and recognition for North Cowichan's volunteers through social media and news releases. ✓ Supported the publication of the 2021 Annual Report. ✓ Supported the recreation team in communicating the new times for the annual maintenance shutdown of the Cowichan Aquatic Centre. ✓ Supported the Parks team in developing a campaign aimed at reducing dog feces left on public trails. 	<p>The following actions took place to support open and transparent communications with the public:</p> <ul style="list-style-type: none"> ✓ Eighteen news releases were issued. ✓ Support for the public engagement for the Maple Bay wharf replacement including an in-person open house, online survey, and stakeholder meeting. ✓ Support for the Alternative Approval Process for the funding for the Crofton Fire Hall replacement project. ✓ Support for the second Citizen Satisfaction Survey, with results presented to Council in August. ✓ Support for the curbside recycling contamination campaign. ✓ Support for the public information for the new Water Bylaw, and moves to Stages 2 and 3. ✓ Support for public engagement for the Mountain View Cemetery Master Plan including an in-person open house and online survey. ✓ Developed a communication plan and created unique branding and promotional materials to support the General Local Election, including the Vote Yes campaign for the Regional Recreation Funding Referendum. 	<p>The following actions took place to support open and transparent communications with the public:</p> <ul style="list-style-type: none"> ✓ Eight news releases were issued. ✓ Support for the public engagement for the Municipal Forest Reserve review including Round 2 survey and the development of communication materials: (ads, posters, postcards, social media posts and graphics), supported the consultant with three information sessions (one in-person and two virtual). ✓ Support for Budget 2023 engagement. ✓ Support the Planning Department in public engagement for a retaining wall review. ✓ Support for snow clearing and road condition information provision in December. ✓ Support for awareness of flooding and impacted areas with the REOC in late December. ✓ The Regional Recreation referendum passed, following a successful communication 'Vote Yes' campaign, saving North Cowichan \$714,000 each year. ✓ Supported Legislative Services in communicating about the General Local Election, and livestreaming the results on election day. 	<p>The following actions took place to support open and transparent communications with the public:</p> <ul style="list-style-type: none"> ✓ Four news releases were issued. ✓ Five 'Council Matters' emails were compiled and sent to subscribers. ✓ Supported Human Resources in preparing materials for Spring job fairs, including specific materials for Fire and Recreation departments. ✓ Supported Legislative Services in recruitment outreach for citizen volunteer roles on various civic committees. ✓ Provided media and spokesperson training for Mayor and Council, and senior staff through three in-person interactive workshops. ✓ Work is underway on the website redevelopment project, with Phase 1 work on cleaning up and optimizing current website content and structure, and the RFP issued for the redevelopment work. The new website, which will replace the current site that was launched in 2013, will increase transparency of information and facilitate better navigation through a citizen-centric site structure, as well as meet ADA accessibility standards.

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

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Publicly launched the nomination period for the future Sports Wall of Fame 2022 inductees. ✓ Transitioned to a different social media scheduling platform in order to save costs, improve efficiency, and streamline approvals. ✓ Developed the tax mailer insert, to help increase knowledge around how homeowner's property taxes are spent. ✓ Supported public engagement for the development of Otter Street Park. A second neighbourhood survey helped inform the final design concept for the local park space. ✓ Launched a campaign on native and drought tolerant plants. The goal was to help residents choose garden plants that reduce the use of water, in particular over the dry summer months. 	<ul style="list-style-type: none"> ✓ Supported the launch and promotion of a survey seeking feedback on the draft Master Transportation Plan. ✓ Led neighbourhood engagement for the replacement of the Fairview Park playground (phase 1). ✓ Supported the initial public information session for the future Crofton child care facility. 	<ul style="list-style-type: none"> ✓ Support of the second phase of public engagement for the Maple Bay wharf replacement, including a follow up survey, and in person open house, seeking feedback on three possible design concepts. 	

Action: Identify potential new sources of revenue

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Staff review of Development and Building Permit fees was completed and will be brought forward in Q3 in conjunction with a review of services related to these fees. 	<ul style="list-style-type: none"> ✓ Forestry Review identified potential for carbon credits. 	<ul style="list-style-type: none"> ✓ Planning fee structure brought forward for Council consideration during budget deliberations. 	<ul style="list-style-type: none"> ✓ Investment Policy was brought forward for Council approval. ✓ Amendments were made to the Fees and Charges Bylaw to increase development application fees adopted March 1, 2023. Increased fee revenue is to be used to fund additional resources for development application processing.

Action: Review RCMP service levels

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Mayor and CAO met with E-Comm 911 to discuss the funding letter from the Province. 	<ul style="list-style-type: none"> ✓ City of Duncan cost sharing agreement under review. 	<ul style="list-style-type: none"> ✓ Continued discussions with the Province and the City of Duncan. 	<ul style="list-style-type: none"> ✓ Continued discussions with the Province and the City of Duncan.

