

COUNCIL STRATEGIC PLAN 2019-2022

NORTH
Cowichan

2022 QUARTER 3 UPDATE

July 1 - September 30, 2022



INTRODUCTION

Quarter 3 Update: July 1 - September 30, 2022

This quarter saw two significant legislative activities: The Alternative Approval Process (AAP) to borrow funds for the rebuilding of the Crofton Fire Hall, and preparations for the General Local Election that was held October 15.

The AAP invited eligible electors who do not support the loan authorization bylaw to submit an elector response form. By the deadline of August 22, just six forms were received, which represented 0.02% of eligible electors, well below the 10 per cent threshold that would have required assent voting (referendum) to proceed with the \$4.8 million borrowing for the project. The construction tendering process is currently underway, with demolition of the old fire hall and construction expected to begin in 2023.

Planning for the 2022 General Local Election was well underway during Q3. The nomination period for candidates closed September 9, with three candidates running for mayor, and

15 for the office of councillor. New for this election was the option to vote by mail-in ballot. Information sessions were held for candidates, information postcards were delivered to every household in the municipality, and voters were able to share their excitement for civic duty with selfie frames.

As well, an assent voting question on regional recreation funding was added to North Cowichan ballots, on behalf of the Cowichan Valley Regional District. The equitable funding model for recreation facility funding was the culmination of several decades of discussion and debate, and would mean a \$714,000 tax savings for North Cowichan. A 'Vote Yes' campaign was launched to inform North Cowichan voters of the positive impact equitable funding would have on the municipality's budget. The assent voting question passed, and the new recreation funding model will be phased in over the next three years provided that the CVRD Board adopts the service establishment bylaw.

The Municipal Forest Reserve Review reached an important step during Q3 with the delivery of four potential forest management scenarios, prepared by the UBC Partnership Group after several months of work and research following Round 1 of public engagement last fall. The scenarios were shared in presentations to the Forestry Advisory Committee at the end of September, and then with Council during the final meeting of the last Council's term in early October. The highly technical scenarios are being 'translated' to simpler language to be shared with the public as part of Round 2 of public engagement, set to begin in November.

The first in-person public engagement session in over two years was held in Maple Bay for the replacement of the municipal wharf. The sunny August evening saw close to 75 people participate, discuss ideas, and share their thoughts on options for a new wharf and on-shore amenities. Public engagement on concept plan ideas will take place later this fall. The wharf is at the end of its

serviceable life and it is expected to be replaced in 2023. The Official Community Plan was adopted in August, following public hearings in July, and a public and stakeholder engagement process that began in 2020 encouraging people to 'think forward.' The OCP replaces the 2011 OCP, and includes updated urban containment boundaries, direction on growth management and land use, social justice, the natural environment, and economic development.

The long-anticipated Biodiversity Protection Policy Project got underway with the awarding of the contract to a consulting firm. First Nation, stakeholder, and public engagement will get underway later in 2022.

Rowing Canada Aviron announced that the 2022 National Rowing Championships will be held at their new training facility on Quamichan Lake in November. A new dock is currently being constructed ahead of that event. The Senior Environmental Specialist provided a presentation to Rowing Canada Aviron on progress underway around the water quality in the lake.



