

COUNCIL STRATEGIC PLAN

2019-2022+



2023 QUARTER 4 UPDATE

October 1 - December 31, 2023



INTRODUCTION

Quarter 4 Update: October 1 - December 31, 2023

Q4 marked the end of the first “back to normal” year at the Cowichan Aquatic Centre after several unusual years impacted by COVID-19. Admission numbers in Q4 increased by 10 per cent year over year and closed the year with 224,551 total visits. Overall, annual attendance in 2023 increased by 33 per cent over 2022 and surpassed 2019’s pre-pandemic admissions by one per cent. Recreation program offerings also increased, and in Q4 99 swim lessons were offered with a plan to increase to 119 in Q1 and 179 by Q2 in 2024.

A comprehensive accessibility audit of 16 park sites took place to evaluate accessibility of these locations. The process provided staff with an overall assessment of each parks’ access and ease of use, and to provide a better understanding of the fundamental features of the facilities within them as it relates to Canadian Standards Association (CSA) standards. Recommendations will be prioritized and addressed by staff starting in 2024.

In November, a second joint government-to-government meeting was held between Quw’utsun Nation and North

Cowichan Council. It was a positive and significant step toward continued collaborative work relating to the Municipal Forest Reserve and other issues of mutual interest.

The first-ever awards ceremony for the North Cowichan Fire Department took place in December. Firefighters from Crofton, Maple Bay, Chemainus, and South End halls were celebrated for their achievements.

After 10 years, it was time for a refresh of the northcowichan.ca website. A brand new user centric website was launched in December, which allows website visitors to better navigate to the information they need. The new site is also accessible, meeting the Web Content Accessibility Guidelines (WCAG) 2 international standard. Users with accessibility needs can access the website using their tools and settings. This includes things such as text alternatives for non-text content, captions, is fully functional from a keyboard, and presents content in predictable ways.

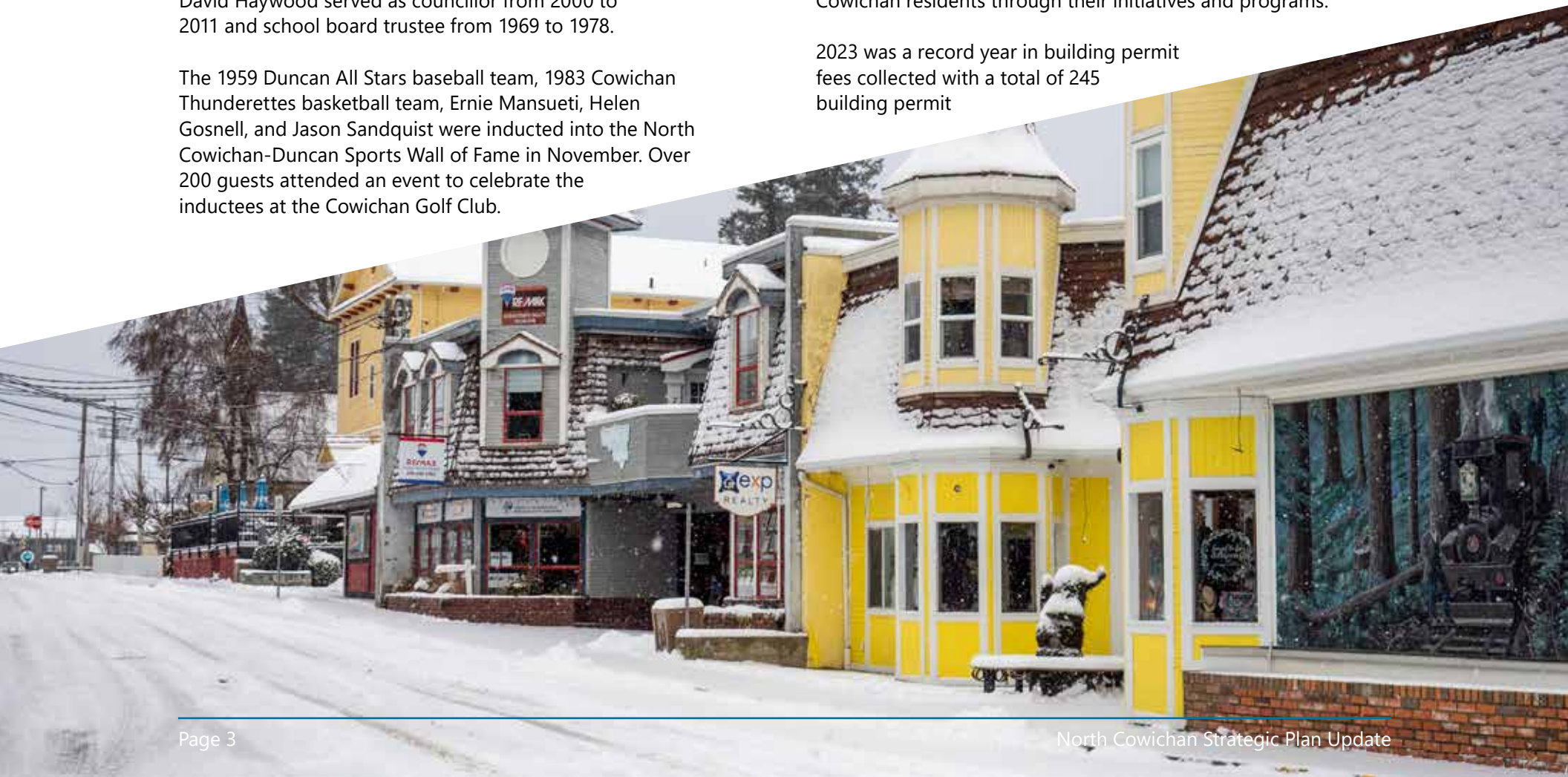
Jon Lefebure and David Haywood received North Cowichan’s

Freedom of the Municipality honour, the highest symbol of respect and esteem from a local government to an individual. Both recipients previously served on North Cowichan council. Jon Lefebure served for 16 years, 13 of which as mayor (1999-2008; 2011-2018). David Haywood served as councillor from 2000 to 2011 and school board trustee from 1969 to 1978.

The 1959 Duncan All Stars baseball team, 1983 Cowichan Thunderettes basketball team, Ernie Mansueti, Helen Gosnell, and Jason Sandquist were inducted into the North Cowichan-Duncan Sports Wall of Fame in November. Over 200 guests attended an event to celebrate the inductees at the Cowichan Golf Club.

