
Date	September 26, 2023	File:
Subject	Safer Corridor Improvement Strategies	

PURPOSE

To consider the recommendations from the Council workshop held June 21, 2023, related to managing the corridor homelessness, mental health, and addiction issues.

BACKGROUND

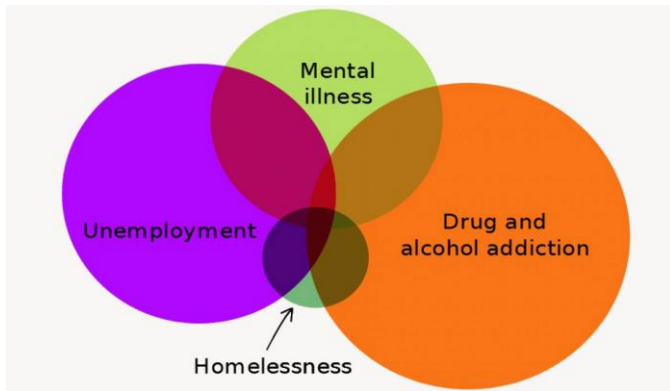
At the June 21, 2023, Closed Council Workshop, Council made the following recommendations:

That staff be directed to bring forward a report:

1. Outlining new service delivery options related to managing public disorder resulting from homelessness, drug addiction, and mental health issues in our community, including consideration of:
 - ✓ A new Open Drug Use Bylaw.
 - ✓ A strengthened Sidewalk & Parks Bylaw.
 - ✓ A strengthened Nuisance Enforcement Bylaw.
 - ✓ A plan for 24/7 bylaw staffing and deployment to assist with safety in the Corridor.
 - ✓ Consider additional marsh patrols.
 - ✓ Consider hiring a social planner.
 - ✓ Consider implementing a clean team.
 - ✓ Consider implementing nighttime security.
 - ✓ Continue to explore coordination and partnerships with other jurisdictions.
 - ✓ Consider reinstating the Community Safety Office.
 - ✓ Consider partnership to achieve marsh patrols.
 - ✓ Consider a new model for community policing.
2. Targeted advocacy requests for provincial and federal governments related to improved healthcare services in our region, including but not limited to:
 - ✓ More social housing and social services
 - ✓ Housing, detox, and drug treatment facilities

The community's Corridor (Attachment 1) houses North Cowichan's largest transient homeless population. This region is grappling with escalating issues stemming from homelessness, mental health challenges, and drug addiction. In April 2023, a 24-hour point-in-time count identified 229 people living on the streets, a 77% increase from the 2020 count. It's important to note that this is estimated to be a low number. It doesn't include the 'hidden homeless,' such as those who are couch surfing, living in vehicles, or staying in shelters, at-risk youth, and others at high risk of becoming homeless.

The opioid crisis in B.C. was declared in 2016, and since then, over 10,000 lives have been lost to illicit drugs. Alarming, [4603 of these deaths](#) occurred in 2021 and 2022 alone. On average, nearly seven people die each day in B.C. due to unregulated drug use, and this number continues to trend upward. This issue has evolved; it is no longer solely a problem among the homeless but involves a complex intersection of homelessness, drug addiction, and mental health.



The recent decriminalization of small quantities of illicit drugs has shifted the province's focus toward 'harm reduction' strategies. Consequently, local governments are increasing their emphasis on managing the resulting public disorder issues. This challenge has become a top priority in B.C. and for municipalities across Canada and the United States. At its core, the crisis is a medical issue with a web of complexities that make finding a solution increasingly challenging.

The Federal government adopted the "4-pillars" approach to this issue, and it makes up the core response by the B.C. government through its "Housing First" policies and programs.



To manage the drug addiction crisis, all levels of government are focused predominantly on "Harm Reduction" and "Enforcement," two of the pillars among the federally adopted 4-pillars approach; insufficient focus is being placed on "Treatment" and "Prevention." To have the 4-pillars strategy and Housing First efforts be truly effective and to be able to measure the true success of individuals moving through the continuum of wellness (in terms of housing), noted below, a balanced approach to the 4-pillars, emphasizing prevention, is essential. This is especially critical before our youth fall into the cycle of mental health and drug addiction issues.