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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update								
<ul style="list-style-type: none">✔ Worked with the CVRD Regional Emergency Operations Centre to respond quickly and effectively to the Nov. 15-17 flooding situation.✔ Maintained roads and cleared sidewalks during the winter snow conditions over the holidays.✔ Through the 2022 business planning process Council has approved the hiring of a Senior Manager of Engineering (Utilities) subject to finalizing the utility rates.✔ Updated eScribe (web-based agenda) to improve smartphone and tablet access. This update included time-stamping agenda items to enable users to click on an item and jump directly to its start time in the video, and live and recorded closed captioning to improve accessibility for hearing impaired viewers.✔ As part of the business planning process, each department in the Municipality provided a presentation to Council on their key projects, including any necessary supplementary investments required to advance Council's Strategic Plan priorities and to maintain service levels.	<ul style="list-style-type: none">✔ The Municipality is in the process of recruiting for the following positions approved by Council:<table><tr><th>Position</th><th>Start Date</th></tr><tr><td>Legislative Coordinator; Legislative Services</td><td>Apr 4, 2022</td></tr><tr><td>Climate Change Specialist; Environmental Services</td><td>Posted</td></tr><tr><td>Senior Engineer, Utilities; Engineering</td><td>Posting in progress</td></tr></table>✔ The <i>Election and Assent Voting Bylaw</i> was brought forward on March 16, 2022. In addition to North Cowichan electors now being able to cast their vote by mail rather than attend the polling place in person, the chief election officer will be allowed to establish special voting opportunities to increase voter turnout in our youth as well as for those with mobility constraints.✔ Due to a high volume of development activity and a small number of staff available to review and process building and development applications and manage development related issues, the Municipality is not meeting applicant expectations for issuing permits and approvals.	Position	Start Date	Legislative Coordinator; Legislative Services	Apr 4, 2022	Climate Change Specialist; Environmental Services	Posted	Senior Engineer, Utilities; Engineering	Posting in progress	<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.
Position	Start Date										
Legislative Coordinator; Legislative Services	Apr 4, 2022										
Climate Change Specialist; Environmental Services	Posted										
Senior Engineer, Utilities; Engineering	Posting in progress										

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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
	<ul style="list-style-type: none"> ✓ Recreation services are not at pre-COVID-19 service delivery levels due to challenges in acquiring qualified staff. This staffing shortage is directly resulting in an inability to operate the Cowichan Aquatic Centre at regular operating hours, meet swim lesson demand, and may potentially limit the summer outdoor aquatic offerings. 	<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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ Round 1 of engagement for the forestry review took place during Q4. Four facilitated virtual workshops were held, and a survey was conducted. This round focused on the values people hold about the forest, and input will be used by the UBC Group to explore and develop potential forest management options. These options will be reviewed by Council and considered by the public during Round 2, sometime in Spring 2022. 	<ul style="list-style-type: none"> ✓ The summarized results from Round 1 of the MFR engagement were presented to Council in February. Government-to-government discussions with the Quw'utsun Nation are underway. 	<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.

Action: Review developer utilization of the professional reliance model

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
No change – <i>Not included in 2022 business plan and budget.</i>	No change.	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.

Action: Recognize the great work of staff

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ Recognition program details were shared with the Senior Leadership Team for input and approval at the January 6, 2022 SLT meeting. The program will be rolled out to the Management Team on February 7, 2022, and the launch will be communicated to all staff during the week of February 7, 2022. ✓ Recognized employees reaching service milestones in Q4 of 10+ years with the Municipality. ✓ Operations/Parks staff who dealt with significant flooding event were provided with a pizza lunch on November 25 to say thank you for their hard work. (In alignment with required COVID-19 safety protocols). ✓ The holiday season was celebrated with staff December 16 and 19 at lunch/breakfast events, attended by the CAO and Mayor, in recognition of all the work our dedicated staff provide to the Municipality. (In alignment with required COVID-19 safety protocols). ✓ Continued employee profiles in October, November and December Council Bulletins. 	<ul style="list-style-type: none"> ✓ The new Recognition program was communicated to all staff. A handbook for Managers was created to support departmental needs. ✓ Thank you email sent to Recognition Committee by CAO for their efforts. ✓ The 2022 Employee Feedback & Development System (EFDS) along with our annual training calendar was set in motion to initiate meaningful conversations between staff and their direct supervisor/manager. ✓ Recognized employees reaching service milestones in Q1 of 10+ years with the Municipality. ✓ Recognized IT, GIS and Parks staff for development of new map application, improving wayfinding, for Mountain View and Pioneer Cemeteries in Council Bulletin. ✓ Planning has begun for 2022 staff recognition events. ✓ Consultant hired to undertake 2022 Exempt Staff & Council compensation review. ✓ Initial conversation with consultant(s) regarding the 2022 Employee Engagement Survey completed. ✓ Continued employee profiles in January, February and March Council Bulletins. ✓ New digital gift card program set-up to use as a tool when recognizing employees; in line with our commitment to reduce our carbon footprint. 	<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.