Council approved \$246,750 in Grants-in-Aid to support community groups operating within the municipality. Council also approved 149 properties for Permissive Tax Exemptions in 2024 totaling \$627,000. This funding allows community organizations to better support and serve North Cowichan residents through their initiatives and programs.

2023 was a record year in building permit fees collected with a total of 245 building permit



applications representing 229 new residential units for a total building permit revenue of \$2,187,264.

Council adopted new construction standards and the Building Bylaw was amended to help support North Cowichan's emission goals (to reduce emissions by 80 per cent by 2050). As of January 1, 2024, Emission Level 3 of the BC Zero Carbon Step Code must be met and on July 1, 2024, Emission Level 4 must be met. The Energy and Zero Carbon Step Code requirements impact primary space and water heating in new construction only and are based on performance. Secondary heating sources, as well as auxiliary appliances such as stoves and barbecues, are not affected by the changes.

The Economic Development Committee made strides in developing a revised economic development action plan and launched a survey to local business and industry representatives and owners to gather feedback and input.



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			
2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<ul style="list-style-type: none"> ✓ Recreation staff opened the Crofton outdoor pool two weeks earlier than normal to provide pool time to user groups (swim clubs and school district) that were affected by the annual Cowichan Aquatic Centre shutdown at the beginning of June. 	<ul style="list-style-type: none"> ✓ The Recreation Youth Outreach team opened a daily drop in program at the Crofton Community Centre during July and August. A total of 67 youth attended the sessions which provided a variety of games and activities for youth in the Crofton & Chemainus areas. ✓ A variety of new fitness equipment was installed at the Cowichan Aquatic Centre as part of the ongoing capital program. In addition to a new layout, additional acoustic paneling was also installed as well as a sliding glass door to improve overall space functionality. ✓ As part of the 2023 annual aquatic maintenance shutdown, the sauna at the Cowichan Aquatic Centre was renovated which included all new interior cedar paneling and improved temperature controls. 	<ul style="list-style-type: none"> ✓ Staff completed a comprehensive accessibility audit of 16 parks sites to evaluate overall accessibility of these environments for people with disabilities. The audit was done in collaboration with the Spinal Cord Injury Association of BC. This process provided staff with an overall assessment of the park's access and ease of use and a better understanding of the fundamental features of the facilities within them as it relates to CSA standards. Recommendations were presented to the Accessibility Advisory Committee and staff will look to address the recommendations in 2024. ✓ Admission numbers at the CAC in Q4 increased by 10% year over year and finished the year with 224,551 total visits. This represents a total increase of 33% over 2022 and surpasses pre-covid 2019 admissions by 1%. ✓ Recreation program offerings to the public increased and in Q4 99 swim lesson sets were offered, with 119 planned in 2024 Q1 and 179 by Q2. All swim lessons sold out during winter registration in December.

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

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<ul style="list-style-type: none"> ✓ Staff are working with a third-party contractor to review the financial assumptions used for both timber and carbon and provide comments and/or recommendations. Any feedback from this review will be given to the UBC Partnership group for review and consideration before the final draft forest management scenario options will be provided to Council. ✓ Staff continue to meet with the Quw'utsun Nation as part of the MOU working group to seek any input and/or feedback about the future forest management of the MFR. The input received through this process will be considered and/or incorporated into the forest management scenarios prior to presenting the final drafts to Council for consideration. ✓ The Mayor, Council, CAO, and senior staff visited the Wildwood Ecoforest to review their current approach to forest management. ✓ Council and senior staff participated in a tour of the Municipal Forest Reserve. 	<ul style="list-style-type: none"> ✓ Municipal staff met with the Quw'utsun Nation working group on August 3 to continue dialogue around the MFR and other important matters in the community. Referral letters were sent seeking input about MNC joining the Coastal Douglas Fir Conservation Partnership and recreational use on Mount Richards. ✓ Plan to have a Quw'utsun Nation and North Cowichan working group meeting on October 5. ✓ Plans are in process for a joint Quw'utsun government to government meeting. 	<ul style="list-style-type: none"> ✓ Municipal staff met with the Quw'utsun Nation working group on October 5 and November 14 to continue dialogue around the MFR and other important matters in the community. ✓ The second joint government to government meeting between Quw'utsun Nation and North Cowichan Mayor and Council took place November 23. The meeting was a positive and significant step toward continued collaborative work on issues related to the MFR. A joint public statement with more information is anticipated to be released in 2024 Q1, along with a forestry review update report from staff.

Action: Review developer utilization of the professional reliance model

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
No change.	No change.	No change.	No change.

Action: Recognize the great work of staff

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<ul style="list-style-type: none"> ✓ Public Works Week (May 21 – 27) was marked with special social media posts that showcased the staff and work undertaken by Operations and Parks staff. Public works staff were recognized and thanked. ✓ Successful pancake breakfast conducted with Senior Leaders doing the cooking to thank employees for all their hard work throughout the year. ✓ Employees reaching service milestones in Q2 of 10+ years with the Municipality were recognized. ✓ Continued employee profiles for the months of April, May and June in the weekly Council Bulletins. 	<ul style="list-style-type: none"> ✓ A well-received Staff Appreciation Lunch was held in early September bringing together over 150 employees from all locations and departments. Ted Swabey and Mayor Douglas presented and/or announced long service awards for those employees missed during COVID restrictions. Senior Leaders assisted throughout the event. ✓ Employees (14) reaching service milestones in Q3 of 10+ years with the Municipality were recognized. ✓ Continued employee profiles for the months of July, August and September in the weekly Council Bulletins. ✓ Planning is underway for two December social events, including an annual holiday party and family skate event. ✓ National Firefighters’ Memorial Day (September 10) was recognized with an organization-wide communication. There was gratitude and appreciation for North Cowichan paid on-call firefighters, for their work and service in protecting local communities. ✓ Police and Peace Officers National Memorial Day (September 24) was recognized with an organization-wide communication. Sincere thanks were expressed to the dedication and service of law enforcement personnel, especially those who lost their lives in service. ✓ Four employees were profiled on social media, garnering a combined reach of 18,344 on Facebook and 3,783 on Instagram. 	<ul style="list-style-type: none"> ✓ The first-ever awards ceremony for the entire North Cowichan Fire Department was held at the Cowichan Performing Arts Centre. Firefighters from Crofton, Maple Bay, Chemainus, and South End halls were celebrated for their achievements. ✓ Employee profiles from the Planning Department and Operations Department were included in the weekly Council Bulletins. ✓ Staff Holiday Party took place on Thursday, December 14 with approximately 136 people in attendance (staff + significant others). ✓ Staff Holiday Skating event took place on December 23 at Fuller Lake Arena. 120 staff members and their families attended for skating, hot dog lunch and gifts and door prizes delivered by Santa.

