



**Strategic  
Plan  
Quarterly  
Report to  
Board**

July to Sept.  
2024

**Q3**



**COWICHAN VALLEY  
REGIONAL DISTRICT**

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# STRATEGIC PLAN QUARTERLY REPORT

## July to September 2024

### QUARTERLY SUMMARY

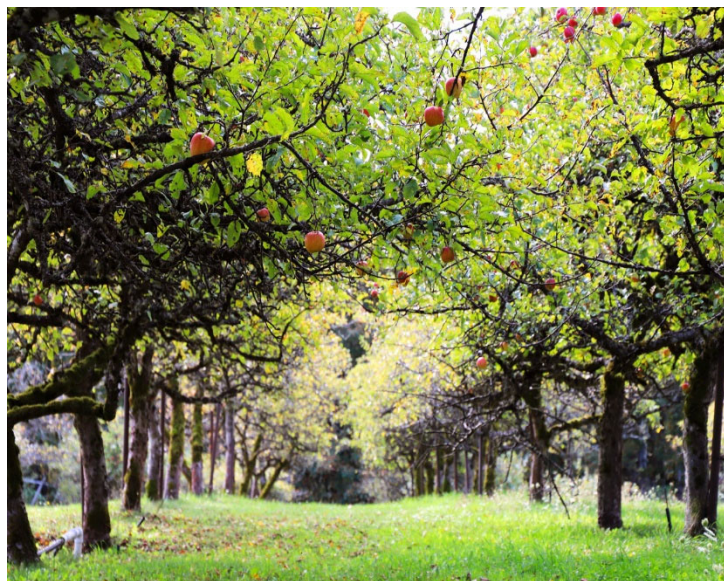
The launch of the new CVRD monthly newsletter occurred in September 2024, with the objective to keep residents informed of CVRD activities, accomplishments, events and governance decisions. The Communications & Engagement Division issued an RFP for the corporate website redevelopment project, with vendor selection to be completed by late Q3 or early Q4.

The [Cowichan Adapts website](#), revised by the Environment Services Division, also launched in September. The site provides information about the impacts of climate change, the CVRD's climate adaptation work and tools to improve your resilience to the effects of our changing climate.

In accordance with CVRD core values and aligned with our corporate goal of organizational excellence, Human Resources staff have scheduled four distinct learning and development sessions to be held in Q3/Q4, covering leadership, communication, safety, personal wellness, diversity, equity and inclusion.

The Strategic Initiatives team launched Phase 2 of the Island Rail Corridor outreach project in collaboration with First Nations, Regional Districts and the Province. Community engagement efforts included targeted stakeholder engagement, creating a Cowichan rail corridor video, an online survey and a public open house.

The Community Planning Division completed zoning bylaws amendments to increase opportunities for secondary suites and began work on zoning amendments to strengthen short-term rental enforcement. The Comprehensive Zoning Bylaw is developing with focused engagement on agricultural regulations to occur this fall.







### ADDITIONAL HIGHLIGHTS

- The CVRD Board approved a 'Three-Year Transit Plan' Memorandum of Understanding with BC Transit for 2025/26 – 2027/28, outlining transit service expansion priorities for the region.
- The Parks & Trails Division engaged a consultant to review and update the Regional Parks & Trails Master Plan. Background work is being completed to prepare for upcoming community and First Nations engagement.
- The Strategic Initiatives Division completed interim housing needs reports for the electoral areas.






