



Strategic Plan Quarterly Report to Board

April to June
2024

Q2



**COWICHAN VALLEY
REGIONAL DISTRICT**

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STRATEGIC PLAN QUARTERLY REPORT

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QUARTERLY SUMMARY

The first two quarters of 2024 were busy for the CVRD, with a number of new projects launched. In the south end of the region, the South Cowichan Community Issues Assessment began with a survey to seek community input on current issues and concerns around governance and service delivery. Also, in the south, the final section of the Shawnigan Village Rail Trail Project was completed, providing multi-use trail connection between six popular public spaces/parks. Through an Island Rail Corridor Planning Grant, work has also commenced on facilitating a shared vision for the CVRD portion of the Island Rail Corridor in collaboration with First Nations and local governments impacted and/or bisected by the Island Corridor.

The CVRD renewed its commitment to supporting affordable housing through a new agreement signed with the Cowichan Housing Association, and in Q1 continued to support the vulnerable unhoused population with an emergency warming centre at the Cowichan Community Centre. The CVRD also launched a planning process for its first-ever Regional Arts & Culture Master Plan that will aim to enhance arts and culture opportunities for both locals and visitors across the region.

In addition, the annual audit of the CVRD's 2023 Financial Statements was completed, and an Asset Management Maturity Assessment was launched.







ADDITIONAL HIGHLIGHTS







- Bings Creek – Expansion of the Waste Transfer Facility: draft designs under review
- Old Baldy Mountain Park – Park Management Plan: engagement underway
- Economic Development Cowichan Strategic Plan: engagement underway
- CVRD 2023 Financial Audit complete: public survey launched for Budget 2025

2023-2026 STRATEGIC PLAN

RECONCILIATION

Initiative	2024	2025	2026	Updates	Status	Owner
1.0 Support efforts to strengthen cooperation, collaboration, and relationships between Indigenous peoples and non-Indigenous in our communities					On Track	Cowichan Valley Regional District
→ 1.1 Support community-led reconciliation and relationship building through engagement with First Nations				Finalizing development of a CVRD staff position, which will provide support internally and externally relating to reconciliation activities. This position has been funded through 2024 budget and will run for a term of up to 18 months. It is expected the role will be filled by mid Q3 2024. <i>06/03/2024</i>	On Track	Chief Administrative Officer
→ 1.2 Support watershed governance and stewardship with local First Nations				Continued participation at both the staff and Board level on Collaborative Community Advisory Table for the Xwulqw'selu (Koksilah) Water Sustainability Planning Process, as well as assisting with several of the workstreams. Board provided direction at the June 12, 2024 meeting for staff to research applying for Agricultural Water Infrastructure grant funding for Phase 2 water supply study for Koksilah. <i>06/26/2024</i> Staff continue to support and participate with Halalt First Nation on Chemainus Watershed Initiative. <i>06/04/2024</i>	On Track	Manager - Environmental Services
→ 1.3 Work with local First Nations to develop initiatives that support our shared environmental, social, economic, and governance goals				Over the first half of 2024, the CVRD has been focused on relationship building with First Nations and discussing Government to Government (G2G) meetings relating to possible MOUs and agreements. <i>06/20/2024</i>	On Track	Chief Administrative Officer
→ 1.4 Develop an Indigenous relations framework to integrate UNDRIP, DRIPA, and implement Truth and Reconciliation Calls to Actions into our work at the CVRD				Staff to present a report to the Board in late Q3 2024, which will provide recommendations relating to the development of an Indigenous framework, and opportunities to strengthen the organizational commitment toward reconciliation. <i>06/20/2024</i> The organization has prioritized staff participation in various cultural and educational opportunities relating to Indigenous awareness and reconciliation. <i>06/20/2024</i>	On Track	Deputy CAO, General Manager - Strategic Services