Action: Ensure open and transparent communications with the public

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<p>The following actions took place to support open and transparent communications with the public:</p> <ul style="list-style-type: none"> ✓ Five news releases were issued. ✓ Six 'Council Matters' emails were compiled and sent to subscribers. ✓ Improvements to social media channels including updated avatars, bios, and posts were made. Reach on Facebook increased 77.4% and 68.6% on Instagram over the quarter. ✓ Instagram contest in support of Recreation and Parks month (June) was held. ✓ 150th anniversary celebrations kicked off with special branding and community-focused events. A special event was held on June 18. ✓ Contractor selected for website redevelopment project. ✓ Updated Corporate Style Guide issued to staff with new guidelines on writing, including gender neutral considerations to improve communication with the public. ✓ Standardized corporate email signatures for all staff, which now display corporate logo, social media channels, and Indigenous land acknowledgement. 	<p>The following actions took place to support open and transparent communications with the public:</p> <ul style="list-style-type: none"> ✓ Public engagement process completed for draft Affordable Housing Policy. ✓ Public engagement on the Accessibility Action Plan is underway. ✓ Eleven news releases were issued. ✓ Four 'Council Matters' were compiled and sent to subscribers. ✓ Eight emails were sent to the News and Updates list. ✓ Social media metrics: <ul style="list-style-type: none"> • Facebook reach was 173,425, a 65% increase over the previous quarter, and a 6.79% engagement rate. • Instagram reach was 23,277, a 74.2% increase over the previous quarter and an engagement rate of 8.23%. ✓ 150th anniversary celebrations continued over the summer months with participation in community events, parades, and a special day at the Forest Discovery Centre in August. ✓ Work on the website redevelopment continued, with content, page, and navigation optimization work which will facilitate migration later this fall. 	<ul style="list-style-type: none"> ✓ The brand new northcowichan.ca website was launched in December. The site is built on a user-centric model, allowing users (residents) to better navigate information and self-serve many municipal services. The site also meets or exceeds Web Content Accessibility Guidelines (WCAG) in order to provide an equitable experience for all users. ✓ Provided ongoing communications support for municipal initiatives and programs, including: <ul style="list-style-type: none"> • Communication for the extended Canada Ave construction. • Communication support for two fire hall open houses. • Supported public education for Fire Prevention Week. • Zero carbon step code changes. ✓ Freedom of the Municipality awarded to Jon Lebefure and David Haywood on October 18. They were the twelfth and thirteenth individuals to receive the honour. ✓ The Winter 2024 Recreation Guide was revamped and released on November 17, 2023. The focus was to provide users with a more user-friendly reference for the programs and services that the department offers. The new layout is organized into four program sections and includes all facility and program schedules in one centralized location. While the recreation guide is available (<i>continued on next page</i>)

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

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
		<ul style="list-style-type: none"> ✓ The Communications and Engagement Strategy was finalized. This document provides guiding principles and actions that aim to improve communications and engagement with residents, employees, partners, and other organizations. 	<p><i>(continued)</i> exclusively online via North Cowichan’s website, it was digitally enhanced to provide readers with a PDF flippable page feature which enhances accessibility via desktop or mobile devices.</p>

Action: Identify potential new sources of revenue

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<ul style="list-style-type: none"> ✓ Public Notice Bylaw No. 3906 was adopted. This bylaw authorizes alternative methods to advertise which will help cut advertising expenses up to 50%. ✓ Amendments to Fees and Charges Bylaw to increase development application fees implemented June 15. ✓ Contract signed to replace Point of Sale machines at all municipal facilities resulting in annual operating cost savings of over \$15,000. ✓ A “full cost recovery” approach has been implemented for negotiations with telecommunication service providers requesting use of municipally owned land and facilities for telecommunications infrastructure. 	<ul style="list-style-type: none"> ✓ Funds are being invested in term and cashable GIC’s to earn interest at higher rates, in accordance with Council’s Investment Policy. ✓ Request For Proposal for Banking Services issued to ensure the municipality is getting the best value and saving money where possible. ✓ A 5% increase to the Council approved Parks and Recreation fees and charges bylaw came into effect on September 1, 2023. This increase is applied across the board to all admission and facility rental charges and are scheduled to increase by another 2% on August 31, 2024. ✓ New fees for development applications took effect on June 15, 2023 that are intended to improve cost recovery for development application processing. 	<ul style="list-style-type: none"> ✓ Brought forward proposed service agreement from Rogers Communications.

Action: Review RCMP service levels

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<ul style="list-style-type: none"> ✓ Continued discussions with the Province and the City of Duncan. 	<ul style="list-style-type: none"> ✓ Council approved a new Forensic Identification Specialist RCMP Officer position for the 2025 budget year, allowing for recruitment in 2024.

Action: Maintain opportunities for multi-modal transportation

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<ul style="list-style-type: none"> ✓ Canada Avenue Complete Streets: work continues to advance the project. North Cowichan and the City have decided to work with timelines of the grant. Design to continue in the fall and anticipated construction timelines under review. ✓ Canada Avenue Flood Gate and Road Raising: construction has commenced. The City's water main replacement is complete. The new storm main installation and flood wall gate foundation is underway. ✓ Wrote a letter requesting a meeting with the Minister of Transportation and Infrastructure to discuss the Trans-Canada Highway Water Main Replacement and Multi-Use Trail Project. 	<ul style="list-style-type: none"> ✓ Staff are bringing forward the Master Transportation Plan to Council in the next quarter. ✓ Canada Avenue Complete Streets: Concepts are underway with detailed design expected to occur in the 4th quarter and into 2024. ✓ Canada Avenue Flood Gate and Road Raising: construction is nearing completion. Underground works are complete. Surface improvements are underway and expected to be completed in the fall. 	<ul style="list-style-type: none"> ✓ Canada Avenue new sidewalk/bike lanes (Philip Street – 0.20 km South): Construction complete for 0.2 km of new sidewalk and bike lanes. Work done as part of Canada Avenue Flood Gate Project. ✓ Canada Avenue Active Transportation Project (Sherman Road – James Street): Detailed design has started on 1.0 km of new and upgraded active transportation works. Work is being done in coordination with the City of Duncan as part of the Canada Avenue Complete Streets Project. ✓ Sherman Road new bike lanes (Canada Avenue - Somenos Road): Application for co-funding for design of 1.7 km of bike lanes along both sides of Sherman Road. ✓ Chemainus Road new sidewalk/bike lanes (Victoria Street - Fir Street; east side): Conceptual design has started on 0.6 km of new active transportation works along Chemainus Road.