Action: Maintain opportunities for multi-modal transportation

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Grant application submitted for Trans-Canada Highway Water Main Replacement and Multi-Use Trail Project. ✓ Master Transportation Plan network assessment and plan development completed, and engagement scheduled prior to preparation of the draft plan. ✓ Drinkwater and Ford Road improvements related to the new RCMP building are substantially completed. ✓ Design of the Tzouhalem Road at Jaynes Road signalized pedestrian crossing design is completed. Design sent to MoTI and Cowichan Tribes for review. ✓ Menzies Road improvements design is 50% completed. ✓ Adelaide Street improvements (road widening, multi-use trail) design is starting. 	<ul style="list-style-type: none"> ✓ Grant applications for Trans-Canada Highway Water Main Replacement and Multi-Use Trail Project are still under review and decisions for the grant award are expected to be made in the first quarter of 2023. ✓ Drinkwater and Ford Road improvements have reached final completion. ✓ Tzouhalem Road at Jaynes Road signalized pedestrian crossing design is waiting on response from MoTI) and Cowichan Tribes, which is required for this project to proceed. ✓ Menzies Road design is at 60% completion. ✓ Adelaide Street concept plans are at 85% completion. ✓ Canada Avenue flood gate and road raising (new bikes lanes, new sidewalk) design is 90% completed. 	<ul style="list-style-type: none"> ✓ Active transportation infrastructure secured through land use approvals of housing projects in the Paddle-Ford Road area. ✓ Canada Avenue flood gate and road raising (new bikes lanes, new sidewalk) design is complete. Tender process is underway for construction to potentially start in spring of 2023. ✓ Produced postcard information about Master Transportation Plan (MTP) with specific highlighted issues for distribution at band offices. ✓ Met with consultant to review project priorities in preparation of Phase 3 draft MTP. ✓ Reviewed bus stop requirements at new hospital site that will include provision for two buses at once, bus shelter and bicycle racks at the hospital frontage. 	<ul style="list-style-type: none"> ✓ Canada Ave Complete Streets (new bike lanes, new sidewalk) Federal Active Transportation Co-funding Grant (between the City and North Cowichan) has been approved in principle. Completion of this project under the agreement of this grant is March 31, 2026. The North Cowichan and the City of Duncan Engineering Consultant is to continue working on the design this year. ✓ Canada Avenue flood gate and road raising (new bike lanes, new sidewalk) project has been awarded to Stone Pacific with expectations for construction to start mid-April.

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

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none">✓ Canada Avenue flood gate and road raising (new bikes lanes, new sidewalk) design is 50% completed. Progress delayed slightly to address stormwater management issues.✓ Canada Avenue Complete Streets (new bike lanes, new sidewalk) design is at 30%. Applying for co-funding.	<ul style="list-style-type: none">✓ Canada Avenue Complete Streets (new bike lanes, new sidewalk) design is at 40% completion. Application for a co-funding grant has been submitted.✓ Master Transportation Plan is in the third stage of completion and includes opportunity for public input after presentation of the network assessment and preliminary plan development.		

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

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Unveiling of Wul'aam Park trails signs in conjunction with National Indigenous Peoples Day. ✓ The First Nations Relations Committee (FNRC) held a meeting, where the FNRC Terms of Reference were amended to reflect reconciliation objectives directed by Council, staff received direction on how North Cowichan should proceed in supporting the National Day for Truth and Reconciliation. The Committee considered process options for implementing the Truth and Reconciliation Commission Calls to Action that apply to municipalities. ✓ Staff hosted a tour for Cowichan Tribes staff to review and discuss areas of interest on Mount Tzouhalem. ✓ North Cowichan facilitated an information-sharing session on May 26 with Cowichan Tribes senior Finance and IT staff related to physical and digital records management. This re-affirmed and further developed a longstanding relationship between our organization's technical staff. 	<ul style="list-style-type: none"> ✓ Met with Cowichan Tribes Quw'utsun Tumuhw Committee to discuss the future of the Maple Bay Wharf site. ✓ Mayor represented North Cowichan at the ribbon cutting ceremony in celebration of Cowichan Tribes housing being connected to the Indian Road water system. ✓ Continued relationship-building and engaged with First Nations (Tseycum, Tsartlip, Tsawout, Malahat, Paquachin, and Cowichan Tribes) in regards to the JUB Outfall Project. ✓ Continued engagement with Halalt, Lyackson, Penelekt, and Stz'uminus First Nations regarding the Chemainus STP Municipal Waste Regulation Registration Project (engagement is in regards to the environmental monitoring around the existing outfall which is triggered by the registration process). ✓ Encouraged staff to learn more about Indigenous Peoples and their history and culture, and about residential schools by providing a communication that identified several learning resources. 	<ul style="list-style-type: none"> ✓ Unveiling of S'amunu (S'maana) Trail signage in conjunction with Cowichan Tribes and the Somenos Marsh Wildlife Society. ✓ Collaborated with EMBC to remove sediment from an overflow channel on the Chemainus River, including outreach and information to residents affected. 	<ul style="list-style-type: none"> ✓ Staff participated with senior RCMP staff in six Indigenous workshops hosted by a local Cowichan Tribes Elder through Vancouver Island University. ✓ The North Cowichan Municipal Forest Working Group met with Qu'Wutsun Nation on March 2 to continue dialogue and discussion around the MOU and provide an update on the Forestry Review and Engagement process. ✓ Staff continued discussion with the Cowichan Tribes Marine and Fisheries committees to design parameters for the Maple Bay Wharf replacement and to consider partnerships around improving the health of the bay.

