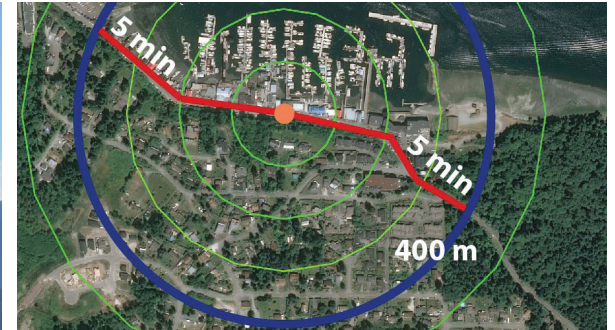


Analysis

Cowichan Bay Village

Background Report

Directions for place keeping and place making



COWICHAN BAY VILLAGE VITALIZATION STRATEGY JULY 1, 2018



Cowichan Valley Regional District and Project Team would like to acknowledge that Cowichan Bay Village is located on unceded territory of the historic Cowichan Nation and its modern-day successors – including Cowichan Tribes, Chemainus First Nation, Penekalut Tribes, Halalt First Nation, Lyackson First Nation, and Hwlitsum First Nation – whose winter villages were located on Cowichan River, Koksilah River, and Cowichan Bay.

Hay tseep q'u

Acknowledgements

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Consulting Team

Jean Porteous, Principal and Ian Simpson, Fraser Simpson Consulting Inc.
Michael von Hausen, President, MVH Urban Planning and Design Inc.

In Association with:

Calum Srigley, Calum Srigley Design Consultant Ltd.
Kim Perry, Perry and Associates Ltd.
Scott Romses, Romses Architects Inc.
Jan Perrier, Perrier Design Ltd.
Dan Casey and Mike Skene, Watt Consulting Group
Kieron Hunt, Key Planning Strategies Ltd.
Evan Peterson, Barefoot Planning Ltd.
Adrian Rowland, KAPMARconsult Ltd.
Warren Wunderlick and Paul Wilson, Thurber Engineering Ltd.
Cory Edgar, PBX Engineering Ltd.

Vancouver Island University

Pam Shaw, Director, Master in Community Planning Program
Emily Dixon, Graduate Student
Colin Brown, Graduate Student
Aaron Dixon, Graduate Student
Tyler Erickson, Graduate Student
Diana Jerop, Graduate Student
Tricia Reynes, Graduate Student

July 2018

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1.0 VITALIZATION STRATEGY

This Vitalization Strategy for Cowichan Bay Village really has one simple goal: to make the Village better without losing the highly valued character and scale. The solution is in part to attract those people who share the Cittaslow “cheetah slow” (slow city) values committed to building community relationships and enjoying a quality of life, that is blessed with quality spaces, shops, inns, historic buildings, farms, nature and unspoiled landscapes. Combined with this Cittaslow attitude are the three guidance tools of this Vitalization Strategy: The Design Guide, Development Guide, and the Now Plan that collectively will be the rudder to the attitude and keep it on the true course of resilient Funding

Design Guide

The overall action plan embraces the short term, medium term, and long-term actions for the Village. It is divided into the four major themes that shape the sustainable and resilient directions of the plan: mobility, culture and character, environment, and economy. The actions are designed to be implemented with multiple partners, especially when they are expensive and extensive undertakings.

Development Guide

The Development Guide is intended to direct new development so that fits in with the character of the Village. The document first outlines the development and application process. Then the Guide outlines design principles that set the framework for the detailed guidelines that follow. The detailed design guidelines include building form and character, street front design, signs, sidewalks, lighting, planting, and seating.

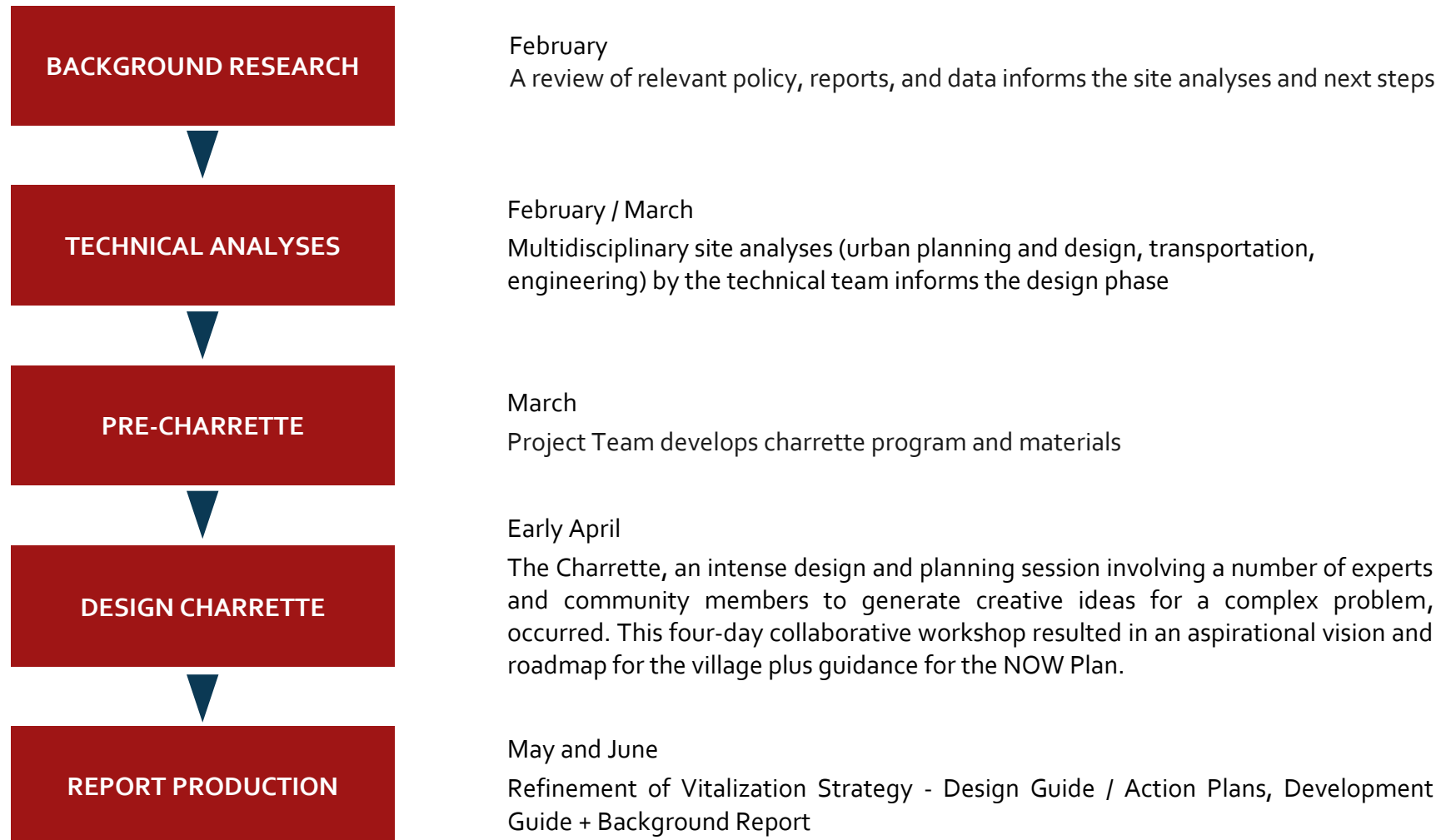
Implementation Now Plan

The Now Plan came from the need to initiate actions immediately with the support of the community and the CVRD to prove the Vitalization Strategy was real and committed to action. The ten associated initiatives were embraced by the community.

Prior to the workshop, there was a review of relevant policy, reports, and data to inform the site analyses and next steps. Then in February and March, there were multidisciplinary site analyses (urban planning and design, transportation, engineering) by the technical team to inform the design phase. This Background Report presents details regarding the process and research.

2.0 PROCESS

2.1 Project Process Overview



2.2 Design Brief

The background work undertaken in February and March culminated with the production of a Design Brief for use by Project Team, CVRD Staff and Stakeholders. The Brief explains the Charrette structure, provides design direction and provides goals, deliverables and background information to help direct the design and planning process over the four days. The specific objectives for the project are to:

- Clarify the issues and opportunities associated with the development of Cowichan Bay Village in the short, medium, and long term;
 - Review and clarify stakeholder and tenant needs and objectives within the context of the larger context and the Village itself;
 - Determine the potential improvements of Cowichan Bay Road and associated pedestrian, bicycle and parking strategies that will improve safety and access.
 - Examine the collective development potential of the specific site area and adjoining lands and water for residential, commercial, institutional, recreational and other appropriate uses;
 - Determine the optimum uses for the various sites, and the associated requirements for transportation and other servicing support for such development; and
 - Develop site planning and urban design directives for future development within a sustainable/green framework that balances economic, social, and ecological objectives.
- The Project Team examined the entire illustrated area in order to understand the total physical, environmental and socio-cultural context but focussed on the Village Core for the Vitalization Strategy.





2.3 Public Engagement Highlights

2.3.1 Overview

The underlying concept for the Public Engagement Plan was to provide a variety of alternatives for the Team to engage with the Public. Alternatives based on the inform, consult and involve levels on the International Association for Public Participation (IAP2) Spectrum of Public Engagement were included. The Inform Level provides the public with balanced and objective information to assist them in understanding the problems, alternatives and solution. The Consult Level obtains public feedback on analysis, alternatives and decisions. The Involve Level allows for public to work directly throughout the process to ensure concerns and aspirations are understood and considered. The primary tools for community engagement sessions were:

- a Design Brief for the Team and Stakeholders (inform)
 - an on-line Survey (consult)
 - a walk-about session and Ideas Fair for Stakeholders (consult & involve)
 - an Ideas Fair for the Public (consult & involve)
 - two Stakeholder working sessions (involve)
 - two Evening Studio Drop-ins (inform, consult & involve). and
 - Concept PowerPoint Presentation & Question Period (inform).
- Note: IAP2 Public Participation Spectrum included in brackets

The following is a brief visual summary of the type and number of participants for each of the formalized opportunities for the Team to interact with the community.

- | | |
|---------------------------|-----|
| • Survey | 31 |
| • Evening Ideas Fair | 50 |
| • Stakeholders (Average) | 25 |
| • Evening Studio Drop-ins | 75 |
| • Concept Presentation | 100 |



2.3.2 Survey

Cowichan Bay Village Downtown Health Action Tool Assessment (DHATA)

Community Engagement

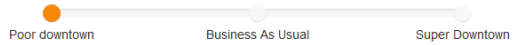
The community was invited to participate in an on-line survey entitled, 'A *Downtown Health Action Tool Assessment*' which has been used in over fifteen downtown revitalization studies. The purpose was to obtain an overview of Cowichan Bay residents initial thoughts prior to the 4-day charrette process.

The survey was specifically tailored for use on computers and cell phones and enabled respondents to use a slider for the data input. A British Columbian data base stored the results and provided analysis.

A total of 31 responses were received – the average ranking was 47.3 out of 100 which is an indication of a downtown that needs some improvements. The respondents thought Cowichan Bay's greatest strength is its uniqueness and identity. Outdoor meeting places and a mix of uses were seen as major attributes. On the other hand, parking was considered to be the primary problem.

The survey questions, modified from Michael von Hausen's book, *Small is Big Making the Next Great Small to Mid-Size Downtowns* (VIU Press 2017) are recorded below. Each answer is based on a ranking of 1 to 3.

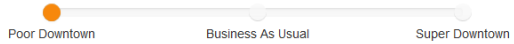
SOCIAL 1. Heart



The question examines if there is a clear central point where residents and visitors meet.

- Poor Downtown - No community meeting places
- Business As Usual - No distinct community meeting places
- Super Downtown - At least one central plaza or outside meeting place

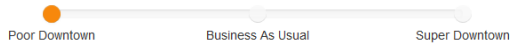
SOCIAL 2. Public Facilities and Institutional Indoor Meeting Places



The question explores the number of public facilities and institutions that attract residents and visitors (including things like a library, schools, college/university, daycares, performing arts theatres, museums, galleries, senior centre(s), youth drop-ins, places of worship, sports facilities, social centres, public washrooms and club(s)).

- Poor Downtown - No institutions
- Business As Usual - Some institutions but not popular or populated
- Super Downtown - At least four destinations and support facilities

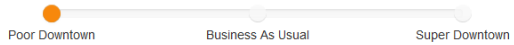
SOCIAL 3. Outdoor Meeting Places



The question examines the number of parks, waterfront areas, trails, open spaces and cafes/restaurants that are popular, well programmed and designed for year-round use.

- Poor Downtown - No parks
- Business As Usual - One park but not necessarily used frequently or well cared for
- Super Downtown - At least two pocket parks or parks and one central park; numerous other civic places

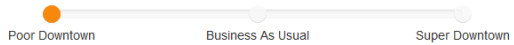
SOCIAL 4. Arts, Culture and Activity Programming



The question asks if there is a rich and diverse mix of social activities in the downtown on a regular basis to attract residents and visitors (farmer's markets, festivals, music, multiple theatres and other special events).

- Poor Downtown - Very few events, cafes and restaurants, no public art
- Business As Usual - Some weekend events, no evening events, some cafes and restaurants but little sponsorship of arts and culture, little or no public art
- Super Downtown - All weekends have events, at least two event days per month and one weeknight, numerous clubs, cafes and restaurants, public art

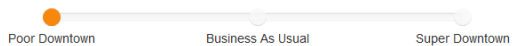
SOCIAL 5. Civic Presence



The question explores the institutional presence in the downtown (civic / government facilities).

- Poor Downtown - No civic / government facilities
- Business As Usual - Few civic / government facilities, generally outside downtown
- Super Downtown - City Hall / government building and other principal civic facilities

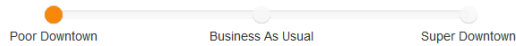
SOCIAL 6. Pedestrian Activity



The question examines if sidewalks are teeming with pedestrians and visitors stay in the downtown for long periods of time. Routes within the downtown area are easily connected to the community's larger network of streets, transit routes, trails and natural boundaries. Seasonal conditions are taken into account with weather protection to maximize pedestrian activity year round. Pedestrians of all ages feel safe on the streets - day and night.

- Poor Downtown - Few pedestrians and no connections
- Business As Usual - Low to medium 'walk scores'; generally 1 to 2 pedestrians per block average with peak flow up to 10 pedestrians per block; no pedestrian routes to and from downtown
- Super Downtown - High 'walk scores'; generally 4 to 6 pedestrians per block average with peak flow up to 30 pedestrians per block; pedestrian routes to and from downtown

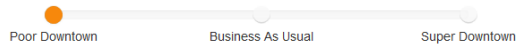
ECONOMIC 7. Mix of Uses



The question examines if there is a diverse range of stores in the downtown that create a rich mix for a variety of shoppers. A number of existing and future sites have residential units that bring more life to the downtown. A range of commercial offices, work-spaces, and social services are available. Densification and infill are possible.

Poor Downtown - Limited stores; No residential presence
 Business As Usual - Limited stores; Few residences; No designated residential sites
 Super Downtown - Diversity of stores, Residences above commercial; Separate residential sites

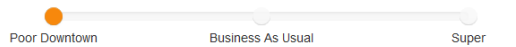
ECONOMIC 8. High Values, High Sales per Square Foot, Low Vacancy, and Extended Hours



The question asks if businesses are thriving with steady and balanced sales year round.

Poor Downtown - Low values; Low sales per square foot; high vacancy and turnover; no extended hours
 Business As Usual - Medium to low values; Low to medium sales per square foot; vacancy above 10%; no extended hours
 Super Downtown - High values; High relative sales per square foot; Vacancy 5 to 10%; Coordinated extended hours on specific nights

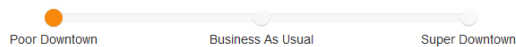
ECONOMIC 9. Incentives



The question asks if there are financial and other incentives to improve the properties downtown.

Poor Downtown - No support
 Business As Usual - Limited support to improve properties
 Super Downtown - Options to improve properties; Tree and shrub planting program and municipal sponsorship as well as local donors; Variety of support mechanisms

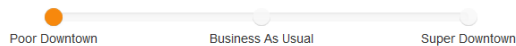
ECONOMIC 10. Local First and Tourist Second - Primary Attractors



The question examines the mix of uses such as a prime grocery store in the downtown and other uses (professional offices, social organizations) that attract residents and visitors on a regular basis. There are special activities and stores that are unique and one of a kind. The market mix fits well with community demographics.

Poor Downtown - No grocery store; No specialty stores; Little variety of services for residents and visitors
 Business As Usual - Small grocery or convenience store; Few recognizable specialty stores; Little variety of services for residents and visitors
 Super Downtown - Grocery store of at least 2,000 m2; specialty stores that are unique; A range of services for residents and visitors; "Anchor" stores

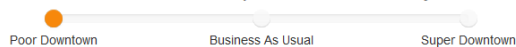
ECONOMIC 11. Way-finding



The question explores if it is easy to move around the downtown area and if it is clearly signed. Maps are prominently posted to orient visitors and easily direct them to their destinations.

Poor Downtown - Few signs and displays
 Business As Usual - Wide range of signs and displays, with little coordination and visual pollution
 Super Downtown - Coordinated way-finding program and signage

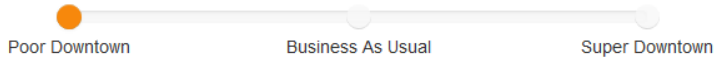
ECONOMIC 12. Uniqueness and Identity



The question explores if Downtown has a distinct character and identity that clearly represents the heart and values of the community in heritage or other features.

Poor Downtown - No identifiers; No landmark features
 Business As Usual - Few identifiers; Few landmark features
 Super Downtown - Identifiers; Landmark features

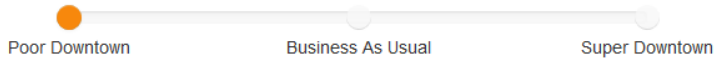
PHYSICAL ENVIRONMENT 13. Safety and Accessibility for Pedestrians First



The question asks if sidewalks, street crossings and sitting areas are inviting, clean, and generous with outside sitting areas, movable furniture in some cases, and outdoor patios have good solar orientation. The downtown area is accessible by wheelchairs and scooters. CPTED (Crime Prevention Through Environmental Design) principles are evident. Lighting is well designed and seasonally appropriate.

Poor Downtown - No streetscape. Standard of maintenance is marginal and no pride in uses.
 Business As Usual - Standard streetscape with few trees and public amenities; Standard of overall maintenance is marginal and little pride in uses
 Super Downtown - Highly coordinated and clean streetscape; Kit of parts include banners, flower baskets, trees, shrubs, pedestrian lighting, bike racks, garbage cans, signature seating, outdoor patios with heaters, water fountains, weather protection, movable seating and coordinated display areas, specialty lighting

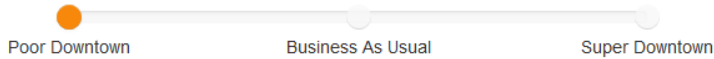
PHYSICAL ENVIRONMENT 14. Landmarks and Entrances



The question examines if downtown is clearly identified with boundaries, gateways, landscape features, and orientation points.

Poor Downtown - No defined entries and no identified landmarks
 Business As Usual - Lack of clarity for defined entries or landmarks
 Super Downtown - Defined entries; Landmarks

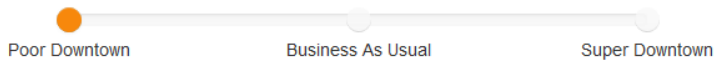
PHYSICAL ENVIRONMENT 15. Parking



The question asks if downtown parking is clearly marked and free where appropriate with a parking program to limit duration in certain areas. Goods and services can be easily transported within loading zones in the downtown area.

Poor Downtown - Limited parking
 Business As Usual - No coordination of parking; Metered parking too expensive and results in shopping deterrent
 Super Downtown - Coordinated parking program; Variety and convenience of parking; Metered street parking on Main Street

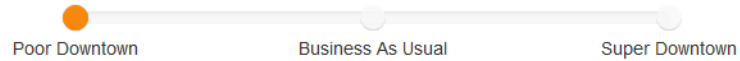
PHYSICAL ENVIRONMENT 16. Building Unity and Continuous Elements



The question examines historic and authentic aspects of the architecture are clearly revealed and defined. Creative new design respects the past, acknowledges the climate, and showcases local contemporary architecture.