Action: Ensure open and transparent communications with the public

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<p>The following actions took place to support open and transparent communications with the public:</p> <ul style="list-style-type: none"> ✓ Fourteen news releases were issued, including five related to emergency flood response. ✓ Support at the Regional EOC in response to the November flood event. ✓ Public engagement resumed for the Municipal Forest Reserve Review, including hosting four facilitated virtual workshops and a public survey. ✓ Communications to support the OCP draft review. ✓ Supported consultant engagement for the Wildfire Mitigation engagement. ✓ Issued updates to the public regarding the continuing changes to COVID-19 public health orders. ✓ The Budget 2022 webpage was revamped including information targeted at the Inform level of public participation, providing information to help the public understand the budget process and the considerations that go into budget development. ✓ Communicated the transition away from printed and distributed annual garbage collection calendars in favour of electronically-supported reminders and service updates. 	<p>The following actions took place to support open and transparent communications with the public:</p> <ul style="list-style-type: none"> ✓ ConnectNorthCowichan.ca was launched. This digital engagement platform is North Cowichan's new home for all public engagement opportunities. ✓ Six 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 Pink Shirt Day. ✓ Supported the OCP team in communicating next steps to the public/stakeholders in the project process. ✓ Proactive communication support for the spring open burning window. ✓ Support for the Parks team in launching a web presence and survey to consult with the neighbourhood on future development of Otter Street Park. ✓ Support for the Wildfire Mitigation project's final online workshop in January. 	<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.

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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none">✔ Supported the Fire and Bylaw Department communicate new fireworks regulations.	<ul style="list-style-type: none">✔ Communications support for the janitorial RFPs which resulted in a positive turnout of applicants.✔ Supported the Recreation team in developing event listing pages on the MNC website for recreation and trail related events.	<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.

Action: Identify potential new sources of revenue

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none">✔ Continued review of Development/ Building Permit fees throughout the region; report to Council in early 2022.✔ Provided status update to Council on the establishment of fees for fire inspections.	<ul style="list-style-type: none">✔ Report on Development and Building Permit fees are being evaluated and will be brought to Council in Q2.✔ Reviewing cost contributions expected from City of Duncan related to RCMP operations now that their population is greater than 5000.	<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.

Action: Review RCMP service levels

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ CSRM Gap Analysis Key Stakeholder meeting was held Nov. 8, 2021. A survey was sent seeking more formal feedback from other local governments, Cowichan Tribes, and community agencies on the long-term recommendations in the CSRM report and whether/how to move forward. The survey closes Jan. 31, 2022. A report to Council will be provided in early 2022. 	<ul style="list-style-type: none"> ✓ Community Safety Response Model Gap Analysis survey on the long-term recommendations in the CSRM report and whether/how to move forward closed January 31. Communications regarding the results and next steps were sent out to Council and key stakeholders in March. ✓ Deferral of new 911 charges confirmed by Province. 	<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.