OUR COMMITMENTS

Initiative	2024	2025	2026	Updates	Status	Owner
2.0 Serve, strengthen, and connect Cowichan communities through collaborative governance					On Track	Cowichan Valley Regional District
→ 2.1 Recommit to Cowichan 2050 and hold a Board workshop in 2023 to better understand Regional Growth Strategies, then consider what policy to include in an update to the Strategic Plan by Q2 2024				On November 29, 2023, a Board workshop was held regarding Regional Growth Strategies. On June 12, 2024, the Board revised Action 2.1 of the Strategic Plan to: <i>Work collaboratively with member municipalities and First Nations towards the development of a Regional Growth Strategy.</i> <i>06/25/2024</i>	On Track	Chief Administrative Officer
→ 2.2 Explore options for re-establishment of a Regional Planning function				On June 12, 2024, the Board passed resolutions directing staff to develop a draft RFP for consulting services to develop a Regional Growth Strategy, for Board consideration in Q3 2024; and that a regional planning service feasibility study be undertaken following discussion on the Regional Growth Strategy. <i>06/23/2024</i>	On Track	General Manager - Land Use Services
→ 2.3 Undertake a preliminary governance study for the southern Electoral Areas				Public engagement on issues identification is underway with a community survey, community forums, meetings with local groups and pop-up events over the summer. <i>06/23/2024</i>	On Track	Chief Administrative Officer
→ 2.4 Enhance community engagement and responsiveness with a variety of strategies				As part of the 2024 budget, additional staff capacity within the Communications & Engagement Division was approved. This approved Administrative Assistant position has now been filled and is working on backlog of records filing, streamlining processes and supporting digital communication channels. <i>06/03/2024</i>	On Track	Manager - Communications & Engagement
→ Completing a communications and engagement strategy with a focus on climate readiness and adaptation				Communications and engagement strategy project scope development to begin in late 2024, following the corporate website redevelopment project. <i>06/03/2024</i>	Not started	Manager - Communications & Engagement
→ Website improvements and public information campaigns to raise awareness of the CVRD and its services				Communications & Engagement Division has completed initial internal/external audit relating to the corporate website and are now working with Procurement to complete an RFP for the website redevelopment project. The RFP is expected to be released in early Q3 2024. <i>06/03/2024</i>	On Track	Manager - Communications & Engagement

Initiative	2024	2025	2026	Updates	Status	Owner
→ Public information meetings prior to public hearings				Per the Development Application Procedures Bylaw, the Board will consider on a case-by-case basis when public information meetings will be required in conjunction with development applications. Staff from the Communications & Engagement Division will be working collaboratively with the Land Use Services Department. <i>06/25/2024</i>	On Track	Manager - Communications & Engagement
3.0 Promote climate action initiatives, reduce our own greenhouse gas emissions, and protect our communities from the adverse impacts of climate change					On Track	Cowichan Valley Regional District
→ 3.1 Identify, build support for, and act on additional initiatives across all of our services to reduce our wastes, cut our emissions, and minimize our overall footprint				Staff internally have commenced planning for development of an integrated corporate and community GHG and energy reduction strategy. It is expected that a staff report will be presented to the Board for consideration in late Q3 2024. <i>06/04/2024</i>	On Track	Manager - Environmental Services
→ 3.2 Complete the high priority items (1-4 years) of Cowichan Adapts as outlined in the Implementation Plan				Work is underway to update the New Normal website, which involves rebranding and updating to a new Cowichan Adapts website, with anticipated completion in Q3 2024. <i>06/26/2024</i> Preparing for a fall forum for climate action and health to build community wide collaboration amongst government partners, stewardship community and service organizations. <i>06/04/2024</i>	On Track	Manager - Environmental Services
→ 3.3 Fully implement Emergency Management Cowichan as a regional service to enhance emergency planning and preparedness as required and in alignment with the modernized Emergency Management legislation and regulations				CVRD staff are working with the regional CAO Advisory group to develop Emergency Management Cowichan (EMC) scope against new legislation and confirm strategic direction, while concurrently conducting program activities and preparing for/responding to seasonal hazards (wildfire, drought, heat). Staff will provide the Board with an update report in Q3 2024. <i>06/23/2024</i>	On Track	Manager Emergency Management
→ 3.4 Work with our partners to complete the replacement of water storage infrastructure on Cowichan Lake and the Stoking Lake Dam				Staff are actively working with our partners on the Lake Cowichan Weir Replacement and Stoking Creek Dam Replacement projects. Updates on these projects are detailed below. <i>06/11/2024</i>	On Track	Chief Administrative Officer
→ Lake Cowichan Weir Replacement				Staff from the partner organizations have been meeting regularly as part of a Weir Technical Working Group. The group has begun prioritizing next steps and defining roles and responsibilities for each organization. Some of the key activities include hiring a project manager, developing a project communication plan, updating costs estimates, and reviewing timelines and funding agreements. It is planned for a project update to be provided to the elected officials in late Q3 2024. <i>06/03/2024</i>	On Track	Deputy CAO, General Manager - Strategic Services