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

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
			<ul style="list-style-type: none">✓ TCH Active Transportation Project (Beverly Street – Drinkwater Road; east side): Design nearly complete for new multi-use trail along the TCH. Work to be coordinated with future new water main.✓ Draft Master Transportation Plan was presented to Committee of the Whole and staff have been directed to engage with the public plus Environment Advisory Committee prior to final drafting of the plan.

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

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<ul style="list-style-type: none"> ✓ Offers of assistance for National Indigenous Peoples Day events were sent to Halalt, Lyackson, Penelekut, Stz'uminus First Nation and Cowichan Tribes. ✓ Eight staff volunteered at Cowichan Tribes' National Indigenous Peoples Day event. ✓ Director of Parks & Recreation met with Cowichan Tribes Parks Canada Operations Engagement Coordinator to learn more about a newly proposed shore-based hydrophone project for Sansum Narrows that studies the impact of the underwater soundscape on marine life. This project requires shoreline access at Peters Lane for equipment installation for monitoring purposes. ✓ Dialogue and discussions continue around the MOU working group and for staff to provide updates on various Municipal projects that include the forestry review, FireSmart work and Biodiversity Protection Policy. ✓ Fire Services Agreement was signed between Cowichan Tribes and North Cowichan to ensure continued service provision and update the language in the agreement. 	<ul style="list-style-type: none"> ✓ Council provided a grant to M'akola Housing Society to assist with the well-attended Every Child Matters March to be held in respect of the National Day for Truth and Reconciliation. ✓ The National Day for Truth and Reconciliation and Orange Shirt Day were recognized with an all-staff communication. Employees were encouraged to wear orange shirts to commemorate the survivors and victims of residential schools. ✓ Online training sessions from the National Centre for Truth and Reconciliation were promoted. ✓ Email signatures throughout the organization were updated to include indigenous land acknowledgements. ✓ Supported Halalt by participating in their meeting with the Province regarding flooding of the Chemainus River. ✓ Provided funding support for the 'Lifting spirits, Honouring Lives' event hosted by the Cowichan Missing & Murdered Women, Men and Children's Society. 	<ul style="list-style-type: none"> ✓ Meeting with senior leadership of North Cowichan and Cowichan Tribes held on November 22. ✓ Quw'utsun Nation and North Cowichan had a meeting on November 23. ✓ Provided a letter of support to Cowichan Tribes for their UBCM funding request on Reconciliation and Relationship Building.

Action: Support community groups and organizations

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<ul style="list-style-type: none"> ✓ Staff attended the Quamichan Lake Neighbourhood Association meeting on May 11 to share the various ways that members can connect with Council and staff, including tips for community groups and citizens. ✓ Staff met with the Maple Bay Elementary principal and PAC to discuss improving park infrastructure for accessibility and allowing one class to create a “Buddy Bench” that promotes inclusive play for children. Work to be completed in the next six months. ✓ Staff worked with community groups and members to begin planning for the 150th anniversary event. Staff attended the Chemainus BIA meeting to spread the word and to finalize event plans for celebration on June 18, which included soliciting entertainment from local organizations. ✓ After months of planning and electrical installation, in conjunction with the Crofton Community Association, the operations and recreation department turned on the switch for the lights on the Crofton Seawalk on May 17. Over 52 LED lights now provide a safe path for evening walking which has drawn a positive review by the community. An unofficial unveiling/community celebration occurred on June 24. 	<ul style="list-style-type: none"> ✓ Permissive Tax Exemptions were considered, with 68 organizations being recommended to be provided with a one-year exemption from property taxation allowing the money saved to be redirected to the community good provided by the organizations. ✓ Through the Duncan Curling Club lease agreement, staff helped facilitate upgrades to the facility which included all new exterior doors and permitted the installation of a new mural on the building to deter graffiti. ✓ The Sports Wall of Fame Committee announced that five new inductees will be inducted to the Sports Wall of Fame on Nov. 18, 2023. These include Ernie Mansueti (builder), Helen Gosnell (athlete), Jason Sandquist (athlete), 1983 Cowichan Thunderettes Basketball Team (team) and the 1959 Duncan Little League Allstars Baseball Team (team). ✓ The annual Terry Fox Run was held on Sunday, Sept. 17 at Evans Park in support of the Terry Fox Foundation. This was the first time the event was held at Evans Park to provide for a safer route and a family oriented atmosphere. 	<ul style="list-style-type: none"> ✓ The 1959 Duncan All Stars Baseball team, 1983 Cowichan Thunderettes Basketball team, Ernie Mansueti (builder), Helen Gosnell (athlete) and Jason Sandquist (athlete) were inducted into the North Cowichan Sports Wall of Fame in November. Over 200 guests attended the event at the Cowichan Golf Club. ✓ Staff worked closely with several community organizations to facilitate five special event applications which included; Chemainus Legion Remembrance Day (November 11), CBIA Fall Festival and Fun Run (October 28), CBIA Sip & Shop (November 18), Cowichan Search & Rescue (November 19), and Crofton Christmas Parade (December 3). ✓ Council approved \$246,750 in Grants in Aid to support community groups within the municipality. ✓ Council approved 149 properties for Permissive Tax Exemptions in 2024 totaling \$627,000. This will allow organizations to use that money to support further community good. ✓ Donated one EJ Hughes print to a non-profit organization to assist with fundraising. ✓ Provided a letter of support to Cowichan Estuary Restoration & Conservation Association for Scotch Broom Removal Work in the Cowichan River Estuary. ✓ Provided funding support letter to West Coast Prefab’s (BC Manufacturing Job Fund Grant).