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

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none">✓ Through discussion with local First Nations on their planned National Indigenous Peoples Day events for 2022, North Cowichan Council authorized financial support to Cowichan Tribes for \$5000, to Halalt First Nation for \$1000. At the request of Penelakut Tribe, \$1500, was provided to the Chemainus Valley Cultural Arts Society to support their National Indigenous Peoples Day event at Waterwheel Park in Chemainus.✓ At the request of Cowichan Tribes, 22 management and administrative staff volunteered at the Cowichan Tribes National Indigenous Peoples Day event.	<ul style="list-style-type: none">✓ Through discussion with local First Nations, provided Grants-in-Aid in the amounts of \$3000 to support the "Every Child Matters March" and \$1000 to support the Penelakut Tribe march and ceremony to commemorate the National Day for Truth and Reconciliation.✓ Announced a moratorium on civic asset renaming requests and requests for bilingual signage while staff develop a reconciliation framework that will provide more equitable and collaborative direction.✓ Discussing partnerships with Cowichan Tribes related to Quamichan Lake improvements.✓ Revising fire services agreement with Cowichan Tribes.✓ Working with Halalt to advocate for Chemainus River gravel removal.		

Action: Support community groups and organizations

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Letter to Island Coastal Economic Trust provided to support Rowing Canada's application for Capital and Innovation Program grant for Phase II. ✓ Letter sent to the CMHC Housing Supply Challenge Review Committee supporting the Renovate the Public Hearing proposal being submitted by Simon Fraser University (on public hearing reform to help with application processing and reducing conflicts between residents and developers.) ✓ Staff attended the Quamichan Lake Neighbourhood Association meeting on June 8 to present on the OCP and Quamichan Lake water quality research. ✓ Staff and Mayor met with representatives of Chemainus Business Improvement Association and Chamber of Commerce on June 14 to discuss OCP, zoning, Chemainus Revitalization Plan and other topics of interest to the Chemainus business community. ✓ First phase structural report on Elkington House received. Meeting with Nature Conservancy and Heritage Works being arranged. ✓ Donated two EJ Hughes prints to non-profit organizations to assist with fundraising. 	<ul style="list-style-type: none"> ✓ Letter sent to Cowichan Neighbourhood House thanking the volunteers for the work they do in Chemainus. ✓ Donated one EJ Hughes print to a non-profit organization to assist with fundraising. ✓ Staff are part of a regional initiative that includes the CVRD, Chemainus Cultural Arts Society and the Festival of Murals Society in conjunction with a Penelakut First Nations artist to create a Welcome Arch to the entrance of Waterwheel Park. The installation is anticipated to take place during the summer of 2023. ✓ Renamed Herd Road Park to Andy Hutchins Park in honour of the late Mr. Hutchins, who was a North Cowichan firefighter in Maple Bay for over 45 years, at the request of a member of the public, which went on to receive significant community support and Council approval. ✓ Approved access to the Cowichan Tribes Ye'yumnuts site from York Road to facilitate the outdoor learning project. ✓ Environment presentation for Somenos Marsh Society Wild Wings festival. 	<ul style="list-style-type: none"> ✓ Planning staff participating on steering committee for Economic Development Cowichan's Workforce Housing Strategy. ✓ Recreation staff assisted in the delivery of the 2022 Sports Wall of Fame induction ceremony in November 2022. ✓ Parks & Recreation staff met with Maple Bay Community association to discuss pathways to move forward on the delivery of Canada Day celebrations in 2023. ✓ Parks staff completed engagement with Fairview residents for the procurement of a new playground set for installation in early 2023. ✓ Design work and engagement continues with the Sportsplex group for the construction of the new field house. ✓ Phase 1 of Rowing Canada dock installation completed Oct. 31 and National Rowing Championships took place Nov. 10-12. ✓ Provided support letter to Chemainus & District Chamber of Commerce confirming their status as the sole provider of community visitor services in Chemainus. ✓ Provided a location and participated with the Ministry of Jobs, Economic Recovery and Innovation to assist and work with stakeholders on community transition supports for the Crofton Mill employees who are facing significant economic impacts due to reduced operations. 	<ul style="list-style-type: none"> ✓ Council approved \$225,400 in Grants in Aid to Community Groups for 2023. ✓ Special event applications were approved for Maple Bay Rowing Regatta for April 2023. ✓ Staff are working with various community associations for the delivery of the 150th-anniversary celebrations scheduled for June 2023 and beyond. ✓ Recreation staff completed the ice facility user group meeting to review the current season as well as expectations for future seasons so that user group needs can be achieved. ✓ Field user group meetings have taken place to ensure user expectations and field maintenance issues are identified for the upcoming baseball seasons. ✓ Municipal staff met with various user groups to review the Council-approved Respectful Spaces Bylaw to address expected user behaviours within and around public facilities. ✓ Staff met with representatives from Providence Farm to review current projects, discuss related issues and look for ways to continue to work together in a mutually beneficial way.