Poor Downtown - No special heritage programs; Buildings not cared for
 Business As Usual - No special heritage programs; Some deterioration of buildings and their sites; Large storefronts that have less than 50% transparency; Little new building activity
 Super Downtown - Heritage Conservation Program; Building storefronts average 6 – 12 metres; New building activity and proper property stewardship

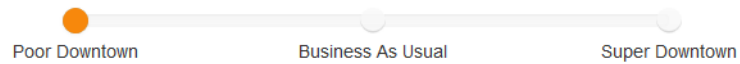
ORGANIZATION AND LEADERSHIP 17. Primary Leadership Organization



The question examines if there is a strong business organization, with government support, that is responsible for overseeing the downtown activities and development with a broad representation of business owners.

Poor Downtown - No organization; No assigned government employee; No accountability
Business As Usual - Weak or ineffective organization with little support; No assigned government employee; Little or no accountability
Super Downtown - Strong organization and government / connections; Organization accounts to membership and government (e.g., Annual Report Card)

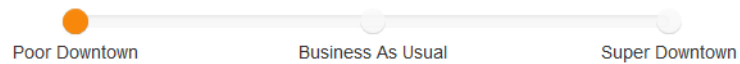
ORGANIZATION AND LEADERSHIP 18. Coordinator



The question asks if there is a specific person in charge of promotion, marketing and special event coordination

Poor Downtown - No Downtown Coordinator
Business As Usual - Ineffective Downtown Coordinator
Super Downtown - Motivated and effective Downtown Coordinator

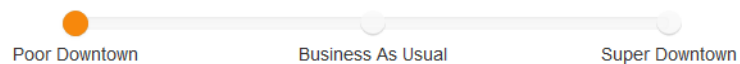
ORGANIZATION AND LEADERSHIP 19. Effective Marketing



The question examines if there is coordinated and focused marketing efforts with measured results.

Poor Downtown - No marketing
Business As Usual - Sporadic or ineffective marketing
Super Downtown - Regular, coordinated and effective marketing campaign

ORGANIZATION AND LEADERSHIP 20. Collaborative Partnerships

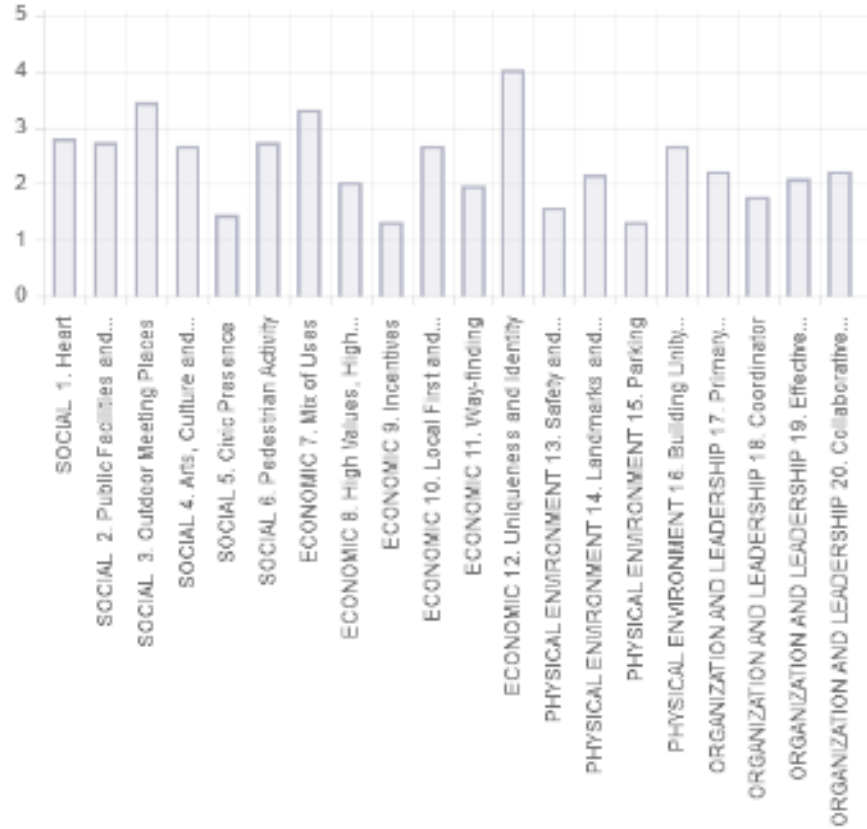


The question examines if there is a sense of the combined efforts (leadership, logistics, and financial support) between the public, private, and non-profit sectors in support of public realm improvements and year-round community programs and events in the downtown area.

Poor Downtown - No organization and funding of public realm improvements and or community events.
Business As Usual - Unclear who is organizing and funding public realm improvements and/or community events
Super Downtown - Clear and consistent joint sponsorships of public amenities (e.g. benches, public art, interpretative signage, events)

Results for each question are recorded in the data base, with the Average Rating for each question as follows.

Average Rating



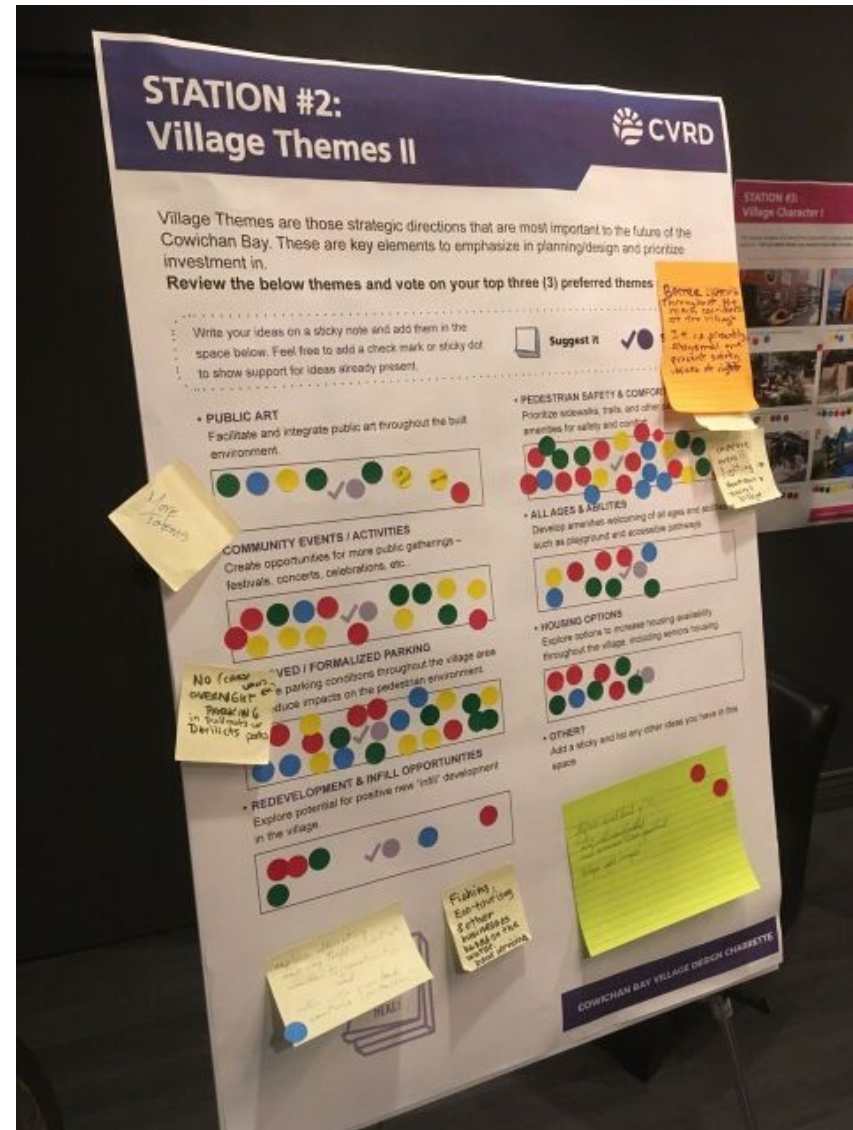
**The average submission rating is 47.3 out of 100
with 31 people participating.**

This includes facilities for tour bus visits, access from other modes of transportation, and overall walkability of the village. Ideas expressed through the survey comments include:

- Better parking options
- Better walking paths and sidewalks
- More diverse businesses that service foot traffic, including convenience store, etc. for marina residents.
- A person or group to be in charge of community activities, marketing and coordination.
- Enhance the function of the Maritime Museum and Estuary Nature Centre as community meeting places.
- Need a Community Centre, or Outdoor gathering places with public access
- Need for more marketing of the village, using the Cittaslow status, but more consistent beyond the group of volunteers.
- Need more options to get in/out of Cowichan Bay as a means to address the parking issue.
- Need to maintain an element of chaos and narrowness to the streetscape as a traffic calming measure.
- Keep it affordable and let eclecticism be the attraction.
- Improve on Pier 66 store to become more functional as a convenience for the residents.
- Ensure that designs work for the local community and for visitors.
- Place strollers, wheelchair, and pedestrians ahead of cars, trucks, and boat trailers.
- Focus should be on Pedestrian Activity, Mix of Uses, and enhancing Local Business Opportunities.

2.3.3 Ideas Fair

Held on the first day of the Design Charrette, a variety of activities were available including display boards to collect an understanding of issues, the community vision and ideas for implementation. There was a table for participants to take the on-line survey and to write out addition comments and ideas. Participants had the opportunity to look at comments from each other and to discuss.



Q: What are the key Opportunities

- Enhance connections to the waterfront (viewing platforms, piers and walkways)
- Provision of safe, accessible sidewalks and storefront entrances
- Highway improvements - traffic calming and better lighting
- Parking management (regulate length of time, resident parking)
- Increase parking – move the boat launch / parking in the gully
- Increase mooring space for transient boater visitors
- Murals on retaining walls

A:

Q:

What are the key issues

- Maintain eclectic village character
- Parking and mobility
- Safety
- Sea level rise
- Hillside erosion
- Economic sustainability
- Pedestrian amenities and facilities
- Loss of the marine industry

A:

Q:

What key, strategic directions should the plan focus on?

- Connectivity and mobility
- Community events / activities
- Tourism and economic development
- Public spaces and landscaping
- Pedestrian safety and comfort
- Improved / formalized parking
- Sense of place and uniqueness

A:

Q: What are your top big moves to improve the village?

- A:**
- Safer pedestrian experience
 - Traffic calming
 - Parking – maybe shuttle service
 - Outdoor amphitheatre
 - Clean-up, including trash cans/washrooms, derelicts

VILLAGE CHARACTER

Show us what ideas you would most like to see in the future of Cowichan Bay? The top 10 selected images – not in any order are shown below.



2.3.4 Stakeholder Involvement

A small group of dedicated Stakeholders took time to walk through the Village with the Design team, providing background as well as advice or comments. The stakeholders consisted of interested residents and community members representing specific groups such as the Cowichan Bay Maritime Centre, Cittaslow, business owners (both commercial/retail and marinas), the Cowichan Bay Estuary Nature Centre, Fisherman’s Wharf Society, the Cowichan Bay Waterworks District, the Advisory Planning Commission, CVRD Planning, CVRD Economic Development, CVRD Parks, CVRD Area Directors and the Ministry of Transportation and Infrastructure. This group also worked with the Design Team over the next two days of the charrette. They discussed the analysis from the Ideas Fair and then worked on Issues and Opportunities on Day 2. The Design team had the opportunity to receive feedback on parking issues, design images and incremental development during the afternoon of Day 3.

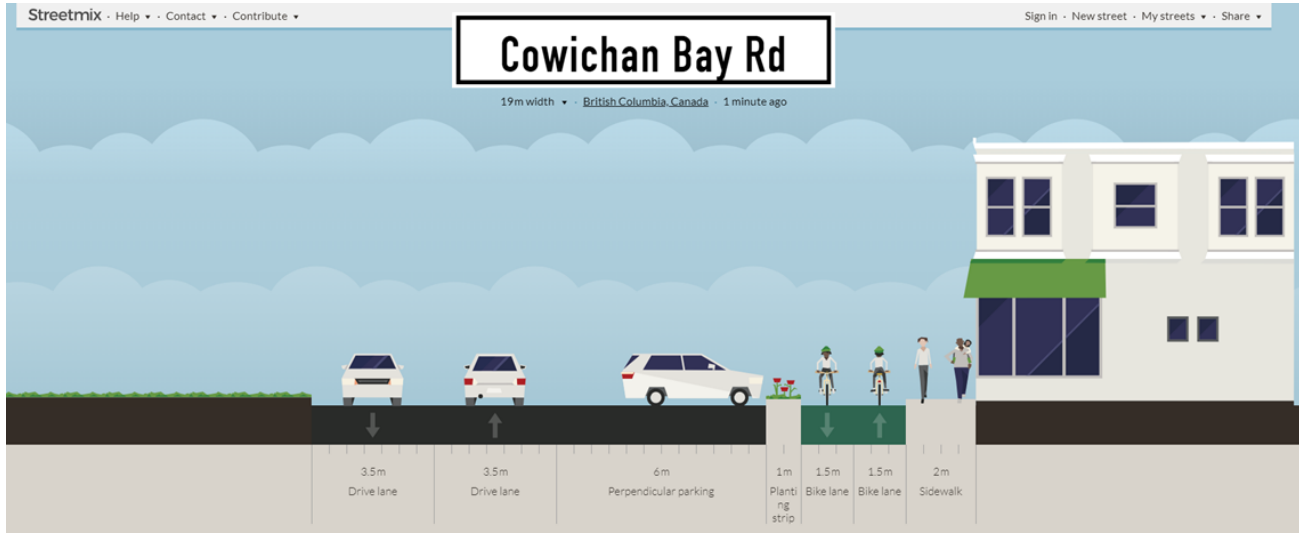


2.3.5 Studio Drop-In

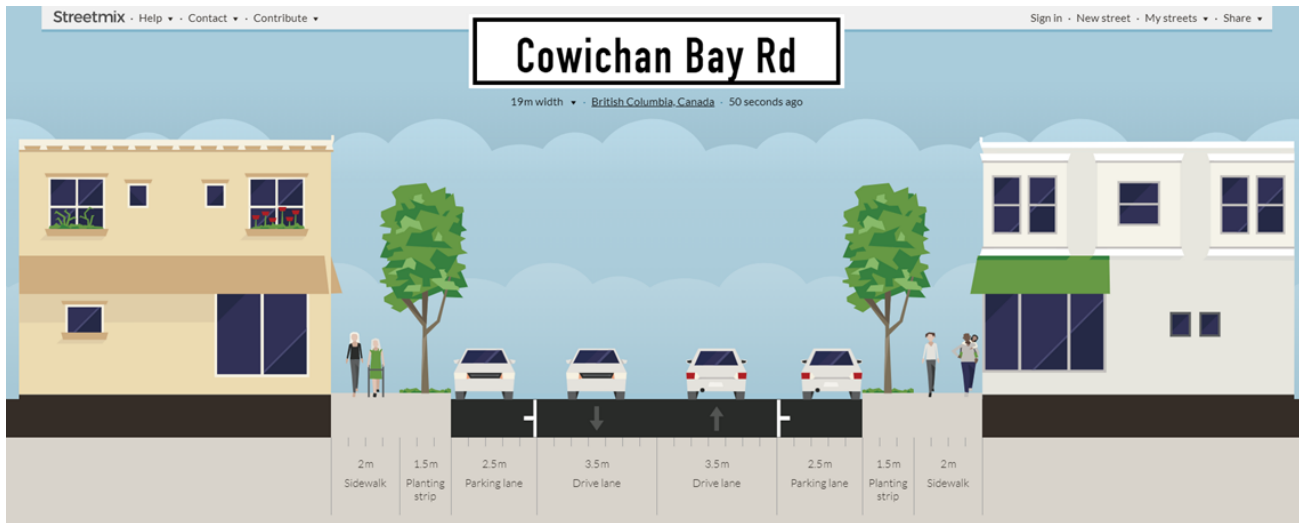
Everyone had the opportunity to drop-in on Day 2 to see some of the preliminary designs.



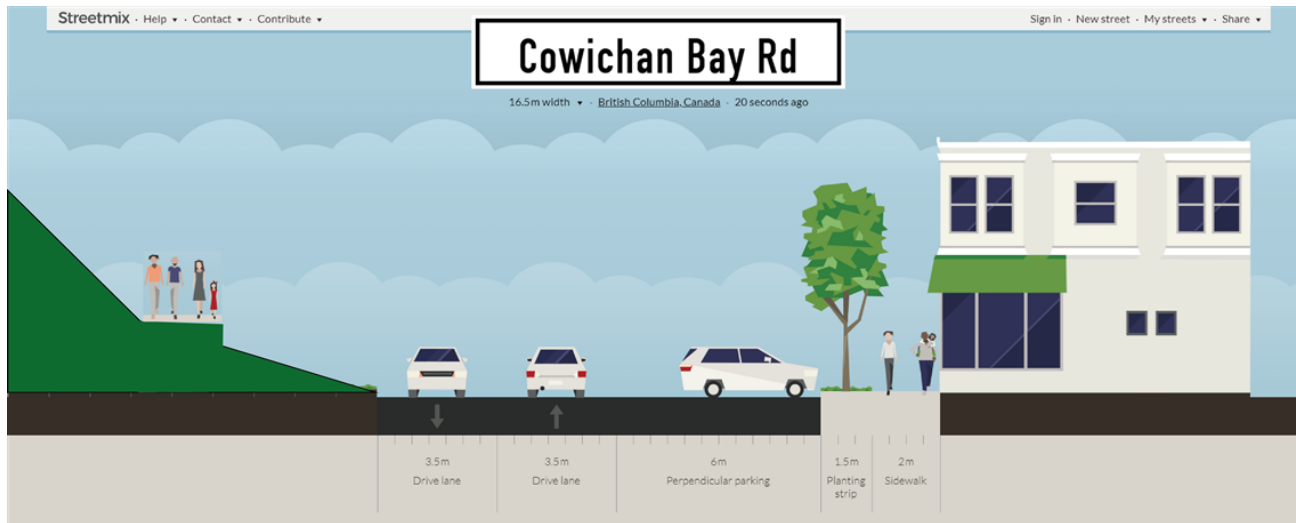
Also, there was the opportunity to design and remix the streetscape by adding trees, bike paths, widen sidewalks or traffic lanes using 'Streetmix' software. Representative designs by the community participants follow.



Perpendicular parking with bike lane



Sidewalks and parallel parking on both sides of the street



Walking Path on one side

The drop-in on Day 3 enabled the Design Team to describe the purpose and progress to date. The Community was asked to provide their ideas about Parking Management and ideas or ways in which the community could implement some improvements. The basis were strategies proposed by the 'Tactical Urbanism Movement' that advocates improving communities through quick and low-cost actions.

2.3.6 Final Community Presentation + Implementation Now

The Big Reveal on Day 4 was presented to a jam-packed Audience. At the end of the presentation, volunteers signed up to move the Big Ideas forward!





COWICHAN BAY VILLAGE PLAN

VISION FRAMEWORK

Community Presentation
April 6, 2018

7 DIY (Do It Yourself) Improvements

TEAM: Community

COST: Minimal

INFO: Building from the Tactical Urbanism Movement that advocates improving communities through quick and low-cost actions; started with urban streets (spacing.ca/vancouver/2017/08/03/video-vancouver-transform-city-tactical-urbanism) but has spread ie Public art – the famous “Before I Die” walls (beforeidie.city/about/) or Placemaking. What would Cowichan Bay appreciate? Hopscotch in a free space, a street artist, a kid’s art lesson in a ‘portal’, a concert with the new community piano? It’s up to you!

8 Parking Space Delineation

TEAM: Village Working Group / CVRD / MOTI / CBIA / Community

COST: \$600 (paint) + Work Safe Training

INFO: Work with MOTI & CVRD to determine if parking spaces can be painted on the Highway ROW by Volunteers using the MOTI standards. These on-street parking spaces should commonly be 2.6m wide x 7.0m long. Added width is required where adjacent to concrete walls or barriers impeding passenger door opening. Also, specific Handicap parking should be included. It is suggested that parking hash marks are “T”s.