Initiative	2024	2025	2026	Updates	Status	Owner
→ Stocking Lake Dam Replacement				CVRD staff are working with the Town of Ladysmith staff to receive updated costing information and to discuss next steps relating to detailed design. The discussion also confirms project funding and confirmation of funding sources. <i>06/05/2024</i>	On Track	General Manager - Operations
4.0 Promote organizational excellence					On Track	Cowichan Valley Regional District
→ 4.1 Implement a new reporting regime that includes periodic strategic planning updates, project updates and tracking of strategic initiatives				As of July 2024, the Board will begin receiving regular Strategic Plan status updates, to be provided on a quarterly basis. Staff will now focus on creating further reports that provide updates relating to Capital Projects, while developing internal Division/Department workplans. <i>06/03/2024</i>	Complete	Deputy CAO, General Manager - Strategic Services
→ 4.2 Be an employer of choice - celebrate and communicate recognition and appreciation of staff				Staff have completed a Work from Home Program feedback survey and anticipate the completion of a revised Work from Home Policy prior to the end of Q3 2024. Staff are currently testing employee performance development and employee management tools; full implementation is anticipated to occur prior to the end of Q4 2024. <i>06/14/2024</i>	On Track	Manager - Human Resources
→ 4.3 Develop and report on measures to improve recruitment and retention of employees				Staff are working toward the implementation of a human resource information system (HRIS) which will streamline and automate HR processes, improving efficiency and accuracy relating to payroll, benefits, performance management, recruitment, learning and development and onboarding. The anticipated implementation is Q2 2025, pending budgetary constraints. An exempt compensation market study is currently underway in accordance with Board resolution 12-85: <i>Conducting a compensation survey of comparator local governments every 3 years.</i> <i>06/26/2024</i> The CVRD received the BC Municipal Safety Association Award. The CVRD had taken steps to improve its WorkSafe performance over the last several years through active injury case management. Premium rates have reduced by approximately 22% over the past five years and the CVRD is currently in a discount position. <i>06/26/2024</i>	On Track	Manager - Human Resources
→ 4.4 Promote a learning culture to support effective decision-making and program delivery				Staff recently completed two change management training sessions and are coordinating directly with various training providers to offer additional learning and development opportunities in 2024. All learning and development opportunities will align with CVRD core values. This will include training in leadership, personal wellness and diversity, equity and inclusion. <i>06/05/2024</i>	On Track	Manager - Human Resources








OUR LIVELIHOODS




Initiative	2023	2024	2025	2026	Updates	Status	Owner
5.0 Increase the levels of economic resiliency, security, and prosperity for residents of the Cowichan Region						On Track	Cowichan Valley Regional District
→ 5.1 Update the 2018-2022 Economic Development Cowichan Strategic Plan to build on our strengths					Phase 1 of the project engagement activities is underway, which includes initial outreach to First Nations, a business and a community survey, key informant interviews, and focus groups. Phase 2 of engagements will take place in Q3 2024. <i>06/03/2024</i>	On Track	Manager - Economic Development
→ 5.2 Identify potential initiatives for investment and partnerships to enhance community public spaces in our rural centers through the Local Area Planning process					Local Area Plans are under development for Electoral Areas. Engagement with Advisory Planning Commissions, Malahat and Ts'uubaa-asatx Nations has been completed. Local Area Plan Profiles & Alternate Futures Reports have also been completed. <i>05/30/2024</i>	On Track	Manager - Strategic Initiatives

