

COUNCIL STRATEGIC PLAN 2019-2022+



2024 QUARTER 2 UPDATE

April 1 - June 30, 2024



INTRODUCTION

Quarter 2 Update: April 1 - June 30, 2024

After several years of extensive planning and engagement, the Master Transportation Plan was adopted by Council on June 4, marking a significant milestone for North Cowichan. The plan provides clear direction on how the municipality could improve transportation options for all people and builds on the recently adopted Official Community Plan, which recognizes the strong linkage between land use and transportation, as well as addresses climate change by reducing transportation-related emissions through the expansion of sustainable transportation choices for the community.

The long-anticipated grand opening of the new RCMP building was on June 14. The new state-of-the-art building brings several policing departments and agencies together under one roof. Shortly thereafter, a BBQ was held for civilian staff at the RCMP detachment to recognize the move and transition into the new building.

Just in time for summer, Parks staff continue to upgrade and

refresh several parks, including the repainting of sport court lines and a major playground resurfacing at Sherman Road Park. The refresh surfacing meets CSA accessibility standards, and a new pathway, including an accessible picnic table, was installed.

In partnership with regional government partners, CVRD and Island Corridor Foundation, landscaping improvements to the Friendship Trail have been completed. Several danger trees and invasive species were removed while landscape levelling and new grass were established.

As part of North Cowichan's commitment to addressing public disorder related to homelessness, a new Safer Community Plan is being developed. A key aspect of the plan will be identifying the infrastructure needed to effectively address homelessness, mental health and addictions. In June, staff coordinated a public meeting to engage with residents and business owners who are directly affected by these issues. This is one step towards developing the plan. In an effort to

increase recovery options, discussions with potential service operators and site investigations continue. The mayor and senior staff attended site visits at two local recovery centres: Tsow-Tun Le Lum Society and Cedars Recovery.

This past quarter included National Indigenous People's Day. As North Cowichan continues its journey toward reconciliation and developing strong relationships with Indigenous People, 13 staff members volunteered their time at the Cowichan Tribes' National Indigenous People's Day event.

Revision of the Economic Development Action Plan is

underway. The results from the recent business survey were presented to the Economic Development Committee, and the committee heard from some of these businesses at its meeting. Quarter 2 included several engagement activities, such as business interviews, a workshop with the Chemainus BIA, and coordination with the Cowichan Valley Regional District and Economic Development Cowichan on engagement activities.



As part of our dedication to inclusivity, communications were sent to staff in recognition of National Police Week on May 12-18, thanking staff at the RCMP detachment as well as the other non-North Cowichan members who work there. In April, our dedicated administrative staff at North Cowichan were recognized with a “Thank You” card and a thoughtful gift of wildflower seeds and air plants in recognition of their invaluable contributions on Administrative Professionals Day.



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 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<ul style="list-style-type: none"> ✓ The Recreation Youth Outreach team opened a daily drop in program at the Crofton Community Centre during July and August. A total of 67 youth attended the sessions which provided a variety of games and activities for youth in the Crofton & Chemainus areas. ✓ A variety of new fitness equipment was installed at the Cowichan Aquatic Centre (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 CAC 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 Canadian Standards Association (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%. 	<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 fire 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. 	<ul style="list-style-type: none"> ✓ Fuller Lake Arena operations extended into the spring months, which provided extended ice programming opportunities to the community. The new 3-on-3 Youth Hockey League attracted over 132 youth participants while increased rental hours helped boost and support local community groups (figure skating & adult hockey), and skating lessons were extended. ✓ Parks staff continue to upgrade and refresh many parks, including the repainting of sport court lines and a major playground resurfacing at Sherman Road Park. This refresh surfacing meets CSA accessibility standards, and a new pathway, including an accessible picnic table, was installed. Two more accessible picnic tables will be installed in Q3 at Kinsmen Beach and Art Mann parks. ✓ Forestry staff have offered to provide and have conducted several Firesmart Home Assessments to members of the community at no cost to help increase Firesmart Awareness as we head into the summer wildfire season.

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

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
	<ul style="list-style-type: none"> ✓ 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"> ✓ June 14 was the grand opening of the new RCMP building on Ford Road. The new state-of-the-art building brings several policing departments and agencies together under one roof.

Action: Develop a long-term plan for the Municipal Forest Reserve (MFR)

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<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. 	<ul style="list-style-type: none"> ✓ Staff issued a joint statement with Quw'utsun Nation, signifying a commitment to establish a co-management framework and plan for the MFR lands. ✓ Quw'utsun Nation and North Cowichan had a working group meeting on April 4 to foster continued discussions around co-management of forestry and trails.