Action: Maintain opportunities for multi-modal transportation

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ Staff met with City of Duncan staff and respective consultants to discuss boundary transition areas and how they can be integrated/connected. ✓ Staff and both consultants have been in contact with CVRD and transit as part of the BC Transit plan update. ✓ Master Transportation Plan (MTP) consultant is completing the network assessment and plan development. ✓ Design of the Chemainus Road at Mill Street signalized pedestrian crossing is at 25%. ✓ Design of the Tzouhalem Road at Jaynes Road signalized pedestrian crossing design is complete. Construction is tentatively scheduled for Spring 2022. 	<ul style="list-style-type: none"> ✓ Staff are working on a funding application for the construction of a multi-use pathway along the Trans-Canada Highway that would be done in conjunction with watermain construction between Beverly St and Drinkwater Rd. ✓ Staff are applying for funding from the National Active Transportation Fund for design and construction of the Canada Avenue Complete Streets project. ✓ The solar signalized pedestrian crossing on Chemainus Road at Mill Street was installed in February and included concrete bases, steel poles, light bars, and signage. Only line painting remains to complete this project. ✓ Design of the Tzouhalem Road at Jaynes Road signalized pedestrian crossing design is complete. Construction is scheduled for this summer. 	<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.

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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ Tzouhalem Road at Jaynes Road Intersection Study (new crosswalk) is complete. ✓ Menzies Road improvements (overlay, bike lanes) design is at 50%. Bike lanes deferred until MTP is complete. ✓ Beaumont Road traffic study (potential for new sidewalk) is complete. ✓ Adelaide Street improvements (road widening, new sidewalk) design is at 25%. ✓ Canada Avenue flood gate and road raising (new bikes lanes, new sidewalk) design is at 20%. ✓ Canada Avenue Complete Streets (new bike lanes, new sidewalk) design is at 25%. ✓ Ford Road improvements (new sidewalk) construction is at 90%. ✓ Drinkwater Road improvements (new sidewalk, new bike lane) construction is at 20%. ✓ Mays Road improvements (road widening, new bike lanes) design is at 40%. ✓ A joint Council meeting was held with the City of Duncan on Master Transportation Plans. 	<ul style="list-style-type: none"> ✓ Menzies Road improvements design is at 50%. Bike lanes are deferred until Master Transportation Plan (MTP) is complete. ✓ Adelaide Street improvements (road widening, new sidewalk) delayed until completion of MTP. ✓ Canada Avenue flood gate and road raising (new bikes lanes, new sidewalk) design is at 30%. Progress delayed slightly to address storm water management issues. ✓ Canada Avenue Complete Streets (new bike lanes, new sidewalk) design is at 25%. Applying for co-funding. ✓ Ford Road improvements (new sidewalk) construction is at 95%. Only landscape repairs remaining. ✓ Drinkwater Road improvements (new sidewalk, new bike lane) construction is at 95%. Only landscape repairs remaining. ✓ Mays Road improvements (road widening, new bike lanes). Deferred until MTP completed. ✓ Meeting has been scheduled for Q2 with BC Ferries Executive Staff to discuss the proposed Crofton Ferry Terminal upgrades. ✓ Meeting has been requested with Minister Fleming to discuss the petition that the BC Legislature recently received regarding the Crofton – Salt Spring ferry service asking for two vessel service. 	<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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ Coordinated “Indigenous Consultation & Engagement” virtual training through Indigenous Corporate Training Inc. for Friday, March 25, 2022. ✓ Staff met with the technical group consisting of representatives of the Halalt First Nation, Lyackson First Nation, Stz’uminus First Nation, Penelekut Tribe, and Cowichan Tribes on the outfall environmental impact study undertaken as a part of the Chemainus STP Municipal Waste Regulation Registration. ✓ Continuing to finalize details with the Penelakut First Nations on moorage that will be brought forward to Council in early 2022. ✓ Referrals of draft OCP sent to six First Nations in early December. Referral period extended due to flooding and Cowichan Tribe’s election. Follow-up communications undertaken to encourage input. ✓ Staff met with Penelakut First Nation on the referral of the draft OCP. ✓ Letter sent to CVRD requesting an update on the request to change the name of Hecate Park. 	<ul style="list-style-type: none"> ✓ Four members of Council and 24 staff attended the “Indigenous Consultation & Engagement” training on Friday, March 25. ✓ Letter of support provided to Cowichan Tribes for their United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) funding application. ✓ Letter provided to Minister Rankin about concerns with the issuance of Mines Act permits exemptions without concurrence by local First Nations. ✓ CAO/SD79 Superintendent meeting was held. It included a presentation on the First Nation – Municipal Community Economic Development Initiative. ✓ Continued efforts to invite First Nations input on draft OCP. Government-to-government meetings being scheduled in Q2. ✓ Signed off on Penelakut Tribe Wharf Agreement for a 1 year trial (April 2022 to March 2023). ✓ Signage development for the S’amanu Trail in conjunction with Cowichan Tribes. 	<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, Penelekut, 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.

