

COUNCIL STRATEGIC PLAN 2019-2022+



2024 QUARTER 1 UPDATE

January 1 - March 31, 2024





INTRODUCTION

Quarter 1 Update: January 1 - March 31, 2024

The first quarter of 2024 included several public events, including an RCMP open house to receive input for service priorities, a construction progress celebration for the Cowichan Sportsplex, a grand opening of the washroom building at Kinsmen Beach, a Master Transportation Plan open house, and a discussion with the Chemainus Residents Association on the challenges of climate change.

At the Cowichan Aquatic Centre, there were 4,045 registrations for winter programs in Q1, generating \$179,000 in total revenue. Admission numbers continue to increase, up over 11 per cent from Q1 last year and 15 per cent from last quarter.

Collaboration on projects and services continues with regional government partners, such as the Cowichan Valley Regional District (CVRD) and the City of Duncan. Staff supported the CVRD, the City of Duncan, the Somenos Marsh Wildlife Society, and the Island Corridor Foundation for right-of-way maintenance along the rail corridor. This included cleaning up and removing

vegetation and danger trees along the Friendship Trail between James Street and Beverly Street. Improvements will continue into Q2 with landscaping work. Staff also worked with the CVRD on flood response planning, and a broad range of regional partners to strategize and align water conservation messaging in anticipation of our continued warmer and drier summers.

Several employees received recognition for their public service for reaching milestones of 10+ years with the Municipality, including one staff member who reached 25 years.

During this quarter, North Cowichan recognized Pink Shirt Day (February 28) and International Women's Day (March 8). Staff and the general public were informed about the importance of inclusion and supporting gender equality. Staff and Council showed their support by wearing pink.

An encroachment agreement with Cowichan Tribes for the Samsun Narrows Hydrophone Project at Peters Lane Park was

finalized, and equipment was installed in March, showcasing our commitment to working closely and engaging with local First Nations. With consultation a priority, staff will return to First Nations communities and engage with Elders and community members on the Biodiversity project.

To continue increasing awareness of waste reduction, 690 students from elementary schools in North Cowichan participated in this year's environmental education program. They were taught about waste streams, food waste, and composting. The 2024 environmental education contest winners were celebrated at the April 3 Council meeting.

Several meetings occurred around managing

the opioid crisis and related street disorder. Staff are working collaboratively with BC Transit on safety at bus shelters, meeting with CVRD staff to discuss options for the warming centre, and initiating patrols of Somenos Marsh to address encampment activity. We continue to advocate for additional substance use services to provincial ministries and Vancouver Island Health Authority to support the provision of detox and recovery function in the Cowichan region.



We continue to seek opportunities to partner and support housing initiatives, including affordable housing. North Cowichan received \$237,250 from BC Housing for project development funding for the Elliott Street project in Chemainus. In collaboration with the Community Land Trust of BC, we applied to BC Housing's BC Builds program for funding to develop the former fire hall site on Willow Street in Chemainus. Processes to support and streamline development activity and to align with new provincial housing legislation continue.



SERVICE

We provide responsive, efficient, transparent and engaged service that contributes value to the community.



Action: Maintain the existing high level of service in the community			
2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✓ Recreation staff opened the Crofton outdoor pool two weeks earlier than normal to provide pool time to user groups (swim clubs and school district) that were affected by the annual Cowichan Aquatic Centre (CAC) shutdown at the beginning of June. 	<ul style="list-style-type: none"> ✓ The Recreation Youth Outreach team opened a daily drop in program at the Crofton Community Centre during July and August. A total of 67 youth attended the sessions which provided a variety of games and activities for youth in the Crofton & Chemainus areas. ✓ A variety of new fitness equipment was installed at the CAC as part of the ongoing capital program. In addition to a new layout, additional acoustic paneling was also installed as well as a sliding glass door to improve overall space functionality. ✓ As part of the 2023 annual aquatic maintenance shutdown, the sauna at the Cowichan Aquatic Centre was renovated which included all new interior cedar paneling and improved temperature controls. 	<ul style="list-style-type: none"> ✓ Staff completed a comprehensive accessibility audit of 16 parks sites to evaluate overall accessibility of these environments for people with disabilities. The audit was done in collaboration with the Spinal Cord Injury Association of BC. This process provided staff with an overall assessment of the park's access and ease of use and a better understanding of the fundamental features of the facilities within them as it relates to CSA standards. Recommendations were presented to the Accessibility Advisory Committee and staff will look to address the recommendations in 2024. ✓ Admission numbers at the CAC in Q4 increased by 10% year over year and finished the year with 224,551 total visits. This represents a total increase of 33% over 2022 and surpasses pre-covid 2019 admissions by 1%. ✓ Recreation program offerings to the public increased and in Q4 99 swim lesson sets were offered, with 119 planned in 2024 Q1 and 179 by Q2. All swim lessons sold out during winter registration in December. 	<ul style="list-style-type: none"> ✓ The recreation maintenance team made various programming and small equipment changes to enhance the domestic hot water system at the CAC. The result is a more efficient system and warmer shower/sink temperatures for patrons after years of cold water complaints. ✓ Staff issued a Temporary Use Permit at the Fuller Lake Arena site that permits short-term, single-day or multi-day events for a three-year term from 2024 to 2027. This enables this site to host a wider variety of events in the future. ✓ There were 326 incident calls, 19 of which were fire calls to local First Nations communities. ✓ On February 15, RCMP hosted an open house to receive public input into service priorities. ✓ March 15 was a construction progress celebration for the Cowichan Sportsplex. ✓ March 25 was the grand opening of the accessible washroom at Kinsmen Beach.

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

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

Action: Review developer utilization of the professional reliance model

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
No change.	No change.	No change.	No change.