OUR COMMUNITIES

Initiative	2023	2024	2025	2026	Updates	Status	Owner
6.0 Create healthy, livable, and efficiently serviced communities						On Track	Cowichan Valley Regional District
→ 6.1 Encourage collaboration and coordination on the development of Official Community Plans, land use policies, and bylaws across Electoral Areas, Municipalities, and First Nations					Initial meetings with First Nations have been held to consider the future of the CVRD portion of the Island Corridor. A CVRD Working Group has been established to review draft technical memos and a webpage and story map was launched. <i>05/30/2024</i>	On Track	Manager - Strategic Initiatives
→ 6.2 Modernize the Official Community Plan for the Electoral Areas					The statutory OCP bylaw adoption process is scheduled to commence in Q4 2024. <i>05/30/2024</i>	On Track	Manager - Strategic Initiatives
→ Update development permit area guidelines and exemptions					A review and update of development permit guidelines and exemptions (riparian, environmental, form and character) is in progress. <i>06/10/2024</i>	On Track	Manager - Community Planning
→ Strengthen climate action policy					MOCP Policy Chapter 3.5 Protect & Restore Natural Assets has been drafted to include related objectives and policies. Staff report to follow in Q3 2024. <i>05/30/2024</i>	On Track	Manager - Strategic Initiatives
→ Strengthen ecological and water protection measures					MOCP Policy Chapter 3.5 Protect & Restore Natural Assets has been drafted to include related objectives and policies. Staff report to follow in Q3 2024. <i>05/30/2024</i>	On Track	Manager - Strategic Initiatives
→ Encourage new development in accordance with Smart Growth principles					MOCP Policy Chapter 3.3 Make Distinct, Complete Communities and Policy Chapter 3.4 Expand Mobility Options include related objectives and policies. Staff report to follow in Q3 2024. Zoning bylaw amendments have been completed for all nine Electoral Areas to expand options for attached and detached suites. <i>05/30/2024</i>	On Track	Manager - Strategic Initiatives
→ 6.3 Modernize and enhance the CVRD's Development Services					Development Services staff continue to seek opportunities to streamline and enhance development application processes through policies, procedures and bylaws. <i>06/25/2024</i>	On Track	Manager - Development Services
→ Implement a Land Management System					Configuration of Land Management System (LMS) Modules for development services, building inspection and bylaw enforcement is underway. Estimated completion is Q4 2024. <i>06/10/2024</i>	On Track	Manager - Development Services

Initiative	2023	2024	2025	2026	Updates	Status	Owner
→ Enhance development approval processes through improved policies, procedures and bylaws					Development Information Approval Bylaw No. 4545 was adopted in Q2 2024. Development Application Procedures Bylaw No. 4483 was amended in Q2 2024. The process for responding to land use planning referrals from other local governments is under review. <i>06/25/2024</i>	On Track	Manager - Development Services
→ Enhance public awareness and participation in development processes					The CVRD website is regularly updated with information about active development applications, public hearings and information meetings, and bylaws. Further CVRD website improvements will occur during the renewal of the corporate website, occurring in early 2025. Information about major planning initiatives and development applications is available on PlanYourCowichan. Development application guides are under review. <i>06/25/2024</i>	On Track	Manager - Development Services
→ Support Advisory Planning Commissions					Code of Conduct training was provided to Advisory Planning Commissions in Q2 2024. <i>06/25/2024</i>	On Track	Manager - Development Services
→ 6.4 Pursue provincial and federal funding to implement the Cowichan Internet and Cellular Connectivity Strategy and the Telecommunications and Antennae Structures Policy and support the delivery of improved services to all communities in the CVRD					Economic Development staff continue to reevaluate the project priority status and timing as part of the currently underway Economic Development Strategy update. <i>06/04/2024</i>	Not started	Manager - Economic Development
→ 6.5 Advocate to senior levels of government on items that the Board feels are impacting achievement of local government objectives in the Cowichan Valley					CAO reported to EASC and COTW in April and May 2024, respectively. Subsequently, the Board provided direction relating to priority advocacy items to be the focus of UBCM. Additionally, several advocacy letters have been sent to Ministers pertaining to funding for emergency weather response and social issues in the core. <i>06/24/2024</i>	On Track	Chief Administrative Officer
→ 6.6 Establish a new South Sector Liquid Waste Management Plan					Working to set up an information session with consultant(s) that were retained to facilitate and develop the draft plan to better understand the planning process, results and costing that have been identified in the draft plan and to share any operational updates that have occurred since the previous work was completed. <i>06/05/2024</i>	Not started	General Manager - Operations