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

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Completed flood plain modelling of Chemainus River and entering public and stakeholder consultation stage with in-person public meetings planned that include specific meetings for affected First Nations due to space constraints. Includes a web-based survey open to the public managed by CVRD. ✓ Supported CVRD in Strategic Priorities Fund grant application for the Bings Creek Recycling and Waste Management Centre Project. ✓ Mayor and CAO participated in a call with Honourable Bill Blair to discuss flood-impacted communities. ✓ Met with SD79 staff to continue discussions on progressing the build of the new Cowichan High School. ✓ North Cowichan is participating in the Equity in Action initiative between schools, district partners and the Ministry of Education to support school districts in identifying promising practices as well as barriers that are impacting Indigenous student achievement and success. ✓ Joint Council meeting with the City of Duncan was scheduled, in accordance with the Inter-Municipal Relationship Protocol Agreement. 	<ul style="list-style-type: none"> ✓ Coordinated orientation / training sessions for the Council-elect with the CVRD. ✓ Letter of support provided to the City of Duncan in support of their Strategic Priorities Fund Grant for the Cairnsmore Roundabout Project. ✓ Joint Council meeting with City of Duncan was held and topics included: <ul style="list-style-type: none"> - City of Duncan Transportation and Mobility Strategy - People Living Temporarily in Recreational Vehicles - Canada Avenue Complete Street from Evans to Sherman Road - Friendship Trail - Trans-Canada Highway Corridor Management Plan ✓ CAO/SD79 Superintendent meeting was held with the new interim CAO for CVRD and the following topics were discussed: <ul style="list-style-type: none"> - Regional Recreation (funding report and referendum messaging) - the finished review of Corridor Safety Plan with City of Duncan - Review of CVRD's report on centralizing emergency services and the beginning of the MOU development ✓ Chemainus flood mitigation discussions and preparations with the Province (EMBC) and the CVRD. 	<ul style="list-style-type: none"> ✓ Collaborated with CVRD and Ministry of Forests to fund LiDAR capture of Chemainus Watershed to lead into sediment study by the Ministry and supplement the Chemainus River Integrated Flood Management Plan. ✓ Collaborated with EMBC to remove sediment from an overflow channel on the Chemainus River, including outreach and information to residents affected. ✓ Wrote letter to EMBC Disaster Recovery requesting implementation of a regional recovery table to continue expanding efforts to reduce impacts on the river system in the flood plain. ✓ North Cowichan Mayor and CAO met with City of Duncan, local MLAs, RCMP, SD79 and Island Health to continue discussions on managing the issues occurring in the corridor area. ✓ Continued participation in the Equity in Action initiative between schools, school district partners and the Ministry of Education to support school districts in identifying promising practices as well as barriers that are impacting Indigenous student achievement and success. 	<ul style="list-style-type: none"> ✓ Joint Request For Proposals for Waterworks supplies was issued by CVRD on behalf of CVRD, Ladysmith, Duncan and North Cowichan. ✓ A letter of support was provided to the City of Duncan for a Regional Grant Application for Phase 2 of the Poverty Reduction Planning and Action grant on behalf of the Cowichan Housing Association. ✓ Staff met with the CVRD and other local governments on the Cowichan Region Hazard, Risk and Vulnerability Analysis for workshop two of three. ✓ Regional recreation discussions continue with CVRD staff to learn more about upcoming capital projects and programs being delivered regionally in 2023. ✓ North Cowichan has joined the Cowichan Regional Wildfire Resiliency Committee, led by the CVRD. This new regional committee's purpose is to coordinate, plan, and share information on how to successfully implement Firesmart programs and wildfire risk reduction initiatives within the Cowichan Valley region. ✓ Staff facilitated a tour for representatives from UBCM, BC Wildfire Service and the CVRD to see the fuel hazard reduction work taking place on Mount Tzouhalem.

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

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Election cost-sharing agreements have been secured with CVRD and School District 79. ✓ North Cowichan participated in a joint procurement process for aerial photography updates, partnering with CVRD, Duncan, Ladysmith and RDN. This resulted in significant cost savings compared to prior year projects. ✓ Emergency Management Operations Governance was finalized at the CVRD Board. ✓ CVRD staff presented to Council an update on Regional Recreation, specifically on its impact to North Cowichan residents, timelines for public information and engagement, and approval as a region-wide referendum with the October local government election. ✓ Continuing to work with CVRD on Regional Hydrometric and Climate Monitoring Strategy. ✓ CVRD presented to Council on their Climate Action Plan. MNC Environmental staff provided information on how this aligns with several climate adaptation programs currently underway, planned work on climate change risk assessment and adaptation, and the CAEP. ✓ Continuing to work with CVRD on enhancements to Cowichan River flood monitoring system and response. 			<ul style="list-style-type: none"> ✓ Staff have recommenced preliminary discussions with BC Ferries with respect to the relocation of the Crofton terminal. ✓ A letter was sent to the Ministry of Transportation and Infrastructure requesting a reconsideration of the highway access decision at 9090 Trans Canada Highway; supporting resident's safety concerns. ✓ North Cowichan Mayor and CAO met with the City of Duncan, and SD79 to continue discussions on managing the issues occurring in the corridor area.