Action: Review developer utilization of the professional reliance model

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

Action: Recognize the great work of staff

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<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. CAO 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. 	<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. 	<ul style="list-style-type: none"> ✔ Employee profile from the IT and Business Solutions team was included in the weekly Council Bulletin. ✔ Staff Pancake Breakfast took place on May 16. Approximately 150 participated. ✔ Michelle Martineau (retired Manager of Legislative Services) was recognized by the Local Government Management Association (LGMA) with the Professional Award for Volunteer Services for her contributions to the LGMA. ✔ Public works staff were recognized and thanked for their continuous contributions during Public Works Week. ✔ Staff were recognized for their great work and long service during our staff Q&A sessions with CAO Ted Swabey. Letters and gift cards were distributed to 2 employees who reached significant milestones with North Cowichan: <ul style="list-style-type: none"> • Karen Dubé, Instrumentation and Control Technician, Utilities – 10 years service • Gina Brown, Human Resources and Benefits Coordinator – 25 years service ✔ Administrative Professionals Day was recognized with a "Thank You" card, along with a small gift of wildflower seeds and air plants to our 50+ administrative professionals.

Action: Recognize the great work of staff (continued)

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<ul style="list-style-type: none"> ✔ 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"> ✔ Staff recognized by a new hire for their special care and professionalism during the recruitment and, ultimately, offer phase. ✔ A BBQ was put on for civilian staff at the new RCMP detachment to recognize the hard work involved in moving from the old detachment to the new one. ✔ On June 7, staff celebrated the achievements of three colleagues at their graduation ceremony from the Leadership Vancouver Island program through Vancouver Island University.

Action: Ensure open and transparent communications with the public

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<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. 	<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"> ✔ 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, 56.2% using mobile devices 	<ul style="list-style-type: none"> ✔ Coordinated a public meeting with residents and business owners impacted by public disorder related to homelessness to hear their concerns as part of the public engagement for the next Safer Community Plan. ✔ Began an ongoing communication campaign to increase public knowledge and understanding of water conservation measures and asset management in relation to water utility systems. ✔ Supported public engagement and communications for:

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

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<ul style="list-style-type: none"> ✔ 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. ✔ 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. 	<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. <ul style="list-style-type: none"> ✔ Freedom of the Municipality awarded to Jon Lebefure and David Haywood on October 18. They were the twelfth and thirteenth individuals to receive the honour. ✔ The Winter 2024 Recreation Guide was revamped and released on November 17, 2023. The focus was to provide users with a more user-friendly reference for the programs and services that the department offers. The new layout is organized into four program sections and includes all facility and program schedules in one centralized location. While the recreation guide is available 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>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.</p> <ul style="list-style-type: none"> ✔ 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 	<ul style="list-style-type: none"> • Updates to North Cowichan’s zoning bylaw, in order to reflect new provincial housing and zoning legislation • Youth Services Review • final phase of the Master Transportation Plan • Climate Adaption Strategy • Economic Development Plan. • Construction and road work • Annual property taxes <ul style="list-style-type: none"> ✔ Digital media metrics: <ul style="list-style-type: none"> • Facebook: Reach 71.5K, down 30.6% • Instagram: Reach 2.6K, up 54.9% • Northcowichan.ca: 121.9K views • 57.7% using mobile devices

Action: Identify potential new sources of revenue

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<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 (CAC) 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. 	<ul style="list-style-type: none"> ✓ Admission numbers at the CAC continue to climb in Q2 resulting in a 66% increase over 2023 Q2. Recreation spring programs received 2866 registrations, generating \$119,553 in revenue. ✓ This year, business licence revenue increased by \$30,000 due to additional efforts to secure renewals and identify businesses.

Action: Maintain opportunities for multi-modal transportation

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<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. 	<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. 	<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. 	<ul style="list-style-type: none"> ✓ Staff met with BC Ferries' new CEO to get an update on the plans for the Chemainus Ferry terminal. ✓ MTP was presented to Council and adopted on June 4.