9 Community Seat Yourself Program

TEAM: CVRD / Business Owners

COST: \$5,000

INFO: Pursue Downtown Improvement Initiatives with CVRD for inclusion in the budgetary process. In this example, CVRD purchases 50 to 75 chairs (blue, yellow and red) that can be managed by owners – up to 4 per owner – with the objective of animating the landscape and inviting lingering. (see Campbell River examples)

10 Wayfinding to Direct Visitors

TEAM: CVRD / CBIA / Village Working Group

COST: \$10,000

INFO: Landscape existing (south) Gateway sign. Enlarge the Village Walk symbol presented in the Design Guidelines and use it with a map that outlines a Village Walk route.

Cowichan Bay Village Implementation Now

IMPLEMENTATION NOW is to inspire land owners and the community to improve the Cowichan Bay Village without destroying its unique character. It includes simple simple ways that business owners, tenants, and community members can do on their own or with the support of the Cowichan Valley Regional District. This brochure is designed to present 10 ideas for immediate action. It was one of the outcomes of the four-day design charrette held in April 2018 that brought together community members to discuss their values, current challenges, opportunities, and vision for the future.

One of the things that became apparent during the discussions was that the community wanted to preserve the uniqueness of the Village and any new development or additions on private or public property should complement the character that exists. The purpose of these NOW actions is to keep the character, but also to work together to overcome some of the challenges. The Cowichan Valley Regional District enthusiastically supports this direction. This document is intended to inspire and guide future development and simply help inspire the refresh of the Village.

**YOUR COMMUNITY NEEDS YOU!
COME ALONG TO THE APRIL 30TH CLEAN UP**

Contact themudroom@shaw.ca
for more information and to get involved!

YOUR COMMUNITY NEEDS YOU! 
COME ALONG TO THE APRIL 30TH CLEAN UP CVRD

1 Clean-up Cowichan Bay Village Road and flags

TEAM: Village Working Group (VWG) / Cowichan Business Improvement Association (CBIA) / Cittaslow

DATE: 7 – 11 a.m., April 30th, 2018

INFO: A further clean-up could be organized to de-clutter some of the existing signage, which would serve to improve messaging for visitors.

2 Small ramps to increase mobility

TEAM: Village Working Group / CBIA / Businesses Community Volunteers

COST: Less than \$250

INFO: There are a few instances where there are small differences in sidewalk levels – probably on private property. Putting in small ramps would increase safety for all and mobility for the elderly, moms with strollers or persons with disabilities.

3 Portal Program

TEAM: Village Working Group / Everyone! / CBIA / Businesses / Cittaslow / First Nations / CVRD / Community Local Artists

COST: Initially Minimal

INFO: **Step 1.** Identify a unique theme for each of the four Portals, such as a First Nations theme. The selection should be undertaken via a Community Engagement Process.

Step 2 Identify a name for each portal; could be undertaken simultaneously with the selection of a theme.

Step 3. Fundraise for a sign and a unique piece of Public Art for each portal. This will probably be a multi-year process; community could undertake the development of a Portal a Year. The Public Art should be selected using a Contest Approach to encourage submissions from many local artists. Money could be raised through a variety of Fundraising Initiatives including special events such as concerts, BBQs, contributions from local businesses, and GoFundMe.



4 Re-location of Staff & Boat User Parking plus Stop-off Area for Tour Buses

TEAM: Village Working Group / CVRD (Planning, Parks, Transit, and Economic Development) / CBIA / Business Owners / Marina Users / Boating Community / Tour Operators

INFO: A Simple Solution to Village Parking Fix
– Leave Good Spaces for Customers!

Until additional spaces are developed, and parking regulations can be implemented, it is critical to manage the available parking through voluntary measures.

A Community Meeting to discuss the issues of staff parking in front of commercial businesses / long-term boat parking should be held with the objective of seeking agreement that these users park on the hill side of the road or look for other alternative places that would leave accessible parking for visitors and customers. Other ideas include a summer shuttle for staff from institutions such as schools or recreational facilities. The most important spaces to preserve are at the “Centre” of the Village as it is a 5-minute walk from either end of the community.

Discuss possible arrangements for tour bus short term parking to drop off and pick-up; one possibility is transit stops with parking lay-over in the Hecate parking lot.

5 Village & Parking Ambassador Program

TEAM: CVRD Directors / Economic Development / Planning / Cowichan Policing Advisory Society / Volunteers / CBIA / Cowichan Bay Marina

COST: Initially Less than \$250

Reactivate the Community Policing / Tourist Information Building and establish a rota of volunteers, especially during the summer months.

This service could be expanded over time to include:

- Centralized Booking Service for Tours & Accommodation
- Local Tour Maps (Food, Wine, Bike etc.)
- Parking Assistance (see Ambassador Program, Victoria BC)

6 Bike Rack Attack Village Working Group CVRD

TEAM: CVRD / CBIA / Cittaslow / Business Owners

COST: \$5,000

INFO: Cora Bike Racks (Vancouver, BC) produce bike racks that are aesthetic and add to the visual landscape. They can be produced in several colours: Marine Blue, Traffic Yellow and Carmine Red would enhance the design vision. Functionally these racks are easy for cyclists to locate and lock the frame to the rack. They should be one-sided as two-sided racks require significantly more width. If business owners worked together, they could negotiate reduced shipping costs. Could research other sources of funding such as a donation from Rotary (as an adjunct to rotaryroute.org) or a possible CVRD Program Initiative.

2.4 Actions Underway

The Action Plan is divided into three separate initiatives:

1. *Design Guide*: The comprehensive short, medium and long-term action plan divided into four themes;
2. *Development Guide*: The detailed design guidelines that will give direction to new development; and
3. *Now Plan*: A series of ten initiatives that are underway as a partnership between the community and the CVRD.

In April, Cowichan Bay Improvement Association and Cittaslow joined forces to make an immediate start. They undertook a Cleaning Day and attended a cedar brushing ceremony with First Nations.



We had a wonderful end of the day with song and sharing stories
"Good Neighbour" - "UY Stunus"

3.0 TECHNICAL ANALYSIS

3.1 Policy and Guidelines

Cowichan Bay Village lies within the Electoral Area D of the Cowichan Valley Regional District. As such it must conform to the Planning Framework as developed by the CVRD. The principle guiding document is the Official Community Plan (OCP) and the Zoning Bylaw which is established to implement the OCP which does two important things - it presents a long-term vision for a community, and sets out policies, priorities and guidelines for land use and community development. An OCP is a document adopted as a bylaw by the CVRD Board of Directors and approved by the BC Minister of Community, Aboriginal, and Women's Services. The OCP is designed to uphold the community's common interests, by establishing goals, objectives, and policies for the physical development of the area. These policies are crafted to strike a fair balance between community needs, the needs of individual residents, and economic and environmental matters. The Zoning Bylaw is the method used to implement the OCP. Each property is assigned a specific zone as described in the Zoning Bylaw. Zoning is a way of regulating the use of land by categorizing properties for a specific range of permitted uses, densities, siting, and building form.

In the case of Cowichan Bay Village these are:

- Cowichan Valley Regional District Electoral Area D – Cowichan Bay Official Community Plan No. 3605 (adopted 2013)
- Cowichan Valley Regional District Electoral Area D – Cowichan Bay (Marine) Zoning Bylaw No. 1015

Cowichan Bay Village is designated a Marine Village (MV) which is intended to accommodate marine and complementary uses. It is an important focal point in the community providing for businesses, residents and visitors alike. The village accommodates a range of marine dependent businesses such as commercial fishing, boat building and repair, marinas and marine oriented tourism, complementary uses such as restaurants, coffee shops and retail stores and is also home to residents who choose to live at the water's edge in stilt homes and floating homes. All the contribute to the unique, historic seaside character.

The documents should be consulted for detailed and specific policies. Some policies relevant to the design charrette include:

- The Zoning bylaw will provide a variety of zones to permit a range of marine-oriented commercial, industrial, and institutional uses including, but not limited to, marinas, moorage facilities, shipyards, boat shelters, grocery stores, seafood markets, farm markets, marine tourism, maritime museum, environmental education, and accessory uses including retail, restaurants, pubs, bakeries, cafes, galleries, artisan studios, financial services, offices, and professional services.
- The Cowichan Shipyard and Cowichan Bay Fishermen's Wharf are recognized for their longstanding marine industrial uses. These sites shall be granted appropriate marine industrial zoning which is consistent with these uses.

- Floating homes are a recognized element of the Village’s maritime character; floating homes will be required to connect to a community sewer system and community water system and receive authorization from the Province in conjunction with Crown tenure agreements. The number of floating homes and conditions of use may also be regulated.
- The implementing zoning bylaw will include regulations to minimize the impacts of structures on views of the ocean environment and impacts to the natural environment by shading of the water column and ocean floor, through height. Parcel coverage, and siting regulations. Adequate fire protection and provisions for privacy will also be addressed.
- All new development, redevelopment and signage will be in keeping with the form and character of working maritime village, and the marine architectural and heritage character of historic buildings such as the Cowichan Bay Shipyard and Masthead Restaurant building. The retention and restoration of significant heritage buildings, sites, features, elements, and activities as an integral component of land use activities is encouraged.
- Development will be encouraged to include pedestrian infrastructure improvements such as viewing platforms, piers and walkways to enhance pedestrian connections to the waterfront.
- Development within the MV Designation that is located within the jurisdiction of the Cowichan Estuary Environmental Management Plan (CEEMP) will be subject to requirements of the CEEMP.

3.2 Studies Review

To develop the SWOT Analysis, all pertinent current and previous reports and studies that pertain to the Village, both directly and indirectly, were examined. This background research helped to paint a picture of what the Village has achieved up to this point, as well as certain areas that have been identified as areas of concern.

The list of documents and websites reviewed includes:

- Cowichan Valley Regional District Electoral Area D – Cowichan Bay Official Community Plan No. 3605 (adopted 2013)
- Cowichan Valley Regional District Electoral Area D – Cowichan Bay (Marine) Zoning Bylaw No. 1015
- Cowichan Bay (Electoral Area D) Community Parks & Trails Master Plan Prepared by: Cowichan Valley Regional District Parks, Recreation and Culture Department (adopted 2013)
- CVRD Regional Parks and Trails Master Plan Prepared by: Lanark Consultants Ltd. & PERC (2007)
- New Normal Cowichan Phase 1 Climate Projections for the Cowichan Valley Regional District Report Website for Phase 2: Vulnerability and Risk Assessments, Phase 3: Adaptation and Mitigation Strategy Phase 4: Implementation of the Strategy (accessed Feb 20, 2018)
- Cowichan Bay Estuary Management Area Plan (1987)
- Heritage Register and crabbyoldbugger.com (History of Cowichan Bay Village from 1850 to now)

- New Normal Cowichan Phase 1 Climate Projections for the Cowichan Valley Regional District Report Website for Phase 2: Vulnerability and Risk Assessments, Phase 3: Adaptation and Mitigation Strategy Phase 4: Implementation of the Strategy (accessed Feb 20, 2018)
- Statistics Canada
- Affordable Housing CVRD Regional Needs Assessment Prepared by: CitySpaces Consulting Ltd. (September 2014)
- Cowichan Bay Sanitary Sewer System Sanitary Model and Design Report (Draft November 2014)
- A Preliminary Assessment of Water Supply & Needs within the South Cowichan Region, 2009 Prepared by: Worley Parsons
- Cowichan Estuary Restoration and Conservation Association Materials

Cowichan Bay Improvement Association Action Plan May 1991

3.3 Precis of Documents

The Official Community Plan (OCP) addresses key issues and opportunities for community members. Cowichan Bay Village is an important focal point in the community providing for businesses, residents and visitors alike. The village accommodates a broad range of marine-dependent businesses such as commercial fishing, boat building and repair, marinas and marine plus ecotourism, complementary uses such as restaurants, coffee shops, and retail shops, institutional and is also home to residents who choose to live at the water's edge in stilt homes and floating homes. All these uses contribute to Cowichan Bay's unique historic seaside character. There is no place elsewhere in the Plan Area which can feasibly accommodate such a broad mix of uses. Parking, transportation, and related safety issues have been identified as key challenges related to the economic health of the Village. The loss of marine industry is another recognized concern. Still, the marine industrial "working harbor" element remains important to the Bay's unique character. Sensitive development is needed to avoid negative impacts on parking, pedestrian and vehicular safety, aesthetic values and the environment. Furthermore, specific attention is needed to address parking, transit infrastructure, and pedestrian amenities such as pathways and sheltered viewing and seating areas.

Cowichan Valley Regional District Electoral Area D – Cowichan Bay (Marine) Zoning Bylaw No. 1015 implements the policies, including the land uses designated in the OCP.

Cowichan Bay (Electoral Area D) Community Parks & Trails Master Plan notes existing and future facilities. The Marine Gateway Park was developed as a tourist destination for launching kayaks and canoes. Picnic tables, a picnic shelter and a naturalscape designed play space as well as day use parking are available. A Green Shores Initiative to promote "sustainable use of coastal ecosystems through planning and design that recognizes the ecological features and functions of coastal systems" has been undertaken in the ocean. Adjacent is Hecate Park (0.3ha), which hosts the Cowichan Estuary Marine Centre and the Cowichan Concrete boat launch ramp and boat trailer parking, memorial benches, portable toilet, interpretive sign and trail/pathway. At

the other end of the Village is a small linear park the Cowichan Bay Village Walkway (0.19 ha). Relevant recommendations include:

- Construct a walking pathway connection starting from Cowichan Bay Road at Hecate Park, up the Wessex Ravine to Pritchard Road then a shared roadway to Stephanie's Stroll. Note that the largest known Heron Rookery on Vancouver Island is situated within Wessex Ravine Park;
- Upgrades to the marine foreshore and trails within Hecate Park;
- Construct the Cowichan Bay Village walkway from the Cowichan Bay Boat Launch to Wilmot Road;
- Continue expansion of the Wilmot multi-use pathway with priority between George Road and the Cowichan Bay Village; and
- Develop a public beach access trail from Botwood Lane.



Hecate Park/Cowichan Bay Boat Launch

Electoral Area D - Cowichan Bay



Parking	Bathrooms	Boat Launch	Water
Information	Beach Access	CVRD Park	Road
Trail Access	Picnic Tables	Private Property	Community Trail

Statistics Canada – The population according to the 2011 Census was 203, unchanged from 2006. The area includes the upland residential in this unincorporated area. The CVRD Area D population was 2,823 in 2006 and 2,971 in 2011. The latest census in 2016 indicates a population of 3,243 or an increase of 272 people, which is an increase of 8.4%.

Cowichan Bay Estuary Management Area Plan – The plan recognizes the estuary’s important estuarine habitat for wintering and migrant waterfowl as well as its connection to the Koksilah and Cowichan Rivers that are spawning habitat for Chinook, Coho and Chum salmon and Steelhead trout. The estuary is regulated under the multi-jurisdictional Cowichan Bay Estuary Management Plan.

New Normal Cowichan – Of note are the predictions for sea level rise (1.0 m by 2100) and some possible strategies to accommodate this.

Heritage Register - The Cowichan Bay Maritime Centre circa 1930’s is a large ocean-front converted warehouse and pier. The Masthead Restaurant circa 1868 is a four-storey wood framed building, with symmetrical wood-framed windows and a gable roof. The adjacent Shipyard circa 1870’s is also recognized as an important resource.

Affordable Housing CVRD Regional Needs Assessment - Cowichan Bay embodies typical Cowichan Valley housing characteristics: 88% owners, and 6% of stock in need of major repair. There is a greater housing mix in Cowichan Bay compared to other electoral areas, with 4% of the stock being apartments, and 6% movable dwellings. Median income levels are just above average for all household types. On average, couple households earning the median income or more can afford to rent or buy a home in Cowichan Bay. Single parents and single individuals, who are low to moderate income earners, have the least choice in the housing market with respect to both affordability, and availability of rental supply. Further, there are no nonmarket housing units in Cowichan Bay, but eight seniors are receiving the SAFER rent supplement and 14 families receiving the RAP rent supplement.

Cowichan Bay Sanitary Sewer System Sanitary Model and Design Report - Based on the scenarios evaluated for existing and future populations, the un-calibrated model indicates that the Cowichan Bay Sanitary Sewer system is not significantly affected by increases in population. However, network capacity does appear to be affected significantly by the effect of Inflow and Infiltration except in the lower reaches of Cowichan Bay Road.

Cowichan Bay Improvement Association Action Plan 1991 – Discusses issues and actions under the themes of Harbour Plan, Village Plan, Ecosystem Maintenance and Rehabilitation Plan, Tourism Action Plan, Comprehensive Pathway System and Sustainable Recycling.

3.4 Transportation



3.4.1 Key “Take Aways”

The following is a summary of the key transportation + mobility “take aways”. Each is described in detail in the following sections.

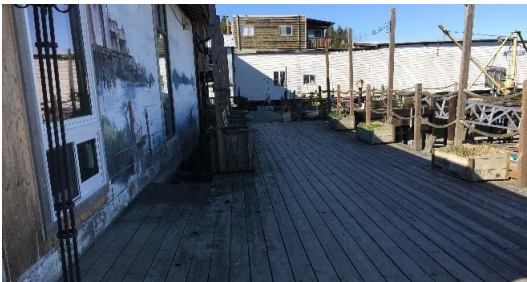
- Walking conditions in the Cowichan Bay Village are generally discontinuous, inaccessible, and poor. A key focus of the Design Charrette should be on identifying opportunities to provide safe, continuous, comfortable walking facilities that interface with the adjacent businesses and are physically separated from traffic and on-street parking.
- The Cowichan Bay Village contains 286 parking spaces. Observations completed in March 2018 concluded that approximately 56% of all parking is occupied mid-afternoon, and approximately 67% of “public” parking is occupied mid-afternoon. Numerous business owners have indicated that parking demand increases significantly during the summer. The appropriate parking supply and most effective means of managing available parking should be discussion topics during the Design Charrette.
- Vehicle speeds through the Village are reasonably consistent with the posted 30 km/h speed limit and are suitable for the context.
- Cowichan Bay Road is under Ministry of Transportation and Infrastructure jurisdiction and any redesign of the street will be subject to their design standards and approvals.
- The Village currently lacks dedicated cycling facilities. Opportunities to improve on-road cycling facilities and identify parallel, off-street facilities should be considered during the Design Charrette, targeting both through touring cyclists and local trips within the Village.
- Bus stops are of a low quality. Any dedication of roadside space will result in reduced parking supply and is likely to be met with resistance. The Design Charrette should identify opportunities to enhance bus stops in the Village. Given the limited public transit service frequency, there may also be the opportunity to share the bus stop(s) to accommodate tour bus drop-off / pick-up.

3.4.2 Walking + Cycling

The Cowichan Bay Village generally lacks dedicated walking and cycling facilities. The *Cowichan Bay Community Parks and Trails Master Plan* (2013)¹ identifies a “Proposed Roadside Walkway” on Cowichan Bay Road through the Village, assumed to be either continuous wide shoulders or sidewalk separated from the roadway by a curb. The following are samples of existing walking facilities:



Gravel walkway adjacent the boat launch at the west end of the Village, with posts and on-street parking protecting pedestrians from the adjacent roadway.



A public boardwalk at the rear of the “Classic Marine” building allowing pedestrians to walk adjacent the waterfront.



An informal gravel walkway on private property, but which provides a safe, comfortable pedestrian space between the roadway and adjacent businesses.

¹ Available online at: www.cvr.bc.ca/303/Community-Parks-and-Trails-Master-Plans

Walking Distance

Approximate walking distances between key destinations in Cowichan Bay Village are identified in Figure 1. It takes approximately five minutes to walk from one end of the Village core to the other (with “A” to “C” or “C” to “E” on the map below).

Figure 1. Approximate walking distance between destinations (assumes walking speed of 5 km/h or 1.4 m/sec)



		A	B	C	D	E
		Hectate Park	Boat Launch	Village, West	Village, Centre	Village, East
A	Hectate Park	--	3:25 285m	6:50 575m	9:14 775m	11:40 980m
B	Boat Launch	3:25 285m	--	3:25 290m	5:50 490m	8:15 695m
C	Village, West	6:50 575m	3:25 290m	--	2:25 200m	4:55 410m
D	Village, Centre	9:14 775m	5:50 490m	2:25 200m	--	2:25 205m
E	Village, East	11:40 980m	8:15 695m	4:55 410m	2:25 205m	--

Cycling Conditions

There are no dedicated cycling facilities on Cowichan Bay Road. Cyclists are required to share the travel lane with motorists. The speed limit is 30 km/h and vehicle speeds are generally quite low through Cowichan Bay Village, allowing cyclists to travel at speeds approaching vehicle travel speed. Vehicles maneuvering in/out of on-street parking is an issue, as is the significant grade (+/- 15%) on the east approach to the Village.