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

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Letter sent to the Federal Minister of Transportation and Port of Vancouver on eliminating anchorages within the southern gulf islands. ✓ Received provincial grant funding for 44 early learning and child care spaces for \$1.76 million for the development of the Crofton Cubs Centre for Early Learning and Care in Crofton. 	<ul style="list-style-type: none"> ✓ Letter sent to the Minister Responsible for Housing requesting the Province take action to regulate rent increases between tenancies. ✓ Letter of support sent to Minister of Jobs, Economic Recovery and Innovation requesting the Province continues funding the Island Coastal Economic Trust. ✓ Letter sent to Minister Responsible for Housing to support displaced tenants at Magdalena Place. ✓ Applied for Crofton clarifier project and the Transcanada water main grant opportunities. 	<ul style="list-style-type: none"> ✓ Applied for REDIP for Forestry Management Plan and Industrial Servicing review. 	<ul style="list-style-type: none"> ✓ North Cowichan received \$200,000 in funding through the 2023 Community Resiliency FireSmart Community grant to conduct fuel hazard reduction treatments on Mount Tzouhalem and Maple Mountain.

Action: Provide a strong voice at the CVRD table, advocating for sustainable development in the region

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<p>No change.</p>	<ul style="list-style-type: none"> ✓ Met with MOTI and CVRD to discuss the possibility for using the Island Rail Corridor as a transportation corridor and to understand First Nations' concerns and interests. 	<p>No change.</p>	<p>No change.</p>

HOUSING

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

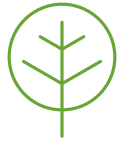


Action: Seek opportunities to partner and support affordable housing initiatives			
2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Submitted a grant application on behalf of Cowichan Housing Association for "A Place to Be" regional project. ✓ Report presented at June 15 Council meeting with options for additional financial contributions to support Sherman Road affordable housing project. 	<ul style="list-style-type: none"> ✓ Mayor led meetings with BC Housing, Lookout Society and Island Ford to address concerns with community impact from the new supportive housing. ✓ An outcome of the meeting, was a commitment to meet monthly as an advisory committee, and funding was provided for a clean up team. 	<ul style="list-style-type: none"> ✓ Mayor and senior staff met with representatives of BC Housing to discuss opportunities for cooperating on affordable housing projects. 	<ul style="list-style-type: none"> ✓ Staff met with representatives of Community Land Trust in March to discuss the resumption of the Sherman Road affordable housing project.
Action: Develop incentives for creating compact development (e.g. infill)			
2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Report on affordable housing strategy expected in Q3. 	<ul style="list-style-type: none"> ✓ Report on affordable housing strategy expected in Q4. 	<ul style="list-style-type: none"> ✓ New Infill Residential Neighbourhood (R3-N) zoning amendment presented for first and second reading. ✓ Affordable housing strategy drafted for presentation to Committee of the Whole in Q1. 	<ul style="list-style-type: none"> ✓ The presentation of the draft Affordable Housing Strategy to Committee of the Whole moved to Q2.
Action: Create opportunities for new forms of housing (e.g. condos above neighbourhood commercial)			
2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Zoning amendment applications for over 630 mixed housing units presented to Council on May 18, 2022. 	<ul style="list-style-type: none"> ✓ Zoning amendment bylaws for over 640 mixed housing units in the Paddle Road/Ford Road area were given third reading. 	<ul style="list-style-type: none"> ✓ Staff working with developers on potential future housing projects in Crofton, Chemainus, Bell McKinnon, University Village and Berkey's Corner areas. 	<ul style="list-style-type: none"> ✓ Rezoning applications for mixed-use units in Paddle Road/Ford Road area were adopted.

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

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<p>✓ 52 unit supportive housing project at 6428 Paddle Road opened in April.</p>	<p>✓ Third reading given to zoning amendment bylaws for properties in Paddle and Ford Road area to allow up to 640 new dwelling units.</p>	<p>✓ Staff working with Economic Development Cowichan on Cowichan Workforce Housing Strategy.</p>	<p>✓ Staff are communicating local housing needs and exploring opportunities for different forms of housing when meeting with developers.</p>

ENVIRONMENT



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

Action: Strengthen environmental policy in all land use planning			
2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Biodiversity Protection Policy project commenced in late June 2022 with a focus on research and consultations with stakeholders and First Nations. Research is underway, with consultations to begin in August. 	<ul style="list-style-type: none"> ✓ Research and preparation for public input has begun for the Biodiversity Protection Policy. 	<ul style="list-style-type: none"> ✓ OCP implementation report (Q1) will identify further opportunities for strengthening environmental policy. 	<ul style="list-style-type: none"> ✓ ESG Investments are prioritized in Council's Investment Policy. ✓ A request was sent to the Province to update the Cowichan Estuary Environmental Management Plan.
Action: Remodel and implement the Climate Action and Energy Plan			
2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ COMPLETED ✓ Corporate light vehicle electric conversion strategy will go to council early Q3. ✓ Electric push mowers ordered on continuing trial of converting yard and garden equipment from ICE to electric. ✓ Analysis of new Crofton Firehall net zero and energy reductions underway. 	<ul style="list-style-type: none"> ✓ Staff completing CAEP implementation plan to include expenditures over time from the CAEP reserve fund. ✓ Crofton Firehall net zero study completed. ✓ Two e-mowers delivered and are in use. ✓ FCM low interest loan and grant provided for the RCMP building to offset the cost of borrowing. 	<ul style="list-style-type: none"> ✓ Light duty fleet vehicle strategy going to Council January 2023. ✓ Garbage automation report will include eGarbageTruck option for Council consideration. 	<ul style="list-style-type: none"> ✓ VICEDA circular economy review is underway with local companies. One review showed the potential for GHG emissions equivalent to taking 130 cars off the road annually.
Action: Review opportunities for district energy system partnerships			
2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
No change.	No change.	No change.	No change.