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

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<ul style="list-style-type: none"> ✓ 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 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"> ✓ Staff presented a status of the projects from the Trans-Canada Highway Corridor Management Plan to joint councils. A letter requesting the Ministry of Transportaton and Infrastructure (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. 	<ul style="list-style-type: none"> ✓ Canada Avenue Active Transportation Project (Sherman Road – James Street): Status detailed design passed the 25% completion. ✓ Sherman Road new bike lanes (Canada Avenue – Somenos Road): Funding was awarded in the first quarter. Conceptual road cross section design underway. ✓ Chemainus Road new sidewalk/bike lanes (Victoria Street – Fir Street; east side): Conceptual design has continued with completion estimated in third quarter of this year. ✓ TCH Active Transportation Project (Beverly Street – Drinkwater Road; east side): Design work has continued due to geotechnical challenges that have appeared along the corridor.

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 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<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 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. 	<ul style="list-style-type: none"> ✔ Several front-line recreation staff participated in an Indigenous Awareness training session through the Local Government Management Association to further education and understanding of First Nations cultural awareness. ✔ In partnership with School District 79, the Parks & Forestry department provided access to Drinkwater Elementary School at Heron's Wood Park so that grade 6/7 children could participate in a cedar bark harvesting education session with knowledge keepers and Elders from Cowichan Tribes. ✔ Thirteen staff volunteered at Cowichan Tribes' National Indigenous Peoples Day event. ✔ Offers of assistance for National Indigenous Peoples Day events were sent to Halalt, Lyackson, Penelekut, First Nation and Cowichan Tribes. ✔ Bylaw staff participated in joint patrols with Cowichan Tribes Bylaw officers. Protective Services staff participated in the Public Safety Working Group of Cowichan Tribes.

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

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
			<ul style="list-style-type: none">✔ Fire Services will have an updated service agreement signed and in place by the end of 2024 with Council approval.✔ Fire Department staff responded to 18 calls at Cowichan Tribes, 4 at Halalt First Nation, and 1 at Penelakut Tribe.✔ Staff and the consulting team for the Joint Utility Board (JUB) Sewage Treatment Plant Outfall Project were invited by Cowichan Tribes to have a booth at the May 15 Cowichan Tribes Open House. The event was well attended and afforded a good opportunity for staff and the consulting team to provide information to Cowichan Tribes' community about not only the Outfall Project but also the JUB Sewage Treatment Plant. In general, the feedback we got was positive.

Action: Support community groups and organizations

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<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. 	<ul style="list-style-type: none"> ✔ A total of 20 special events took place in North Cowichan in Q2. All special event applications were facilitated through the streamlined special events process that provides a one stop shop for community event organizers. ✔ Cowichan Aquatic Centre was the host site for Cowichan Valley Breakers and Duncan Stingrays swim meets. ✔ Seven youth baseball tournaments were hosted at North Cowichan ball parks in Q2. ✔ Donated one EJ Hughes print to the Association of Vancouver Island and Coastal Communities 2024 auction.

Action: Support community groups and organizations (continued)

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<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 Cowichan Valley Regional District (CVRD) table, advocating for sustainable development in the region

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
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. 	<ul style="list-style-type: none"> ✔ CVRD board directed staff to develop a Growth Management Strategy for the Regional District.

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

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<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 (ICF) 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. 	<ul style="list-style-type: none"> ✔ We collaborated with the Town of Ladysmith and the Nanaimo Regional District this year for our Ortho/Lidar project. This joint procurement provided cost savings and an opportunity to strengthen relationships. ✔ Landscaping improvements along the Friendship Trail have been completed in partnership with the ICF and CVRD. Several danger trees and invasive species were removed while landscape levelling and new grass was established. ✔ North Cowichan staff, along with CAOs from neighbouring towns and cities, attended an Emergency Management Cowichan CAO Advisory Workshop meeting. ✔ Senior staff met with CVRD staff to discuss Joint Utility Board Sewage Treatment Plant servicing of CVRD Electoral Areas D (Cowichan Bay) and E (Eagle Heights). The discussion was focused on the management of equivalent residential units and coordinating the servicing of Cowichan Tribes lands through our various collection systems.

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

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 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 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<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. 	<ul style="list-style-type: none"> ✔ Dialogue with the Ministry of Public Safety about resourcing the Cowichan Valley Interagency Response Team via a grant to North Cowichan to address individuals in the Acute Elevated Risk category.