Action: Recognize the great work of staff

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✔ Public Works Week (May 21 – 27) was marked with special social media posts that showcased the staff and work undertaken by Operations and Parks staff. Public works staff were recognized and thanked. ✔ Successful pancake breakfast conducted with senior leaders doing the cooking to thank employees for all their hard work throughout the year. ✔ Employees reaching service milestones in Q2 of 10+ years with the Municipality were recognized. ✔ Continued employee profiles for the months of April, May, and June in the weekly Council Bulletins. 	<ul style="list-style-type: none"> ✔ A well-received Staff Appreciation Lunch was held in early September bringing together over 150 employees from all locations and departments. Ted Swabey and Mayor Douglas presented and/or announced long service awards for those employees missed during COVID restrictions. Senior leaders assisted throughout the event. ✔ Employees (14) reaching service milestones in Q3 of 10+ years with the Municipality were recognized. ✔ Continued employee profiles for the months of July, August, and September in the weekly Council Bulletins. ✔ Planning is underway for two December social events, including an annual holiday party and family skate event. ✔ National Firefighters’ Memorial Day (September 10) was recognized with an organization-wide communication. There was gratitude and appreciation for North Cowichan paid on-call firefighters, for their work and service in protecting local communities. ✔ Police and Peace Officers National Memorial Day (September 24) was recognized with an organization-wide communication. Sincere thanks were expressed to the dedication and service of law enforcement personnel, especially those who lost their lives in service. ✔ Four employees were profiled on social media, garnering a combined reach of 18,344 on Facebook and 3,783 on Instagram. 	<ul style="list-style-type: none"> ✔ The first-ever awards ceremony for the entire North Cowichan Fire Department was held at the Cowichan Performing Arts Centre. Firefighters from Crofton, Maple Bay, Chemainus, and South End halls were celebrated for their achievements. ✔ Employee profiles from the Planning Department and Operations Department were included in the weekly Council Bulletins. ✔ Staff Holiday Party took place on December 14 with approximately 136 people in attendance (staff + significant others). ✔ Staff Holiday Skating event took place on December 23 at Fuller Lake Arena. 120 staff members and their families attended for skating, hot dog lunch, and gifts and door prizes delivered by Santa. 	<ul style="list-style-type: none"> ✔ Employee profile from the Bylaw Department was included in the weekly Council Bulletin. ✔ Employees reaching service milestones in Q1 of 10+ years with the Municipality were recognized, including one exempt staff member who reached 25 years. ✔ Kudos from Council, clients, and members of the public are included on the electronic noticeboards in staff rooms.

Action: Ensure open and transparent communications with the public

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<p>The following actions took place to support open and transparent communications with the public:</p> <ul style="list-style-type: none"> ✔ Five news releases were issued. ✔ Six 'Council Matters' emails were compiled and sent to subscribers. ✔ Improvements to social media channels including updated avatars, bios, and posts were made. Reach on Facebook increased 77.4% and 68.6% on Instagram over the quarter. ✔ Instagram contest in support of Recreation and Parks month (June) was held. ✔ 150th anniversary celebrations kicked off with special branding and community-focused events. A special event was held on June 18. ✔ Contractor selected for website redevelopment project. ✔ Updated Corporate Style Guide issued to staff with new guidelines on writing, including gender neutral considerations to improve communication with the public. ✔ Standardized corporate email signatures for all staff, which now display corporate logo, social media channels, and Indigenous land acknowledgement. 	<p>The following actions took place to support open and transparent communications with the public:</p> <ul style="list-style-type: none"> ✔ Public engagement process completed for draft Affordable Housing Policy. ✔ Public engagement on the Accessibility Action Plan is underway. ✔ Eleven news releases were issued. ✔ Four 'Council Matters' were compiled and sent to subscribers. ✔ Eight emails were sent to the News and Updates list. ✔ Social media metrics: <ul style="list-style-type: none"> • Facebook reach was 173,425, a 65% increase over the previous quarter, and a 6.79% engagement rate. • Instagram reach was 23,277, a 74.2% increase over the previous quarter and an engagement rate of 8.23%. ✔ 150th anniversary celebrations continued over the summer months with participation in community events, parades, and a special day at the Forest Discovery Centre in August. ✔ Work on the website redevelopment continued, with content, page, and navigation optimization work which will facilitate migration later this fall. 	<ul style="list-style-type: none"> ✔ The brand new northcowichan.ca website was launched in December. The site is built on a user-centric model, allowing users (residents) to better navigate information and self-serve many municipal services. The site also meets or exceeds Web Content Accessibility Guidelines (WCAG) in order to provide an equitable experience for all users. ✔ Provided ongoing communications support for municipal initiatives and programs, including: <ul style="list-style-type: none"> • Communication for the extended Canada Avenue construction. • Communication support for two fire hall open houses. • Supported public education for Fire Prevention Week. • Zero carbon step code changes. ✔ Freedom of the Municipality awarded to Jon Lebefore and David Haywood on October 18. They were the twelfth and thirteenth individuals to receive the honour. ✔ The Winter 2024 Recreation Guide was revamped and released on November 17, 2023. The focus was to provide users with a more user-friendly reference for the programs and services that the department offers. The new layout is organized into four program sections and includes all facility and program schedules in one centralized location. While the recreation guide is available (<i>continued on next page</i>) 	<ul style="list-style-type: none"> ✔ Provided external communications in support of the January snow event, including social media, videos, and website updates. ✔ Supporting the public outreach of the first phase of North Cowichan's move to automated curbside collection. 10,000 households were asked about their preferred garbage and organics cart sizes. Communications activities ensured all curbside customers received notice of their need to choose a larger size if desired, and included outreach on social media, through local media, and with in-person displays. The new website's built-in forms capability allowed people to easily submit their size requests electronically. ✔ Ongoing communications and public engagement support was provided for municipal initiatives and programs, including: <ul style="list-style-type: none"> • Construction and road work • Master Transportation Plan open house • Economic Development Action Plan ✔ Digital media metrics: <ul style="list-style-type: none"> • Facebook: Reach 103.2K, up 54.8% • Instagram: Reach 1.9K, a 17.8% decrease • Northcowichan.ca: 160.8k views • 56.2% using mobile devices

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

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
	<ul style="list-style-type: none"> ✔ The Communications and Engagement Strategy was finalized. This document provides guiding principles and actions that aim to improve communications and engagement with residents, employees, partners, and other organizations. 	<p>(continued) exclusively online via North Cowichan’s website, it was digitally enhanced to provide readers with a PDF flippable page feature which enhances accessibility via desktop or mobile devices.</p>	

Action: Identify potential new sources of revenue

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✔ Public Notice Bylaw No. 3906 was adopted. This bylaw authorizes alternative methods to advertise which will help cut advertising expenses up to 50%. ✔ Amendments to Fees and Charges Bylaw to increase development application fees implemented June 15. ✔ Contract signed to replace Point of Sale machines at all municipal facilities resulting in annual operating cost savings of over \$15,000. ✔ A “full cost recovery” approach has been implemented for negotiations with telecommunication service providers requesting use of municipally owned land and facilities for telecommunications infrastructure. 	<ul style="list-style-type: none"> ✔ Funds are being invested in term and cashable GIC’s to earn interest at higher rates, in accordance with Council’s Investment Policy. ✔ Request For Proposal for Banking Services issued to ensure the municipality is getting the best value and saving money where possible. ✔ A 5% increase to the Council approved Parks and Recreation fees and charges bylaw came into effect on September 1, 2023. This increase is applied across the board to all admission and facility rental charges and are scheduled to increase by another 2% on August 31, 2024. ✔ New fees for development applications took effect on June 15, 2023, that are intended to improve cost recovery for development application processing. 	<ul style="list-style-type: none"> ✔ Brought forward proposed service agreement from Rogers Communications. 	<ul style="list-style-type: none"> ✔ Admission numbers at the Cowichan Aquatic Centre in Q1 have increased by 11.4% over the same quarter in 2023 and by 15.6% over Q4 in 2023. Winter registered programs (January to March) received 4,045 registrations, generating \$179,000 in total revenue.