Walking Conditions

An audit of existing walking facilities on the north side of Cowichan Bay Road was undertaken to understand the presence and condition of existing facilities, and as background for prioritizing possible future improvements. See Figure 2 and Table 1.

Generally, the segments adjacent the boat launch parking area ("A") and the elevated boardwalk adjacent the Masthead Restaurant ("H") provide a safe, comfortable walking experience. All other sections require improvements to formalize pedestrian space, address vertical obstructions and/or separate pedestrians from parking and the roadway.

Figure 2. Pedestrian facility index

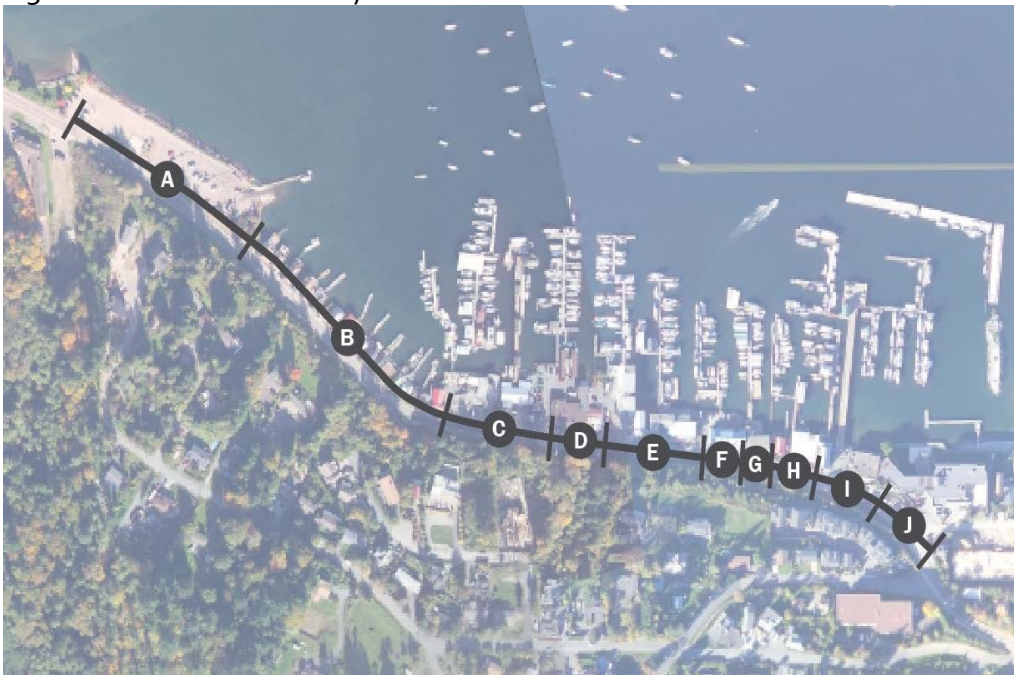







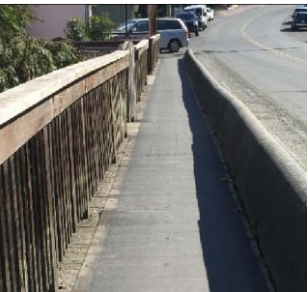



Table 1. Pedestrian facility assessment

		Pedestrian Facility?	Width	Surface	Notes
	A	Yes	1.8-2.0m	Gravel	Flat, continuous, buffer from traffic by parallel parking
	B	No (shoulder only)	Varies 0-1.5m	Asphalt Shoulder with Gravel / Unfinished Section	Relatively flat, edge of road asphalt poses hazard, varied surfaces an issue, parking impedes pedestrians
	C	No (shoulder only)	N/A	Asphalt Shoulder	Frequent driveway crossings, pedestrian access via private property
	D	No (shoulder only)	Varies	Asphalt (Gravel @ "Eatery")	Generally good walking conditions, although narrows and gravel surface at "Eatery" restaurant

		Pedestrian Facility?	Width	Surface	Notes
	E	No	2.0m (+/-)	Asphalt + Gravel	Pedestrian travel accommodated on private property
	F	No	1.2-2.0m (+/-)	Asphalt + Concrete	Raised stairway/platform is a hazard, vehicles parked over walkway
	G	No	N/A	N/A	No accommodation, pedestrians use the roadway
	H	Yes	1.25m	Wood	Narrow, flat, consistent, good barrier from adjacent roadway, ends abruptly at both ends

		Pedestrian Facility?	Width	Surface	Notes
	I	No (shoulder only)	N/A	N/A	No accommodation, pedestrians use the roadway
	J	No	2-3m	Asphalt	Wide shoulder at marked bus stop

3.4.3 Public Transit

Public transit service operates through the Cowichan Bay Village area via two transit routes:

Route No.8, Mill Bay via Telegraph Rd/Duncan via Shawnigan Lk

Route No.9, Mill Bay via Shawnigan Lk/Duncan via Telegraph Rd

Both routes provide service between Duncan, Cowichan Bay, Mill Bay, and Shawnigan Lake. Both routes operate in a “loop” configuration, with the no.8 route circulating clockwise and the no.9 route counter-clockwise. See Figure 3. Travel time from Cowichan Bay to downtown Duncan is 17 minutes via Route no.9.

There are a combined 14 transit trips each weekday - 7 trips southbound via Route no.8 and 7 trips northbound via Route no.9. Service is more limited on Saturday and Sunday. Counts completed by the CVRD in April 2016 concluded an average of approximately 25 riders per day (boardings + alightings) among the five stops in the Village².

² Information provided by CVRD Facilities + Transit Management staff in email dated April 28 2018

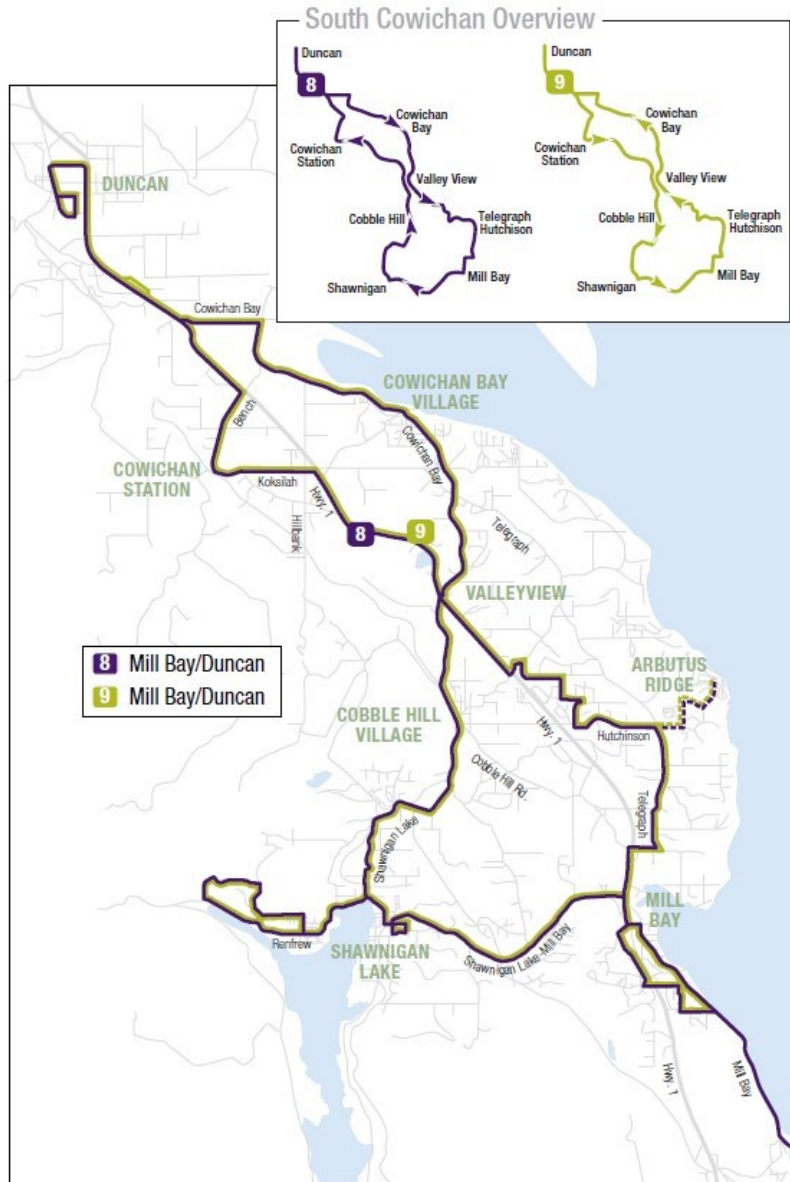
Public transit is accessed via three northbound and two southbound bus stops on Cowichan Bay Road. See Figure 4. The bus stop adjacent the Oceanfront Suites hotel includes a dedicated pullout area for buses and basic passenger amenities (sidewalk, bench). All other bus stops lack a bus pullout and passenger amenities.

Figure 3. Bus stop locations



Southbound Service via Route no.8
Northbound Service via Route no.9

Figure 4. Local transit routes



Tour Buses

It is understood that there is a desire from both tour bus operators and the Village business community to accommodate tour buses in the Village. Currently there is no dedicated, safe drop-off / pick-up space and tour buses do not offer service to Cowichan Bay as a result.

The preferred tour bus accommodation would be a dedicated stop at the centre of the Village, as well as layover area at the periphery.

3.4.4 Street Characteristics

Road Width

Cowichan Bay Road travel lanes are consistently 3.5-3.6m wide (7m paved surface) through the Village. The roadside shoulder and/or on-street parking varies in both width and surface finish. A series of “typical” cross sections have been included in Appendix A demonstrating the approximate location and width of Cowichan Bay Road at various locations in the Village. The Cowichan Bay Road right-of-way varies from 20.5-20.6m in the west portion of the Village to as wide as 43.8m (opposite the kayak and ice cream businesses). See *Figure 5*.

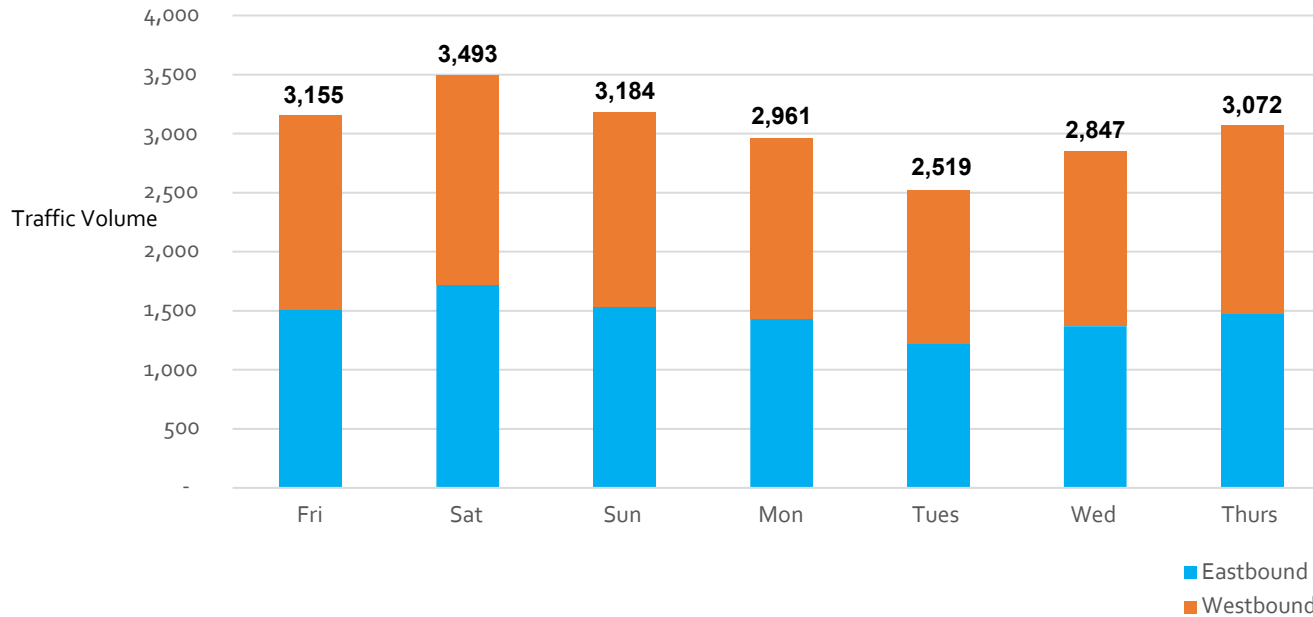
Figure 5. Right-of-way width, Cowichan Bay Road



Traffic Volumes

Traffic volumes were collected on Cowichan Bay Road using automated traffic counters deployed over a seven- day period between Friday, March 09, 2018 and Thursday, March 15, 2018. The counters were installed in the middle of the Village (adjacent the Pier 66 Market / Eatery restaurant). The results of the count are shown in Figure 6.

Figure 6. Cowichan Bay Road traffic volumes, by day (March 09-15, 2018)



The following are the key conclusions from the traffic volume data:

- The average two-way daily traffic volume is 3,033 vehicles.
- Westbound volumes exceed eastbound volumes every day and overall by an average of 7%.
- Total volumes were highest on the Saturday and lowest on the Tuesday. Volumes on Friday, Saturday and Sunday are approximately 8% higher than the daily average, while volumes on Monday through Thursday are approximately 6% lower than the daily average.

Traffic volumes have been summarized by vehicle class in Table 2 to understand the type and size of vehicles travelling through the Cowichan Bay Village.

Table 2. Distribution of vehicles, by class

Class	Count	
Motorcycle (1)	342	1.6%
Cars (2)	16,230	76.4%
Trucks / Vans (3)	3,799	17.9%
Buses (4)	70	0.3%
Trucks, Single Unit (5,6,7)	780	3.7%
Trucks, Single Trailer (8,9,10)	9	0.0%
Trucks, Multi Trailer (11,12,13)	1	0.0%

Vehicle Speeds

The automated traffic counters also collect vehicle speed data. See *Table 3*. The following are the key conclusions from the speed statistics:

- Generally, vehicle speeds are appropriate given the 30 km/h posted speed limit. The average vehicle speed is 31.4 km/h, approximately 1 km/h higher than the posted speed limit. The 85th percentile speed is 39.7 km/h.
- Approximately 45% of vehicles travel at or below the posted speed limit, and another 41% travel within 10 km/h of the speed limit. Approximately 14% of vehicles exceed the speed limit by more than 10 km/h.
- The average vehicle speed was 0.7 km/h faster in the westbound direction as compared to eastbound, likely resulting from the steep downward grade on the east approach to the Village.

Table 3. Vehicle speeds, by class

Speed	Count	
0-20 km/h	1,964	9.3%
20-30 km/h	7,459	35.1%
30-40 km/h	8,794	41.4%
40-50 km/h	2,445	11.5%
50-60 km/h	478	2.3%
60-70 km/h	71	0.3%
70-80 km/h	14	0.1%
80+ km/h	6	0.0%

Jurisdiction

Cowichan Bay Road and other roads within the study area are under the jurisdiction of the *Ministry of Transportation + Infrastructure* (“MoTI”). Any proposed changes to the roadway are subject to MoTI design requirements and approvals.

Safety Issues

The following are the key conclusions from an in-field road safety review:

- The lack of a continuous pedestrian facility requires that pedestrians travel in the roadway and/or through parking areas, and provides limited access to on-street parking and bus stops
- The presence of on-street parking on the north side of Cowichan Bay Road, particularly perpendicular orientation, results in poor sightlines for motorists exiting driveways and adjacent parking areas
- Pedestrian circulation spaces are poorly lit, presenting a visibility issue particularly where pedestrians are required to walk in the roadway and/or behind parked vehicles

- A lack of dedicated commercial loading / unloading space results in trucks occupying travel lanes for extended periods of time

3.4.5 Parking Conditions

Parking Inventory

An inventory was established of the parking supply in Cowichan Bay Village. A total of 286 parking spaces exist in the Village, which include spaces on the public right-of-way, on private property, and which “straddle” public-private properties³. The full parking inventory is presented in detail in *Appendix B*.

Parking Utilization

Observations of parking utilization were completed on Friday, March 16, 2018 between 1:00 and 2:00pm. The results concluded that 56% of all available parking spaces were occupied. When filtered to include only those parking spaces within the Village “core area” that are available to the public⁴, 67% of available parking spaces were observed occupied (57 unoccupied). The full parking utilization counts are presented in detail in Appendix B. These results are a “snap shot” of parking conditions on a Friday afternoon in mid-March with favorable weather and a reasonable number of visitors present. It is understood that parking demand increases significantly in summer months due to an influx of visitors and particularly during special events. Local business members have also voiced a concern for a lack of parking during summer months.

An important discussion topic for the charrette will be to understand the parking demand of the Village during peak summer months, and to determine the extent to which parking demand should be met with new/expanded parking supplies and/or managed by enhancing access to the Village via means that minimize parking demand. Opportunities to better utilize existing parking supply through improved management should also be identified.

Previous Plans / Studies

A number of previously developed plans to add new parking facilities in the Cowichan Bay Village were identified by and discussed with local business owners. Options identified include the following:

- Convert existing on-street parking spaces on the south side of Cowichan Bay Road from a parallel configuration to perpendicular to achieve more spaces.
- Create a new off-street parking lot on the former service station site opposite the Rock Cod Café.

³ These figures exclude informal on-street parking in front of private homes (west end of Village), parking contained within the Oceanfront Suites structured parking area, and other unmarked parking areas where vehicles may park informally.

⁴ Includes all on-street parking spaces between the Kayak / Ice Cream businesses and the Oceanfront Suites (i.e., the “core” of the Village) that are contained entirely or partially within the Cowichan Bay Road right-of-way (i.e., available to the public).

- Create a new parking and open space structure on the north side of the Cowichan Bay Pub and Oceanfront Suites, accessed via driveways adjacent the Government Dock and a road easement at the east of the hotel. Secure lands from the Kilpahlas IR 3 on Botwood Lane, immediately east of the Oceanfront Suites.
- Relocate the existing public boat launch site and utilize the current site as public parking.
- Utilize the barge / sort area in the centre of Cowichan Bay for peak overflow parking in the summer months and run a passenger ferry service to the Village.