Action: Support community groups and organizations (continued)

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
	<ul style="list-style-type: none"> ✓ Staff met with the Duncan Curling Club in May to address building envelope issues, which includes full door replacements. Discussions also ensued about future recreation programming of that facility in the near future to expand the municipalities offering in that area. ✓ Provided a letter of support to the Cowichan Green Community for local food infrastructure funding request. ✓ Donated two EJ Hughes prints to non-profit organizations to assist with fundraising. ✓ Staff hosted neighborhood meeting for Rowing Canada. ✓ Met with Chemainus Residents Association to discuss ongoing issues of mutual interest. 	<ul style="list-style-type: none"> ✓ In support of the MNC 150th Anniversary celebrations, staff, including an activation team attended three local community events which included the Maple Bay Canada Day Parade (July 1), Duncan Days Street Party (July 15) and a special 150th Anniversary celebration at the Forest Discovery Centre (Aug 20). ✓ The Mt Tzouhalem Enduro Race took place Sept. 24 and was host to the final stage of the annual Vancouver Island cup race series. The event hosted by two local bike shops saw ~225 men, women and youth riders of all skill levels from all over the Island compete on the fast and flowy race course set up Mt Tzouhalem. The profits from the event will be donated to the Cowichan Trail Stewardship Society to help maintain the North Cowichan trail networks and promote mountain biking in the Cowichan Valley. ✓ Donated five EJ Hughes prints to non-profit organizations to assist with fundraising. ✓ Provided a letter of support to the Cowichan Historical Society in their quest for funding for the New Horizons for Senior's Program. 	<ul style="list-style-type: none"> ✓ Provided a letter of support to Lookout Society on the success of their Community Clean-Up Programs.

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

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
No change.	No change.	No change.	<ul style="list-style-type: none"> ✓ North Cowichan Board of Directors advocating for Regional Growth Management as a CVRD priority.

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

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<ul style="list-style-type: none"> ✓ Regional recreation staff (CVRD, North Cowichan, Ladysmith) continue to meet quarterly to discuss regional recreation initiatives. The focus was on commission governance structure and sub regional commission bylaws and reports that were moving forward with the CVRD board in June. ✓ North Cowichan Recreation staff met with CVRD Recreation staff to re-engage discussions about working more closely together on programming, facilities and shared resources. Future discussions are to be held in the fall. ✓ Sent a letter requesting a meeting with the Minister of Emergency Management and Climate Readiness to discuss flood protection on the Chemainus River. ✓ Met with Emergency Management Cowichan to learn about regional emergency management. 	<ul style="list-style-type: none"> ✓ Staff continue to meet with members of the Cowichan Regional Wildfire Resiliency Committee on a quarterly basis. These meetings continue to be a great way to collaborate, share and learn about what FireSmart community programs and projects our regional partners are working on, field visit past FireSmart treatments and review/discuss proposed future FireSmart activities. ✓ Discussion and dialogue surrounding regional recreation initiatives continued at the September quarterly meeting. Focus remains on upcoming regional recreation orientation and budget discussions and long term planning initiatives for parks, recreation, and trails within the Cowichan Valley. ✓ Communications staff meet regularly with CVRD and other regional communications departments to discuss and strategize communications related to drought and water conservation. ✓ Staff report on the possibility of a regional planning service presented to Council on September 6 and Council resolution conditional on supporting a regional growth management strategy forwarded to CVRD Board. 	<ul style="list-style-type: none"> ✓ Provided the CVRD with a letter of support for the use of Municipal Regional District Tax revenues towards affordable housing. ✓ Mayor and staff met with Minister of Water, Land and Resource Stewardship to continue discussions further to UBCM meetings on flood mitigation. ✓ Mayor and staff met with the deputy minister of Municipal Affairs further to a meeting with Premier David Eby at UBCM on Regional Growth Strategies Funding. ✓ North Cowichan Recreation and CVRD Recreation staff started to work collaboratively via the new Regional Recreation Commissions. Regional Recreation Commission orientations and budget meetings commenced.

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

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 		<ul style="list-style-type: none"> ✓ Emergency Management Cowichan Advisory group meetings to discuss new provincial regulations being proposed. ✓ Provided a letter to School District 79 in support of their grant application for Natural Resources Canada Climate Action Adaptation. ✓ Staff continue to meet with the Chemainus River task force (Halalt, Penelakut, CVRD, Province, and members of the public). ✓ Staff met with CVRD and the Province to organize a tour of the flood protection works for Emergency Management Climate Readiness staff. 	

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

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<ul style="list-style-type: none"> ✓ \$500,000 grant funding received for Forestry Management Plan and Industrial Servicing review. ✓ Staff preparing application to Federal Government's Housing Accelerator Fund. 	<ul style="list-style-type: none"> ✓ Mayor and CAO met with the following Minister's to discuss ongoing initiatives that could use provincial support: Tourism, Arts, Culture and Sports; Environment and Climate Change Strategy; and Transportation and Infrastructure. ✓ Staff have initiated discussions with the CVRD to amend the Liquid Waste Management Plan for the JUB outfall. 	<ul style="list-style-type: none"> ✓ Letter from Mayor Douglas sent to Sean Fraser, Minister of Housing, Infrastructure and Communities advocating for funding from the Housing Accelerator Fund.

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

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Staff are communicating local housing needs and exploring opportunities for different forms of housing when meeting with developers. 	<ul style="list-style-type: none"> ✓ Sent a letter requesting a meeting with the Minister of Housing to discuss acquiring land for non-market housing. 	<ul style="list-style-type: none"> ✓ Development permit applications received for four high density residential developments. 	<ul style="list-style-type: none"> ✓ Developers' Forum held on October 31 with George Parker presenting economic issues and opportunities for housing construction and development.

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

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
			<ul style="list-style-type: none"> ✓ George Parker, land economist, presented findings of his housing market research analysis to Committee of the Whole on December 12.