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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ Added Cowichan Tribes CAO to the quarterly CAO/SD Superintendent meetings. ✓ Formalized which staff will sit on the Municipal Forest Reserve Group working group and working with Quw'utsun to arrange a first meeting. 	<ul style="list-style-type: none"> ✓ First Nations naming and collaboration with Penelakut Tribes for Wul'aam Park trails. ✓ Collaboration and discussions with University of Victoria and Cowichan Tribes on Ye'yumnuts site in regards to brush removal and general discussion on future development. 	<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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ Council approved the Chemainus Murals Society proposal for the installation of two wind sculptures at the corner of Victoria Street and Chemainus Road, along with a rope fence around Snipe Fountain in Heritage Park. ✓ Letter of support from Mayor and Council provided to Rowing Canada in their application for grant funding. ✓ Funding decision by Council for the Cowichan Green Community out of the CAEP reserve. ✓ Staff continued to support the Somenos Marsh Wildlife Society to complete work related to the water quality of the Somenos Basin. This included additional funding from the Beverly Street constructed wetland project for the planting of about 800 trees and shrubs in the freshly contoured area. This work was facilitated through the dedication and support of the Society's many volunteers. 	<ul style="list-style-type: none"> ✓ Council approved \$235,200 in grants-in-aid to support community organizations during 2022. Funds will be distributed in June. ✓ Installation of Wind Sculptures purchased by Chemainus Murals Society at the corner of Victoria Street and Chemainus Road. ✓ Working with Duncan Lodge Society to support moving their redevelopment plans forward. ✓ Letter from Mayor in support of the Duncan Curling Club for their application for grants and fundraising efforts. ✓ Donated four EJ Hughes prints to non-profit organizations to assist with fundraising. 	<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.

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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ North Cowichan staff operated the Regional Emergency Operations Centre in conjunction with members of the CVRD for the local emergency resulting from flooding in the area on November 15/16. ✓ Continued collaboration with CVRD on Cowichan River flood protection. Staff attended a meeting of CVRD Flood Workgroup to review performance of the flood protection works during the November 2021 storm event. ✓ Sent a letter to BC Ferries CEO, Mark Collins, requesting an update on the status of BC Ferries' plan to update the public on its' plans for the Crofton terminal. ✓ CAO and Mayor met with School District 79 staff to receive an update on the new Cowichan High School. ✓ Representatives from the Federal, Provincial and other regional Local Governments were in attendance at the November 8, 2021 Community Safety Response Model Gap Analysis Information Session, and were asked to participate in a survey regarding regional community safety. ✓ Continue to work collaboratively with School District 79 to facilitate the new high school and discuss day care projects. 	<ul style="list-style-type: none"> ✓ Collaboration with CVRD and regional partners on a Flood Recovery Plan to support a Disaster Financial Assistance Claim through Emergency Management BC. ✓ Supported CVRD in regional grant applications for the Community Emergency Preparedness for mobile generators and for a mobile emergency operations centre. ✓ Participation in CVRD's Climate Change Adaptation Strategy and Circular Economy Accelerator Program. ✓ Participation in Regional Recreation development process in development of updated statistics, taxation models, and referendum question for the October 2022 local government elections. ✓ Working with CVRD in the creation of a regional emergency management structure. ✓ Working with CVRD on Regional Hydrometric and Climate Monitoring Strategy. ✓ Continuing to work with CVRD on enhancements to Cowichan River flood monitoring system and response. 	<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.