Action: Relocate the Joint Utility Board Sewage Outfall Location

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Provided briefing document to Cowichan Tribes technical team members for presentation to new Band Council and Committee members. ✓ Provided letters of support from North Cowichan and Duncan Councils to Cowichan Tribes supporting the removal/relocation of anchorages. ✓ Application made to Transport Canada to remove or relocate anchorage in the way of the outfall pipe. ✓ Preliminary engineering work is continuing on pipe routing. 	<ul style="list-style-type: none"> ✓ Work continues on pipe route through Cowichan Tribes Reserve. ✓ Work continues on removal/relocation of anchorage. ✓ Field work complete on second year of pre-discharge receiving environment monitoring. ✓ Province is following up regarding the First Nations consultation on the JUB outfall project through their consultation process. 	<ul style="list-style-type: none"> ✓ All previous work listed still ongoing. ✓ Environmental Impact Study for interim outfall location concludes the discharge location meets regulatory requirements. 	<ul style="list-style-type: none"> ✓ Cowichan Tribes has retained LGL to peer review the Environmental Impact Study for the interim outfall location. The review is complete, and the project team is awaiting feedback. ✓ The project team met with WSANEC Leadership Council to advance the project with respect to the interim outfall location and to discuss any outstanding issues. Due to significant staffing changes at WSANEC project team, staff has provided a project brief/update to the new WSANEC referral coordinator to help new staff understand what work has been done to date. ✓ The project team is continuing to work with Transport Canada on options to deal with problem anchorage. ✓ Fisheries Act Authorization was submitted to DFO. ✓ Staff continue to work with funders to extend \$12,000,000 in co-funding.

Action: Develop a comprehensive climate change risk & vulnerability assessment

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Climate Change Specialist hired and will begin work in July 2022. 	<ul style="list-style-type: none"> ✓ Project research and scope determined with assistance from consultant. Funding applications made for climate change risk and vulnerability assessment. 	<ul style="list-style-type: none"> ✓ Successful in \$150K grant application for UBCM Disaster Risk Reduction - Climate Adaptation Assessment. 	<ul style="list-style-type: none"> ✓ RFP in distribution via BC Bid.

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

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Draft consultant report on sediment sampling that took place in March received and currently undergoing revision and a deeper dive into some options. ✓ Completed review of SMWS 2022 work plan to include improvements of lower reach of Bings Creek. ✓ Report on disposal options for the RCMP building on Canada Avenue will be presented to Council in Q3. 	<ul style="list-style-type: none"> ✓ Sediment sampling report was presented to Council. ✓ Review of monitoring results were presented to Council. ✓ Council approved a consultant being retained to report on aeration management options. ✓ North Cowichan staff presented to Rowing Canada athletes and staff on Quamichan monitoring and management. ✓ Zeolite trials complete and zeolite baskets removed from three sites. 	<ul style="list-style-type: none"> ✓ North Cowichan staff conducted 15 water quality sampling trips in 2022 on Quamichan Lake and tributary streams. ✓ RFP being prepared for analysis of aeration options to remediate blue-green algae blooms in Quamichan Lake which will include a cost benefit analysis of aeration, flushing and Phoslock management options. 	<ul style="list-style-type: none"> ✓ Staff have worked with Somenos Marsh Society and farmers along Somenos Creek in cooperation to provide access allowing riparian planting on the exposed west-facing creek bank in Q2.

Action: Create a biodiversity protection policy

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Biodiversity Protection Policy project commenced at the end of June. Initial phase of work will be an assessment and inventories. 	<ul style="list-style-type: none"> ✓ Research and preparation for public input has begun for the Biodiversity Protection Policy. Letters to First Nations have been sent. 	<ul style="list-style-type: none"> ✓ Public input survey for Biodiversity Protection Policy underway. 	<ul style="list-style-type: none"> ✓ The Biodiversity Protection Policy public engagement phase is complete (as of February 2023), and Diamond Head is working on a summary report of this phase.

Action: Evaluate the merits of adopting the Energy Step Code

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ COMPLETED 	<ul style="list-style-type: none"> ✓ October 4, 2022 Council resolution directs that pending BC Energy Step Code changes to BC Building Code be incorporated into Building Bylaw. 	<ul style="list-style-type: none"> ✓ COMPLETED ✓ Amendments to BC Building Code expected in 2023 that will require update to Building Bylaw to require higher Steps for some types of construction. 	<ul style="list-style-type: none"> ✓ COMPLETED ✓ Amendments to the Building Bylaw are being prepared for presentation to Council to respond to changes to the BC Building Code that will require higher Steps for some types of construction.

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

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
No change.	<ul style="list-style-type: none"> ✓ Signage at Art Mann Park and Fuller Lake revised with more information on effect of feeding waterfowl including QR code for more details. ✓ With the exception of the permanent closure of Art Mann Park for swimming, other beaches remained open based on acceptable water sampling results. 	<ul style="list-style-type: none"> ✓ Staff participated in local "Green shores" workshop about minimizing the impacts of new development on shorelines and restoring shoreline ecosystems. 	No change.