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 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<ul style="list-style-type: none"> ✔ Draft affordable housing policy and public engagement results presented to the Committee of the Whole on September 12. ✔ Staff are working with Community Land Trust and TL Housing solutions to advance building plans for an affordable housing project at 3191 Sherman Road. 	<ul style="list-style-type: none"> ✔ Staff and Mayor Douglas participated in the November 3 Cowichan Housing Forum. ✔ Application to BC Housing's Community Housing Fund submitted for affordable housing project at Elliott Street, Chemainus. ✔ Council advanced funding to assist with resolution of potential site contamination issues at 3191 Sherman Road. 	<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. 	<ul style="list-style-type: none"> ✔ Sherman Road site proceeding to subdivision stage. ✔ Willow Street project is in the "property opportunity" stage, seeking development entities to partner with BC Community Land Trust to construct housing and ground-floor commercial. ✔ Presentation to Council updating the status of affordable housing initiatives. Staff to move forward with development planning for the Elliott Street site in Chemainus.

Action: Develop incentives for creating compact development (e.g. infill)			
2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<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 the development of a 92-unit, six-storey apartment building at 6489 Paddle Road. 	<ul style="list-style-type: none"> ✔ Provided Council overview of Bill 44 requirements. Preparation of zoning bylaw amendments underway for June deadline. 	<ul style="list-style-type: none"> ✔ Bill 44 amendments were completed and adopted by Council on June 19. The Province has been notified of the completion of the required amendments.

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

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
	<p>✓ 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.</p>	<p>✓ Staff participated in provincial meetings with respect to Bill 44 implementation.</p>	<p>✓ Council has authorized parking variances to permit the development of a 262-unit apartment complex (3 buildings) at the corner of Ford and Drinkwater and a 210-unit mixed-use building on Beverly Street. Council also authorized parking and height variances for a 100-unit mixed-use building.</p>

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

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
No change.	No change.	<p>✓ Building Bylaw update underway including new section providing regulatory guidance on alternative forms of housing.</p>	<p>✓ Work on the Building Bylaw has continued in Q2.</p>

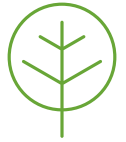
Action: Explore opportunities for additional housing that meets the needs of the community

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<p>✓ Development permit applications received for four high density residential developments.</p>	<p>✓ Developers' Forum held on October 31 with George Parker presenting economic issues and opportunities for housing construction and development.</p>	<p>✓ Presentation planned to go to Council in Q2 on land inventory and suitability for non-market housing.</p>	<p>✓ Development permits issued for several high density developments as noted above.</p>

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

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

ENVIRONMENT



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

Action: Strengthen environmental policy in all land use planning			
2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<ul style="list-style-type: none"> ✔ Staff will be attending the upcoming Cowichan Estuary Environment Management Plan (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 Forest 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. 	<ul style="list-style-type: none"> ✔ Staff attended the CEEMP meeting on April 25 to review responses from Western Forest Products to comments and questions regarding the assessment Report on runoff from the mill site. ✔ Staff met with developers to integrate stormwater design features into proposed blue-green network in Bell McKinnon area. ✔ Presented the Climate Adaptation Strategy to Council, Environment Advisory Committee, and Agricultural Advisory Committee for feedback.

Action: Remodel and implement the Climate Action and Energy Plan			
2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<ul style="list-style-type: none"> ✔ North Cowichan participated in Vancouver Island Coast Economic Developers Association (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. 	<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. 	<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. 	<ul style="list-style-type: none"> ✔ Engineering assessment for fleet charging design continues. A fleet mechanic completed the BCIT Electric Vehicle Maintenance Training course. Based on completed trials, the procurement process is underway for fleet electric vehicle acquisition. ✔ The Circular Economy Accelerator launched the 2024-2025 application intake, with spots for 6 North Cowichan businesses over the two-year program.

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

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<ul style="list-style-type: none"> ✔ Participated in CVRD's inaugural meeting of the Regional Climate Adaptation Advisory Group. ✔ 232 homes converted to electric heat pump as of June 30 (last reporting date). 	<ul style="list-style-type: none"> ✔ Council adopted Zero Carbon Step Code effective January 1, 2024. 	<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. 	<ul style="list-style-type: none"> ✔ 322 homes converted to electric heat pump as of March 2024 (last reporting date).