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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ Draft Official Community Plan referred to CVRD, City of Duncan, Town of Lake Cowichan, the Town of Ladysmith and School District 79 for input and comment. Planning staff have attended meetings with local government staff and the SD79 Board to provide information and support for the referral responses. 		<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. 	

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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ Letters were sent to various government officials on the housing shortage in the Cowichan Valley (Speculation and Vacancy taxes and Additional Transfer tax), and RCMP 911 dispatch services. ✓ Met with Minister Osborne and Rowing Canada seeking funding opportunities. 	<ul style="list-style-type: none"> ✓ Letters were sent to various government officials on rodenticide use in B.C. ✓ Met with Minister Eby and senior BC Housing staff on February 3 to lobby for funding of affordable housing projects. ✓ Letter sent to Public Safety Canada regarding the impact of RCMP retroactive salary increase costs. 	<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.

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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ Mayor appointed as Chair of CVRD Committee of the Whole. ✓ Mayor and CAO working with Board Chair and CVRD CAO to lobby province for repairs to rail line as a result of flood mitigation. 	<ul style="list-style-type: none"> ✓ CVRD Staff presented their Regional Climate Adaptation Strategy Implementation Plan to staff and Council. 	No change.	<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.

HOUSING

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



Action: Seek opportunities to partner and support affordable housing initiatives

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ Professor Patrick Condon presented to Council on the subject of Land Prices and Affordability at the November 9, 2021 Committee of the Whole meeting. 	<ul style="list-style-type: none"> ✓ Met with Minister Eby to discuss affordable housing including attendance from representatives from Community Land Trust, TL Housing and BC Housing. ✓ Met with Cowichan Housing Association to request they increase their Regional Housing Fund contribution amount. 	<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.

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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ Housing policy is contained in Chapter 5 of draft OCP. Additional housing policy, including incentives for infill and affordable housing to be proposed to Council in 2022. 	<ul style="list-style-type: none"> ✓ Addressed in draft OCP and forthcoming affordable housing policy. 	<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.

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

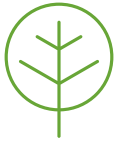
2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ Development permit and building permits issued for 196 unit housing project at 4111 Crosland Place. 	<ul style="list-style-type: none"> ✓ Development permit issued for mixed use commercial/residential building at 9744 Willow Street. 	<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.

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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
✔ Draft OCP housing policy (Chapter 5) prepared based on Attainable Housing Strategy and Housing Needs Assessment.	✔ Addressed in OCP and forthcoming affordable housing policy.	✔ 52 unit supportive housing project at 6428 Paddle Road opened in April.	✔ Third reading given to zoning amendment bylaws for properties in Paddle and Ford Road area to allow up to 640 new dwelling units.

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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ Staff have completed the RFP based on input from Council and await quotations through procurement process. ✓ Policies for strengthening environmental policy included in draft OCP (Chapter 6), including recommendations from environmental policy review and draft Climate Action and Energy Plan (CAEP). 	<ul style="list-style-type: none"> ✓ Environmental policy addressed in draft OCP. 	<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

Action: Remodel and implement the Climate Action and Energy Plan

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ Draft CAEP update from the consultant (SSG) has been supported by the EAC and Committee of the Whole. Final version expected to reach Council in early 2022. ✓ Draft CAEP recommendations and action items incorporated into draft OCP. 	<ul style="list-style-type: none"> ✓ Council adopted the updated CAEP in January. Final grant funding approved in February. ✓ Amended CAEP Reserve Fund Terms of Reference developed in consultation with the Environmental Advisory Committee. 	<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.