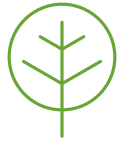
HOUSING

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



Action: Seek opportunities to partner and support affordable housing initiatives			
2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<ul style="list-style-type: none"> ✓ Staff working with BC Housing on potential affordable housing projects. ✓ The Mayor and senior staff met with representatives of BC Housing to review opportunities for collaboration on initial planning of non-market housing projects on municipal properties. 	<ul style="list-style-type: none"> ✓ Draft affordable housing policy and public engagement results presented to Committee of the Whole on September 12. ✓ Staff are working with Community Land Trust and TL Housing solutions to advance building plans for an affordable housing project at 3191 Sherman Road. 	<ul style="list-style-type: none"> ✓ Staff and Mayor Douglas participated in the November 3 Cowichan Housing Forum. ✓ Application to BC Housing's Community Housing Fund submitted for affordable housing project at Elliott Street, Chemainus. ✓ Council advanced funding to assist with resolution of potential site contamination issues at 3191 Sherman Road.
Action: Develop incentives for creating compact development (e.g. infill)			
2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ The presentation of the draft Affordable Housing Strategy to Committee of the Whole moved to Q2. 	<ul style="list-style-type: none"> ✓ Update provided to Committee of the Whole on May 9 about affordable housing and direction obtained about affordable housing strategy and grant application to the Housing Accelerator Fund. 	<ul style="list-style-type: none"> ✓ Application to Housing Accelerator Fund completed and submitted. 	<ul style="list-style-type: none"> ✓ Council authorized parking variances to facilitate development of a 92 unit, six-storey apartment building at 6489 Paddle Road. ✓ In response to the enactment of provincial legislation (Bill 44), staff are working to understand the implications and required changes to the zoning bylaw and will report out to Council in Q1 2024.
Action: Create opportunities for new forms of housing (e.g. condos above neighbourhood commercial)			
2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Rezoning applications for mixed-use units in Paddle Road/Ford Road area were adopted. 	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			
2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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 (CEEMP). 	<ul style="list-style-type: none"> ✓ The province acknowledged the request to update the CEEMP and suggested that staff remain in contact with the department head. 	<ul style="list-style-type: none"> ✓ Staff will be attending the upcoming CEEMP meeting with the Province in Q4. ✓ Staff are increasing involvement in erosion and sediment control related to development to hold developers, consultants and contractors accountable. 	<ul style="list-style-type: none"> ✓ CEEMP was cancelled. Staff await notification from the Province of a new meeting time in 2024.
Action: Remodel and implement the Climate Action and Energy Plan			
2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<ul style="list-style-type: none"> ✓ VICEDA circular economy pilot year concluded with two participating local companies. ✓ Electric vehicle community strategy work is underway. EGarbage truck procurement completed and Request for Proposal (RFP) for engineering services for fleet charging design on BC Bid. ✓ Provincial Building Code update increased Energy Step Code requirements for North Cowichan buildings. ✓ Municipal supported CleanBC Better Homes Program has hit a milestone of now over 200 houses converting to heat pumps. 	<ul style="list-style-type: none"> ✓ North Cowichan participated in VICEDA circular economy showcase webinar. ✓ Zero Carbon Step Code implementation report was provided to Council in September. ✓ Annual Local Government Climate Action Program report was submitted to the Province and posted on North Cowichan's website. ✓ Participated in CVRD's inaugural meeting of the Regional Climate Adaptation Advisory Group. ✓ 232 homes converted to electric heat pump as of June 30 (last reporting date). 	<ul style="list-style-type: none"> ✓ 269 homes converted to electric heat pump as of September 30 (last reporting date). ✓ Engineering assessment for fleet charging design is underway. ✓ The Environmental Advisory Committee recommended a community climate action grant be considered by Council in 2024 budget process. The grant would assist the local Abbeyfield seniors home to convert from natural gas to heat pump. ✓ Council adopted Zero Carbon Step Code effective January 1, 2024.

Action: Relocate the Joint Utility Board Sewage Outfall Location

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<ul style="list-style-type: none"> ✓ Pre-discharge receiving environment monitoring report for the interim outfall location completed and shared with First Nations. ✓ The new Building Canada Fund (\$6M) funding deadline has been extended to June 30, 2027. Staff are continuing discussions with UBCM regarding extending the UBCM funding agreement (\$6M). 	<ul style="list-style-type: none"> ✓ North Cowichan/Cowichan Tribes technical team have come to agreement on an interim outfall location (near to anchorage) and proposed routing through First Nation land. There is a meeting pending with Cowichan Tribes and relevant committees. Efforts continue around the shifting/removal of anchorage. 	<ul style="list-style-type: none"> ✓ North Cowichan and Duncan Councils were provided with a project update. Held JUB meeting to provide a project update to CVRD Area D (Cowichan Bay), CVRD Area E (Eagle Heights) and Cowichan Tribes. ✓ Work continues around removal/shift of problematic anchorage. ✓ Work continues on securing Fisheries Act Authorization for marine portion of pipe. ✓ North Cowichan and Province continuing consultation process with First Nations.

Action: Develop a comprehensive climate change risk & vulnerability assessment

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ RFP in distribution via BC Bid. 	<ul style="list-style-type: none"> ✓ Project awarded to Urban Systems, reviews with unsuccessful proponents completed, kick off meeting held, and project charter approved. Initial fact finding has begun. CVRD staff included in technical project committee. 	<ul style="list-style-type: none"> ✓ Engagement on the project completed to inform the first phase of project work, with a report of results planned to go to Council in October. 	<ul style="list-style-type: none"> ✓ Engagement results presented to Council and the Environmental Advisory Committee in October. Risk and vulnerability assessment work underway with results presented to Council in January 2024.

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

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<ul style="list-style-type: none"> ✓ Staff have worked with the Somenos Marsh Wildlife Society (SMWS) to plant 750 trees and shrubs along the west bank of Somenos Creek between Lakes Road and Tzouhalem Road. Also, staff is working with SMWS to begin a Parrots Feather cutting program with initial testing of equipment in July. Staff have liaised with the Province to obtain administrative approval for this work and provided technical guidance on planting and weed control implementation. 	<ul style="list-style-type: none"> ✓ Staff is working with SMWS to wrap up the summer Parrots Feather cutting program and to prepare a report on the project. Environment staff worked with Operations staff, Nature Trust, SMWS, and farmers to improve stormwater drainage channels in marsh areas on the wet side of the dike and improve fish habitat in these areas. Staff also worked with the SMWS to monitor the survival of 750 trees and shrubs along the west bank of Somenos Creek between Lakes Road and Tzouhalem Road. ✓ Environment staff, the CAO and Mayor met with the Minister of Environment to outline North Cowichan's monitoring work and proposed management plans for mitigating Blue-Green Algae Blooms in Quamichan Lake. The Minister requested that ministry staff work with North Cowichan to determine partnership and financial support opportunities to support the construction of infrastructure to improve Quamichan Lake water quality. ✓ Staff are arranging to meet with Capital Regional District staff and share information as well as see the Elk Lake aeration system in action once up and running as a potential solution for Quamichan Lake. 	<ul style="list-style-type: none"> ✓ Followed up with a letter to the Healthy Watershed Initiative requesting funding support for the remediation of blue-green algae blooms in Quamichan Lake following a meeting with Minister.