Action: Relocate the Joint Utility Board (JUB) Sewage Outfall Location

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<ul style="list-style-type: none"> ✔ North Cowichan/Cowichan Tribes technical team have come to agreement on an interim outfall location (near to anchorage) and proposed routing through First Nation land. There is a meeting pending with Cowichan Tribes and relevant committees. Efforts continue around the shifting/removal of anchorage. 	<ul style="list-style-type: none"> ✔ North Cowichan and Duncan Councils were provided with a project update. Held JUB meeting to provide a project update to CVRD Area D (Cowichan Bay), Cowichan Valley Regional District Area E (Eagle Heights) and Cowichan Tribes. ✔ Work continues around removal/shift of problematic anchorage. 	<p>No change.</p>	<ul style="list-style-type: none"> ✔ Staff presented to Cowichan Tribes Natural Resources Committee on, and obtained support for, running the JUB Sewage Treatment Plant outfall pipe through road dedications on Reserve to an interim discharge location due to an anchorage being in the way.

Action: Relocate the Joint Utility Board Sewage Outfall Location (continued)

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
	<ul style="list-style-type: none"> ✓ Work continues on securing Fisheries Act Authorization for marine portion of pipe. ✓ North Cowichan and Province continuing consultation process with First Nations. 		<ul style="list-style-type: none"> ✓ Staff subsequently presented the project to Cowichan Tribes Band Council and received support for the proposed outfall routing and terminus location. ✓ In the meantime, the project team continues to work with Transport Canada regarding the removal of the anchorage.

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

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<ul style="list-style-type: none"> ✓ Staff are working with Somenos Marsh Wildlife Society (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 	<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. 	<ul style="list-style-type: none"> ✓ Council toured the Elk Lake aeration system. ✓ Requested partnership and financial support from the Cowichan Valley Regional District (CVRD) under their Drinking Water and Watershed Protection Program to support initiatives to improve water quality in Quamichan and Somenos Lakes. ✓ Staff has engaged SMWS to continue restoration of riparian tree habitat around Somenos Creek in the area between the Lakes Road footbridge and Tzouhalem Road and along the are running parallel to Seine Road. ✓ Staff has received a report assessing lake sediment chemistry and options for aeration to remediate cyanobacteria blooms in Quamichan Lake. Staff will assess the report and evaluate management options.

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

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<p>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.</p> <p>✓ 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.</p>			<p>✓ Staff prepared an update report for Rowing Canada Aviron on Quamichan Lake and a presentation on Quamichan Lake water quality program to the Cowichan Watershed Board Speaker Series.</p>

Action: Develop a comprehensive climate change risk & vulnerability assessment

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<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 Environmental Advisory Committee 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 Cowichan Valley Regional District-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>	<p>✓ The draft Climate Adaptation Strategy was presented to Council, Environmental Advisory Committee, and Agricultural Advisory Committee in June 2024.</p>

Action: Create a biodiversity protection policy

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<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>	<p>No change.</p>

Action: Evaluate the merits of adopting the Energy Step Code

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<p>✓ 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.</p>	<p>✓ 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.</p>	<p>✓ Building Bylaw in effect with no significant reported difficulties.</p>	<p>✓ Council considered delaying implementation of Step 4, but ultimately decided to proceed with implementation of Step 4 for July 1.</p> <p>✓ There was no discernible increase in applications coming forward prior to the change, nor a decrease in applications after Step 4 was implemented. Staff did not receive comments or feedback from the public regarding this change.</p>

Action: Review opportunities for district energy system partnerships

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<p>✓ The merits of solar photo voltaic were presented to Environmental Advisory Committee and staff reported back to Council on</p>	<p>✓ A community workshop was held December 1. The workshop was organized by Cowichan Carbon Busters.</p>	<p>No change.</p>	<p>✓ A solar study is underway to support a staff report to be brought to Council later in 2024.</p>

Action: Review opportunities for district energy system partnerships (continued)

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
September 26.	✓ A staff report on solar power will be brought to Council in 2024.		

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

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

Action: Integrate natural assets into the overall asset management program

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<ul style="list-style-type: none"> ✓ Staff met with Vancouver Island University (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 a Request for Proposal (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. 	<ul style="list-style-type: none"> ✓ Staff presented the Environmental Accounting Process concept for Richard’s Creek to Council, Agricultural Advisory Committee, and Environmental Advisory Committee. ✓ Natural Assets Management Study has been awarded to Urban Systems. Project will start in Q3.