Action: Relocate the Joint Utility Board Sewage Outfall Location

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ The Province is continuing its consultation with W̱SÁNEĆ First Nations. ✓ Concept design for land-based infrastructure and identification of landowner and infrastructure impacts is continuing. Review of marine pipeline route underway. ✓ Acquisition of various permits is underway. 	No change.	<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.

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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ Somenos Marsh Wildlife Society (SMWS) completed work plan for 2021 and have worked with staff to propose 2022 works. A 2021 summary report and presentation is expected in February with an outline of 2022 works contemplated. ✓ Core Sampling consultant for Quamichan Lake has been retained for work to occur in Q1 of 2022. 	<ul style="list-style-type: none"> ✓ Sampling of lake sediments completed in March and are being analyzed by consultant. ✓ Somenos Marsh Wildlife Society (SMWS) provided a review of work in 2021 to Council in February. ✓ Options for the disposal of the RCMP property being developed. ✓ Reviewing potential improvements to protect Somenos Creek aquatic land base. 	<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.

Action: Develop a comprehensive climate change risk & vulnerability assessment

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
✓ Advised that this could only be undertaken if a Climate Change Specialist is hired in 2022 and Council approves the project's budget.	✓ Climate change specialist position has been posted.	✓ Climate Change Specialist hired and will begin work in July 2022.	✓ Project research and scope determined with assistance from consultant. Funding applications made for climate change risk and vulnerability assessment.

Action: Create a biodiversity protection policy

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
✓ An RFP will go out in early Q1 of 2022.	✓ RFP issued.	✓ Biodiversity Protection Policy project commenced at the end of June. Initial phase of work will be an assessment and inventories.	✓ Research and preparation for public input has begun for the Biodiversity Protection Policy. Letters to First Nations have been sent.

Action: Evaluate the merits of adopting the Energy Step Code

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
✓ COMPLETED	✓ COMPLETED	✓ COMPLETED	✓ October 4, 2022 Council resolution directs that pending BC Energy Step Code changes to BC Building Code be incorporated into Building Bylaw.

Action: Review opportunities for district energy system partnerships

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
✓ No change from Q3. Feasibility study recommended subject to the hiring of a Climate Change Specialist and Council approving the budget for the project.	✓ Met with supplier of road and sidewalk mounted photovoltaic panels to gauge interest in a pilot project.	No change.	No change.

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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
No change.	✓ Annual sampling prepared to start this May/June.	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.

Action: Integrate natural assets into the overall asset management program

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
2022	2022	✓ Grant application submitted to Strategic Priorities Capacity Building Fund.	✓ 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.

Action: Increase awareness of waste reduction

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
✓ Communication to residents around the elimination of the paper garbage calendar mail out. Encouraged use of alternative reminders (phone call, text message, email, and more), or use of the MNC curbside app, which advises residents of their pick up days and cancellations and provide tips on waste reduction. Hardcopies of the calendar will also be made available to the public by request.	✓ Cart hangers were delivered to all residents using curbside collection services. The cart hanger (flyer) advised of tools to assist residents in determining items that are not accepted in curbside collection, and advised of an upcoming campaign to distribute "oops stickers" to recycle bins that contain contamination.	✓ 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.	✓ 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.

ECONOMY

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



Action: Support, retain, and attract light industry

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ Economic development policy included in draft OCP (Chapter 8). Draft OCP referred to CVRD Economic Development Office for review and comment. 	<ul style="list-style-type: none"> ✓ Addressed in draft OCP (Chapter 8). ✓ Working with CVRD on business engagement in Chemainus. Review is to consider ways we can better support businesses. Business walks are proposed in upcoming months. ✓ Council contributed \$10,000 to circular economy program. 	<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.

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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
No change.	No change.	No change.	No change.

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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 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 OCP and Forestry Review. 	<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.

Action: Support small scale innovative agriculture

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ Rezoning of the Agricultural Food Hub at 2431 Beverly Street adopted and building permit issued for commercial kitchen. 	No change.	<ul style="list-style-type: none"> ✓ Policies supporting small-scale agriculture and agricultural innovation included in the draft OCP (Chapter 7). 	No change.