2023-2026 STRATEGIC PLAN

RECONCILIATION

Initiative	2024	2025	2026	Updates	Status	Owner
<b>1.0 Support efforts to strengthen cooperation, collaboration, and relationships between Indigenous peoples and non-Indigenous in our communities</b>						
→ 1.1 Support community-led reconciliation and relationship building through engagement with First Nations				The CVRD staff position that will be coordinating reconciliation activities has been posted with a closing date in early October 2024. It is anticipated that the position will be filled in Q4.	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 the Collaborative Community Advisory Table for the Xwulqw'selu (Koksilah) Water Sustainability Planning Process (co-led by Cowichan Tribes and Province). Staff submitted an application for an Agricultural Water Infrastructure Program grant to support for Phase 2 water supply study for the Koksilah watershed; application is currently under review.  Continued staff participation in Chemainus Watershed Initiative led by Halalt First Nation.  Ongoing collaboration with Cowichan Tribes on mid and lower Cowichan River flood mitigation projects (DMAF funded, complementary to weir replacement project).	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				G2G Agreement with Ts'uu'baa-asatx Nation is in final draft and there is interest to now have a tripartite agreement with the Town of Lake Cowichan which will require further meetings to reach a draft agreement that can be presented to the Board.  G2G meetings between Malahat and CVRD took place, identifying an interest to draft a Communications Protocol between the two organizations, and a second G2G meeting is being planned.	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				Some activities delayed due to staff recruitment. It is expected that staff will present a report to the Board in Q4 2024, which will provide recommendations relating to the development of an Indigenous relations framework, and opportunities to strengthen the organizational commitment toward reconciliation.	On Track	Deputy CAO, General Manager - Strategic Services





# OUR COMMITMENTS

Initiative	2024	2025	2026	Updates	Status	Owner
<b>2.0 Serve, strengthen, and connect Cowichan communities through collaborative governance</b>						
→ 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 June 12, 2024, the Board directed staff to develop an RFP for consulting services for development of a Regional Growth Strategy (RGS) for consideration, and to update the Corporate Strategic Plan to note a commitment to work towards an RGS.	On Track	Chief Administrative Officer
→ 2.2 Explore options for re-establishment of a Regional Planning function				On June 12, 2024, the Board directed that a regional planning service feasibility study be undertaken following discussion on the Regional Growth Strategy.	On Track	General Manager - Land Use Services
→ 2.3 Undertake a preliminary governance study for the southern Electoral Areas				To date, three community forum events have been held within each of the Electoral Areas to receive direct input from residents pertaining to current issues and concerns around governance and service delivery. In addition, staff have held multiple pop-up events within the three Electoral Areas, including: Music in the Park; Movie night at Kerry Park; Shawnigan Village; and Walking the Rail Trail in Shawnigan Lake.  The survey completion will occur on September 30, 2024. Following that, staff will be providing a report to the Board summarizing the findings of the survey.	On Track	Chief Administrative Officer
→ 2.4 Enhance community engagement and responsiveness with a variety of strategies				The launch of the new CVRD monthly newsletter occurred in September 2024, with the objective to keep residents informed of CVRD activities, accomplishments, events and governance decisions.  Staff report recommending an updated Community Satisfaction Survey to be presented to the COTW at the end of September 2024. Anticipate completing the survey by the end of November.	On Track	Manager - Communications & Engagement
→ Completing a communications and engagement strategy with a focus on climate readiness and adaptation					Not started	Manager - Communications & Engagement
→ Website improvements and public information campaigns to raise awareness of the CVRD and its services				An RFP was issued in August 2024, and Procurement and CED staff hosted an information session with over 20 vendors at the end of the month. Vendor selection is anticipated to be complete by the end of September 2024.	On Track	Manager - Communications & Engagement
→ Public information meetings prior to public hearings					Not started	Manager - Communications & Engagement









Initiative	2024	2025	2026	Updates	Status	Owner
<b>3.0 Promote climate action initiatives, reduce our own greenhouse gas emissions, and protect our communities from the adverse impacts of climate change</b>						
→ <b>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</b>				Staff continue 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 Q4 2024.	On Track	Manager - Environmental Services
→ <b>3.2 Complete the high priority items (1-4 years) of Cowichan Adapts as outlined in the Implementation Plan</b>				Rebranded Cowichan Adapts website is in draft form and project partners have provided input. Confirmation of use of partner logos is nearly complete and launch of the new site is anticipated in September 2024. Work continues in planning for climate forum in December 2024.	On Track	Manager - Environmental Services
→ <b>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</b>				CVRD Emergency Management staff continue to be working with the municipal partners through the CAO Advisory Committee. The objective is to bring the Board an update and recommendations relating to the program status and next steps in October 2024. CVRD staff have been prioritizing training and exercises with a number of sessions scheduled for Q4 2024.	On Track	Senior Manager - Emergency Management
→ <b>3.4 Work with our partners to complete the replacement of water storage infrastructure on Cowichan Lake and the Stocking Lake Dam</b>						
→ <b>Lake Cowichan Weir Replacement</b>				The weir working group has continued to meet bi-weekly over the summer, with work underway on confirming cost projections, operating costs and communication strategy. Cowichan Tribes continues to engage the Province and CVRD staff continue to support the project and various partners, including the Cowichan Watershed Board in various ways, such as technical and administrative activities.	On Track	Deputy CAO, General Manager - Strategic Services
→ <b>Stocking Lake Dam Replacement</b>				Continued work with the Town of Ladysmith to receive a consultant proposal for the detailed design of the dam replacement. Town of Ladysmith will manage the project and CVRD will contribute 50% funding from its \$2.6M allocation of Growing Community Funds towards the dam replacement. On September 3, 2024, Town for Ladysmith Council resolved to accept the proposal of an engineering firm for detailed design services for a total cost of \$381,439 plus applicable taxes. Town of Ladysmith is working on an agreement with the firm and will issue a Notice to Proceed.	On Track	General Manager - Operations