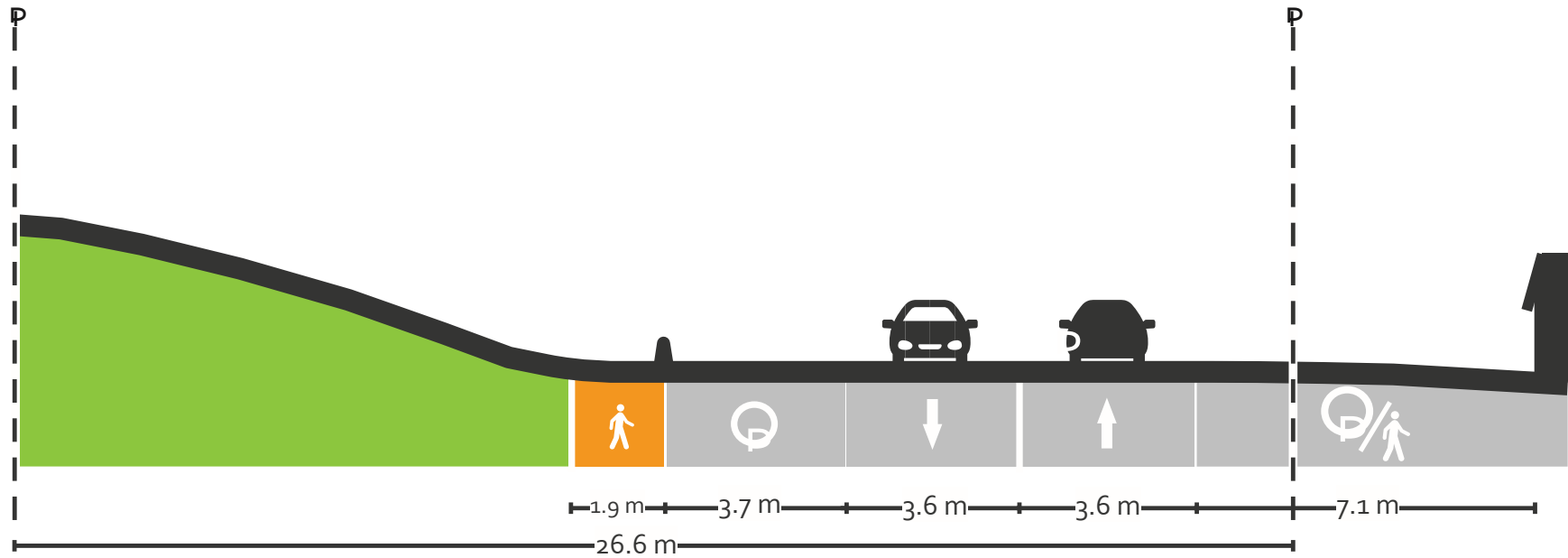
**Appendix A
Cowichan Bay Road
“Typical” Cross Sections**

INDEX



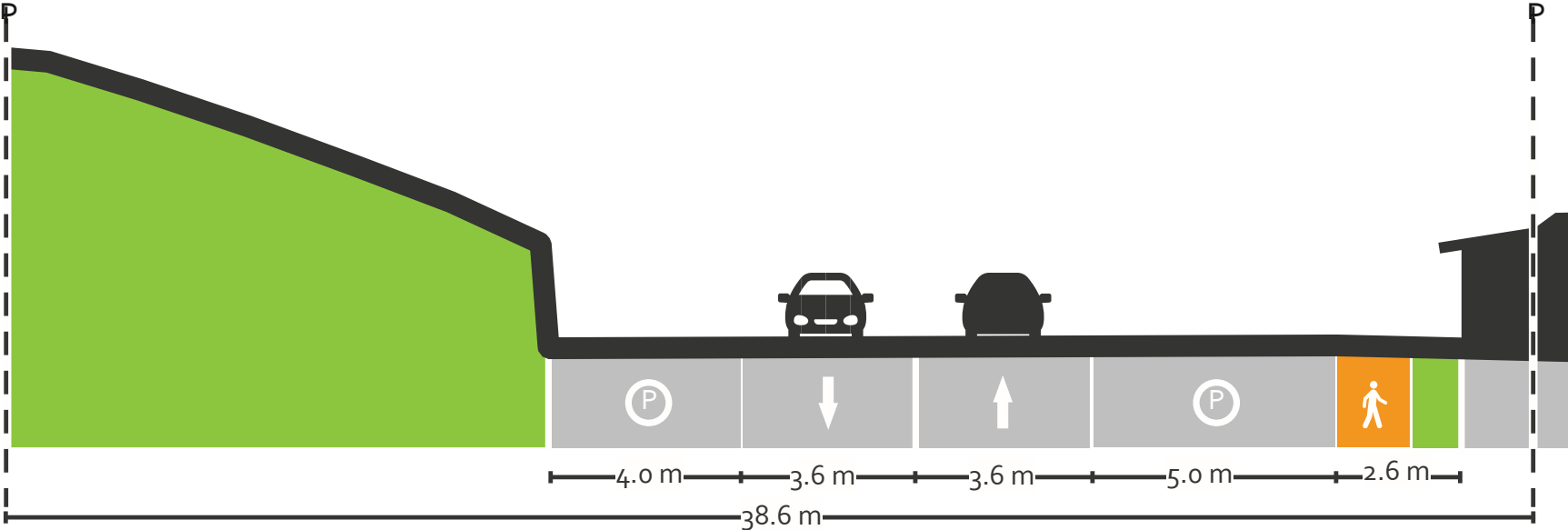
COWICHAN BAY ROAD "TYPICAL" CROSS SECTIONS

Location A



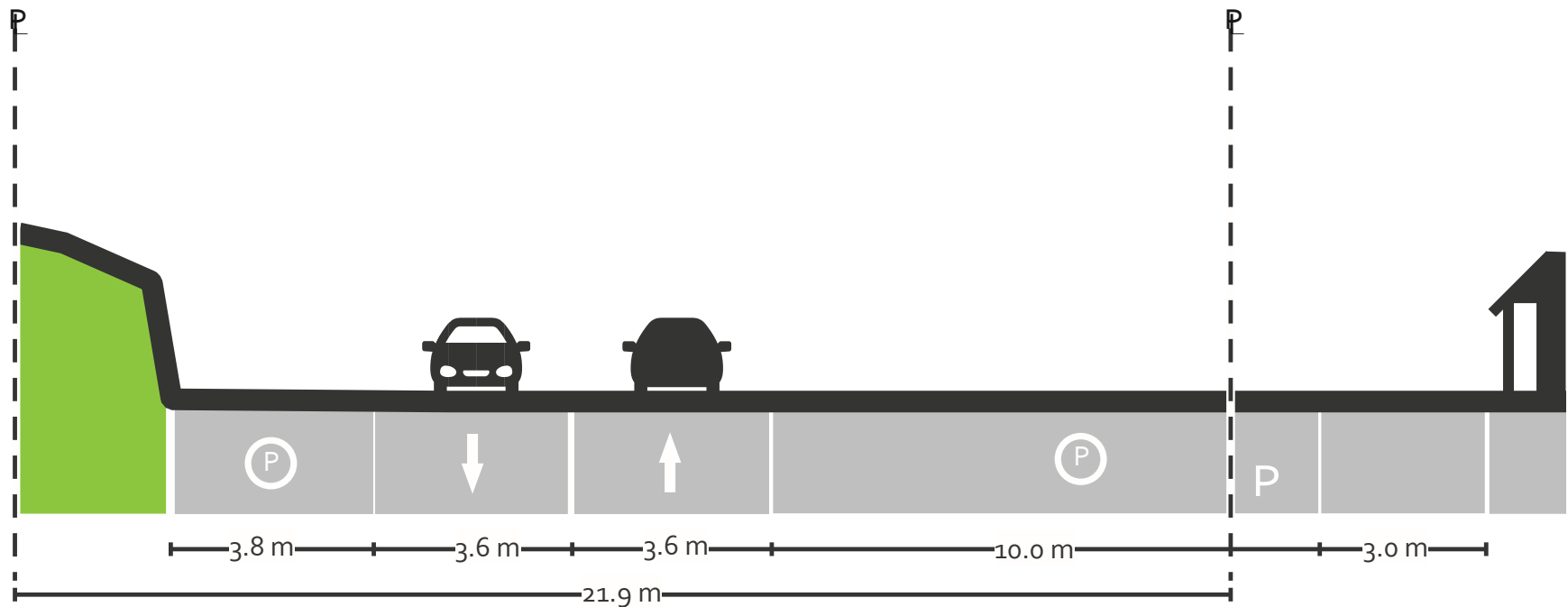
COWICHAN BAY ROAD "TYPICAL" CROSS SECTIONS

Location B



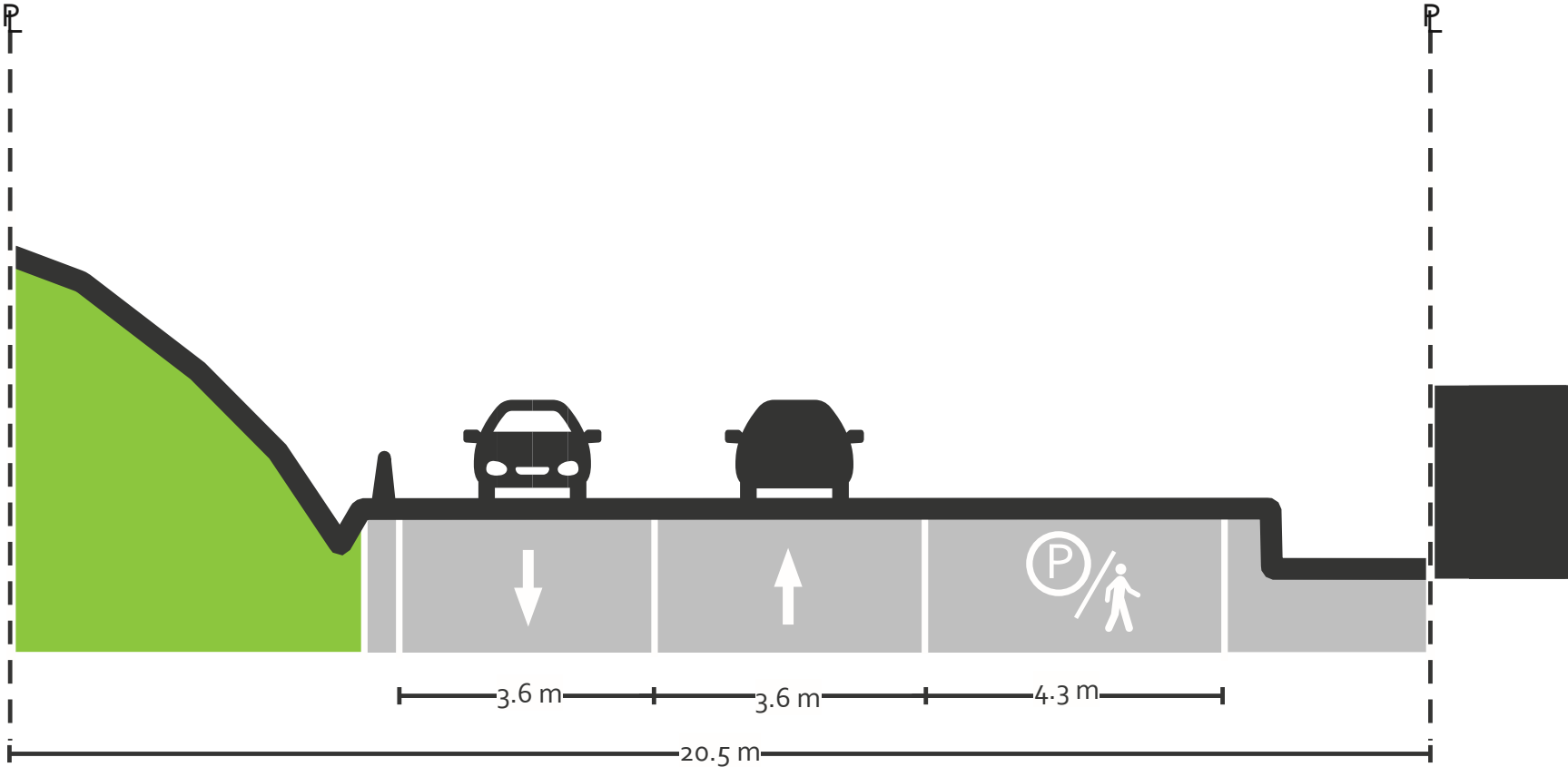
COWICHAN BAY ROAD "TYPICAL" CROSS SECTIONS

Location C



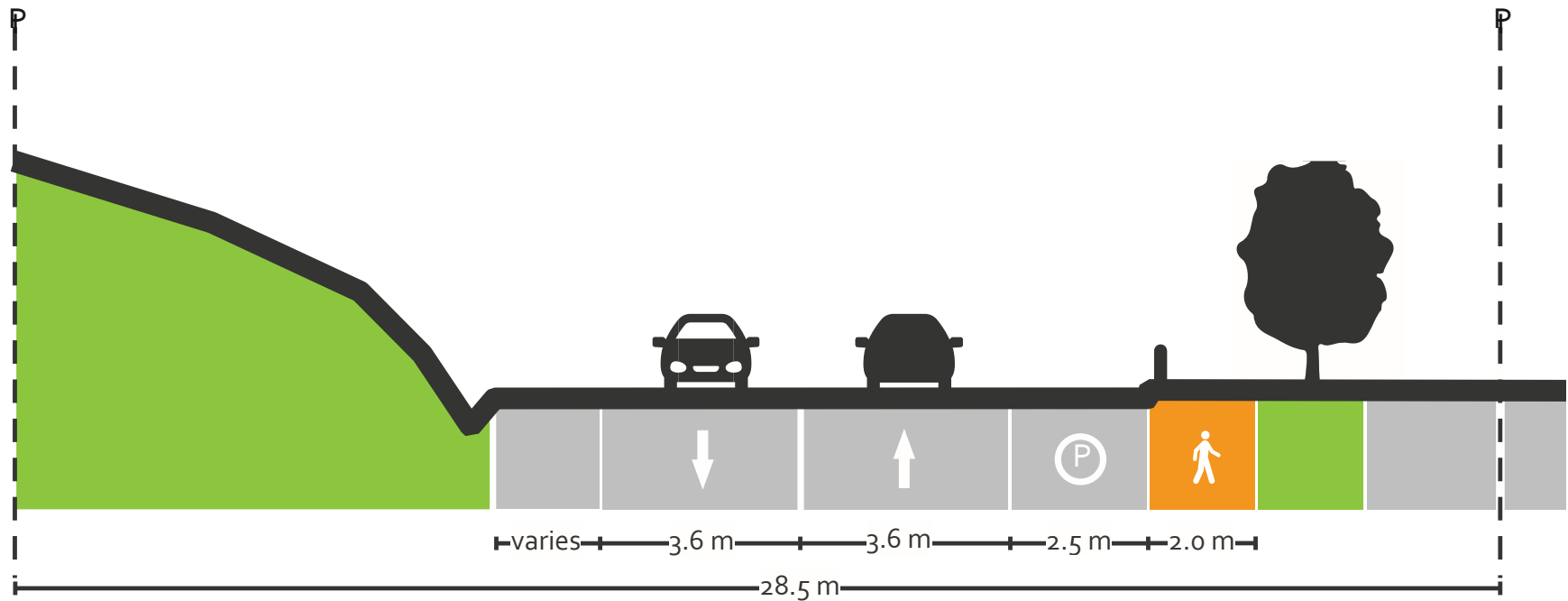
COWICHAN BAY ROAD "TYPICAL" CROSS SECTIONS

Location D



COWICHAN BAY ROAD "TYPICAL" CROSS SECTIONS

Location E



Appendix B
Parking Assessment
SUMMARY OF PARKING SUPPLY

The following is a summary of the available parking supply in Cowichan Bay Village. The parking areas identified in this table are articulated on the “Parking Index” maps on the following pages. The parking supply figures are articulated on the “Parking Inventory” maps on the following pages.

Parking Area	Ownership	Orientation	Supply (no. spaces)
A Cowichan Bay Rd, south side, east end	Public	Parallel	49
B Cowichan Bay Rd, south side, centre	Public	Perpendicular	16
C Cowichan Bay Rd, south side, west end	Public	Parallel	32
D Cowichan Bay Rd, south side, far west end	Public	Parallel	10
E Cowichan Bay Rd, north side, far west end	Public	Parallel	22
F Cowichan Bay Kayaks customer parking area	Pub / Priv	Perpendicular	5
G Ice cream shop / Cow Café customer parking area	Pub / Priv	Perpendicular	8
H Maritime Centre parking area	Pub / Priv	Perpendicular	4
I Adjacent Rock Cod Cafe	Pub / Priv	Perpendicular	10
J Rock Cod Café / gift store / “Eatery”, front parking	Pub / Priv	Perpendicular	16
K Market, front parking area	Pub / Priv	Perpendicular	4
L Deli / Bakery front parking area	Pub / Priv	Parallel	3
M “Classic Marine” front parking area	Pub / Priv	Angle	7
N Retail block (clothing, salon, etc.), front parking	Pub / Priv	Perpendicular	13
O “Masthead Rest.”, front parking area	Pub / Priv	Angle	3
P “Cowichan Bay Pub”, front parking area	Pub / Priv	Parallel	3
Q Reserved parking, adjacent ice cream shop	Private	Perpendicular	5

Parking Area		Ownership	Orientation	Supply (no. spaces)
R	Rock Cod Café, rear parking area	Private	Perpendicular	14
S	"Eatery", rear parking area	Private	Perpendicular	7
T	Rear parking area	Private	Perpendicular	18
U	Masthead Pub, side parking area	Private	Perpendicular	4
V	Cowichan Bay Pub, underground parking area	Private	Perpendicular	13
W	Oceanfront Suites, front parking lot ⁵	Private	Perpendicular	20
Total				286

SUMMARY OF PARKING UTILIZATION

The following is a summary of parking utilization counts completed on Friday, March 16 2018 between 1:00 and 2:00pm.

Summary of All Parking Spaces

Parking Area	Supply (no. spaces)	Parked Vehicles	
		Total	Occupancy
A	49	30	61%
B	16	15	94%
C	32	20	63%
D	10	0	0%
E	22	1	5%
F	5	2	40%

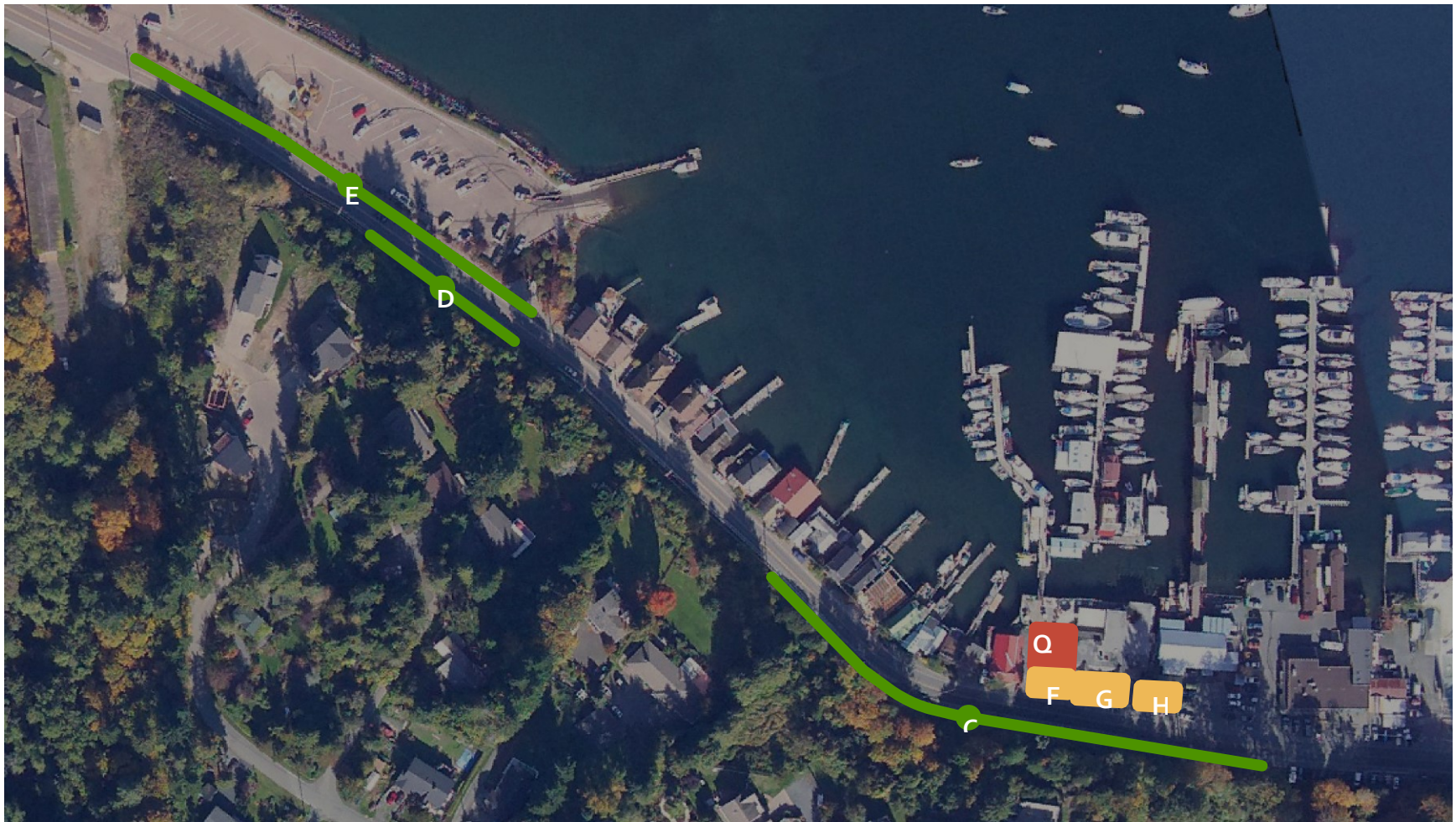
⁵ Note: Oceanfront Suites parking supply excludes spaces within the structured parking area

Parking Area	Supply (no. spaces)	Parked Vehicles	
		Total	Occupancy
G	8	1	13%
H	4	4	100%
I	10	5	50%
J	16	14	88%
K	4	1	25%
L	3	1	33%
M	7	6	86%
N	13	11	85%
O	3	3	100%
P	3	3	100%
Q	5	5	100%
R	14	6	43%
S	7	4	57%
T	18	15	83%
U	4	1	25%
V	13	4	31%
W	20	7	35%
Total	286	159	56%

Summary of "Core Area" On-Street Parking Spaces

Includes all on-street parking spaces between the Kayak / Ice Cream businesses and the Oceanfront Suites (i.e., the "core" of the Village) that are contained entirely or partially within the Cowichan Bay Road right-of-way (i.e., available to the public).