Action: Maintain opportunities for multi-modal transportation

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✔ Canada Avenue Complete Streets: work continues to advance the project. North Cowichan and Duncan have decided to work with timelines of the grant. Design to continue in the fall and anticipated construction timelines under review. ✔ Canada Avenue flood gate and road raising: construction has commenced. The water main replacement is complete. The new storm main installation and flood wall gate foundation is underway. ✔ Wrote a letter requesting a meeting with the Minister of Transportation and Infrastructure (MOTI) to discuss the Trans-Canada Highway water main replacement and multi-use trail project. 	<ul style="list-style-type: none"> ✔ Staff are bringing forward the Master Transportation Plan (MTP) to Council in the next quarter. ✔ Canada Avenue Complete Streets: Concepts are underway with detailed design expected to occur in the 4th quarter and into 2024. ✔ Canada Avenue flood gate and road raising: construction is nearing completion. Underground works are complete. Surface improvements are underway and expected to be completed in the fall. 	<ul style="list-style-type: none"> ✔ Canada Avenue new sidewalk/bike lanes (Philip Street – 0.20 km South): Construction complete for 0.2 km of new sidewalk and bike lanes. Work done as part of Canada Avenue Flood Gate Project. ✔ Canada Avenue Active Transportation Project (Sherman Road – James Street): Detailed design has started on 1.0 km of new and upgraded active transportation works. Work is being done in coordination with the City of Duncan as part of the Canada Avenue Complete Streets Project. ✔ Sherman Road new bike lanes (Canada Avenue - Somenos Road): Application for co-funding for design of 1.7 km of bike lanes along both sides of Sherman Road. ✔ Chemainus Road new sidewalk/bike lanes (Victoria Street - Fir Street; east side): Conceptual design has started on 0.6 km of new active transportation works along Chemainus Road. ✔ Trans-Canada Highway Active Transportation Project (Beverly Street – Drinkwater Road; east side): Design nearly complete for new multi-use trail along the TCH. Work to be coordinated with future new water main. ✔ Draft MTP was presented to Committee of the Whole and staff have been directed to engage with the public plus Environment Advisory Committee (EAC) prior to final drafting of the plan. 	<ul style="list-style-type: none"> ✔ The MTP was presented to the EAC and another round of public information and feedback opportunity completed, including an in-person open house held at the Cowichan Aquatic Centre on March 7. ✔ Staff presented a status of the projects from the Trans-Canada Highway Corridor Management Plan to joint councils. A letter requesting MOTI to share in funding an update was passed by resolution of both councils. ✔ Wrote a letter to MOTI to request reconsideration of the proposed pedestrian overpass and to consider alternative options that will align more closely with our community's vision and objectives.

ENGAGEMENT



Through collaborative relationships with other governments, Indigenous peoples, stakeholder partners and engaging the community at large, we achieve optimum outcomes for all

Action: Continue to develop strong relationships with Indigenous peoples

2023 Q2 Update	Q3 Update	Q3 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✔ Offers of assistance for National Indigenous Peoples Day events were sent to Halalt First Nation, Lyackson First Nation, Penelektu Tribe, Stz'uminus First Nation, and Cowichan Tribes. ✔ Eight staff volunteered at Cowichan Tribes' National Indigenous Peoples Day event. ✔ Director of Parks & Recreation met with Cowichan Tribes Parks Canada Operations Engagement Coordinator to learn more about a newly proposed shore-based hydrophone project for Sansum Narrows that studies the impact of the underwater soundscape on marine life. This project requires shoreline access at Peters Lane for equipment installation for monitoring purposes. ✔ Dialogue and discussions continue around the MOU working group and for staff to provide updates on various municipal projects that include the forestry review, FireSmart work and Biodiversity Protection Policy. ✔ Fire Services Agreement was signed between Cowichan Tribes and North Cowichan to ensure continued service provision and update the language in the agreement. 	<ul style="list-style-type: none"> ✔ Council provided a grant to M'akola Housing Society to assist with the well-attended Every Child Matters March to be held in respect of the National Day for Truth and Reconciliation. ✔ The National Day for Truth and Reconciliation and Orange Shirt Day were recognized with an all-staff communication. Employees were encouraged to wear orange shirts to commemorate the survivors and victims of residential schools. ✔ Online training sessions from the National Centre for Truth and Reconciliation were promoted. ✔ Email signatures throughout the organization were updated to include Indigenous land acknowledgements. ✔ Supported Halalt First Nation by participating in their meeting with the Province regarding flooding of the Chemainus River. ✔ Provided funding support for the 'Lifting spirits, Honouring Lives' event hosted by the Cowichan Missing & Murdered Women, Men and Children's Society. 	<ul style="list-style-type: none"> ✔ Meeting with senior leadership of North Cowichan and Cowichan Tribes held on November 22. ✔ Quw'utsun Nation and North Cowichan had a meeting on November 23. ✔ Provided a letter of support to Cowichan Tribes for their UBCM funding request on Reconciliation and Relationship Building. 	<ul style="list-style-type: none"> ✔ Finalized encroachment agreement with Cowichan Tribes for the Samsun Narrows Hydrophone Project at Peters Lane Park. Equipment was installed in March 2024. ✔ Agreed in principle for Halalt First Nation to install a fish counter using old Chemainus Road bridge abutments with low voltage power from unused circuit on the bridge and energy costs paid by the Municipality. ✔ Facilitated sanitary sewer connection for property on reserve located on Tzouhalem Road. ✔ Fire department staff responded to 16 calls at Cowichan Tribes, two at Halalt First Nation, and one at Penelakut Tribe.