Initiative	2024	2025	2026	Updates	Status	Owner
<b>4.0 Promote organizational excellence</b>						
→ 4.1 Implement a new reporting regime that includes periodic strategic planning updates, project updates and tracking of strategic initiatives					Complete	Deputy CAO, General Manager - Strategic Services
→ 4.2 Be an employer of choice - celebrate and communicate recognition and appreciation of staff				Staff have commenced the review and revision of all HR-related administrative policies; completion is anticipated to occur within Q2 2025. Staff continue to progress toward the completion of a revised Work from Home Policy. Staff continue testing employee performance development and employee management tools.	On Track	Manager - Human Resources
→ 4.3 Develop and report on measures to improve recruitment and retention of employees				Staff have commenced the process to update and implement the employee orientation/onboarding/offboarding program. Pending the human resource information system (HRIS) implementation, it is anticipated to be complete within Q4 2025. An exempt compensation market study remains underway in accordance with Board resolution 12-85: <i>Conducting a compensation survey of comparator local governments every 3 years.</i> Staff continue working toward the implementation of an HRIS that will streamline and automate HR processes, improving efficiency and accuracy in payroll, benefits, performance management, recruitment, learning and development, and onboarding. Pending budgetary constraints, anticipated implementation in 2025.	On Track	Manager - Human Resources
→ 4.4 Promote a learning culture to support effective decision-making and program delivery				Staff have scheduled four distinct learning and development sessions to occur throughout September, October, November and December 2024, and are coordinating directly with various training providers to create a 2025 learning and development calendar. All learning and development opportunities will align with CVRD core values. This will include training in leadership, communication, safety, personal wellness, diversity, equity and inclusion.	On Track	Manager - Human Resources








# OUR LIVELIHOODS








Initiative	2023	2024	2025	2026	Updates	Status	Owner
<b>5.0 Increase the levels of economic resiliency, security, and prosperity for residents of the Cowichan Region</b>							
→ <b>5.1 Update the 2018-2022 Economic Development Cowichan Strategic Plan to build on our strengths</b>					Phase 1 of the project engagement activities is complete, including initial outreach to First Nations, a business and a community survey, key informant interviews, and focus groups. A mid-project update was provided to COTW on July 24, 2024. Phase 2 of engagements will take place in Q3 2024.	On Track	Manager - Economic Development
→ <b>5.2 Identify potential initiatives for investment and partnerships to enhance community public spaces in our rural centers through the Local Area Planning process</b>					Local Area Plan implementation plans and metric development is underway for spring 2025 APC engagement. The Alternate Future report for each Local Area Plan is completed following Spring 2024 APC engagement.	On Track	Manager - Strategic Initiatives