Action: Integrate natural assets into the overall asset management program

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Grant application submitted to Strategic Priorities Capacity Building Fund. 	<ul style="list-style-type: none"> ✓ Funding application made to UBCM for: <ul style="list-style-type: none"> - Environmental Accounting Process for streams (linked to natural asset management) VIU research project in collaboration with the RDN and City of Nanaimo. 	<ul style="list-style-type: none"> ✓ Funding approved for EAP. Staff will be working with partners throughout 2023. 	<ul style="list-style-type: none"> ✓ Awaiting confirmation of the application to the Strategic Priorities Capacity Building Fund for a \$200,000 grant for integrating natural assets into the overall asset management program.

Action: Increase awareness of waste reduction

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Operations staff inspected all residential recycling bins in April and May to check for contamination. Over 900 notices were handed out advising residents of specific not-accepted items. 	<ul style="list-style-type: none"> ✓ Recycling contractor and North Cowichan staff continue to inspect recycle bins. Bins with contamination are rejected and left at the curb. A notice is provided that outlines the type of contaminations and website and phone numbers to call for more information. 	<ul style="list-style-type: none"> ✓ Updated contamination reduction plan submitted to RecycleBC in December. Approved in January 2023. Staff to begin implementation in Q1. 	<ul style="list-style-type: none"> ✓ Staff have worked with Waste Connections and are awaiting feedback and a work plan to meet the approved reduction plan.

ECONOMY



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

Action: Support, retain, and attract light industry			
2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Circular economy program is just underway with ICET grant and contributions that include Campbell River, City of Nanaimo, Port Alberni, CVRD, North Cowichan, Gabriola Chamber of Commerce, and Sunshine Coast Regional Economic Development Org. 	<ul style="list-style-type: none"> ✓ Duncan Paving and Westcoast Prefab selected to participate in a pilot program. 	<ul style="list-style-type: none"> ✓ Economic Development Committee to be established in 2023. 	<ul style="list-style-type: none"> ✓ MNC staff participated in the workforce housing strategy led by Economic Development Cowichan. ✓ Funding application submitted for expansion of the municipal water system in the Highway 18 industrial area.
Action: Review options to provide any future municipal forest timber to local businesses for secondary industry			
2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
No change.	No change.	No change.	No change.
Action: Develop a long-range strategic plan for North Cowichan-owned real estate			
2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Remains pending completion of the OCP and Forestry Review. 	<ul style="list-style-type: none"> ✓ Remains pending completion of the Forestry Review 	<ul style="list-style-type: none"> ✓ Remains pending completion of the Forestry Review. 	<ul style="list-style-type: none"> ✓ Remains pending completion of the Forestry Review.
Action: Support small scale innovative agriculture			
2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Policies supporting small-scale agriculture and agricultural innovation included in the draft OCP (Chapter 7). 	No change.	<ul style="list-style-type: none"> ✓ Agricultural Advisory Committee to be established in 2023/2024. 	<ul style="list-style-type: none"> ✓ Agricultural Advisory Committee to be established in 2024.

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

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Many properties near the hospital site have recently sold. Buyers' and sellers' agents have been in contact with staff. 	<ul style="list-style-type: none"> ✓ Infrastructure planning for hospital and surrounding uses is underway. 	<ul style="list-style-type: none"> ✓ Meetings and discussion with land owners surrounding hospital site about uses that may complement and support the new hospital. 	No change.

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

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
No change.	<ul style="list-style-type: none"> ✓ Senior Environmental Specialist provided a presentation to Rowing Canada on Quamichan Lake. ✓ Mayor and CAO participated in the Rowing Canada Aviron Funding Announcement . ✓ Rowing Canada's announcement of the 2022 National Rowing Championships being held in November on Quamichan Lake at the same location as the National Training Centre. ✓ Construction underway for the dock facility. 	<ul style="list-style-type: none"> ✓ Met with Rowing Canada to provide membership information regarding lake health improvements. ✓ Met with reps from BC Bike Race and Belgian Waffle Ride to help facilitate planned community events in 2023. 	<ul style="list-style-type: none"> ✓ Mayor and CAO met with Rowing Canada to discuss plans for public engagement. ✓ Special event applications are in for the BC Bike Race and Belgian Waffle ride, which are scheduled to take place in May and July. Staff are working with internal and external agencies to secure site and event plans.

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

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 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			
2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
No change.	<ul style="list-style-type: none"> ✓ Work has started on the Subdivision Bylaw. Work involves updating administrative section, migration to Master Municipal Construction Documents (MMCD), inclusion of green standards. 	No change.	<ul style="list-style-type: none"> ✓ Staff are reviewing the consultant's proposed changes to the administrative section of the Subdivision bylaw. ✓ Staff are updating existing drainage design guidelines.
Action: Renew the Zoning Bylaw			
2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Expected to commence in Q3. 	<ul style="list-style-type: none"> ✓ Scoping of project has commenced. 	<ul style="list-style-type: none"> ✓ Meeting with Council on project scope and approach planned for Q1 2023. 	<ul style="list-style-type: none"> ✓ Meeting with Council on project scope and approach planned for Q2.
Action: Improve pedestrian safety on Boys Road			
2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
No change.	No change.	<ul style="list-style-type: none"> ✓ Coordinating with Cowichan Tribes on watermain and sanitary improvements to accommodate development on Reserve in the Boys Road area. Coordination required to preserve the ability to accommodate the effluent outfall and future drainage infrastructure that may be necessary as part of any road upgrades to Boys Road in the future. 	<ul style="list-style-type: none"> ✓ The Municipality is examining what can be done in the way of brush cutting and brush removal along Boys Rd to ensure that there is sufficient room for pedestrians along Boys Rd until permanent improvements can be put in place.