Action: Support community groups and organizations

2023 Q2 Update	Q3 Update	Q3 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✔ Staff attended the Quamichan Lake Neighbourhood Association meeting on May 11 to share the various ways that members can connect with Council and staff, including tips for community groups and citizens. ✔ Staff met with the Maple Bay Elementary principal and PAC to discuss improving park infrastructure for accessibility and allowing one class to create a “Buddy Bench” that promotes inclusive play for children. Work to be completed in the next six months. ✔ Staff worked with community groups and members to begin planning for the 150th anniversary event. Staff attended the Chemainus Business Improvement Area (CBIA) meeting to spread the word and to finalize event plans for celebration on June 18, which included soliciting entertainment from local organizations. ✔ After months of planning and electrical installation, in conjunction with the Crofton Community Association, the operations and recreation department turned on the switch for the lights on the Crofton Seawalk on May 17. Over 52 LED lights now provide a safe path for evening walking which has drawn a positive review by the community. An unofficial unveiling/ community celebration occurred on June 24. 	<ul style="list-style-type: none"> ✔ Permissive Tax Exemptions were considered, with 68 organizations being recommended to be provided with a one-year exemption from property taxation allowing the money saved to be redirected to the community good provided by the organizations. ✔ Through the Duncan Curling Club lease agreement, staff helped facilitate upgrades to the facility which included all new exterior doors and permitted the installation of a new mural on the building to deter graffiti. ✔ The Sports Wall of Fame Committee announced that five new inductees will be inducted to the Sports Wall of Fame on November 18. These include Ernie Mansueti (builder), Helen Gosnell (athlete), Jason Sandquist (athlete), 1983 Cowichan Thunderettes basketball team (team) and the 1959 Duncan Little League Allstars baseball team (team). ✔ The annual Terry Fox Run was held on September 17 at Evans Park in support of the Terry Fox Foundation. This was the first time the event was held at Evans Park to provide for a safer route and a family oriented atmosphere. 	<ul style="list-style-type: none"> ✔ The 1959 Duncan All Stars Baseball team, 1983 Cowichan Thunderettes Basketball team, Ernie Mansueti (builder), Helen Gosnell (athlete) and Jason Sandquist (athlete) were inducted into the North Cowichan Sports Wall of Fame in November. Over 200 guests attended the event at the Cowichan Golf Club. ✔ Staff worked closely with several community organizations to facilitate five special event applications which included; Chemainus Legion Remembrance Day (November 11), CBIA Fall Festival and Fun Run (October 28), CBIA Sip & Shop (November 18), Cowichan Search & Rescue (November 19), and Crofton Christmas Parade (December 3). ✔ Council approved \$246,750 in Grants in Aid to support community groups within the municipality. ✔ Council approved 149 properties for Permissive Tax Exemptions in 2024 totaling \$627,000. This will allow organizations to use that money to support further community good. ✔ Donated one EJ Hughes print to a non-profit organization to assist with fundraising. ✔ Provided a letter of support to Cowichan Estuary Restoration & Conservation Association for Scotch Broom Removal Work in the Cowichan River Estuary. 	<ul style="list-style-type: none"> ✔ Mount Prevost downhill mountain bike trail upgrades and signage installation were completed, indicating that the trails are now sanctioned and open to the public. ✔ Streamlined processes for service delivery/inquiries and event planning for community groups. ✔ Wounded Warrior Run on March 2. ✔ Donated four EJ Hughes prints to non-profit agencies to assist with fundraising. ✔ Provided a letter of support to Chemainus Festival of Murals Society to accompany their letter of intent to the BC Heritage Sites grant application. ✔ Provided a letter to Minister of Forests asking for enhanced provincial support of the Crofton Mill and its workers.

Action: Support community groups and organizations (continued)

2023 Q2 Update	Q3 Update	Q3 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✔ Staff met with the Duncan Curling Club in May to address building envelope issues, which includes full door replacements. Discussions also ensued about future recreation programming of that facility in the near future to expand the municipalities offering in that area. ✔ Provided a letter of support to the Cowichan Green Community for local food infrastructure funding request. ✔ Donated two EJ Hughes prints to non-profit organizations to assist with fundraising. ✔ Staff hosted neighborhood meeting for Rowing Canada. ✔ Met with Chemainus Residents Association to discuss ongoing issues of mutual interest. 	<ul style="list-style-type: none"> ✔ In support of the MNC 150th Anniversary celebrations, staff, including an activation team attended three local community events which included the Maple Bay Canada Day Parade (July 1), Duncan Days Street Party (July 15), and a special 150th Anniversary celebration at the Forest Discovery Centre (August 20). ✔ The Mount Tzouhalem Enduro Race took place September 24 and was host to the final stage of the annual Vancouver Island cup race series. The event hosted by two local bike shops saw ~225 men, women and youth riders of all skill levels from all over the Island compete on the fast and flowy race course set up Mount Tzouhalem. The profits from the event will be donated to the Cowichan Trail Stewardship Society to help maintain the North Cowichan trail networks and promote mountain biking in the Cowichan Valley. ✔ Donated five EJ Hughes prints to non-profit organizations to assist with fundraising. ✔ Provided a letter of support to the Cowichan Historical Society in their quest for funding for the New Horizons for senior's program. 	<ul style="list-style-type: none"> ✔ Provided funding support letter to West Coast Prefab's (BC Manufacturing Job Fund Grant). ✔ Provided a letter of support to Lookout Society on the success of their community clean-up programs. 	

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

2023 Q2 Update	Q3 Update	Q3 Update	2024 Q1 Update
No change.	No change.	<ul style="list-style-type: none"> ✔ North Cowichan members who sit on the CVRD board advocated for regional growth management as a CVRD priority. 	<ul style="list-style-type: none"> ✔ CVRD received \$250,000 grant funding as a contribution toward development of a regional growth strategy to be completed in collaboration with all member municipalities and Indigenous Nations.