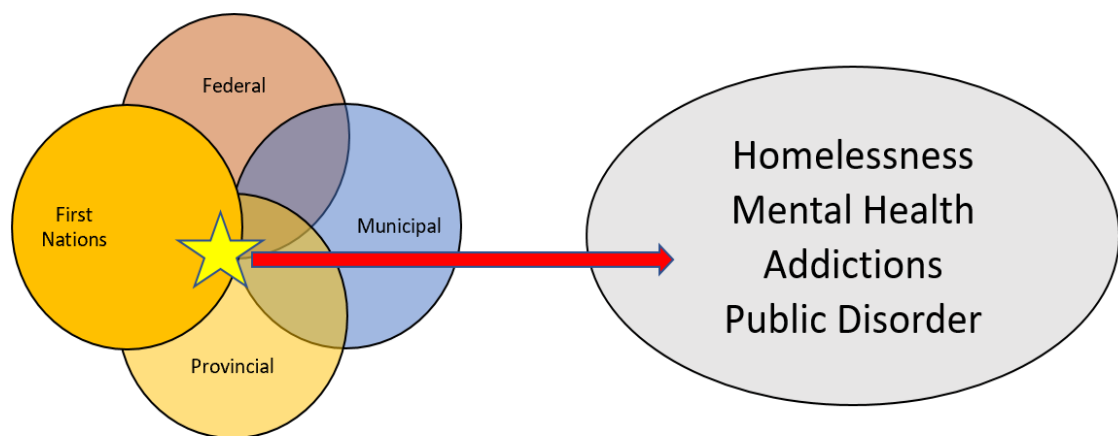
In theory, the Housing First model makes sense. Providing housing to those with drug addictions and mental health issues is essential, but without accompanying wrap-around health services and supports—something the 4-pillars and Housing First approach were designed to include—its impact is limited. Significant resources are needed to enhance the outcomes of the Housing First program effectively in a way that can be measured.

Like the medical system, the justice system needs an overhaul, including greater accountability measures for repeat offenders and those who prey on the vulnerable. More robust methods are required to divert drug-addicted individuals into detox and rehab programs, with tracking mechanisms to evaluate their effectiveness. Bill C-48 is one such Federal reform that will assist local law enforcement in managing prolific offenders in our community. British Columbia's attorney general says, "The passing of a bill that places a "reverse onus" on offenders to be released on bail is "one step closer" to meaningful reform intended to increase community safety." This will help manage our crime issues, which is part of the public disorder we manage daily on the corridor. However, solely focusing on harm reduction and low-level public disorder enforcement has been insufficient to date in making noticeable improvements to public safety in most communities and has led to an increase in those struggling with these interconnected issues and more and more public disorder for communities.

This report builds on the recommendations provided in the "Safer Corridor Report (2019)" and the "GAP Analysis review (2021)", previously commissioned by Council and provides Council with information that can assist with any new responses to address the above issues that are within our control while discussing strategies for advocating to higher levels of government for increased focus and assistance. Resolving these complex issues will take time and likely require significant local, provincial, and federal financial investments. Communities across Canada of varying sizes are dealing with the same issues and spending tens of thousands of dollars daily to manage the disorder created by the opioid crisis.

The question is always asked: whose problem is this to solve? While local governments lack the expertise and resources to tackle these issues single-handedly, the impact on our communities is direct and substantial. We must respond to public disorder issues and ensure the safety of our residents and businesses. Therefore, we must continue to empathize and advocate for improvements and solutions, not within our mandate as local government, to improve the lives of those who struggle with drug addiction, mental health, and homelessness in our communities.

The crisis is increasingly complex and requires a multi-tiered approach involving local, provincial, and federal governments and First Nations. There is no silver bullet approach; all levels of government have overlapping responsibilities, necessitating partnerships to determine the best solutions within the framework of the 4-pillars and Housing First initiatives.