Initiative	2023	2024	2025	2026	Updates	Status	Owner
→ 6.7 Implement 3 stream collection for solid waste, recycling, and organics					The RFP for new curbside totes and a pre-service roll-out waste composition study has been awarded. Input to RecycleBC on their financial incentive structure has been completed. Draft communication plan is in progress, as well as a draft design for construction of a new organics waste transfer station. An Indigenous liaison has been retained, who is supporting the project through cultural awareness and recommendations. <i>05/24/2024</i>	On Track	Senior Manager - RWM
→ 6.8 Explore design and planning improvements to Bings Creek facility					Developing a multi-phase scope of work with the intention to release an RFP document to procure a qualified consultant to review all existing work completed and develop a Project Development Strategy Report and Implementation Plan (Phase 1) by the end of Q4 2024, and to advance the Implementation Plan (Phase 2) in 2025. <i>06/05/2024</i>	Not started	General Manager - Operations
→ 6.9 Explore opportunities for service coordination and consolidation incorporating the recommendations of the Utility Service Review					The Mill Bay Sewer Integration Project is underway as of May 2024. This collection system construction project will connect the Mill Springs, Kerry Village, Brulette, and part of Sentinel Ridge sewer systems, as well as several private systems. The Windsong system (strata) tie-in is now complete. Work on the acquisition process for the Shawnigan Village Water System continues and staff anticipate advancing a public AAP process in Q3 2024. <i>06/05/2024</i>	On Track	Senior Manager - Utilities
→ 6.10 Implement the Local Government Bylaw Dispute Adjudication System					Bylaw Offence Notice Enforcement Bylaw is under review, and the associated draft policies and procedures are complete. <i>05/29/2024</i>	On Track	Manager - Bylaw Enforcement
→ 6.11 Review, update and modernize noise, nuisance, and building bylaws applicable to Electoral Areas					Staff are reviewing bylaws and will report to EASC in Q4 2024. <i>06/25/2024</i>	On Track	Senior Manager - Building Inspection & Bylaw Enforcement
7.0 Make available a range of housing options and housing tenures at different income levels and stages of life						On Track	Cowichan Valley Regional District
→ 7.1 Update the regional housing needs assessment in 2024 (interim) and again in 2028					Housing Needs Reports will be completed for Electoral Areas in Q3 2024, based on new Provincial methodology. <i>05/30/2024</i>	On Track	Manager - Strategic Initiatives
→ 7.2 Complete the Workforce Housing Strategy					The final draft report was presented to COTW on June 26, 2024. Staff were directed to connect with the region's municipal partners, present the final report and recommendations, and seek any feedback or comments. <i>06/04/2024</i>	Complete	Manager - Economic Development


Initiative	2023	2024	2025	2026	Updates	Status	Owner
→7.3 Collaborate with regional partners to protect existing affordable housing and encourage the development of additional, affordable housing options including those needed to attract workers and for vulnerable populations					Financial Contribution Agreement was completed between the CVRD and the Cowichan Housing Association, following Board direction provided in March 2024. <i>06/11/2024</i>	On Track	General Manager - Corporate Services
→7.4 Explore potential housing incentives					Staff presented a report to COTW on June 12, 2024 in regards to local government authorities and strategies for affordable housing. Discussion was deferred until a decision has been made on regional planning. Staff presented a report to EASC on June 19, 2024 in regards to housing options for the Electoral Areas. <i>06/10/2024</i>	On Track	General Manager - Land Use Services
→7.5 Enhance enforcement of and modernize short term rental regulations in electoral areas					Temporary bylaw enforcement officer position, responsible for short-term rental enforcement, has been filled. Zoning regulations are under review and a report will be provided to EASC by Q4 2024. <i>05/24/2024</i>	On Track	Senior Manager - Building Inspection & Bylaw Enforcement

OUR ENVIRONMENT

Initiative	2024	2025	2026	Updates	Status	Owner
8.0 Manage current and future demand for water resources in ways that recognize and respect resource limits and the needs of our natural environment					On Track	Cowichan Valley Regional District
→ 8.1 Undertake the initiatives in the Drinking Water and Watershed Protection work program, including research and data acquisition, and the development of watershed management plans for the Region's watersheds				<p>Completed the first year of surface water quality sampling, and preparing for summer sampling. Also assisting with additional water quality monitoring on Cowichan River. Staff are preparing to implement lake sampling.</p> <p>Beginning implementation of Technical Advisory Committee for DWWP: Terms of Reference, membership, invitations.</p> <p>Completed RFP for Groundwater Quality Monitoring Strategy; expected to secure consultant by early Q3 2024.</p> <p>06/04/2024</p>	On Track	Manager - Environmental Services
→ 8.2 Provide support to community partners involved in local watershed governance				<p>CVRD partnership agreements with Cowichan Watershed Board, Shawnigan Basin Society, and Partnership for Water Sustainability in BC, have been initiated and workplans will commence in Q3 2024.</p> <p>06/04/2024</p>	On Track	Manager - Environmental Services
9.0 Strengthen, in collaboration with our partners, our airshed planning efforts improving the quality of the air we breathe					On Track	Cowichan Valley Regional District
→ 9.1 Implement Regional Airshed Protection Strategy				<p>The CVRD processed 14 applications for woodstove replacement to a cleaner, more efficient appliance, plus 3 applications for new heat pumps. The Airshed Roundtable is active and reviewing strategies.</p> <p>06/04/2024</p>	On Track	Manager - Environmental Services
→ 9.2 Update the Smoke Bylaw for Electoral Areas				<p>Staff plan to review the Smoke Bylaw update later in 2024.</p> <p>06/04/2024</p>	Not started	Manager - Environmental Services
10.0 Support efforts aimed at ecosystem protection and preservation					On Track	Cowichan Valley Regional District
→ 10.1 Protect and preserve the CVRD's existing regional parks – undertake Regional Parkland Strategy				<p>Regional Parks and Trails Master Plan Advisory Group members have been appointed by the Board and the initial meeting of the group is to be scheduled in June/July 2024.</p> <p>RFP process is underway to select/engage a consulting team to complete the review and update of the 2007 Regional Parks and Trails Master Plan.</p> <p>06/03/2024</p>	On Track	Senior Manager - Parks and Trails
→ 10.2 Review the Regional Parkland Acquisition Strategy				<p>RFP process underway to select/engage a consulting team to complete the review and update of the 2007 Regional Parks and Trails Master Plan.</p> <p>06/03/2024</p>	On Track	Senior Manager - Parks and Trails