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

2023 Q2 Update	Q3 Update	Q3 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✔ Regional recreation staff (Cowichan Valley Regional District (CVRD), North Cowichan, Ladysmith) continue to meet quarterly to discuss regional recreation initiatives. The focus was on commission governance structure and sub regional commission bylaws and reports that were moving forward with the CVRD board in June. ✔ North Cowichan Recreation staff met with CVRD Recreation staff to re-engage discussions about working more closely together on programming, facilities and shared resources. Future discussions are to be held in the fall. ✔ Sent a letter requesting a meeting with the Minister of Emergency Management and Climate Readiness to discuss flood protection on the Chemainus River. ✔ Met with Emergency Management Cowichan to learn about regional emergency management. 	<ul style="list-style-type: none"> ✔ Staff continue to meet with members of the Cowichan Regional Wildfire Resiliency Committee on a quarterly basis. These meetings continue to be a great way to collaborate, share and learn about what FireSmart community programs and projects our regional partners are working on, field visit past FireSmart treatments and review/discuss proposed future FireSmart activities. ✔ Discussion and dialogue surrounding regional recreation initiatives continued at the September quarterly meeting. Focus remains on upcoming regional recreation orientation and budget discussions and long term planning initiatives for parks, recreation, and trails within the Cowichan Valley. ✔ Communications staff meet regularly with CVRD and other regional communications departments to discuss and strategize communications related to drought and water conservation. ✔ Staff report on the possibility of a regional planning service presented to Council on September 6 and Council resolution conditional on supporting a regional growth management strategy forwarded to CVRD Board. 	<ul style="list-style-type: none"> ✔ Provided the CVRD with a letter of support for the use of Municipal Regional District Tax revenues towards affordable housing. ✔ Mayor and staff met with Minister of Water, Land and Resource Stewardship to continue discussions further to UBCM meetings on flood mitigation. ✔ Mayor and staff met with the deputy minister of Municipal Affairs further to a meeting with Premier David Eby at UBCM on Regional Growth Strategies Funding. ✔ North Cowichan Recreation and CVRD Recreation staff started to work collaboratively via the new Regional Recreation Commissions. Regional Recreation Commission orientations and budget meetings commenced. 	<ul style="list-style-type: none"> ✔ Staff supported CVRD, City of Duncan, Somenos Marsh Wildlife Society and the Island Corridor Foundation for the right of way maintenance along the rail corridor which included the clean-up and removal of vegetation and danger trees along the friendship trail between James Street and Beverly Street. Improved landscaping will commence in Q2. Staff will bring forward to a future Council meeting a longer term option with respect to the rail corridor. ✔ Attended a regional collaboration meeting to discuss strategic and aligned messaging related to water conservation and ongoing water use issues. ✔ Worked with CVRD on flood response planning.

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

2023 Q2 Update	Q3 Update	Q3 Update	2024 Q1 Update
	<ul style="list-style-type: none"> ✓ Emergency Management Cowichan Advisory group meetings to discuss new provincial regulations being proposed. ✓ Provided a letter to School District 79 in support of their grant application for Natural Resources Canada Climate Action Adaptation. ✓ Staff continue to meet with the Chemainus River task force (Halalt First Nation, Penelakut Tribe, Cowichan Valley Regional District (CVRD), Province, and members of the public). ✓ Staff met with CVRD and the Province to organize a tour of the flood protection works for Emergency Management Climate Readiness staff. 		

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

2023 Q2 Update	Q3 Update	Q3 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✓ \$500,000 grant funding received for Forestry Management Plan and Industrial Servicing review. ✓ Staff preparing application to Federal Government's Housing Accelerator Fund. 	<ul style="list-style-type: none"> ✓ Mayor and CAO met with the following Minister's to discuss ongoing initiatives that could use provincial support: Tourism, Arts, Culture and Sports; Environment and Climate Change Strategy; and Transportation and Infrastructure. ✓ Staff have initiated discussions with the CVRD to amend the Liquid Waste Management Plan for the JUB outfall. 	<ul style="list-style-type: none"> ✓ Letter from Mayor Douglas sent to Sean Fraser, Minister of Housing, Infrastructure and Communities advocating for funding from the Housing Accelerator Fund. 	<ul style="list-style-type: none"> ✓ Application for Housing Accelerator Fund denied. Staff plan on bringing forward an application for the second round of grant funding once announced. ✓ Advocacy to Vancouver Island Health Authority to support provision of detox and supported recovery function in the Cowichan region.

HOUSING

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



Action: Seek opportunities to partner and support affordable housing initiatives			
2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✓ Staff working with BC Housing on potential affordable housing projects. ✓ The Mayor and senior staff met with representatives of BC Housing to review opportunities for collaboration on initial planning of non-market housing projects on municipal properties. 	<ul style="list-style-type: none"> ✓ Draft affordable housing policy and public engagement results presented to COW on September 12. ✓ Staff are working with Community Land Trust and TL Housing solutions to advance building plans for an affordable housing project at 3191 Sherman Road. 	<ul style="list-style-type: none"> ✓ Staff and Mayor Douglas participated in the November 3 Cowichan Housing Forum. ✓ Application to BC Housing's Community Housing Fund submitted for affordable housing project at Elliott Street, Chemainus. ✓ Council advanced funding to assist with resolution of potential site contamination issues at 3191 Sherman Road. 	<ul style="list-style-type: none"> ✓ Application to BC Housing for Elliott Street for the Community Housing Fund was rejected. Staff are bringing forward a report on all housing opportunities. ✓ Application submitted to BC Housing BC Builds program for former fire hall site at Willow Street in Chemainus, in collaboration with Community Land Trust of BC. ✓ \$237,250 was received from BC Housing for project development funding for the Elliott Street site in Chemainus. ✓ Staff tour of Nexus prefabricated home factory in Cobble Hill to understand how to better respond to this emerging industry. ✓ Site contamination issues at 3191 Sherman Road approaching full resolution, with no remediation needed. Site contamination issues are resolved.

Action: Develop incentives for creating compact development (e.g. infill)			
2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✓ Update provided to Committee of the Whole (COW) on May 9 about affordable housing and direction obtained about affordable housing strategy and grant application to the Housing Accelerator Fund. 	<ul style="list-style-type: none"> ✓ Application to Housing Accelerator Fund completed and submitted. 	<ul style="list-style-type: none"> ✓ Council authorized parking variances to facilitate development of a 92 unit, six-storey apartment building at 6489 Paddle Road. ✓ In response to the enactment of provincial legislation (Bill 44), staff are working to understand the implications and required changes to the zoning bylaw and will report out to Council in Q1 2024. 	<ul style="list-style-type: none"> ✓ Provided Council overview of Bill 44 requirements. Preparation of zoning bylaw amendments underway for June deadline. ✓ Staff participated in provincial meetings with respect to Bill 44 implementation.

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

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
No change.	No change.	No change.	✔ Building Bylaw update underway including new section providing regulatory guidance on alternative forms of housing.

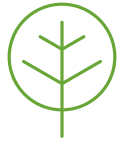
Action: Explore opportunities for additional housing that meets the needs of the community

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
✔ Sent a letter requesting a meeting with the Minister of Housing to discuss acquiring land for non-market housing.	✔ Development permit applications received for four high density residential developments.	✔ Developers' Forum held on October 31 with George Parker presenting economic issues and opportunities for housing construction and development.	✔ Presentation planned to go to Council in Q2 on land inventory and suitability for non-market housing.

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

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
		✔ George Parker, land economist, presented findings of his housing market research analysis to Committee of the Whole on December 12.	No change.