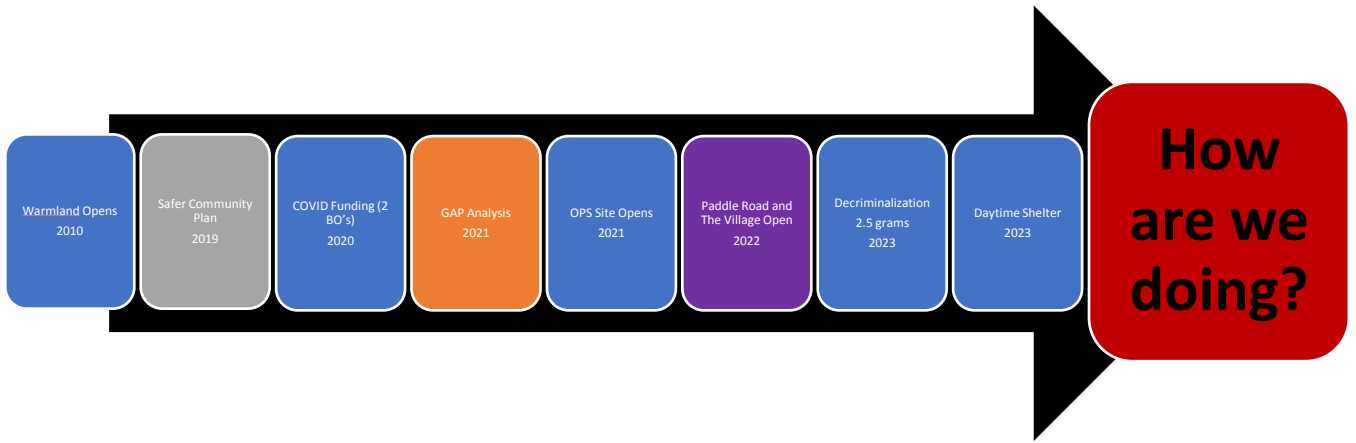
Improvements need to be found that involve housing (within all levels of the continuum)

- Community safety-RCMP
- Managing disorder-Bylaw
- Health service delivery
- Shelters
- Community cleanliness (i.e., garbage, needles, feces, encampments, etc.)
- Economic development/business continuity
- Advocacy for help with other levels of government.

DISCUSSION

History of Corridor Efforts

Over the years, numerous organizations, including Our Cowichan Communities Health Network and the Cowichan Community Action Team (CAT), have devoted significant resources to improving conditions in the Corridor. In collaboration with regional partners, North Cowichan has marked several milestone achievements identified in the chart below.



Despite these substantial efforts and expenditures, challenges persist. The number of unhoused people continue to increase, and issues related to crime, public disorder and safety remain. Furthermore, public trust in community safety measures is suffering. This is particularly evident when it comes to protecting our children commuting to and from school, ensuring the security of local businesses and their employees and protecting residents who live in proximity to the Corridor.

How the Corridor is Being Managed

Bylaw Services

Two Bylaw Officers patrol the Corridor and Cowichan Commons area for three hours each weekday. These officers work closely with RCMP and Island Health outreach staff during joint patrols. Although the hours when patrols occur in the Corridor are limited due to current staffing levels, the Corridor is prioritized for immediate action over other bylaw work in the community. This means other bylaw issues take longer to address and resolve. Additional Bylaw Officers were hired at the end of September. The additional bylaw staff resources will significantly change this approach and allow us a more continuous presence within the Corridor.

In 2023, the Bylaw department received over 1000 calls for service. When Bylaw staff manage mental health, drug addiction and homeless issues, they act as "Bylaw Safety Officers" and not as "Bylaw Compliance Officers." A bylaw safety officer's role includes managing complex social issues, peacekeeping, connecting homeless individuals to medical and shelter services, loitering, and encampments.

When acting as Bylaw Compliance Officers (typically outside of the Corridor area), they focus on gaining compliance concerning bylaw contraventions. These actions generally require a completely different type of interaction and compliance requests than those noted above. The Bylaw Officers' largest contribution to corridor safety has been to reduce/discourage large encampments from setting up and building relationships with the unhoused to help assist in their well-being. Having a presence within the Corridor is important so the public sees and feels that public disorder is being managed. North Cowichan Bylaw Officers are also in radio communication with the RCMP corridor unit, City of Duncan Bylaw Officers, and Cowichan Tribes Bylaw Officers. This is extremely helpful in times when they need mutual aid.

Unfortunately, for the past number of months, Bylaw has been severely understaffed and, over the past month, down to just one officer. Fortunately, as previously noted two permanent Bylaw Officers started in late September, increasing our bylaw team to four officers, allowing us to have seven-day coverage in the community.

Our first priority is collaborating with School District 79 to ensure Bylaw Officers and RCMP presence in the corridor area at the beginning and end of the school day. This will assist in ensuring additional safety for children coming and going to school within the corridor area.

RCMP

The Corridor Enforcement & Engagement Unit consists of two RCMP members who rotate weekly between day and afternoon shifts (Tuesday to Friday). This unit works well in dealing with criminal issues in the corridor area and supports bylaw officers and private security.

- For emergent issues during the day.
- For planned encampment clean-ups.
- Collaborating on signage and enforcement under the *Trespass Act*.