# OUR COMMUNITIES

Initiative	2023	2024	2025	2026	Updates	Status	Owner
<b>6.0 Create healthy, livable, and efficiently serviced communities</b>							
→ <b>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</b>					Island Corridor Project Phase 2: Visioning & Option Identification (Summer/Fall 2024) is underway and focuses on soliciting input from stakeholders. Activities include: collaboration with First Nations, Regional Districts and the Province; working group sessions; stakeholder engagement; creating a rail corridor video; online survey and public open house; evaluation of feedback; technical considerations and option identification.	On Track	Manager - Strategic Initiatives
→ <b>6.2 Modernize the Official Community Plan for the Electoral Areas</b>					Local Area Plans under development, supported by Complete Communities assessments. APC engagement planned for Q2 2025. Projections completed for Electoral Area Housing Needs Reports (HNR), for presentation to EASC during Q4. Draft Modernized OCP updated in response to new HNR projections. Draft Modernized OCP map schedules updated, for presentation to EASC during Q4.	On Track	Manager - Strategic Initiatives
→ <b>Update development permit area guidelines and exemptions</b>					Draft amendments to development permit area designations and guidelines pending MOCP adoption.	Overdue	Manager - Community Planning
→ <b>Strengthen climate action policy</b>					Policies are included in draft OCP Bylaw 4373 anticipated to be brought to the Board for 1st reading late fall 2024.	On Track	Manager - Strategic Initiatives
→ <b>Strengthen ecological and water protection measures</b>					Policies are included in draft OCP Bylaw 4373 anticipated to be brought to the Board for 1st reading late fall 2024.	On Track	Manager - Strategic Initiatives
→ <b>Encourage new development in accordance with Smart Growth principles</b>					Policies are included in draft OCP Bylaw 4373 anticipated to be brought to the Board for 1st reading late fall 2024. Comprehensive zoning bylaw in progress.	On Track	Manager - Strategic Initiatives
→ <b>6.3 Modernize and enhance the CVRD's Development Services</b>							
→ <b>Implement a Land Management System</b>					Land management system development is in progress. Planning module expected to complete in Q4 2024.	On Track	Manager - Development Services
→ <b>Enhance development approval processes through improved policies, procedures and bylaws</b>					Development application procedures bylaw updated to enhance enforceability of development permit guidelines.	On Track	Manager - Development Services









Initiative	2023	2024	2025	2026	Updates	Status	Owner
→ Enhance public awareness and participation in development processes					Land Use Services continues to utilize the CVRD website, PlanYourCowichan and social media channels to provide information regarding applications and initiatives.	On Track	Manager - Development Services
→ Support Advisory Planning Commissions					Planning staff continue to support APCs through meeting coordination, technical support at meetings, and recording minutes as needed.	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 are reevaluating the project priority status and timing as part of Economic Development Strategic Plan update process.	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					The Board approved advocacy focus areas for the 2024 UBCM Convention, based on focus areas as identified in the Corporate Strategic Plan. Meetings with senior officials occurred September 2024. Further follow-up expected after the Provincial election. A variety of advocacy issues advanced this quarter, as directed by the Board, including letters to the Minister of Transportation regarding improving Island Transit and a letter of support to the Regional District of Nanaimo for the Legislative Reform Initiative for Regional Districts.	On Track	Chief Administrative Officer
→ 6.6 Establish a new South Sector Liquid Waste Management Plan					An information session with Environmental Services staff and the consultants was held in Q2 2024, providing financial modelling services to inform the draft SSLWMP. Information sessions will be coordinated with relevant staff and consultants on their involvement and findings in the creation of the draft Stage 3 Plan.	Not started	General Manager - Operations
→ 6.7 Implement 3 stream collection for solid waste, recycling, and organics					The RFP for new curbside totes and a pre-service has been awarded. The pre-roll-out waste composition study is in progress. Input to RecycleBC on their financial incentive structure has been completed. A draft communication plan and curbside bylaw are in progress. The 30% design for constructing the new organics waste transfer station is complete—work on the 50% is in progress. Following collaboration with local Elders and the Indigenous Liaison, a Hul'q'umi'num' name was identified for the Bings Creek Recycling Centre sign: "Sh'e'luhwut Siilthun", which in the Quw'utsun language translates to: "a place where you leave things to reuse".	On Track	Senior Manager - Recycling & Waste Management
→ 6.8 Explore design and planning improvements to Bings Creek facility					RFP Scope of Work is being finalized and meetings with Municipality of North Cowichan staff related to the potential provision of community water to the site are ongoing.	On Track	General Manager - Operations