ENVIRONMENT



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

Action: Strengthen environmental policy in all land use planning			
2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✓ The province acknowledged the request to update the Cowichan Estuary Environmental Management Plan (CEEMP) and suggested that staff remain in contact with the department head. 	<ul style="list-style-type: none"> ✓ Staff will be attending the upcoming CEEMP meeting with the Province in Q4. ✓ Staff are increasing involvement in erosion and sediment control related to development to hold developers, consultants and contractors accountable. 	<ul style="list-style-type: none"> ✓ CEEMP was cancelled. Staff await notification from the Province of a new meeting time in 2024. 	<ul style="list-style-type: none"> ✓ Staff attended CEEMP meeting on February 28 to review application from Western Forestry Products to release runoff from site to the estuary and review an assessment of runoff and its effects. ✓ In line with 3.4.4.e of the Official Community Plan, the blue-green network mapping and study in Bell McKinnon is largely completed.
Action: Remodel and implement the Climate Action and Energy Plan			
2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✓ VICEDA circular economy pilot year concluded with two participating local companies. ✓ Electric vehicle community strategy work is underway. E-garbage truck procurement completed and Request for Proposal (RFP) for engineering services for fleet charging design on BC Bid. ✓ Provincial Building Code update increased Energy Step Code requirements for North Cowichan buildings. 	<ul style="list-style-type: none"> ✓ North Cowichan participated in VICEDA circular economy showcase webinar. ✓ Zero Carbon Step Code implementation report was provided to Council in September. ✓ Annual Local Government Climate Action Program report was submitted to the Province and posted on North Cowichan's website. ✓ Participated in CVRD's inaugural meeting of the Regional Climate Adaptation Advisory Group. 	<ul style="list-style-type: none"> ✓ 269 homes converted to electric heat pump as of September 30 (last reporting date). ✓ Engineering assessment for fleet charging design is underway. ✓ The Environmental Advisory Committee recommended a community climate action grant be considered by Council in 2024 budget process. The grant would assist the local Abbeyfield seniors home to convert from natural gas to heat pump. ✓ Council adopted Zero Carbon Step Code effective January 1, 2024. 	<ul style="list-style-type: none"> ✓ Zero Carbon Step Code Emissions Level 3 became effective on January 1, 2024. ✓ Engineering assessment for fleet charging design continues. Two electric vehicles were trialed ahead of the light-duty electric vehicle conversion project to verify compatibility with an electric model.

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

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✔ Municipal supported CleanBC Better Homes Program has hit a milestone of now over 200 houses converting to heat pumps. 	<ul style="list-style-type: none"> ✔ 232 homes converted to electric heat pump as of June 30 (last reporting date). 		<ul style="list-style-type: none"> ✔ Annual report on the Climate Action and Energy Plan Reserve Fund expenditures presented to Environmental Advisory Committee in March, including a presentation by Abbeyfield Houses Society of Duncan on the completed heat pump conversion project partly funded by a community climate action grant. ✔ Reported to Economic Development Committee on the pilot year of the circular economy accelerator and received Council direction to join the program launching in Q2 2024. ✔ Provided a commitment of \$7,500 per year for two fiscal years to Synergy Foundation in their funding application to continue supporting the Circular Economy Ecosystem Project.

Action: Relocate the Joint Utility Board Sewage Outfall Location

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✔ Pre-discharge receiving environment monitoring report for the interim outfall location completed and shared with First Nations. ✔ The new Building Canada Fund (\$6M) funding deadline has been extended to June 30, 2027. Staff are continuing discussions with UBCM regarding extending the UBCM funding agreement (\$6M). 	<ul style="list-style-type: none"> ✔ North Cowichan/Cowichan Tribes technical team have come to agreement on an interim outfall location (near to anchorage) and proposed routing through First Nation land. There is a meeting pending with Cowichan Tribes and relevant committees. Efforts continue around the shifting/removal of anchorage. 	<ul style="list-style-type: none"> ✔ North Cowichan and Duncan Councils were provided with a project update. Held Joint Utility Board meeting to provide a project update to CVRD Area D (Cowichan Bay), Cowichan Valley Regional District Area E (Eagle Heights) and Cowichan Tribes. ✔ Work continues around removal/shift of problematic anchorage. ✔ Work continues on securing Fisheries Act Authorization for marine portion of pipe. ✔ North Cowichan and Province continuing consultation process with First Nations. 	<p>No change.</p>

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

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✓ Staff have worked with the Somenos Marsh Wildlife Society (SMWS) to plant 750 trees and shrubs along the west bank of Somenos Creek between Lakes Road and Tzouhalem Road. Also, staff is working with SMWS to begin a parrot's feather cutting program with initial testing of equipment in July. Staff have liaised with the Province to obtain administrative approval for this work and provided technical guidance on planting and weed control implementation. 	<ul style="list-style-type: none"> ✓ Staff is working with SMWS to wrap up the summer parrot's feather cutting program and to prepare a report on the project. Environment staff worked with Operations staff, Nature Trust, SMWS, and farmers to improve stormwater drainage channels in marsh areas on the wet side of the dike and improve fish habitat in these areas. Staff also worked with the SMWS to monitor the survival of 750 trees and shrubs along the west bank of Somenos Creek between Lakes Road and Tzouhalem Road. ✓ Environment staff, the CAO and Mayor met with the Minister of Environment to outline North Cowichan's monitoring work and proposed management plans for mitigating blue-green algae blooms in Quamichan Lake. The minister requested that ministry staff work with North Cowichan to determine partnership and financial support opportunities to support the construction of infrastructure to improve Quamichan Lake water quality. ✓ Staff are arranging to meet with Capital Regional District staff and share information as well as see the Elk Lake aeration system in action once up and running as a potential solution for Quamichan Lake. 	<ul style="list-style-type: none"> ✓ Followed up with a letter to the Healthy Watershed Initiative requesting funding support for the remediation of blue-green algae blooms in Quamichan Lake following a meeting with Minister. 	<ul style="list-style-type: none"> ✓ Staff engaged a consultant to study lake oxygen chemistry to help determine oxygenation techniques suitable for remediating cyanobacteria blooms in Quamichan Lake. ✓ Staff worked with Rowing Canada Aviron (RCA) to remove a large floating vegetation mat which threatened property and RCA infrastructure. ✓ Provided support letters to SMWS for grant applications for Indigenous Terrestrial Stewardship Specialist position and their GreenStreams S'amunu Watershed Streamside Partnerships Program. ✓ Provided a support letter to SMWS in their request for approval for parrot's feather cutting in Somenos Creek through the province.