The RCMP has also built important relationships with people experiencing homelessness and the community members who feel the impacts of the disorder. Unfortunately, RCMP staffing levels have been significantly low for several months due to staff absences, and this, along with the bylaw staffing deficiencies, has impacted the ability to have a consistent presence in the Corridor.

Private Security

Funded by multiple organizations (North Cowichan, Canadian Mental Health Association [CMHA], and the City of Duncan), private contracted security patrols five evenings a week in the corridor area, on foot and using e-bikes. Contracted Security does both foot and e-bike patrols in the corridor area and is funded by North Cowichan, CMHA and the City of Duncan.

- They do five-night checks (by vehicle or a part of bike/foot patrol).
- School patrol-bike around the area of WRC on York, between Cowichan High School and Quamichan School, along York, Beverly and Lewis, and the lunchtime patrol from 11:45-12:45.
- On-site (static) when the Wellness Recovery closes at 7:00 pm.
- In the morning rounds, which start at 8:00 a.m., they start the movement of people congregating.

Their role is primarily observatory, and they do not engage in dangerous situations. They are there to provide a greater security presence and to ensure there are additional eyes on issues that may need follow-up action. We could expand the security contract to full nighttime coverage at a cost of \$100,000. However, these costs would be entirely North Cowichans. If there was a BIA, these costs could be shared amongst business owners. Staff also have concerns that these patrols will not change the activities that occur at night. A security Officer cannot engage in preventing crimes that are occurring. They can only provide a set of eyes to record events and to call for assistance when medical aid is needed, or crimes are occurring. Staff do not recommend night security patrols at this time.

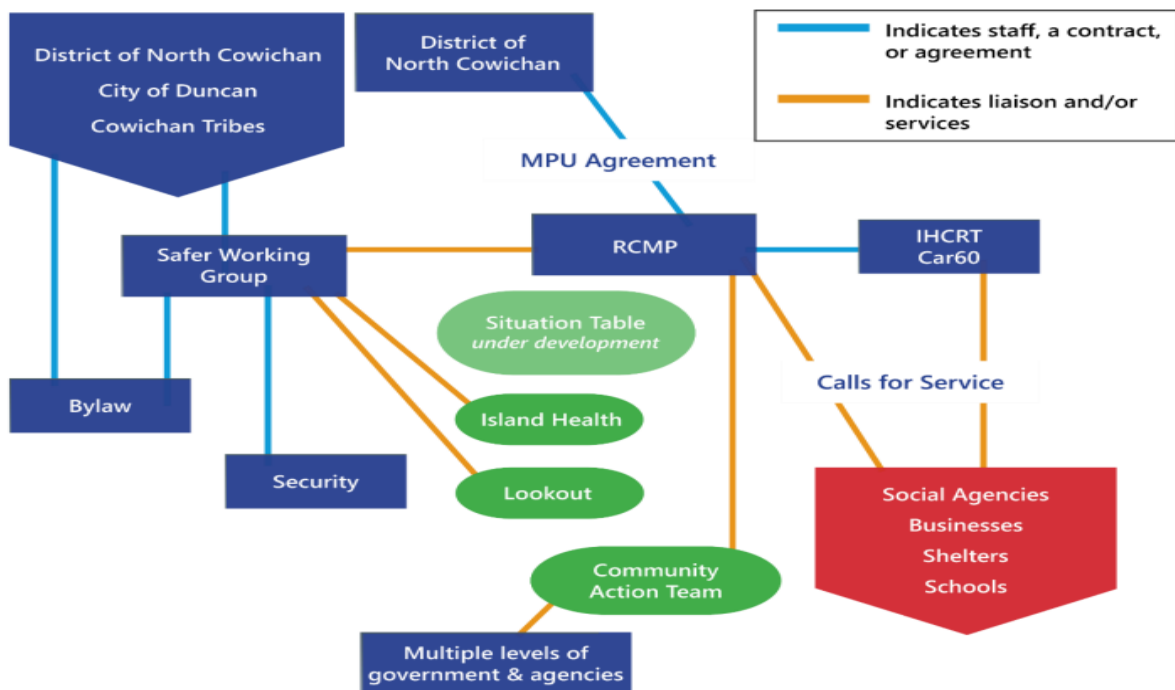
Needle Pick-up

A joint initiative funded by North Cowichan, CMHA and the City of Duncan focuses on removing needles and garbage in the Corridor area. Since 2021, the program has removed 26,144 needles and 37,000kg of garbage. Originally funded by the Province, but now paid for by North Cowichan and Duncan, this work is an essential part of corridor safety and is included in peer programs run out of the supportive housing projects. These costs have been downloaded to the local government and are a direct consequence of the "harm reduction" efforts of the province.