Parking Area	Supply (no. spaces)	Parked Vehicles	
		Total	Occupancy
A	49	30	61%
B	16	15	94%
C	32	20	63%
F	5	2	40%
G	8	1	13%
H	4	4	100%
I	10	5	50%
J	16	14	88%
K	4	1	25%
L	3	1	33%
M	7	6	86%
N	13	11	85%
O	3	3	100%
P	3	3	100%
Total	173	116	67%



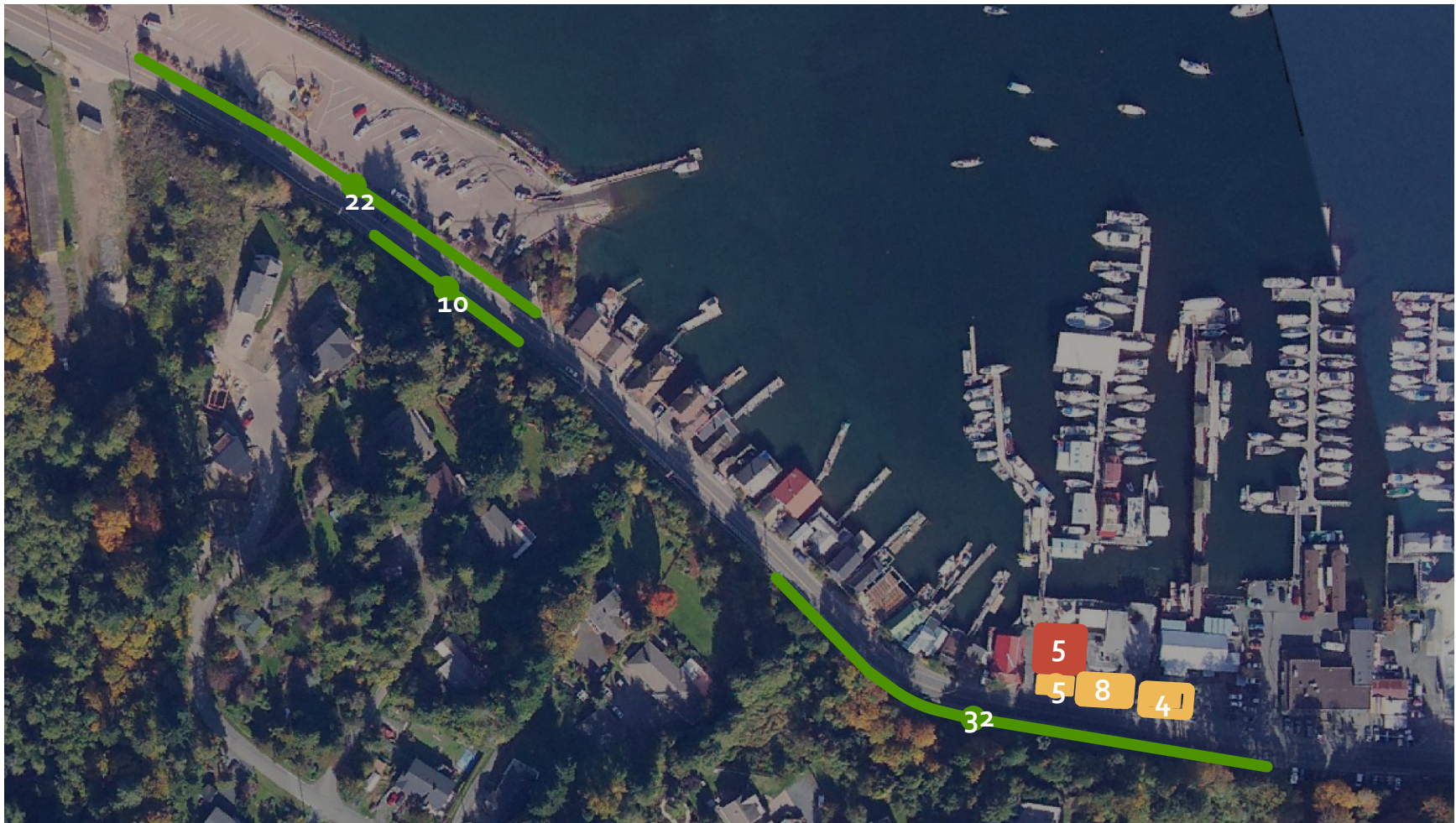
PARKING INDEX, WEST

- Public ■
- Public/Private ■
- Private ■



PARKING INDEX, EAST

- Public ■
- Public/Private ■
- Private ■



PARKING INVENTORY, WEST





PARKING INVENTORY, EAST

- Public █
- Public/Private █
- Private █

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3.5 Geotechnical

3.5.1 Background

Thurber Engineering completed a preliminary review of the geotechnical conditions in the Study area. The existing Cowichan Bay Road is a 50 km/hr two lane road with street parking on both sides. The south side of the road is characterized by steep cut till slopes. The base of the steep slope is supported in many places with a range of retaining wall types (lock block, soldier pile and anchored slope mesh). The properties upslope of the cut have been developed to the edge of the right of way near the crest of the slopes. The buildings on the north side of the road (waterfront) appear to be generally supported on fill and retaining walls. Some may also be supported on deep foundations. It should be noted that no subsurface investigation was carried out. The interpretation is based on existing information, and visual interpretation only.

3.5.2 Geological Setting

The following geology maps were reviewed:

- Blyth, H., Rutter, N., Sankeralli, L. 1993. Surficial Geology of the Shawnigan Lake Area, NTS 92B/12. BC Geological Survey Branch Open File 1993-26. Scale: 1:50,000.
- Muller, J. 1980. Geology Victoria West of the 5th Meridian. Geological Survey of Canada Map 1553A. Scale: 1:100,000.

Available bedrock geology mapping indicates that the site is underlain by sedimentary bedrock of the Nanaimo Group but that the soil cover in the area is thick and thus bedrock outcrops at the surface are rare or absent.

The available surficial geology mapping shows that the land on the south side of Cowichan Bay is mapped as consisting of hummocky morainal till and glacio-lacustrine blanket (i.e. >1 m thick) that overlies sandy and gravelly glaciofluvial soil (>1 m thick).

On-site observations of the surficial geology of the site indicate that the site soils consist of till exposures upslope of the roadway and marine (beach) deposits along the shoreline. This is generally consistent with the surficial geology maps described above.

3.5.3 Geotechnical Discussion

The following geotechnical observations and potential design issues have been noted in order to assist in the Design Charrette. Figure 1 below presents an air photo of the Village and includes some annotations of our site observations.

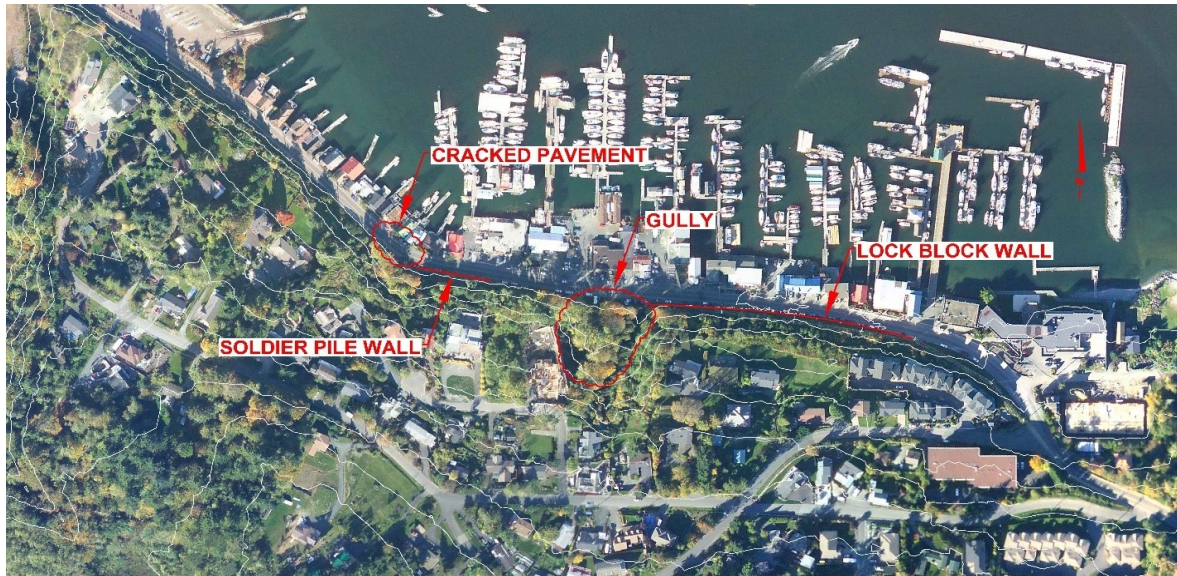


Figure 1: Annotated Air Photo of Cowichan Bay Village

3.5.3.a Air Photo Interpretation

The following air photos were reviewed;

- Google Earth Imagery (2016); CRD2007, Line 20, #26-27 (2007); BCC98036 #75-76 (1998); BCB93096, #10-11 (1993); BC89019, #76-77 (1989); BCC341, #43-44 (1985); BC78008, #163-164 (1978); BC7565, #239-240 (1973); BC7076, #194-195 (1968); BC5047, #68-69 (1962); BC2082, #1-2 (1956); BC1035, #60-61 (1950); BC247, #106 (1946); A5680, #2 (1937).

The air photos were reviewed to observe apparent changes in local terrain features (i.e. landslides etc.) and key development-related site information. The following geotechnical observations were noted:

- The terrain south of Cowichan Bay Road consists of steep slopes and coastal bluffs that are predominantly vegetated. The terrain to the south of the bluffs is generally moderately and gently sloping.
- Only a few of the site photos were taken from a favorable angle and elevation to show terrain-related details for the steep slopes south of Cowichan Bay Road. However, several historic photos showed small areas of apparent slope disturbance adjacent to the road indicative of then recent or ongoing soil erosion or small landslides. This slope has a long history of instability and many stabilizing methodologies including retaining structures and anchored slope mesh have been implemented over the years.

- The gully south of the road within the central portion of the study area has been predominantly vegetated since at least 1937 however, a portion of the upper gully was cleared to large trees during the 1950s, revealing that the gully consists of two draws that are separated by a narrow ridge. No landslides were apparent in the gully in the historical photographs.
- A large above-ground fuel tank nest consisting of 5 tanks and a small square building (possible a control building?) was present within the eastern side of the base of the gully from at least 1956 (but possibly earlier) until some time after 1989. The tanks at the base of the gully were not visible in the 1993 photos. Additional fuel tank nests were present on the gently inclined terrain south of (i.e. above) the gully and to the west of the gully from the 1940s (and possibly earlier) through to the 1970s. It is likely that either above-ground or buried pipes carried fuel from these tanks through the gully to one or more boat / ship fueling facilities in Cowichan Bay.
- The waterfront development at Cowichan Bay has been present since at least 1937, consisting of a series of commercial wharfs and associated buildings.
- The development above the steep coastal terrain is predominantly residential in nature and was relatively sparse until the late 1960s when the density of the area began to increase however, a large, (institutional?) development was present in the area south of the gully during the 1930s and 1940s.

3.5.3.b Seismic Setting

Vancouver Island is a high seismic zone and the design implications to highways and buildings can be significant. Seismic loading needs to be accounted for in the design of structures and in checking the stability of slopes. Although dense till is observed in the slopes above the highway, it is considered likely that loose marine sediments are present beneath the buildings and in the foreshore of the bay. These loose marine deposits are likely liquefiable and will result in lateral spreading, or landslides during earthquakes.

3.5.3.c Existing Structures

The existing buildings observed along the Cowichan Bay Village appear to be generally supported on spread footings or timber piles (See photos 1 to 3 below). Existing fills are retained variably by timber crib walls, boulder walls and concrete block Mechanically Stabilized Earth (MSE) walls.



Photo 1: View of existing structure founded on spread footing with deck founded on piles.



Photo 2: View of existing timber crib and concrete block retaining walls.



Photo 3: View of existing structures founded on piles.

The soundness of the timber was not part of the review; however, it is considered unlikely that the timber walls or pile foundations would meet current standards.

Where buildings are founded on spread footings, some of the footings have become undermined by hydraulic action (waves and tides) over portions of the buildings. Any repairs of the building foundations should consider the seismic setting.

3.5.3.d Existing Roadway and Upslope Retaining Walls

The existing roadway appears to be built with an approximate cut / fill balance from the existing slope. The south side of the road at the east end is supported by lock block retaining walls up to about 2.5 m high (see Photo 4). Across from the Rock Cod Café, the roadway passes an existing gulley with vegetated slopes about 3 m high. Proceeding west from the gulley, a soldier pile wall about 1.5 m high with concrete barrier lagging is constructed over a length of about 60 m (see Photo 5). The remainder of the south side of the roadway through the village to the west consists of steep till cuts up to about 12 m high (see Photo 6). Small instabilities were observed along the steep till cut slopes and one section near the boat ramp has been stabilized using anchored steel slope mesh.



Photo 4: View of Cowichan Bay Road looking east with upslope “lock-block” wall



Photo 5: View of Cowichan Bay Road looking east with upslope soldier pile wall.



Photo 6: View of Cowichan Bay Road looking west with steep till slopes.

The north side of the road borders the existing buildings. In some locations, the roadway fill is retained by timber crib retaining walls (See Photo 7). The fill composition, thickness and density are not known. It is also not known if the highway is founded on dense till or if some marine sediments are also present.

The pavement along this section of Cowichan Bay Road is generally in serviceable condition with only minor cracking. Some alligator cracking, rutting and signs of asphalt patching are observed at the west end of the village across from the residential homes.



Photo 7: View of timber crib wall supporting Cowichan Bay Road.

3.5.4 Design Concepts

Thurber discussed several of the possible design options with the team and have prepared the following comments on geotechnical aspects of the options. The overall design concepts are intended to increase the usability and access of the Village area for visitors, tourism and businesses and Thurber was tasked with commenting on the geotechnical aspects of increasing the roadway width, parking, and building access to the businesses.

3.5.4.a New upslope retaining walls

New upslope retaining walls are possible along the south side of the road; however, they will be expensive. For the section from the east end of the village to the gully, it is considered feasible to remove the existing concrete block retaining wall and construct a new higher wall to the south. It is anticipated that the new wall could consist of a shotcrete and anchor tie-back wall, a soldier pile and lagging or possibly a Mechanically Stabilized Earth MSE wall (if sufficient room is available to over excavate and install geogrid). Shotcrete tieback walls can cost on the order of \$2500 to \$3500 per square meter and a 200 m long wall 6 m high wall would likely cost on the order of \$3 million to \$4 million.

3.5.4.b Parking in the Gully

The idea of providing parking in the existing gully has been raised (see Photo 8). The gully is comprised of two narrow gullies separated by a narrow till ridge. A bench about 3 m above the roadway elevation is observed in the larger of the two gullies. The side slopes of the gullies appears to be steeply sloping (estimated 0.5H:1V) and about 6 m high. Residential homes are built at the crest of the slopes and some small retaining walls are also visible. The base of the gully is very wet with some flowing surface water observed.



Photo 8: View of Gully on South side of Cowichan Bay Road

The following discussion is extremely preliminary and will have to be updated once geotechnical investigations and grading plans have been completed. Furthermore, it is not within Thurber's expertise to assess the environmental impacts of construction in the gully and would require a separate analysis.

Each of the gullies is likely too small to provide a useful parking area. If the till ridge that divides the gullies were excavated, a larger parking area could be developed. The development of the parking area would likely need to avoid excavation below the bench to keep maintain the existing stability of the steep slopes and homes above. A set back from the base of the slopes or retaining structures are likely required to reduce exposure to the hazard of upslope instability. For planning purposes, a set back of about 1 x the slope height should be used. A robust subsurface drainage system is likely also required.

3.5.4.c Roadway reconstruction

The existing downslope retaining walls that are constructed using timber cribbing appear to be decomposing and are likely near the end of their service life. No significant signs of roadway instability or settlement were observed in the roadway above the timber crib walls. Where the alligator cracking and rutting in the pavement were observed at the west end of the village,

full depth pavement structure reconstruction is likely required. This would likely consist of sub-excavation and replacement of the sub-base gravel, crushed base gravel and new asphalt pavement.

3.5.4.d Shoreline Boardwalk

At the time of the geotechnical evaluation, there not any concept sketches or plan layouts for a shoreline boardwalk. The existing buildings and fills appear to encroach on the foreshore area and the property lines. Since the marine deposits along the foreshore may be liquefiable, new structures will need to address the seismic performance. It is also possible that the stability of existing structures could impact the new boardwalk and should be considered in any design options.

3.5.4.e Piers

If modifications to the existing piers are contemplated, the modifications will likely need structural and geotechnical assessments. Geotechnical assessment of existing wooden piles will be difficult unless detailed as-built details are available. Construction of new steel piled foundations may be possible, and a geotechnical drilling investigation would need to be carried out.

3.5.4.f West End Pathway to Boat Ramp Parking Lot

No current walking path exists between the west end of the village and the boat ramp parking lot. Pedestrians are currently required to walk in the roadway and are exposed to traffic. The south side of the road consists of a narrow ditch at the base of an 8 m to 12 m high till slope.

Thurber considered the geotechnical implications of infilling the ditch to provide walkway at the base of the slope. The existing slopes are marginal and will likely experience periodic small instabilities. It is not recommended to increase the exposure of pedestrians to this risk.

Community DFO Harbour

A cornerstone of the working waterfront is the original Cowichan Bay federal harbour, also known as the "Government Wharf". Today, in 2018, the wharf and infrastructure are owned by the Federal Government but managed by the non-profit Cowichan Bay Fishermen's Wharf Society under the Harbour Authority (HA) program of the Department of Fisheries and Oceans (DFO) Small Craft Harbours Branch (SCHB).

The role of the harbours has expanded and evolved with the changes in the commercial fishery over the years. A report by the economist Gus Gislason in 2016 lists typical benefits of a typical community SCH harbour in BC as follows:

- | |
|---|
| <p>Community and Social Benefits</p> <ul style="list-style-type: none">▪ SCH harbours provide a focal point for community events and activities▪ SCH harbours allow residents of outlying aboriginal and non-aboriginal communities to travel to central communities to visit friends & families, obtain services & supplies, seek medical attention, attend events etc.▪ SCH harbours benefit from substantial volunteerism, e.g., HA Boards of Directors, committees, projects▪ Community self-reliance is enhanced and community partnerships are promoted▪ Marine safety and convenience is fostered, emergency response capability provided▪ SCH harbours are part of the identity of coastal communities and contribute to the quality of life▪ Significant benefits flow to First Nations - business income, wages, jobs and FSC harvesting opportunities |
|---|
- 6

Cowichan Bay Fishermen's Wharf Harbour Authority

Small Craft Harbour Branch of DFO (SCHB) has established lease agreements to enable local management of community fishing harbours across Canada. The Harbour Authority (HA), is the lessee, with a locally based volunteer board of directors. The HA directors employ a harbour manager and staff to manage the day to day operations. The HA role is to provide administration which preserves the unique commercial fishing harbour priority of the SCHB program while providing for beneficial and complementary community linkages.

SCHB is responsible for long term capital planning, major maintenance and replacement with support to HA's by professional engineering and operational staff and year to year regional budget allocations. The HA, working with SCHB, may also seek out funding and other partnerships that can often complement the federal mandate.

⁶ Gislason, Gordon and Edna Lam, "The Small Craft Harbours of BC Significant Economic & Community Benefits"

The current Fishermen's Wharf Society, board of directors consists of eight volunteer representatives:

- 5 Commercial Fishermen
- 1 Cowichan Tribes representative
- 1 Cowichan Bay business representative
- 1 community at large representative

Private Marinas

Several private marinas lie east of the Government Wharf under both individual and collective ownership (ie 3 marinas, one owner). Moorage at these facilities is generally fully booked with local vessels throughout the year, providing limited capacity to accommodate summer influx of transient tourists and operators.