Action: Develop a comprehensive climate change risk & vulnerability assessment

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<p>✔ Project awarded to Urban Systems, reviews with unsuccessful proponents completed, kick off meeting held, and project charter approved. Initial fact finding has begun. Cowichan Valley Regional District staff included in technical project committee.</p>	<p>✔ Engagement on the project completed to inform the first phase of project work, with a report of results planned to go to Council in October.</p>	<p>✔ Engagement results presented to Council and the EAC in October. Risk and vulnerability assessment work underway with results presented to Council in January 2024.</p>	<p>✔ Risk and vulnerability assessment results presented to the Committee of the Whole, EAC, and the CVRD-led Regional Climate Adaptation Advisory Group in January 2024. Work to develop adaptation strategies for the identified risks is underway, with results planned to go to Council in Q2 2024.</p> <p>✔ Participated in a discussion with the Chemainus Residents Association on the challenges of climate change for Chemainus.</p>

Action: Create a biodiversity protection policy

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<p>✔ Diamond Head Consulting has completed the inventory and engagement phase. Information was presented to Council with direction given to review by the Environmental Advisory Committee (EAC). EAC review completed and staff/Diamond Head to consider comments in policy development phase. Meetings to be held with First Nations after receiving responses to invitations. The first phase of the inventory has been completed and we will review trails next.</p>	<p>✔ As part of assessment report finalization, Diamond Head staff and Environment staff met with staff from Halalt, Cowichan Tribes, Lyackson, and Stz'uminus First Nations to engage on First Nations assessment of biodiversity assets and changes in those assets. First Nations participants were also asked about priority areas for biodiversity protection and restoration. Staff from North Cowichan was asked to follow up on biodiversity policy development with participating First Nations.</p>	<p>✔ Staff is preparing a response to First Nations based on feedback received on North Cowichan's biodiversity. This feedback will be incorporated into the assessment document and potentially be used as a springboard to further engagement on development of the biodiversity policy report upon completion of the biodiversity assessment report.</p>	<p>✔ Staff will return to First Nations communities and conduct engagement with Elders and community members on the biodiversity project.</p>

Action: Evaluate the merits of adopting the Energy Step Code

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✔ Update to BC Building Code now requires minimum Step 3. ✔ Options for implementing Zero Carbon Step Code to be presented in Q3. 	<ul style="list-style-type: none"> ✔ Amendments to Building Bylaw presented to Council to increase BC Energy Step code levels to align with BC Building Code and to present options for participating in the Zero Carbon Step Code. 	<ul style="list-style-type: none"> ✔ Building Bylaw amended to establish minimum requirement for BC Energy Step Code 3 and to require BC Zero Carbon Step Code EL 3 on January 1 and EL 4 on July 1. 	<ul style="list-style-type: none"> ✔ Building Bylaw in effect with no significant reported difficulties.

Action: Review opportunities for district energy system partnerships

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

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

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
No change.	No change.	No change.	No change.

Action: Integrate natural assets into the overall asset management program

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

Action: Increase awareness of waste reduction

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✔ Recent audits over the past four months show a significant reduction in recycling contamination. All audits have under 5% non-acceptable material and the latest audit found only 1.69% contamination, a very encouraging trend. Staff will continue to work with the curbside collection contractor while using social media messaging to reinforce the importance of this issue to our residents. 	<ul style="list-style-type: none"> ✔ North Cowichan is on track to achieve the target contamination reduction rate stated in our contamination reduction plan of 3%. ✔ Staff plan to continue working closely with our curbside collection contractor and our residents. 	<ul style="list-style-type: none"> ✔ Curbside recycling contamination reduced to 3.5% from a high of 9.2%. Recycle BC acknowledge the great work done to reduce contamination of recycling and concluded that contamination is now within accepted thresholds. 	<ul style="list-style-type: none"> ✔ In this year’s environmental education program, 690 local students were taught about waste streams, food waste, and how to compost.

ECONOMY



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

Action: Support, retain, and attract light industry			
2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✓ Ongoing discussions with Economic Development Committee (EDC) on ways to support industrial development. 	<ul style="list-style-type: none"> ✓ Ongoing discussions with the EDC on ways to support industrial development. ✓ Letters of support provided to Canadian Bavarian and West Coast Prefab for grant applications. 	<ul style="list-style-type: none"> ✓ Economic Development Action Plan revision launched with a survey open to business and industry representatives and owners. 	<ul style="list-style-type: none"> ✓ Economic Development Action Plan revision underway, with survey open to business and industry representatives and workshop occurring with EDC.
Action: Review options to provide any future municipal forest timber to local businesses for secondary industry			
2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
No change.	No change.	No change.	No change.
Action: Develop a long-range strategic plan for North Cowichan-owned real estate			
2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✓ Remains pending completion of the Forestry Review. 	<ul style="list-style-type: none"> ✓ Included as an action item in the draft affordable housing policy and has been prioritized in the 2024 Planning and Building Department Business Plan. 	No change.	No change.
Action: Support small scale innovative agriculture			
2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✓ Agricultural Advisory Committee (AgAC) to be established in 2024. 	<ul style="list-style-type: none"> ✓ AgAC Terms of Reference to be brought forward to Council in Q4. 	<ul style="list-style-type: none"> ✓ AgAC Terms of Reference confirmed by Council. Members to be selected and Committee to be established in Q1. 	<ul style="list-style-type: none"> ✓ AgAC members selected; initial meeting scheduled for April 23.

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

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✔ Wrote a letter requesting a meeting with the Minister of Transportation and Infrastructure to discuss the hospital district – village main streets. ✔ Continued meetings and discussions with landowners surrounding the hospital site about uses that may complement and support the new hospital. 	No change.	No change.	No change.

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

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✔ Subdivision preliminary layout acceptance (PLA) issued to Duncan Community Lodge/Rowing Canada Aviron at Quamichan Lake to facilitate independent operations and future investment by Rowing Canada. Works to satisfy conditions are underway. ✔ Wrote a letter requesting a meeting with the Minister of Sports, Tourism and Culture to discuss Elkington House restoration, Maple Bay Wharf, Cowichan Sportsplex, and the Chemainus and Crofton Revitalization Plans. ✔ BC Bike Race held two community open houses in Crofton to provide information to community members about their upcoming event in July. Staff were on site to answer question. A report will be brought back to Council on the impact of the event in Q3. 	<ul style="list-style-type: none"> ✔ The BC Bike Race returned to the Cowichan Valley from July 2-6. Based out of the Crofton Ball fields, over 600 riders came out to test their skills on Mount Tzouhalem and Maple Mountain over three days. Staff will be bringing a debrief report to Council in Q4. ✔ Cowichan Aquatic Centre hosted the 2023 BC Summer Swim Association’s Vancouver Island Regional Championship. 11 teams and 250 swimmers from across Vancouver Island competed to qualify for provincial championships. ✔ Staff met with Rowing Canada to discuss partnership roles, and fundraising opportunities. 	<ul style="list-style-type: none"> ✔ Staff provided Council with an Economic Impact Assessment from the 2023 BC Bike Race. This event generated \$1.27 million of visitor spending in the Cowichan and Comox Valleys and generated \$3.98 million in over economic activity in the province. ✔ Provided support letters for Rowing Canada Aviron’s Application for REDIP Funding under the FIT Program and Cowichan Green Community’s application for REDIP Funding under the Forest Industry Transition Fund. 	<ul style="list-style-type: none"> ✔ Met with Rowing Canada on March 8 to get an update on funding for the National Training Centre.