Coordinated Service Delivery

(a) Corridor Safety Office

The intent of the Corridor Safety Office (CSO), originally located at 490 Trans-Canada Highway, was to be the base and visible presence for North Cowichan Bylaw Compliance Officers, City of Duncan Streets & Parks Patrollers, Security Ambassadors, Cowichan Tribes Bylaw Officers, and the RCMP. The goal was to centre security resources within the core area under duress and coordinate a "safety" response to those in need on the street. The office was closed on October 31, 2022, following a review of its cost-effectiveness.



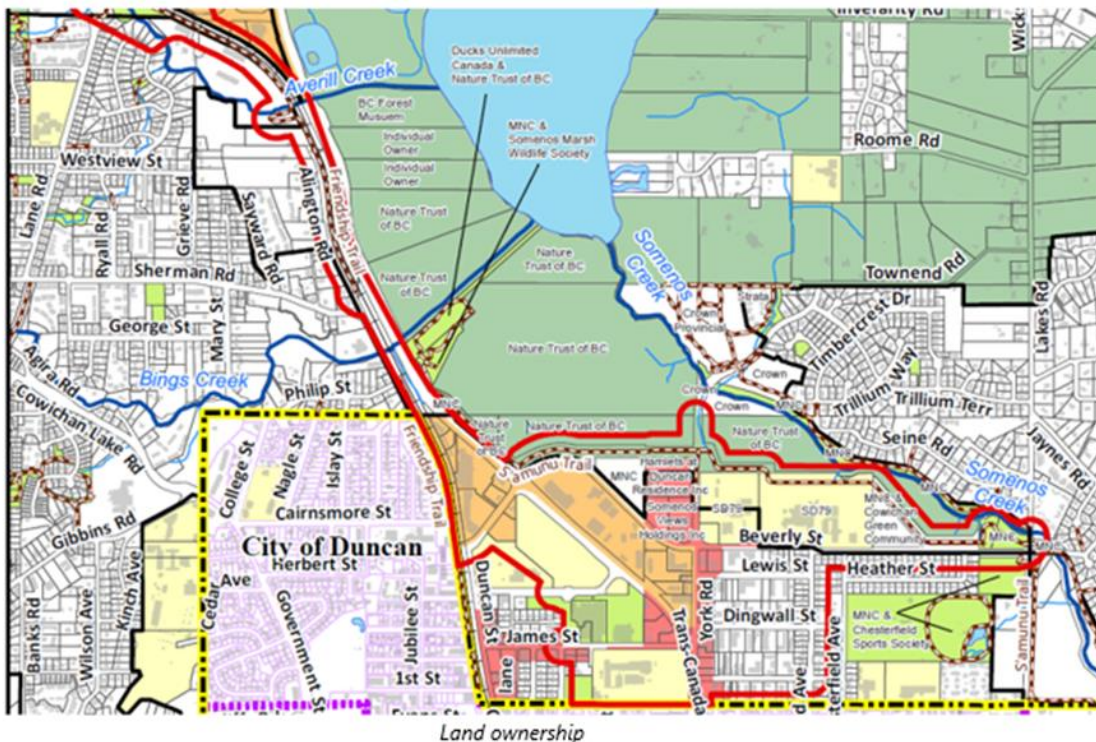
There are opportunities to establish another safety office to deploy North Cowichan bylaw staff and possibly to co-lease with other community partners. A decision to secure premises in the corridor should be made under the principles of the original Safer Corridor Plan but does not have to be in conjunction with the City of Duncan as the only stakeholder partner. A partnership, for example, with Community Policing and RCMP, might warrant revisiting this in the future.

(b) Community Policing

Community Policing currently has two office locations: Duncan and Chemainus. Their work is primarily focused on "Speed Watch," with little focus on community safety issues such as those experienced along the corridor. There is a potential opportunity, as is currently happening in Port Alberni, to redirect efforts towards managing disorder issues and connecting individuals to health services. It will take improved training requirements and new governance/supervision of the program with redirected funding from the Cowichan Valley Regional District. This could be one viable partner to consider if we re-establish the CSO along the corridor. This discussion would have to start at the CVRD table when the contract renewal is considered.