Having developed from shorefront lots, the physical access and connections to marinas and businesses are variable and often congested with parking. Integration of pathways and connections both to the road and to the marine floats and gangways through a community waterfront plan might improve access, both for pedestrian benefits and improved emergency response and fire safety connections.

Environmental Values and Zones:

The shoreline beachfront and near shore ecology of the Cowichan Village waterfront has been heavily modified over the last century. From west to east the shore comprises:

- Kilpahlas Beach - a historic intertidal shellfish creek estuary and beach, filled (in the 70's) to provide a flat recreational field area. Attention to the culverts and beach processes might enhance and preserve this beach.
- SCHB rock mound breakwater with a habitat bench and three concrete floating breakwater units.
- Ocean Suites Hotel - filled seawall shore with a moorage float and a narrow beach, walkable at low tide, but blocked by the seawall at higher tides. Re constructing a sand cobble perched beach along this stretch is a possible enhancement. A sill at the breakwater might enhance both the Kilpahlas Beach and improve sediment issues fronting the hotel.
- Federal (SCHB) Fishermen's Wharf providing deep draft vessel access to loading and commercial vessel moorage but blocking longshore access. The HA environmental management plan is in place for environmental protection.
- A CVRD storm culvert discharges under the SCHB wharf. Sediments from roadside ditches are likely elevated in PAH's and have deposit into the SCH dredged basin.
- Multiple Marinas and their related wharves and floats are also barriers to alongshore walkable access, also resulting in minimal beach habitat. There are small areas that might be enhanced with imported cobble to create pocket or perched beaches.

- A launching ramp and parking area at Hecate Park, this area of fill is armoured with rock. There might be enhancement potential to nourish and contain a cobble beach along the rip rap area.
- Gateway Park
- The offshore zone, the Bay itself, is populated with anchored vessels both transient and semi permanent. Extensive eelgrass beds are nearby on the intertidal flats.
- Several large vessel moorage points are administered by the Pilotage Authority for freighters (and potentially passenger vessels). Discharge from these vessels is under the authority of Transport Canada regulations.

In general, the potentials for enhancement could encompass:

- Perched sand/cobble beach(es) (fronting Ocean Suites hotel perimeter of SCHB basin) (and potentially other locations).
- Creation of sub tidal habitats (ie rock mounds) to add diversity and boost recreational fishery/ scuba diving opportunities. (offshore of the floating breakwater)
- Herring spawn attraction media (hung from floating structures)
- Restoration or enhancement of shellfish habitats nearby (Kilpahlas to Cherry Point)
- Enhanced (shared) community toilets and services.
- A water side pedestrian boardwalk for views and improved access.

3.6.2 Commercial Working Harbour Infrastructure

Federal Wharf and Basin

The wharf was first constructed in the 1800's as a landing stage for freight and goods. Later moorage floats were added, then a timber A-frame breakwater in the 1950's.

Since 1991 the harbour has been managed under the DFO / SCHB Harbour Authorities program by the non-profit Cowichan Bay Fisherman's Wharf Society. As a non-profit society, moorage revenues from the harbour are directed towards operations, maintenance, and minor upgrades.

As the commercial fishing fleet, moves north in summer the harbour berths become available for visitors and locals including:

- Transient recreational boat visitors
- Whale watching businesses
- School boats
- First Nations local food fishery
- Cowichan Bay Regatta
- Pilot boats

Floating Breakwaters

In 2005 the creosote timber breakwater was 40 years old and in need of complete replacement. With the engagement of the local community, a design alternative allowed for concrete floating breakwaters combined with a rock breakwater and habitat bench in the shallower water.

The floating breakwater provided many advantages:

- Removal of failing preservative treated timbers.
- Removal of A-frame obstruction to sea views.
- Resident and transient small vessel moorage, deep draft vessel transient moorage.
- 50 to 100-year design life with minimal maintenance.
- Expanded wave shelter to the SCH basin as well as adjacent marinas.
- Potential pedestrian or vehicle access opportunities.

Harbour Authority Environmental Management Plan

The HA is proactive with a harbour Environmental Management Plan. Achievements have included:

- Harbour washrooms and major wharf sewage connection.
- Vessel sewage pump-out facility
- Replacement of creosote timber breakwater with concrete units and rock breakwater.
- HA enforcement of vessel pollution.
- Management of waste oil and battery disposals
- Recycling and waste management for harbour users.
- Fire Plan, equipment and training in place to manage risk of vessel and wharf fires and resultant environmental impacts.
- Oil Spill response materials on site and training for HA staff.

Harbour Authority Fire Plan

The HA has a harbour specific Fire Plan which encompasses prevention, response, and training together with specific equipment and infrastructure including:

- Hydrant and dry fire lines, extinguishers to wharf and floats.
- Training of HA staff and liaison/practices with local Fire Dept.
- Monitoring and enforcement of vessel fire risk reduction.
- Educating and informing moorage clients.

The unique aspects of waterfront fires with respect to vessels, wharves, vehicle parking congestion and legacy over-water buildings might benefit from consideration in the village planning perspectives that are specific to fire response and safety. Lessons learned from the federal harbour might be examined and shared.

3.6.3. Small Craft Harbours Branch - Capital Plans

SCHB Capital Plan Objectives and Rationale

The federal SCH harbour has both a minor maintenance project plan together with a long-term capital replacement plan. The long-term capital plan is in conceptual, consultation and discussion stages and potential items for consideration include:

- Replacement and upgrade of the creosote piled wharf
- A drive-on floating wharf for all tide access.
- Upgraded lighting and electrical service.
- Revised harbour float layouts and dredging.
- Relocation and upgrade the HA office and washroom building.
- Improved management of pedestrian/working area interactions.

While the capital plan is driven by the functional needs of a commercial fishing harbour, there could be opportunities for partnership opportunities to encompass:

- Yachting tourism and pocket cruise boat connections
- Access to floating breakwaters for visitors and businesses.
- Business/employment opportunities/partnerships.
- Public promenades, fishing pier uses of floating breakwater
- Environmental upgrades and features.

3.6.4 Working Waterfront Issues, Opportunities and Challenges:

- First Nation benefits, consultations and studies
- Traffic onto wharf from main street or alternatives.
- Pedestrian use of wharf? (separation from working vehicles)
- Perched beach around dredged basin edge (to allow moorage while preserving and enhancing beach habitats)
- Parking issues (community and wharf/harbour)
- Riparian access issues (hotel waterfront)
- Wave protection dependency of private marinas on floating breakwater.
- Shore access point for anchored vessels. dinghies, washrooms, pump-out
- Sea Level Rise long term plan.
- Culvert discharge under wharf (infill, dredging?)

Working Waterfront Economic Spinoffs

- Recreational Boating
- Marine Services
- Accommodation
- Restaurants
- Provisioning
- Parking amenities
- Marine Transportation Links
- Float Plane Transportation Links

Character of Vessels of Cowichan Bay

- Fishing Vessels
- Aquaculture service vessels
- Water taxis, school boats
- Resident commercial
- Resident recreational
- Transient recreational
- Transient tourism oriented
- Deep Draft visits (Tall ships, Cruises, Super Yachts, Ferries, sailboats)

Free format Anchorage Zone (Offshore of Cowichan Village)

- Jurisdiction is Coast Guard (Transport Canada), BC Seabed and Cowichan Estuary Management Plan
- Option for 1000 ft Waterfront Provincial Head Lease for CVRD as exists in some municipalities to provide more control? Options for Map Designations for Mooring Buoy installations?
- Cowichan Bay Environmental Management Zone applies to entire bay; enforcement and management are issues.
- How to serve and manage Impacts and needs of anchored vessels? Encourage or discourage? Regulate or not?
- Shore connection dependencies, parking, dinghy docks, services, pump outs. Sewage discharges.
- Opportunities: summer tourism visitors, benefits for locals, provisioning and services, cheap accommodation
- Risks: abandonments, eelgrass impacts, storm strandings

Derelict Vessels

There are new rules, funding and capacities under the Oceans Protection Program for dealing with derelicts vessels and their removal. The program is administered under Transport Canada federally.

3.6.5 Marine Sewage Issues

Land Based Services

Community sewage is pumped to the CVRD treatment plant and hence to a submarine outfall which projects into the bay from the Hecate Boat Ramp and discharges at the edge of zone of free anchored vessels.

There is a need for land-based sewer hook up and toilet/washroom services for both moored and anchored vessels. This could be a strong incentive to provide a community driven and supported, all season public washroom facility. Location and level of services will be the key to its use as will an accord as to funding and management needs. One possible location would be near or beside the government wharf, smaller facilities could be located at both ends of the Village including outdoor screened urinals (aka pissoirs)

Potential Pollution Sources and Discharges

- Sewage discharges from unregulated anchored vessels will occur, partially due to the unavailability of shore side facilities (users generally opt to use shore facilities over their own vessel heads)
- Storm water non-point source pollution and combined flows may be an issue.
- CVRD treated sewage effluent discharges through a submarine outfall outlet in proximity to the informal boat anchorage area. (sewage plume may rise to the surface)

Surface Stormwater Issues

- Urban growth has increased peak flows.
- Capacity for infiltration is limited due to geology.
- Would rain gardens and rain barrels help to manage peak flows?
- Are ditches along the road part of the managed storm water system?
- Is the culvert into the harbour managed as a storm water discharge?
- What might reduce the culvert harbour sediment infill and pollution?

3.6.5 Pedestrian Routes and Access

Potentials

- Coordinated pedestrian loops and access points
- Widen DFO wharf and with dedicated pedestrian walkway
- Provide longer flatter gangways to marina and public floats
- Walkway along waterfront (floating or piled)

- Walkway floats from SCHB wharf to floating breakwater... Ocean Suites riparian access issues to be addressed by mutual agreements?
- Barge and float or piled alternatives for buildings, freeing land space, addressing sea level rise
- Wheelchair and disabled scooter access detailing
- Breakwaters as a public promenade
- Viewscape aspects, vessel moorage placements, architectural lighting, banners, flags, sculptures, planters, benches etc.
- Harbour gateway and signage on breakwater for visiting vessels, Visual "brand" for the CV Harbour (postcard ready)

3.7 Marketing

3.7.1 Retail Inventory

As part of the Retail Analysis, the Team undertook work to catalogue existing retail prior to the Design Charrette. The following is a list of the current business inventory in the Village (west to east) as documented during fieldwork conducted on March 15, 2018:

TENANT

Vacant (former Cowichan Bay Kayak) – 2,500 sf
Udder Guys Ice Cream & Candies – 1,000 sf
The Vine Restaurant & Creperie – 4,000 sf
Cowichan Bay Maritime Centre
Wooden Boat Society Museum
Rock Cod Café – 3,500 sf
Radway Fair Trade & Eco Fashion – 500 sf
Cow Bay’s Pirate Shak – 500 sf
Vacant (former Seafood Restaurant & Deli) – 750 sf
Rob’s Lighthouse Eatery with patio – 750 sf
Countryside Designs Inc – 250 sf
Pier 66 Market & Liquor Store – 2,500 sf
Hilary’s Cheese & Deli – 1,500 sf
True Grain Bread – 2,000 sf
The Mud Room Clayworks
Old Crow Jewelry Boutique
Opening Soon - Photograph Studio – 500 sf
Classic Marine Supplies & Nautical Gifts – 3,000
The Gallery at Classic Marine (with above)
Tourist Information
Cowichan Bay Marina Office
Opening Soon – Wild Coast Perfumery – 500 sf
Beachology (home/apparel/styling) – 1,500 sf

CATEGORY

Vacant
Quick Service F&B
Full Service F&B
Institutional
Institutional
Full Service F&B
Specialty Retail
Specialty Retail
Vacant
Quick Service F&B
Home Service
Convenience & Alcohol
Specialty Grocery
Specialty Grocery
Specialty Retail
Jewelry & Accessories
Specialty Retail
Specialty Retail
Specialty Retail
Office
Office
Specialty Retail
Specialty Retail

TENANT	CATEGORY
Rumours Hair Tanning & Piercing Studio – 250 sf	Personal Service
Cowichan Real Estate	
Salish Sea Gallery & Whale Watching Tours – 1,000 sf	Specialty Retail
Gallery – 1,000 sf	Specialty Retail
Vacant – beside Gallery – 3,000 sf	Vacant
Masthead Restaurant – 3,000 sf	Full Service F&B
Pacific Watersports – 500 sf	Recreation
Cowichan Bay Pub – 6,000 sf	Full Service F&B
OceanFront Hotel street front – 750 sf	Vacant
Cow Café West Coast Grill in Hotel – 3,500 sf	Full Service F&B

The current mix of businesses has the foundation for creating a strong environment, but the connectivity needs to be improved in a metaphorical and physical sense. This connectivity must take place along the street as well as along the water's edge.

From a retail perspective there are vacancies within the retail environment that present opportunities, (some of which could be simply seasonal), but the single biggest challenge which also represents the single biggest opportunity is the quality of the available spaces, which needs to be improved in terms of their visibility and transparency to the passersby.

The retail streetscape lacks from any identifiable pedestrian friendly realm and creates a very fragmented structure that in many respects turns its back to the greatest amenity – the water's edge.

There is a natural portal, convergence and social gathering point that could and should become the focal centrality for the Village and this area is at the junction of Hilary's/True Grain Bread/Mud Room Clayworks.

Overall, from a retail framework the Village has true potential to create 3 distinct character nodes (north, central and south) each of which has a portal to the water's edge and the streetscape, which is currently not taken advantage of for the pedestrians.

In order to fully activate and animate both the street and the waterfront as well as to make sure businesses can succeed on the current waterside (e.g. new photo studio), the public realm needs to be identified more clearly through wayfinding as well as the sidewalks and pathways.

The Village walk along the roadside should be "anchored" at its north and south ends by prominently showcased Food & Beverage Anchors that can also take advantage of the water's edge simultaneously.

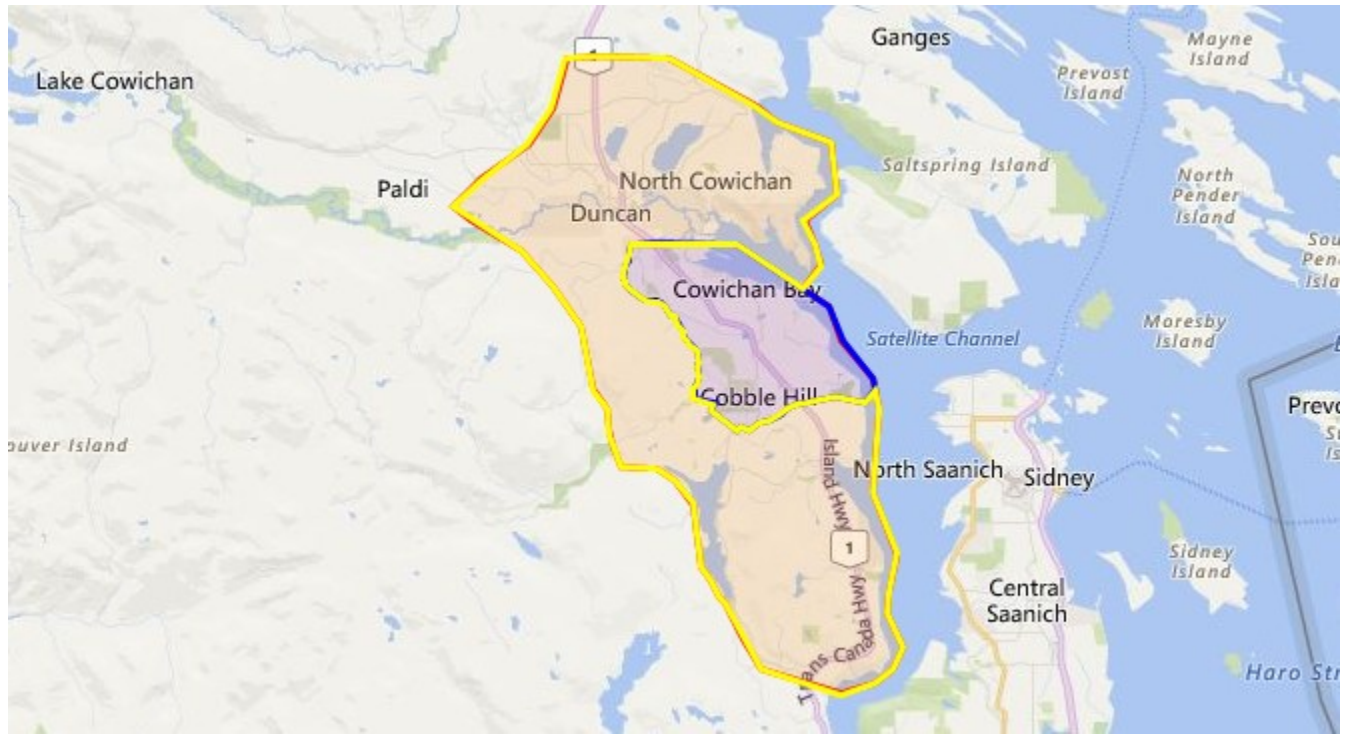
In terms of retail businesses, the signage does exhibit a lot of creativity and individuality, but there is a distinct risk of having too much clutter which could confuse the patrons.

For retail parking, an appropriate solution might be to modify hillside of the street to angle parking and remove parking on the current building side (except for handicapped access). This would enable the streetfront pedestrian realm to be enhanced as well as each respective retail storefront presence to be showcased in a cleaner manner without the need for “clutter” signage.

It would be worthy of consideration to further the arts and culture program by possibly integrating an “artist-in-residence” program to further celebrate the coastal culture.

3.7.2 Trade Area

The future longevity on a year-round basis would be incumbent on creating a “local” culture which is supported by its trade area, beyond the tourist volume. Below is a representative map and summary table showing the most likely retail trade area for the Cowichan Bay Village. Of most relevance is the LOCAL trade area.



Demographic Summary	Cowichan Bay Village		Village Core		Village Core	
	TOTAL Retail Trade Area	%	LOCAL Trade Area	%	OUTER Trade Area	%
Demographics						
Total Population	52,812		9,391		43,420	
Population Growth % 2017 to 2022	4.87%		4.69%		4.91%	
Population Growth % 2022 to 2027	3.55%		3.37%		3.58%	
Median Age	47.8		54.2		46.3	
Total Households	22,017		4,082		17,935	
Household Size	2.7		2.6		2.7	
Owner Occupied Housing %	81.8%		92.7%		79.3%	
Renter Occupied Housing %	17.6%		7.2%		20.0%	
Expenditures per Household						
Grocery & Specialty Foods	\$ 6,459		\$ 6,624		\$ 6,421	
Full & Quick Service Restaurants	\$ 1,756		\$ 1,700		\$ 1,768	
Home & Personal Electronics & Appliances	\$ 1,795		\$ 1,928		\$ 1,765	
Personal Services	\$ 1,310		\$ 1,421		\$ 1,284	
Specialty Retail	\$ 870		\$ 1,007		\$ 839	
Home Improvement & Gardening	\$ 780		\$ 904		\$ 752	
Home Furnishings & Accessories	\$ 1,414		\$ 1,522		\$ 1,389	
Clothing & Apparel	\$ 2,148		\$ 2,109		\$ 2,157	
Footwear	\$ 493		\$ 495		\$ 493	
Jewelry & Accessories	\$ 342		\$ 324		\$ 346	
Pharmacy	\$ 814		\$ 926		\$ 788	
Health & Beauty	\$ 600		\$ 592		\$ 602	
Books & Multimedia	\$ 426		\$ 405		\$ 430	
Toys & Hobbies	\$ 303		\$ 294		\$ 304	
Sporting Goods & Recreation	\$ 316		\$ 311		\$ 317	
Entertainment & Leisure	\$ 1,216		\$ 1,279		\$ 1,202	
Alcohol & Tobacco	\$ 1,517		\$ 1,551		\$ 1,510	
Auto Parts & Accessories	\$ 529		\$ 643		\$ 503	
Auto/RV/Motorsports Dealerships	\$ 5,123		\$ 6,746		\$ 4,753	

4.0 ACTION PLAN PRIMER

4.1 Action Plan Tools

Overall Action Plan

This Vitalization Strategy for Cowichan Bay Village really has one simple goal: to make the Village better without losing the highly valued character and scale. The solution is in part to attract those people who share the Cittaslow “cheetah slow” (slow city) values committed to building community relationships and enjoying a quality of life, that is blessed with quality spaces, shops, inns, historic buildings, farms, nature and unspoiled landscapes. Combined with this Cittaslow attitude are the three guidance tools of this Vitalization Strategy: The Design Guide, Development Guide, and the Now Plan that collectively will be the rudder to the attitude and keep it on the true course of resilient Funding

Design Guide

The overall action plan embraces the short term, medium term, and long-term actions for the Village. It is divided into the four major themes that shape the sustainable and resilient directions of the plan: mobility, culture and character, environment, and economy. The actions are designed to be implemented with multiple partners, especially when they are expensive and extensive undertakings.