OUR INFRASTRUCTURE

Initiative	2...	2024	2025	2026	Updates	Status	Owner
11.0 Support the development and use of alternative transportation opportunities in the region						On Track	Cowichan Valley Regional District
→ 11.1 Enhance and expand regional transit service as funding allows					<p>NCX interregional service to Stz'uminus (Oyster Bay) commenced April 1, 2024. Staff are planning implementation of Friday and Saturday evening service expansion on the NCX, commencing Sept 2024.</p> <p>Glenora Farm property has now been included in the custom service area boundary in the approved 2024/2025 Annual Operating Agreement (AOA) with BC Transit. This will provide more service for adults with developmental disabilities to attend Glenora Farm programs, as well as for those who volunteer and work there.</p> <p>06/03/2024</p>	On Track	Senior Manager - Facilities & Transit
→ 11.2 Identify and pursue opportunities to develop and/or complete multi-purpose trails that connect and traverse jurisdictions					<p>Opportunities continue to be regularly reviewed to identify and pursue establishment of pathways and trails that traverse and interconnect jurisdictions associated with major land development proposals, road network upgrades and grant funding programs.</p> <p>06/03/2024</p>	On Track	General Manager - Operations
→ 11.3 Develop and implement a framework to identify, prioritize, and fund active transportation infrastructure within Electoral Areas					<p>Organize a workshop with Electoral Area Directors in September/October 2024 to review the approved Regional Active Transportation Plan to clarify gaps, expectations and overall direction for Electoral Area prioritized active transportation initiatives, inclusive of funding opportunities and resources (internal and external) to implement.</p> <p>06/04/2024</p>	On Track	General Manager - Operations
→ 11.4 Advocate to MOTI for active transportation improvements in Electoral Areas					<p>Staff are working to meet with Ministry of Transportation and Infrastructure (MOTI) to review and identify opportunities to incorporate active transportation infrastructure improvements with new construction and upgrades.</p> <p>06/04/2024</p>	On Track	General Manager - Operations
12.0 Demonstrate strong fiscal stewardship						On Track	Cowichan Valley Regional District
→ 12.1 Fully implement an asset management program, including all asset groups and natural assets, which mitigate climate risks					<p>Asset Management maturity assessment and strategy development project has commenced. Project will be completed in Q3 2024.</p> <p>05/31/2024</p> <p>New final draft of revised Asset Management Policy complete. Board to approve in Q2 2024.</p> <p>05/31/2024</p>	On Track	Manager - Asset Management
→ 12.2 Refine sustainable service delivery plans within the CVRD's asset management program					<p>Project planned to commence in Q2 2025.</p> <p>06/24/2024</p>	Not started	Manager - Asset Management

Initiative	2...	2024	2025	2026	Updates	Status	Owner
<p>↳ 12.3 Increase regional service coordination to support cost efficiency</p>					<p>Operations Department to explore and negotiate service agreements to enhance economies of scale and consolidate services in line with recommendations of the 2017 Utilities Service Review. <i>06/24/2024</i></p> <p>Awaiting completion of Organizational Efficiency Review and Implementation Plan (Q3 2024) to determine further regional service coordination recommendations. <i>06/24/2024</i></p>	Not started	Chief Administrative Officer