(c) Marsh Patrols

The Somenos Marsh Wildlife Committee has not met since before the Covid-19 pandemic. We currently do not patrol the marsh interior. Our efforts are focused on the peripheral points to the marsh, and we support RCMP efforts to decamp sites when requested by various owners/operators in the marsh. There may be an opportunity to manage homeless camps better and resulting clean-up of the marshlands with partners in the marsh (see map below) such as Nature Trust of BC, Ducks Unlimited, and the Somenos Marsh Wildlife Society. Homeless camps have been an increasing threat to the marsh's environmental management, and clean-up costs are rising significantly for both Nature Trust of BC and North Cowichan.



Strengthen Enforcement Bylaws to Support Corridor Management

(a) Open Space Sidewalk Bylaw

This existing bylaw permits officers to move along with individuals loitering or camping in public spaces. Amendments are being considered to ensure this enforcement stands up in court. Enforcement of this bylaw is always challenging, given there is often no place for the homeless to relocate to. It is often simply a tool to move the homeless along to other locations and prevent large groups of individuals from loitering in public spaces, as has been the case before the OPS site.

(b) Parking/Towing Bylaws

Changes were made to our highways and towing bylaws to strengthen the enforcement against illegally parked vehicles and RVs in the area. Towing RVs is a last resort for compliance, given these are the occupant's homes; however, should we be unable to gain compliance after meaningful engagement with the owners, we will tow the RVs.

(c) Open Drug Use Bylaw

With the decriminalization of drug use, many communities in B.C. have been considering the implementation of Open Drug Use bylaws as a way to minimize the use of drugs in sensitive community areas such as schools, daycares, community centres, and other facilities frequented by children.

An Open Drug Use bylaw is not the panacea to stopping drug use, and its implementation should be carefully considered and understood before adopting. Given the sensitivity and potential legal complexities of such a bylaw, the following should be considered before adopting such a bylaw:

- Breaches to this bylaw would result in the drug user/homeless persons being ticketed.
- Uncertainty that the courts would uphold these types of charges over time.
- Enforcing non-payment of these tickets would cost taxpayers far more than the value of the ticket going through court and would consume enormous amounts of staff time and legal costs.

In an effort to understand the position of SD79 on this matter, the issue of an Open Drug Use Bylaw and areas where drug use should be prohibited was referred to the School District for its input. On August 10, 2023, the Board of SD79 passed a motion requesting that the Open Drug Use Bylaw restrict drug use within 600 meters of school district childcare sites and schools. The Board has provided a list of these facilities within North Cowichan.

The province is also aware of municipalities' challenges with Open Drug Use Bylaws through an engagement process with local governments. Amendments to legislation that would permit such bylaws are expected in the fall, and as we heard at UBCM, there is a desire by the province to limit open drug use on parkland and school lands. Waiting for these changes might be worthwhile before finalizing the bylaw.

(d) Nuisance Abatement and Cost Recovery Bylaw

To enhance the effectiveness of our community management efforts, it is imperative to ensure that this bylaw is compatible with and can be utilized with our Open Spaces Bylaw. The goal is to enforce the cleanliness of properties and businesses, particularly in areas that contribute to garbage accumulation and temporary encampments, such as around the OPS site, while waiting for services.

Currently, the bylaw only allows those costs to be charged to the property owner when the owner does not comply with the clean-up directive. To augment the enforcement capabilities of the Open Spaces Bylaw, Council could consider adopting a "Good Neighbor Bylaw." This would set a specific threshold for nuisance calls, such as more than one nuisance call within a 24-hour span or more than three calls in a two-month span. Exceeding these thresholds would result in property owners being notified that they will incur a service call fee for additional nuisance calls. The framework for levying a service call fee already exists under our Fees & Charges Bylaw and covers responses from Bylaw, RCMP and/or fire services. This approach is similar to charges under our North Cowichan's False Alarm Bylaw.

Summary of Enforcement Tools

Conducting enforcement activities with empathy, discretion, and a sense of balance is essential. Enforcement measures are temporary fixes and don't address the root causes of social issues like drug addiction, mental health, and homelessness. As such, these tools should be utilized responsibly and harmoniously with a broader array of health services and community support systems. Enforcement tools are not meant to be the panacea to resolve mental health, drug addiction and homelessness issues. They are solely a tool to help manage the disorder caused by these issues.

Advocacy that Improves Corridor Safety

(a) Housing

With the number of homeless reaching over 229 persons and likely continuing to rise, it is essential that we continue to advocate for supportive housing across the region. This advocacy should include a requirement for the necessary wrap-around health services to achieve the Housing First goals and objectives.