Development Guide

The Development Guide is intended to direct new development so that fits in with the character of the Village. The document first outlines the development and application process. Then the Guide outlines design principles that set the framework for the detailed guidelines that follow. The detailed design guidelines include building form and character, street front design, signs, sidewalks, lighting, planting, and seating.

Now Plan

The Now Plan came from the need to initiate actions immediately with the support of the community and the CVRD to prove the Vitalization Strategy was real and committed to action. The ten associated initiatives were embraced by the community and the first three are complete or underway. The ten initiatives include:

- Clean Up Cowichan Bay Road and New Flags
- Small Ramps to Increase Mobility
- Portal Program
- Relocation of staff + boat user parking, plus drop off area for tour buses
- Village and Parking Ambassador Program
- Bike Rack Attack

DIY (Do it yourself) Improvements
Parking Space Delineation
Community Seat Yourself Program
Wayfinding to Direct Visitors

4.2 Action Principles

There are some basic messages for everyone to remember.

A Community Project

Every single person in Cowichan Bay Village – residents, business owners, officials - has a role in achieving the dream. A collaboration is essential in such a large undertaking - as the old adage states, many hands make light work. A collaborative approach between the Cowichan Bay Regional District and the community is critical to the success. The initial step, a Clean-up Day, and cedar brushing ceremony with the First Nations, was a tremendous project. Cowichan Bay Improvements Association, Cittaslow, CVRD and First Nations plus lots of volunteer effort all played a role in undertaking the project. The result was fantastic – a community that looks cherished and loved. Kudos to the community.

Dedicated Political Leadership

Some of the identified Big Moves will need political support. Volunteers will lose heart if funding doesn't come their way. Monies are available from Government programs and often political backing helps secure those funds. The CVRD has already exhibited support for the community by commissioning the Design Charrette and by approval of funds for the clean-up.

Committed Volunteers and Leadership

So often, a plan is made and then it sits on the shelf, gathering dust. It takes committed volunteers and leadership who are not afraid to roll up their sleeves and take on the work to pull people together and move on with the actions. All the local organizations such as Cowichan Business Improvements Association, Cittaslow, the Cowichan Maritime Society / Cowichan Bay Wooden Boat Society, Cowichan Estuary Nature Society / Cowichan Land Trust will need to continue to provide support and assist. Other volunteer groups such as Cowichan Energy Alternatives, Cowichan Green Community and Service Clubs such as Lions and Rotary should be contact to provide support and assist. The community may want to formalize the governance framework for implementation and communications – perhaps via a Facebook page or a website. For this year and next, the Implementation Now Brochure provides some actions to be undertaken by the community plus the CVRD. Whatever framework is selected for implementation, the Community, should select actions and who should be responsible.

Government Support

CVRD staff also have a role in championing the project and building an ongoing commitment to the right change in the right place. providing exemplary customer service. These longer-term initiatives will take time and effort. Obviously, the free or inexpensive initiatives that are broadly supported by the community like policy amendments and community events are ways of showing multiple smaller actions add up to significant shifts in the look and feel of the community. This immediate commitment by the community and the CVRD is important in building an ongoing commitment to the right change in the right place. Many different Departments play a role in Cowichan Bay and the CVRD may appoint providing exemplary customer service. a specific advisor, to move forward with the Big Moves. In addition, CVRD has a number of specific actions that will require staff time and budget.

Keep on Moving

The process will not be quick and there may be twists and turns along the way! Know that this is not unusual. The Village of Pemberton BC had a Downtown Enhancement Strategy commissioned in 2009, supplemented by a Main Street Design in 2010. They undertook some Big Ideas along the way; the Community, for example, even raised a barn to house a market place. They kept plugging away at some of the actions and in Spring 2018, they received Gas Tax funding to assist with the re-development of their Main Street. It may be necessary to switch priorities or methods as you move forward. If an idea seems controversial, maybe consider a different approach or move onto another action. When funding is an issue, a pilot project and a tin of paint with some plants can work wonders! Most importantly, believe in Cowichan Bay Village's wonderful future.

Right Change in the Right Place

This Vitalization Strategy for Cowichan Bay Village really has one simple goal: to make the Village better without losing the highly valued character and scale. The solution is, in part, to attract those people who share the Cittaslow (slow city) values. These values commit to building community relationships and enjoying a quality of life, that is blessed with quality spaces, shops, inns, historic buildings, farms, nature and unspoiled landscapes. Combined with this Cittaslow attitude, are the three guidance tools of this Vitalization Strategy: the Design Guide, the Development Guide and the Now Plan that collectively will be the rudder to keep the community on the true course of sustainable and resilient development.

4.3 Funding Sources

4.3.1 Cowichan Valley Regional District (CVRD)

Some of the services typically provide by a Regional District, as specified by the B.C. Ministry of Housing includes: water supply; sewers; fire protection; parks and recreation; solid waste management; economic development; animal control; public housing; libraries; E-911; airports; and television re-broadcasting. The Annual Budget is prepared by Regional District staff based on direction received by the Regional Board. Between October and January meetings take place where the budgets are debated, and elected officials make various changes to the draft budget. This results in a Five Year Financial Plan Bylaw. The Cowichan Valley Regional District Budget is comprised of 176 separate services (137 General and 39 Water & Sewer). Cowichan Bay Village is within Area D. Parks and Recreation plus Economic Development have funding programs that can potentially be used for services to the Village. There are also Directors Grant in Aid. An example of this source was monies used to assist with the Village Clean-up; cleaning supplies, new flags, refreshments and the cedar brushing ceremony. In the case of Cowichan Bay Village, water supply is via the Cowichan Bay Waterworks.

4.3.2 Local Private Funding

As opposed to general taxation, these are direct sources of taxation for local improvements and include Business Improvement Areas or Downtown Development Contributions as part of new development. The Zoning Bylaw, for example, currently allows for Payment in Lieu for parking provisions.

4.3.3 Other Sources of Funding

Service Clubs - Organizations such as Rotary Club are incredibly generous in fund raising for support of their local communities.

Community Foundations

- *Vancouver Foundation* - Environment and Animal Welfare grant **looks** for programs to support the health and resilience of British Columbia's animals and physical environments. The grant wants to support policies and practices which address and respond to climate change and other key environmental issues, increasing public awareness, understanding and engagement in key environmental issues and solutions, and enhancing and protecting the health, well-being and habitats of domestic, farm, and wild animals.
- *Province of BC and the Habitat Conservation Trust Foundation* - Since 1981, HCTF has provided over \$160 Million dollars in grant money to more than 2500 conservation projects across BC. The fund a variety of conservation work including: Projects that restore, maintain, or enhance native freshwater fish and wildlife populations and habitats; Environmental education, and stewardship projects; and Projects that acquire land or interests in land to secure the value of these areas for conservation purposes

Private Foundations

- *Real Estate Foundation* - Grants to support non-profit organizations working to shape sustainable attitudes and practices. In past years, they have funded activities like ecosystem conservation, agriculture planning, forest stewardship, and community energy planning.
- *Island Coastal Economic Trust (ICET)* - Created by the Government of BC in 2006, to support economic development initiatives on central and northern Vancouver Island and the Sunshine Coast. The economic development readiness program is designed to provide support for communities, First Nations and organizations as they move along the economic development continuum. The program has six focus areas: Economic Development Strategy; Quick Start Implementation; Investment Attraction Tools; Technology Attraction Strategy / Community Broadband Strategy; Sectoral Development Strategies; and Regional Collaboration or Marketing Strategies.

Crowdfunder Funding - This is a growing strategy to support community initiatives. It is internet based and involves many people making small donations.

Sponsorships - Businesses, individuals, community groups will often sponsor an event in exchange for some promotion. An example might be a donated bench for the trail system or a piece of public art for a portal.

In Kind Gifts - Businesses may want to give back to the community. Small donations such as donating printing costs or coffee for an event can be very useful. Landscaping firms or nurseries may be able to help with provision of plants to spruce up the streetscape.

Corporate Social Responsibility and Giving / Employee Giving - These are another source of potential funding

4.3.4 Provincial Grants

These grants are often for more complex improvements necessary for aging infrastructure. Elements of the Design Guide may satisfy some of the programs – for example, provision of facilities for bikes might satisfy the BikeBC program.

The BC Rural Dividend - This fund provides \$25 million a year to assist rural communities with a population of 25,000 or less to reinvigorate and diversify their local economies. It was developed to recognize both the contribution rural communities have made to B.C.'s economy, and the unique challenges they face to diversify beyond natural resources. The program is focused on supporting worthy projects that help rural communities navigate changes impacting their economies, such as attracting and retaining youth, using innovation to drive economic growth, and developing new and effective partnerships to support shared prosperity.

New Building Canada Fund – Small Communities Fund - The provincial and the federal governments will each allocate approximately \$109 million to support infrastructure projects in communities with a population of less than 100,000 people. This 10-year funding program runs from 2014 to 2024.

Community Gaming Grants - Not-for-profit organizations providing programs or services of direct benefit to the broader community. There are six sectors of which the most relevant may be:

Arts and Culture Organizations that provide public access to and/or preservation of the arts, heritage or culture. Examples include performing arts or community fairs and festivals as well as heritage. The Maritime Museum, for example, may qualify.

Sport Organizations that deliver community-based youth and/or amateur sports programs for organized, competitive physical activities.

Environment Organizations that support British Columbia’s environment or protect the welfare of domestic animals and/or wildlife (e.g. conservation, education and animal and wildlife shelters).

Human and Social Services Organizations that deliver programs that significantly contribute to the quality of life in a community.

Public Safety Organizations that deliver programs that enhance and support public safety initiatives, disaster relief and emergency preparedness within British Columbia (e.g. Search and Rescue).

Funds can be for Community Infrastructure including public amenities such as docks and parks.

Age-Friendly Communities (Ministry of Health) - The purpose of this program is to support aging populations, develop and implement policies and plans, or undertake projects that enable seniors to age in place and facilitate the creation of age-friendly communities. Examples of eligible projects include increased community accessibility (transportation, housing, services)

BikeBC - Funds are available to assist in the development of facilities for bikes.

BC Hydro -Programs to assist Residential and Business + Programs to assist in putting urban wires underground

4.3.5 Federation of Canadian Municipalities

Municipal Asset Management Program - Supports Canadian cities and communities to make informed decisions about infrastructure, such as the planning and construction of roads, recreational facilities, and water and wastewater systems.

Municipalities for Climate Innovation Program - Helps municipalities prepare for, and adapt to, climate change, and to reduce emissions of greenhouse gases (GHGs).

Green Municipal Fund - Provides funding for plans, feasibility studies, pilot projects and capital projects. Focus areas are: sustainable neighbourhood and brownfields actions plans, energy efficiency and recovery, transportation and fuel efficiency, water quality and conservation, waste management and diversion, brownfields.

4.3.6 Federal Programs

Gas Tax Funds - A permanent source of funding provided up front, twice-a-year, to provinces and territories, who in turn flow this funding to their municipalities to support local infrastructure priorities. It offers local communities the flexibility to make strategic investments across 18 different project categories, including roads and bridges, public transit, drinking water and wastewater infrastructure, and recreational facilities.

Canadian Heritage Building Communities Through Arts and Heritage - Local Festivals -The Building Communities Through Arts and Heritage program supports activities and projects that celebrate local historical heritage as well as local artists and artisans. They are intended for and accessible to the public. There are three separate components (Local Festivals, Community Anniversaries and Legacy Fund).

Fisheries and Oceans Programs - Numerous programs from restoration, eco-systems, and fisheries See dfo-mpo.gc.ca/oceans/crf-frc/index-eng.html

4.4 Summary of Actions by Group

Summary of Actions by Principal Group Responsible. Note that these actions and organizations may change over time as funding becomes available or others take ownership of the actions. The groups are organized as follows:

Government:

- CVRD
- School District
- Harbour Authority
- SCHB / DFO
- MOTI

Others:

- Cowichan Bay Water Authority
- Cowichan Tribes
- Non-profit organizations
- Businesses

Principal Responsibility	Partnerships	Action	Cost
CVRD	CBIA, Local Artists	Initiate a program to fill vacant space by artists or businesses	Low
CVRD	Volunteers, MOTI	Reconfigure street parking (Design, Delineate Parking spaces, Signage)	Low
CVRD	Business Owners, Public	CVRD to consider amendments to CVRD Procedures Bylaw No. 3275 to reduce or eliminate development permit fees within the Village core +	Low

Principal Responsibility	Partnerships	Action	Cost
		CVRD to consider adding short term accommodation to more zones within the Village core.	
CVRD Parks	Community	Landscaping	Low
CVRD Parks	Community	Street Furniture for paths	Low
CVRD Planning and Engineering Departments	CVRD, MOTI	Design and construct a public realm gateway at both entrances	Low
CVRD, MOTI (TBD)		Road marking	Low
CVRD, RCMP (TBD)	Cowichan Policing Advisory Society, Volunteers, CBIA, Cowichan Bay Marina	Reactivate the Community Policing / Tourist Information Building and establish a rota of volunteers, especially during the summer months. This service could be expanded over time to include: Centralized Booking Service for Tours + Accommodation Coordinated marketing + shop discounts for sea lion tours, diving tours, bike tours etc.) Local Tour Maps (Food, Wine, Bike etc.)	Low – Medium

Principal Responsibility	Partnerships	Action	Cost
		Parking Assistance / Enforcement	
CVRD Planning Dept		Parking Regulations + Enforcement (including time restrictions – perhaps 3 hours), Improve shoulder if license of occupation obtained, short and long-term parking areas	Medium
CVRD/ MOTI (TBD)	Harbour Authority	Dredging of sediment infill from culvert	Medium
CVRD Parks	Private sector	Wildlife protection + observation / use of old floats as habitat	Medium
CVRD	Private Sector, First Nations, Fisherman's Wharf Society, Harbour Authority	Implement Design Vision / Review OCP/Zoning/Policies Enhanced (shared) community toilets and services	Medium
CVRD	CVRD, Private Sector	Work with community on water to ensure Bay is protected ie facilities for sewage	Medium
CVRD	Cowichan Bay Water, Harbour Authority	The HA has a harbour specific Fire Plan which encompasses prevention, response, and training together with specific	Medium

Principal Responsibility	Partnerships	Action	Cost
		equipment and infrastructure. Lessons learned from the federal harbour might be examined and shared given the unique aspects of waterfront fires with respect to vessels, wharves, vehicle parking congestion and legacy over-water buildings.	
CVRD	Harbour Authority / Community	Improved management of pedestrian/working area interactions	Medium
CVRD	CVRD, Private Sector	Work with community on water to ensure Bay is protected ie facilities for sewage	Medium
CVRD	Cowichan Bay Water, Harbour Authority	The HA has a harbour specific Fire Plan which encompasses prevention, response, and training together with specific equipment and infrastructure. Lessons learned from the federal harbour might be examined and shared given the unique aspects of	Medium

Principal Responsibility	Partnerships	Action	Cost
		waterfront fires with respect to vessels, wharves, vehicle parking congestion and legacy over-water buildings.	
CVRD	CVRD, Private Sector	Work with community on water to ensure Bay is protected ie facilities for sewage	Medium
CVRD	Cowichan Bay Water, Harbour Authority	The HA has a harbour specific Fire Plan which encompasses prevention, response, and training together with specific equipment and infrastructure. Lessons learned from the federal harbour might be examined and shared given the unique aspects of waterfront fires with respect to vessels, wharves, vehicle parking congestion and legacy over-water buildings.	Medium
CVRD/ Private Sector / Harbour Authority (TBD based on site)		Board Walk; particularly a "t" anchor for new boardwalk and public access to "sea lion sanctuary".	Medium
CVRD Parks		Connection to residential areas	Medium

Principal Responsibility	Partnerships	Action	Cost
CVRD Parks		Parks and meeting spaces (Off Botwood Lane, Potential Natural Amphitheatre in Gully)	Medium
CVRD Parks	Private sector	Wildlife protection + observation / use of old floats as habitat	Medium
CVRD/ MOTI (TBD)	Harbour Authority	Dredging of sediment infill from culvert	Medium
CVRD	Community	Community Hall	High
CVRD	MOTI, Province of BC, Private Sector	Climate Change + Environmental Sustainability	High
School District, Volunteers		Enhance marina and bay habitat through easy measures such as reef balls	Low
Harbour Authority/SCH/DFO		Improved management of pedestrian/working area interactions	Medium
Harbour Authority	First Nations, Fisherman's Wharf Society, Private Sector + Harbour Authority	A drive-on floating concrete wharf for all tide access.	High Private Sector + Harbour Authority perhaps ICET Funding

Principal Responsibility	Partnerships	Action	Cost
Harbour Authority		Upgraded lighting and electrical service.	High
Harbour Authority		Identify needs for relocation and upgrade of Harbour Authority office and washroom building	High
Harbour Authority		Upgrade Harbour Authority facilities	High
Harbour Authority /SCH		Replacement of the creosote piled wharf with new concrete and steel with pedestrian separation	High
Harbour Authority/SCH/DFO		Revised Harbour float layouts	High
SCHB, DFO (TBD)	Harbour Authority, Private Dive Shop	Creation of deep water sub-tidal habitats (ie rock mounds) to add diversity while boosting recreational fishery / scuba diving opportunities and breakwater moorings	
SCHB, DFO (TBD)		Herring spawn attraction media (hung from floating structures)	
MOTI	Partnership CVRD Engineering	Traffic calming	High

Principal Responsibility	Partnerships	Action	Cost
MOTI		Reconstruct highway through village	High
MOTI		Widen road	High
MOTI		Stormwater management	Medium to High
Cowichan Bay Water Authority		Upgrade utilities	Medium to High
Cowichan Tribes (TBD)	Harbour Authority, SCHB, DFO,	Restoration or enhancement of shellfish habitats nearby (Kilpahlas to Cherry Point)	Medium
Maritime Museum + Coast Guard		Display of working boats ie Volunteer Coast Guard (lighting for evening)	Low
Non-profit community organization	CVRD Economic Development	Heritage recognition + other information plaques	Low
Cowichan Estuary Restoration Committee, (CRC), DFO, CVRD (TBD)	Local Businesses, Cowichan Tribes, volunteers	Construct perched sand/cobble beach(es) including a sill at the breakwater to enhance Kilpahlas Beach / Hotel	Medium

Principal Responsibility	Partnerships	Action	Cost
Marina Owners	CVRD	Examine opportunity for Floating Home Community in Cowichan Bay West	Medium
Business Owners		Research Vancouver Island Green Business Certification (VIGBC). Surfrider Vancouver Island has partnered with VIGBC to launch a program that links business to responsible actions that will help keep our local beaches and waterways clean. Businesses can share tips for environmental sustainability + marketing	Low
Business Owners	Institutions	Bike Attack - cycle racks, refurbish + paint existing	Low
Business Owners	DFO, Maritime Museum, Fisherman's Wharf Society, Cittaslow	Promote synergies e.g. mixing commercial fisheries with experiential and eco - tourism markets	Low
Terminal, First Nations, OceanFront Hotel		Additional parking: Westcoast Terminal, Gully, partnership with First Nations	Low - Medium
Business Owners	CVRD Economic Development	Encourage Specific Retail in Character Areas	Low

Principal Responsibility	Partnerships	Action	Cost
Village Working Group	Community	Implementation Now Meeting re Staff Parking, Boat + Marine User Parking, Tour Bus Parking	Low
CBIA, Cittaslow	CVRD	“Clean Streets Program”	Low
CBIA	Business owners, Cittaslow, CVRD Tourism Organization + Operators	Support CBIA by holding economic programs and events in the Village	Low