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

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<p>✔ The Belgian Waffle Ride gravel cycling race took place in the community from May 26-28 with over 700 riders, including pros and visitors from across the USA and Canada, taking place in three race distances. Staff played an important role in providing support for event activation and planning.</p>	<p>✔ Rowing Canada events:</p> <ul style="list-style-type: none"> • World Rowing Championship Team Sendoff – August 10 • Rowing Canada National Championship September 29 to October 1. 		

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

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
	<p>✔ Agricultural Advisory Committee (AgAC) Terms of Reference to be brought forward to Council in Q4.</p>	<p>✔ AgAC Terms of Reference confirmed by Council. Members to be selected and committee to be established in Q1.</p>	<p>✔ Implementation plan to be added to AgAC workplan.</p>

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

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
No change.	No change.	No change.	No change.

COMMUNITY

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



Action: Update the Subdivision Bylaw			
2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
No further updates at this time.	✔ Draft bylaw is expected to be presented to Council in Q4.	✔ Draft bylaw being circulated to other departments for review and comment.	No change.
Action: Renew the Zoning Bylaw			
2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
✔ Expecting to present approach to new Zoning Bylaw in Q3.	✔ Zoning Bylaw re-write process presented to Committee of the Whole on September 12.	✔ Report on recent housing amendments to the <i>Local Government Act</i> and implications to Zoning Bylaw review to be presented in Q1.	✔ Revisions to Zoning Bylaw to achieve Bill 44 compliance underway; first three readings in Q2.
Action: Improve pedestrian safety on Boys Road			
2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
✔ Completed brush cutting and brush removal along the north side of Boys Road in the boulevard.	✔ Additional brush cutting at the transit stops.	✔ Works are dependent on outfall routing. Waiting for a decision from Cowichan Tribes regarding the routing of the pipe.	✔ Design work underway.

Action: Provide more input into managing the opioid crisis

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✔ Wrote a letter requesting a meeting with the Minister of Mental Health and Addictions to address the growing challenges related to mental health and addictions in our community. ✔ Wrote a letter requesting a meeting with the Minister of Public Safety and Solicitor General to discuss the growing problems related to homelessness and street disorder. ✔ North Cowichan Mayor and CAO met with representatives for the work done by the Port Alberni Shelter Society to discuss Therapeutic Recovery Communities. Learning about how issues are handled in their community related to homelessness, mental health, addictions, and street disorder to determine if there are any best practices we can adopt. ✔ Mayor and CAO have met with Island Health to discuss issues around mental health and addictions, recovery, and day treatment centres, etc. 	<ul style="list-style-type: none"> ✔ Continued lobbying for additional resources to manage the ongoing crisis within our community. ✔ Council and the CAO went on a site visit of a successful recovery centre in Vancouver. ✔ Wrote a letter to Federal Minister Virani requesting changes to bail reform. 	<ul style="list-style-type: none"> ✔ Continued advocating to the Minister of Mental Health and Addictions to ask for assistance in managing the opioid crisis in North Cowichan by implementing changes at the overdose prevention site and requesting a specific update on the status of commitments made in the 'Pathway to Hope' document as it pertains to our community in the Cowichan Valley. 	<ul style="list-style-type: none"> ✔ Staff toured the Port Alberni Public Safety Building. ✔ Staff met with CVRD staff to discuss options for the warming centre. ✔ Continued advocacy for additional substance use services to provincial ministries. ✔ Working collaboratively with BC Transit on safety at bus shelters. ✔ Initiating patrols of Somenos Marsh to address encampment activity.

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

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<ul style="list-style-type: none"> ✔ Wrote a letter requesting a meeting with the Minister of Sports, Tourism and Culture to further discussions on the Chemainus and Crofton Revitalization Plans. 	<ul style="list-style-type: none"> ✔ Identified as an option in the Official Community Plan implementation report presented to Council on July 19. ✔ Internal working committee established to implement the Bell McKinnon Local Area Plan. 	<ul style="list-style-type: none"> ✔ Neighbourhood plans being implemented through Bell McKinnon Local Area Plan internal working committee and development application review and approval process. 	<ul style="list-style-type: none"> ✔ Bell McKinnon phasing and implementation work progressing. Planned to be presented to Council in Q2.

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

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
<p>✔ Additional work on development charges and amenities will be occurring with the affordable housing strategy.</p>	<p>✔ Economic analysis of “land lift” potential initiated with results to be presented to Council in Q4.</p>	<p>✔ George Parker, land economist, presented findings of his housing market research analysis to Committee of the Whole on December 12.</p> <p>✔ In response to the enactment of provincial legislation (Bill 46), staff are working to provide information on a potential future Amenity Cost Charges Bylaw and will report out to Council in Q1 2024.</p>	<p>✔ Consideration within Bell McKinnon implementation work; otherwise, no change.</p>

INCLUSION



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

2023 Q2 Update	Q3 Update	Q4 Update	2024 Q1 Update
No change.	<ul style="list-style-type: none"> ✓ The HR Downloads course “Unconscious Bias” has been added as a required course for all staff with the intention to enhance awareness and strengthen the relationships staff will build in interactions with their coworkers and the public. 	<ul style="list-style-type: none"> ✓ Management and Senior Leadership teams attended an all-day training session on Diversity, Inclusion, Equity, and Belonging in the public sector. 	<ul style="list-style-type: none"> ✓ Staff and Council participated in Pink Shirt Day. Communications were sent to staff, encouraging departments to wear pink and highlighting the importance of inclusion. ✓ External social media post highlighting Council’s Gender Neutral Policy and updates that have been made to the most recent collective agreement. ✓ Communications were sent to staff regarding International Women’s Day supporting gender equality and inclusion.

UPCOMING

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



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

COMPLETED

The following list of action items have been completed



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