Action: Evaluate the merits of adopting the Energy Step Code

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<ul style="list-style-type: none"> ✓ Update to BC Building Code now require minimum Step 3. ✓ Options for implementing Zero Carbon Step Code to be presented in Q3. 	<ul style="list-style-type: none"> ✓ Amendments to Building Bylaw presented to Council to increase BC Energy Step code levels to align with BC Building Code and to present options for participating in the Zero Carbon Step Code. 	<ul style="list-style-type: none"> ✓ Building Bylaw amended to establish minimum requirement for BC Energy Step Code 3 and to require BC Zero Carbon Step Code EL 3 on January 1 and EL 4 on July 1.

Action: Review opportunities for district energy system partnerships

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
No change.	<ul style="list-style-type: none"> ✓ Proponents of small and large scale photo voltaic systems have presented to Council and are scheduled to present to the EAC later this year. 	<ul style="list-style-type: none"> ✓ The merits of solar photo voltaic were presented to EAC and staff reported back to Council on September 26. 	<ul style="list-style-type: none"> ✓ A community workshop was held December 1. The workshop was organized by Cowichan Carbon Busters. ✓ A staff report on solar power will be brought to Council in 2024.

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

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
No change.	No change.	No change.	No change.

Action: Integrate natural assets into the overall asset management program

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<ul style="list-style-type: none"> ✓ Staff met with partners from Vancouver Island University (VIU), Nanaimo, and Regional District of Nanaimo to collaborate on environmental assets accounting and assessment. A VIU student is working on an environmental asset assessment for Richards Creek and collaborating with GIS staff on data collection and analysis. ✓ The \$200,000 Strategic Priorities Capacity Building Fund grant has been confirmed. Staff will be working on an RFP in the second half of this year. 	<ul style="list-style-type: none"> ✓ Staff has met with VIU staff and the research student to do field assessments of the Richards Creek area as part of the Natural Assets analysis project supported by funding from UBCM. ✓ Staff are preparing an RFP for the Natural Assets analysis project supported by the Strategic Priorities Capacity Building Fund, with the project beginning very early in 2024. ✓ The VIU partnership with North Cowichan has been extended for 2024. 	<ul style="list-style-type: none"> ✓ Staff completed a draft RFP to be issued in 2024 Q1.

Action: Increase awareness of waste reduction

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<ul style="list-style-type: none"> ✓ Recent audits over the past four months show a significant reduction in recycling contamination. All audits have under 5% non-acceptable material and the latest audit found only 1.69% contamination, a very encouraging trend. Staff will continue to work with the curbside collection contractor while using social media messaging to reinforce the importance of this issue to our residents. 	<ul style="list-style-type: none"> ✓ North Cowichan is on track to achieve the target contamination reduction rate stated in our contamination reduction plan of 3%. ✓ Staff plan to continue working closely with our curbside collection contractor and our residents. 	<ul style="list-style-type: none"> ✓ Curbside recycling contamination reduced to 3.5% from a high of 9.2%. Recycle BC acknowledge the great work done to reduce contamination of recycling and concluded that contamination is now within accepted thresholds.

Action: Create a biodiversity protection policy

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<p>✓ 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.</p>	<p>✓ Diamond Head Consulting has completed the inventory and engagement phase. Information was presented to Council with direction given to review by the Environmental Advisory Committee (EAC). EAC review completed and staff/Diamond Head to consider comments in policy development phase. Meetings to be held with First Nations after receiving responses to invitations. The first phase of the inventory has been completed and we will review trails next.</p>	<p>✓ As part of assessment report finalization, Diamond Head staff and Environment staff met with staff from Halalt, Cowichan Tribes, Lyackson, and Stz'uminus First Nations to engage on First Nations assessment of Biodiversity assets and changes in those assets. First Nations participants were also asked about priority areas for biodiversity protection and restoration. Staff from North Cowichan was asked to follow up on biodiversity policy development with participating First Nations.</p>	<p>✓ Staff is preparing a response to First Nations based on feedback received on North Cowichan's biodiversity. This feedback will be incorporated into the assessment document and potentially be used as a springboard to further engagement on development of the biodiversity policy report upon completion of the biodiversity assessment report.</p>

ECONOMY



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

Action: Support, retain, and attract light industry			
2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<ul style="list-style-type: none"> ✓ Ongoing discussions with Economic Development Committee on ways to support industrial development. 	<ul style="list-style-type: none"> ✓ Ongoing discussions with the EDC on ways to support industrial development. ✓ Letters of support provided to Canadian Bavarian and West Coast Prefab for grant applications. 	<ul style="list-style-type: none"> ✓ Economic Development Action Plan revision launched with a survey open to business and industry representatives and owners.
Action: Review options to provide any future municipal forest timber to local businesses for secondary industry			
2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
No change.	No change.	No change.	No change.
Action: Develop a long-range strategic plan for North Cowichan-owned real estate			
2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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"> ✓ Included as an action item in the draft affordable housing policy and has been prioritized in the 2024 Planning and Building Department Business Plan. 	No change.
Action: Support small scale innovative agriculture			
2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Agricultural Advisory Committee to be established in 2024. 	<ul style="list-style-type: none"> ✓ Agricultural Advisory Committee to be established in 2024. 	<ul style="list-style-type: none"> ✓ Agricultural Advisory Committee Terms of Reference to be brought forward to Council in Q4. 	<ul style="list-style-type: none"> ✓ Agricultural Advisory Committee Terms of Reference confirmed by Council. Members to be selected and Committee to be established in Q1.

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

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
No change.	<ul style="list-style-type: none"> ✓ Wrote a letter requesting a meeting with the Minister of Transportation and Infrastructure to discuss the hospital district – village main streets. ✓ Continued meetings and discussions with landowners surrounding the hospital site about uses that may complement and support the new hospital. 	No change.	No change.