Action: Increase awareness of waste reduction

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

ECONOMY



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

Action: Support, retain, and attract light industry			
2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<ul style="list-style-type: none"> ✓ Ongoing discussions with the Economic Development Committee (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. 	<ul style="list-style-type: none"> ✓ Economic Development Action Plan revision underway. Results from Q1's business survey were presented to EDC, and EDC heard directly from some of these businesses at their meeting. Q2 engagement activities included business interviews, a workshop with the Chemainus BIA, and coordination with Cowichan Valley Regional District engagement activities. ✓ Council and senior staff attended a site tour with Ron Anderson & Sons.
Action: Review options to provide any future municipal forest timber to local businesses for secondary industry			
2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
No change.	No change.	No change.	No change.
Action: Develop a long-range strategic plan for North Cowichan-owned real estate			
2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<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.	<ul style="list-style-type: none"> ✓ A complete survey of North Cowichan real estate holdings has been undertaken, with an analysis of potential uses and development constraints for each site.

Action: Support small scale innovative agriculture

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<ul style="list-style-type: none"> ✓ Agricultural Advisory Committee (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. 	<ul style="list-style-type: none"> ✓ Initial meeting has occurred as well as a second meeting on June 27. Report to Council completed regarding initial meeting of the AgAC.

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

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

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

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<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. 	<ul style="list-style-type: none"> ✓ Met with Rowing Canada on May 17 & 27 to get an update on municipal support/engagement with the Olympic Team announcement/sendoff and discussed funding status for Phase 3: National Training Centre Shell House. ✓ On June 20, Mayor Rob Douglas and CAO Ted Swabey attended a Rowing Canada event to send off the Olympic and Paralympic teams to Paris.

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

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<ul style="list-style-type: none"> ✓ Rowing Canada events: <ul style="list-style-type: none"> • World Rowing Championship Team Sendoff – August 10 • Rowing Canada National Championship September 29 to October 1. 			

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

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<ul style="list-style-type: none"> ✓ Agricultural Advisory Committee (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"> ✓ Implementation plan to be added to AgAC workplan. 	<ul style="list-style-type: none"> ✓ Gained recommendation from AgAC to advocate to provincial Ministry of Agriculture for an Agricultural Land Inventory to be carried out in the Cowichan Valley, endorsed by Council.

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

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 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 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<ul style="list-style-type: none"> ✔ Draft bylaw is expected to be presented to Council in Q4. 	<ul style="list-style-type: none"> ✔ Draft bylaw being circulated to other departments for review and comment. 	No change.	No change.

Action: Renew the Zoning Bylaw			
2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<ul style="list-style-type: none"> ✔ Zoning Bylaw re-write process presented to Committee of the Whole on September 12. 	<ul style="list-style-type: none"> ✔ Report on recent housing amendments to the <i>Local Government Act</i> and implications to Zoning Bylaw review to be presented in Q1. 	<ul style="list-style-type: none"> ✔ Revisions to Zoning Bylaw to achieve Bill 44 compliance underway; first three readings in Q2. 	<ul style="list-style-type: none"> ✔ Revisions to Zoning Bylaw to achieve Bill 44 compliance adopted. The next module of Zoning Bylaw updates is underway and likely to be in front of Council in Q3.

Action: Improve pedestrian safety on Boys Road			
2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<ul style="list-style-type: none"> ✔ Additional brush cutting at the transit stops. 	<ul style="list-style-type: none"> ✔ Works are dependent on outfall routing. Waiting for a decision from Cowichan Tribes regarding the routing of the pipe. 	<ul style="list-style-type: none"> ✔ Design work underway. 	No change.

Action: Provide more input into managing the opioid crisis

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<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 Cowichan Valley Regional District 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. 	<ul style="list-style-type: none"> ✔ Social Planning met with stakeholders and will be undertaking the creation of a Safer Community Plan as per Council direction in April 2024. A key aspect of the plan will be the identification of the infrastructure needed to effectively address homelessness, mental health and addictions. Support to advocacy efforts to fund same. ✔ Presentation to the school board of Safer Community Plan. ✔ Review of Auxiliary Policing program and applicability to public disorder related to addictions. ✔ Ongoing dialogue on increasing recovery options including discussions with potential service operators and site investigations. ✔ Mayor and senior staff attended site visits at local recovery centres: Tsow-Tun Le Lum Society and Cedars Recovery.

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

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<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. 	<p>Deferred to Q3.</p>

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

2023 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<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>	<p>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 Q3 Update	Q4 Update	2024 Q1 Update	Q2 Update
<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. 	<ul style="list-style-type: none"> ✓ Communications were sent to staff in recognition of National Police Week was distributed thanking our staff at the RCMP detachment, as well as the other non-North Cowichan members who work there.

UPCOMING

The following list of action items have a start date beyond 2024



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