(b) Drug Detox/rehabilitation

In addition to the above-noted supportive housing requirements, there is a need to ensure there is a measurable way to track the movement of individuals through the continuum of well-being from the street to independent living and wellness. This starts with "Housing First" and much-needed wrap-around services but also includes the significant need for detox and drug rehabilitation beds in our community.

While the "housing first" model has resulted in a considerable number of supportive housing units being made available in the province, little has been done to increase the options for detox and drug rehabilitation beds in Cowichan Valley. The opioid crisis requires a multipronged approach, and our advocacy can take the form of evidence-based needs in areas such as detox and drug rehab beds while still requesting a continuation of supportive housing for people experiencing homelessness.

(c) Money from The Province

Earlier this year, the Premier announced a desire to help local governments with their needs for managing disorder in our communities. As was the case during the pandemic, the province may supply funding support to efforts that help address the public disorder associated with opioid addiction, mental health, and homelessness. Recently, the Province announced money available to local businesses in support of repairs resulting from the public disorder associated with opioid addiction, mental health, and homelessness. Council continued to lobby the minister of Housing and Premier at this year's UBCM conference for these support services.

(d) Case Workers

Through discussions with our Medical Health Officer, we have become aware of the increased need for support workers dealing with social issues associated with drug addiction, mental health, and homelessness issues. This includes nurses, street case workers, and support services related to the OPS site. Shortages in medical health workers is often identified as a main deterrent to establishing much-needed services for mental health, drug addiction and homelessness.

(e) OPS Site

There are challenges associated with having the OPS site located within the corridor area, especially related to the before and after behaviours associated with the clientele clustering and camping in front of the building. If the OPS site were to be open 24 hours or, at a minimum, increase its operating hours, this would significantly reduce the disorder at its doorstep and help stop the drug dealers from preying on clients during the high-volume periods of its use under the current restricted hours of operation.

The costs associated with advocacy are minimal; however, it does require considerable time from staff and the Mayor. Not having a dedicated Social Planner to address issues related to drug addiction, mental health, and homelessness means these tasks fall on the CAO or other delegated staff. This is problematic because of existing workloads and, most notably, because we lack the proper training and skills to support programs in these subject areas. The hiring of a Social Planner is discussed later in the report.

New Service Levels to support Corridor Safety

New service levels are expensive and need to be carefully considered before implementation. The three areas staff focused on respecting new service levels include Bylaw, RCMP and efforts to clean the public areas on a more regular basis.

(a) Bylaw and RCMP Service levels

The primary way we can see improvements in managing the disorder in the Corridor is to have a greater presence 24 hours a day, seven days a week. Based on the current staffing level of four bylaw officers, we are limited in maintaining a consistent presence in the Corridor. A 24-hour rotation for full coverage would require at least eight officers working 12-hour shifts, rotating four on and four off. This service level costs approximately \$1,040,000 per year, or double our current budgeted costs for staffing in the bylaw department.

Likewise, the RCMP is limited in providing further coverage without increasing the number of members dedicated to corridor patrols. To have a significant presence in the Corridor (e.g., 8:00 am to 4:00 am), we would need four more Constables plus a Sergeant (non-commissioned officer) to take the unit to a total of nine members. This would supplement the existing four positions and operate between 4:00 a.m. and 6:00 a.m. as crime stats begin to fall off. Therefore, 24/7 policing may not be required.

The costs of these increased services alone would require over a 6.5 % tax increase. A greater number of bylaw officers can be achieved for the same amount of money to fund the RCMP service increase because the costs of a bylaw FTE are considerably less than each RCMP officer. The "Community Safety Officer" role is also more appropriate for managing the issues during periods where crime stats indicate reduced need for RCMP officers. This strategy was used in Nanaimo by hiring 20 new Community Safety Officers to manage its downtown disorder caused by drug addiction, mental health, and homelessness issues.

The costs to increase bylaw and RCMP staffing levels are very large and not recommended at this time. However, staff believe continued lobbying of the provincial government for financial assistance is an appropriate way to fund these resources on a temporary basis, similar to how it was done during COVID.