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

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<ul style="list-style-type: none"> ✓ Subdivision preliminary layout acceptance (PLA) issued to Duncan Community Lodge/Rowing Canada Aviron at Quamichan Lake to facilitate independent operations and future investment by Rowing Canada. Works to satisfy conditions are underway. ✓ Wrote a letter requesting a meeting with the Minister of Sports, Tourism and Culture to discuss Elkington House restoration, Maple Bay Wharf, Cowichan Sportsplex, and the Chemainus and Crofton Revitalization Plans. ✓ BC Bike Race held two community open houses in Crofton to provide information to community members about their upcoming event in July. Staff were on site to answer question. A report will be brought back to Council on the impact of the event in Q3. 	<ul style="list-style-type: none"> ✓ The BC Bike Race returned to the Cowichan Valley from July 2-6. Based out of the Crofton Ball fields, over 600 riders came out to test their skills on Mt Tzouhalem and Maple Mountain over three days. Staff will be bringing a debrief report to Council in Q4. ✓ Cowichan Aquatic Centre hosted the 2023 BC Summer Swim Association’s Vancouver Island Regional Championship. 11 teams and 250 swimmers from across Vancouver Island competed to qualify for provincial championships. ✓ Staff met with Rowing Canada to discuss partnership roles, and fundraising opportunities. 	<ul style="list-style-type: none"> ✓ Staff provided Council with an Economic Impact Assessment from the 2023 BC Bike Race. This event generated \$1.27 million of visitor spending in the Cowichan and Comox Valleys and generated \$3.98 million in over economic activity in the province. ✓ Provided support letters for Rowing Canada Aviron’s Application for REDIP Funding under the FIT Program and Cowichan Green Community’s application for REDIP Funding under the Forest Industry Transition fund.

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

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
	<ul style="list-style-type: none"> ✓ The Belgian Waffle Ride gravel cycling race took place in the community from May 26-28 with over 700 riders, including pros and visitors from across the USA and Canada, taking place in 3 race distances. Staff played an important role in providing support for event activation and planning. 	<ul style="list-style-type: none"> ✓ Rowing Canada events: <ul style="list-style-type: none"> • World Rowing Championship Team Sendoff – August 10 • Rowing Canada National Championship Sept. 29 - Oct 1. 	

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

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
		<ul style="list-style-type: none"> ✓ Agricultural Advisory Committee Terms of Reference to be brought forward to Council in Q4. 	<ul style="list-style-type: none"> ✓ Agricultural Advisory Committee Terms of Reference confirmed by Council. Members to be selected and Committee to be established in Q1.

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

2023 Q1 Update	Q2 Update	Q3 Update	Q4 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			
2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	No further updates at this time.	<ul style="list-style-type: none"> ✓ Draft bylaw is expected to be presented to Council in Q4. 	<ul style="list-style-type: none"> ✓ Draft bylaw being circulated to other departments for review and comment.
Action: Renew the Zoning Bylaw			
2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ Meeting with Council on project scope and approach planned for Q2. 	<ul style="list-style-type: none"> ✓ Expecting to present approach to new Zoning Bylaw in Q3. 	<ul style="list-style-type: none"> ✓ Zoning Bylaw re-write process presented to Committee of the Whole on September 12. 	<ul style="list-style-type: none"> ✓ Report on recent housing amendments to the <i>Local Government Act</i> and implications to Zoning Bylaw review to be presented in Q1.
Action: Improve pedestrian safety on Boys Road			
2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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 Road to ensure that there is sufficient room for pedestrians along Boys Road until permanent improvements can be put in place. 	<ul style="list-style-type: none"> ✓ Completed brush cutting and brush removal along the north side of Boys Road in the boulevard. 	<ul style="list-style-type: none"> ✓ Additional brush cutting at the transit stops. 	<ul style="list-style-type: none"> ✓ Works are dependent on outfall routing. Waiting for a decision from Cowichan Tribes regarding the routing of the pipe.

Action: Provide more input into managing the opioid crisis

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<ul style="list-style-type: none"> ✓ Wrote a letter requesting a meeting with the Minister of Mental Health and Addictions to address the growing challenges related to mental health and addictions in our community. ✓ Wrote a letter requesting a meeting with the Minister of Public Safety and Solicitor General to discuss the growing problems related to homelessness and street disorder. ✓ North Cowichan Mayor and CAO met with representatives for the work done by the Port Alberni Shelter Society to discuss Therapeutic Recovery Communities. Learning about how issues are handled in their community related to homelessness, mental health, addictions, and street disorder to determine if there are any best practices we can adopt. ✓ Mayor and CAO have met with Island Health to discuss issues around mental health and addictions, recovery, and day treatment centres, etc. 	<ul style="list-style-type: none"> ✓ Continued lobbying for additional resources to manage the ongoing crisis within our community. ✓ Council and the CAO went on a site visit of a successful recovery centre in Vancouver. ✓ Wrote a letter to Federal Minister Virani requesting changes to bail reform. 	<ul style="list-style-type: none"> ✓ Continued advocating to the Minister of Mental Health and Addictions to ask for assistance in managing the opioid crisis in North Cowichan by implementing changes at the OPS site and requesting a specific update on the status of commitments made in the 'Pathway to Hope' document as it pertains to our community in the Cowichan Valley.

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

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<ul style="list-style-type: none"> ✓ Wrote a letter requesting a meeting with the Minister of Sports, Tourism and Culture to further discussions on the Chemainus and Crofton Revitalization Plans. 	<ul style="list-style-type: none"> ✓ Identified as an option in the OCP implementation report presented to Council on July 19. ✓ Internal working committee established to implement the Bell McKinnon Local Area Plan. 	<ul style="list-style-type: none"> ✓ Neighbourhood plans being implemented through Bell McKinnon LAP internal working committee and development application review and approval process.

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

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<ul style="list-style-type: none"> ✓ COMPLETED ✓ Additional work on development charges and amenities will be occurring with the affordable housing strategy. 	<ul style="list-style-type: none"> ✓ COMPLETED ✓ Additional work on development charges and amenities will be occurring with the affordable housing strategy. 	<ul style="list-style-type: none"> ✓ Economic analysis of “land lift” potential initiated with results to be presented to Council in Q4. 	<ul style="list-style-type: none"> ✓ George Parker, land economist, presented findings of his housing market research analysis to Committee of the Whole on December 12. ✓ In response to the enactment of provincial legislation (Bill 46), staff are working to provide information on a potential future Amenity Cost Charges Bylaw and will report out to Council in Q1 2024.

INCLUSION



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

2023 Q1 Update	Q2 Update	Q3 Update	Q4 Update
<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. 	<p>No change.</p>	<ul style="list-style-type: none"> ✓ The HR Downloads course “Unconscious Bias” has been added as a required course for all staff with the intention to enhance awareness and strengthen the relationships staff will build in interactions with their coworkers and the public. 	<ul style="list-style-type: none"> ✓ Management and Senior Leadership teams attended an all-day training session on Diversity, Inclusion, Equity, and Belonging in the public sector.

UPCOMING

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



Date	Action
	Review the potential for creating a heritage protection policy - Not included in 2023 business plan and budget: Identified as an option in the OCP implementation report presented to Council on July 19, 2023.

COMPLETED

The following list of action items have been completed



Date	Action
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
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