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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ Council direction given to maintain Bell McKinnon Local Area Plan south of Herd Road. 	No change.	<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.

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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ Requested a meeting between North Cowichan and Rowing Canada with Minister Heyman to discuss the National Training Centre and explore opportunities for support in regards to water quality in Quamichan Lake. ✓ Partnered with Rowing Canada in its grant application for public access to Quamichan Lake at Moose Road. 	<ul style="list-style-type: none"> ✓ Met with Provincial government senior staff to discuss the National Training Centre and to explore opportunities for support in regards to water quality in Quamichan Lake. ✓ Received the grant in partnership with Rowing Canada for public access to Quamichan Lake at Moose Road. 	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.

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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 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: 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)

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
✓ Public engagement process on draft OCP concluded on December 22, 2021. Summary of input received, with next steps and recommended changes to be presented to Council in early 2022.	✓ Results of public engagement on draft OCP reviewed by Council at workshops on February 15 and March 8. Direction was provided by Council on March 16 for changes to draft OCP before consideration of first reading.	✓ New OCP received first reading on April 25. Public hearing scheduled for July 18 and 19.	✓ COMPLETED

Action: Update the Subdivision Bylaw

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
No change.	No change.	No change.	✓ Work has started on the Subdivision Bylaw. Work involves updating administrative section, migration to Master Municipal Construction Documents (MMCD), inclusion of green standards.

Action: Renew the Zoning Bylaw

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
✓ Included as project in 2022 business plan and budget.	✓ Expected to commence in Q3.	✓ Expected to commence in Q3.	✓ Scoping of project has commenced.

Action: Improve pedestrian safety on Boys Road

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
Listed in upcoming projects.	✓ Improvements will not begin until pipeline route is firmly established. However, high-level work is currently underway to address drainage issues, which will be included in the future work.	No change.	No change.

Action: Provide more input into managing the opioid crisis

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
✓ Mayor and CAO toured the Wellness and Recovery Site. The CAO and site manager will meet to build a relationship and have continued discussions on mutual opportunities and issues.	No change.	✓ 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.	No change.

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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none">✓ Development variance permit for height variance issued on December 15, 2021 to facilitate design and development of Cowichan District Hospital.✓ Framework for coordinating Local Area Plans with Official Community Plan included in draft OCP (Chapter 3).✓ Local area plans, principles and policies implemented through development application review and approval process.	✓ Local area plans, principles and policies actively being implemented through development application review and approval process.	✓ Local area plans, principles and policies actively being implemented through development application review and approval process.	✓ Local area plans, principles and policies actively being implemented through development application review and approval process.

INCLUSION



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

2021 Q4 Update	2022 Q1 Update	Q2 Update	Q3 Update
<ul style="list-style-type: none"> ✓ Diversity and inclusion training scheduled for management team in Q1. ✓ Subsequent training will be offered to all of staff in 2022. ✓ Separate Indigenous Awareness and Engagement training will also occur throughout 2022 for all staff. 	<ul style="list-style-type: none"> ✓ Social justice and equity framework embedded in draft OCP. ✓ Indigenous Awareness and Engagement training took place for selected staff and Council members. 	<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.

UPCOMING

The following list of Action Items have a start date beyond 2022



Date	Action
	Develop a business case for innovative development (e.g. site adaptive planning, conservation development, residential cluster development, etc.) - Not included in 2022 business plan and budget
	Review the potential for creating a heritage protection policy - Not included in 2022 business plan and budget
	Update the Agricultural Implementation Plan and encourage the use of arable land - Not included in 2022 business plan and budget

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
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	Encourage appropriate development charges and amenities to support great development (e.g. Development Cost Charge review)
2022	Incentivize or prioritize new growth in areas close to existing core development