(b) Clean Team

As homelessness has increased in the corridor, waste clean-up and the cleanliness of the area are becoming more of an issue. Many communities on Vancouver Island and beyond are facing similar issues now, and they provide clean-up services in their affected areas. Outlined below are four examples of services provided by other local governments:

1. Nanaimo: Introduced as a pilot program in 2020, Nanaimo has a community clean team consisting of two full-time staff. The team works five days/40 hours per week on a flexible schedule, including evenings and weekends. The scope includes daily cleaning of downtown, collection of sharps, cleaning after events, encampment cleaning, pressure washing and spill cleaning. As part of the program, a truck was purchased that is fitted with cleaning tools and spill response materials.
2. Kamloops: In 2022, Kamloops piloted a North Shore clean team to assist with litter, sharps, feces, and graffiti clean-up. The clean team employs residents with lived experience who build their employability and work towards a more secure lifestyle. The team receives direction from the City's Crime Prevention Business Watch team.

Funding for the pilot program was obtained through an in-kind donation from Kamloops and a Strengthening Communities grant.

3. Campbell River: In 2020, a new community clean-up program was launched. Volunteers clean up garbage and sharps around the community and provide sunscreen, hats, and water to people in need living outside. Clean-up is conducted three times per week by volunteers who are experiencing homelessness or have experienced it in the past. The District Council Health runs the program and was funded with a provincial grant.
4. Kelowna: The downtown clean team program has two full-time employees employed by the City of Kelowna who are responsible for helping to maintain a clean and safe downtown community. Their duties include power washing public spaces, removing garbage, and promoting recycling initiatives. The service is provided year-round and is run seven days per week.

The goal of introducing a similar program in our corridor area would be to increase the cleanliness of public spaces and parks and prevent waste accumulation and major encampments' growth. The proposed scope of work for a North Cowichan Clean Team would be as follows:

Scheduled work to include:

- Daily cleaning of the Corridor public areas and known troubled spots as required.
- Emptying garbage containers and collecting sharps.
- Removal of graffiti.
- Encampment cleaning on public property.
- Collection of abandoned materials.
- Spill cleaning and pressure washing of sidewalks and common areas.

Two staff are proposed as part of the North Cowichan "Clean Team," they would work four hours per day, five days per week, totalling 20 hours per week per staff member. Shifts would vary in the summer and winter months, including weekends, early mornings, and evenings. We have a medium-sized garbage truck that would be available for this use. It is equipped with a pressure washer and toolbox for cleaning supplies. Staff would receive training on sharps pick up, hazard waste collection, and workplace violence. They would work with bylaw officers as required.

A "Clean Team" would have several benefits, including:

- Improve the cleanliness of the downtown area.
- Waste in streets, parks and public areas will be dealt with in a timely manner.
- Help prevent the accumulation of waste in encampment areas.
- Take the strain of waste removal away from Bylaw Officers.
- Collection and proper disposal of waste from public spaces.

The estimated total cost of a corridor "Clean Team" is approximately \$95,500 per year.

(c) Social Planner

The 2023 budget forecast identified a critical need for a social planner position, contingent upon Council's priorities in 2024. With an estimated cost of \$120,000, encompassing the position's salary and associated benefits, this investment signifies a proactive and strategic response to our community's escalating opioid crisis. The lack of resources and expertise among our current staff underscores the urgency of this initiative, advocating for the allocation of necessary funds to bridge the gap and fortify our ability to holistically address the complex challenges precipitated by the crisis. This position was also recommended in the GAP Analysis report because the lack of coordinating and balancing the needs between our community efforts related to social and enforcement issues is lacking.

RECOMMENDATIONS

THAT Council direct staff to:

1. Develop a detox and/or rehab facility proposal in partnership with a non-profit society and submit it to the province as a funding request;
2. Strengthen all bylaws that support enforcing safety for the community and prepare an open drug use bylaw that minimizes public exposure to open drug use in parks and adjacent to school properties;
3. Reconstitute the Somenos Marsh Wildlife Committee and investigate ways to partner on more fulsome marsh patrols;
4. Consult with community health partners to develop a formal request to the province for additional support services in the medical and social services sector to improve outcomes in the drug addiction, mental health, and homelessness issues in the Cowichan Valley Regional District;
5. Include funding opportunities for a downtown core "Clean Team" in the 2024 budget discussions;
6. Continue to advocate to the province for funding to help manage the public disorder to support bylaw and/or RCMP resourcing; and
7. Refer the issue of hiring a Social Planner to the 2024 budget deliberations.

Report reviewed by:



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Report reviewed by:



George Farkas
General Manager, Planning, Development and
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Prepared and approved to be forwarded to Council:



Ted Swabey
Chief Administrative Officer

Attachment:

(1) North Cowichan Corridor and Area - Orthophoto