Action: Provide more input into managing the opioid crisis

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Letter written to the Federal Minister of Health and Addictions supporting MP MacGregor’s Bill C-216, for a health-based approach to the Substance Use Act. 	<p>No change.</p>	<p>No change.</p>	<ul style="list-style-type: none"> ✓ The Mayor and CAO met with Carolyn Bennett, federal Minister of Mental Health and Addictions to discuss our experience with access to mental health and substance use services, and the impact of the toxic drug and overdose crisis on our community. This meeting included the Mayor and CAO of the City of Duncan, MP Alistair MacGregor and Chief Hwitsum. ✓ The Mayor and CAO met with Nanaimo Mayor Krog to discuss the common issues in our communities related to homelessness, mental health, addictions, and street disorder and expressed the importance of all Vancouver Island communities to advocate to senior levels of government for solutions to these problems, including increased investments in supportive housing, addictions treatment facilities and mental health supports.

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

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Local area plans, principles and policies actively being implemented through development application review and approval process. 	<ul style="list-style-type: none"> ✓ Local area plans, principles and policies actively being implemented through development application review and approval process. 	<ul style="list-style-type: none"> ✓ Local area plans, principles and policies actively being implemented through development application review and approval process. ✓ Report to Council on OCP implementation options (including LAPs) expected in Q2 2023. 	<ul style="list-style-type: none"> ✓ Local area plans, principles and policies are actively being implemented through the development application review and approval process. ✓ Report to Council on OCP implementation options (including LAPs) expected in Q2.

INCLUSION



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

2022 Q2 Update	Q3 Update	Q4 Update	2023 Q1 Update
<ul style="list-style-type: none"> ✓ Diversity and Inclusion training is anticipated for management staff in Q3. ✓ National Indigenous Peoples Day – a communication was sent to all staff, including links to resources to enhance learning. ✓ The Pride Flag was flown in recognition of Pride Month. ✓ The First Nations Relations Committee received a presentation outlining the reconciliation framework recommended by the Canadian Coalition of Municipalities and the Canadian Commission for UNESCO as part of considering the process for implementing the Truth and Reconciliation Commission Calls to Action for municipalities. 	<ul style="list-style-type: none"> ✓ Pool staff are developing an education plan and information that will be shared with both staff and the public with regards to gender neutrality and self-identification that is consistent with the direction provided by the BC Recreation and Parks Association and compliant with the BC Human Rights Code. Staff are also researching changes to the pool signage and procedures that ensure the facility is welcoming to all that wish to use the Cowichan Aquatic Centre. ✓ In the process of updating the language in policies and forms to be gender neutral (ongoing). ✓ Completed the first session of Diversity and Inclusion training to Senior Leadership Team. ✓ Preliminary planning for Diversity and Inclusion training for the Management Team. ✓ Roll out of the new Collective Agreement that contains more inclusive job titles and gender neutral language. ✓ Communication to all staff on the National Day for Truth and Reconciliation. 	<ul style="list-style-type: none"> ✓ Discussions with the CVRD and neighbouring municipalities (Duncan, Lake Cowichan, Ladysmith) were initiated to determine the level of interest in a collaborative approach to establish a (Regional) Accessibility Advisory Committee in order to meet the requirements under the Accessible BC Act (s. 11 to develop an Accessibility Plan and s. 12 to establish a process for receiving comments from the public). ✓ RCMP reconfigured locker room for gender neutrality. ✓ Design work continues on the Sportsplex Fieldhouse to include gender neutral and universally accessible washrooms in the new building. 	<ul style="list-style-type: none"> ✓ Council Advisory Body Policy was adopted. The policy ensures that there is a fair and equitable representation on advisory bodies that is reflective of North Cowichan’s diversity and gives precedence to Indigenous people, people from an equity-seeking group or a visible minority when members are appointed. ✓ Staff updated gender-diverse signage at the Cowichan Aquatic Centre to ensure that all users of the facility are respected equally through their choice of washroom and changeroom usage. This signage reflects the BC Human Rights Act.

UPCOMING

The following list of action items have a start date beyond 2023



Date	Action
	Develop a business case for innovative development (e.g. site adaptive planning, conservation development, residential cluster development, etc.) - Not included in 2023 business plan and budget
	Review the potential for creating a heritage protection policy - Not included in 2023 business plan and budget: Will be considered in the OCP implementation report
	Update the Agricultural Implementation Plan and encourage the use of arable land - Not included in 2023 business plan and budget: Agriculture Committee to be established in 2024

COMPLETED

The following list of action items have been completed



Date	Action
2020	Evaluate the merits of adopting the Energy Step Code
2022	Remodel and implement the Climate Action and Energy Plan
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 - Further opportunities to be explored with review and updates to development permit guidelines
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 - Economic Development Committee Terms of Reference approved
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	Encourage appropriate development charges and amenities to support great development - Additional work on development charges and amenities occurring with affordable housing strategy
2022	Incentivize or prioritize new growth in areas close to existing core development