Initiative	2023	2024	2025	2026	Updates	Status	Owner
→ 6.9 Explore opportunities for service coordination and consolidation incorporating the recommendations of the Utility Service Review					<p>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. Construction of the collection mains is in progress. Kerry Village is now discharging to the Mill Bay plant. Kerry Village awaiting design for refit to pump station. Brulette will require a pump station at Stonebridge as part of the connection.</p> <p>The AAP for Shawnigan Village Waterworks passed and was certified by the Corporate Officer on September 25, 2024.</p>	On Track	Senior Manager - Utilities
→ 6.10 Implement the Local Government Bylaw Dispute Adjudication System					Bylaw Offence Notice Enforcement Bylaw was adopted by the Board on September 11, 2024, and corresponding City of Nanaimo Registry Agreement is anticipated to be adopted by Nanaimo City council on September 26, 2024.	Overdue	Manager - Bylaw Enforcement
→ 6.11 Review, update and modernize noise, nuisance, and building bylaws applicable to Electoral Areas					Unsightly Premises Bylaw amendments are in draft form. Report is anticipated for EASC meeting in October for review.	On Track	Senior Manager - Building Inspection & Bylaw Enforcement
<b>7.0 Make available a range of housing options and housing tenures at different income levels and stages of life</b>							
→ 7.1 Update the regional housing needs assessment in 2024 (interim) and again in 2028					The 2024 Housing Needs Report for Electoral Areas was completed. A presentation will be provided to EASC on October 2, 2024.	On Track	Manager - Strategic Initiatives
→ 7.2 Complete the Workforce Housing Strategy					Staff have sent the draft final report to the region's municipal partners seeking any feedback or comments. Several Municipalities have requested to receive presentations on the Strategy prior to making comment. Presentations are being scheduled in September/October 2024.	Complete	Manager - Economic Development
→ 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					Meetings happening regularly to identify opportunities for partnership. Cowichan Housing Association (CHA) budget and annual report received. The CHA is to appear as a delegation at the COTW meeting on October 9, 2024.	On Track	General Manager - Corporate Services
→ 7.4 Explore potential housing incentives					On June 12, 2024, staff provided a report to COTW regarding Authorities and Strategies for Affordable Housing. The report was referred until after decisions are made on regional growth and regional planning.	On Track	General Manager - Land Use Services

Initiative	2023	2024	2025	2026	Updates	Status	Owner
<p>↳ 7.5 Enhance enforcement of and modernize short term rental regulations in electoral areas</p>					<p>On June 26, 2024, the Board directed that staff prepare a service establishment bylaw to implement business licensing, and a regulatory bylaw for short-term rentals and bed and breakfast businesses within the Electoral Areas; and that elector approval for the adoption of the service establishment bylaw be obtained through an Alternative Approval Process (AAP); and that a communications plan be developed to support this initiative. AAP is pending.</p> <p>Zoning regulations are under review and a report to EASC is anticipated for Q4 2024.</p>	On Track	Senior Manager - Building Inspection & Bylaw Enforcement

# OUR ENVIRONMENT

Initiative	2024	2025	2026	Updates	Status	Owner
<b>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</b>						
→ <b>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</b>				<p>The summer round of baseline water quality sampling was completed successfully. Staff also participated in focused water quality sampling on the Cowichan River in response to last year's fish kill. Surface water sampling for lakes is scheduled to begin in September 2024.</p> <p>Continuing work towards establishing the Technical Advisory Team (TAT) for DWWP: Terms of Reference, membership, invitations have been developed, discussion underway with the Province regarding potential co-leadership of the TAT.</p> <p>Groundwater Quality Monitoring Strategy - consultant has been selected and project is well underway.</p>	On Track	Manager - Environmental Services
→ <b>8.2 Provide support to community partners involved in local watershed governance</b>				CVRD partnership agreements have been signed and funding has been provided to Cowichan Watershed Board, Shawnigan Basin Society, and Partnership for Water Sustainability in BC. Discussions underway with other potential partners, including the Municipality of North Cowichan, to support water quality in Quamichan and Somenos Lakes.	On Track	Manager - Environmental Services
<b>9.0 Strengthen, in collaboration with our partners, our airshed planning efforts improving the quality of the air we breathe</b>						
→ <b>9.1 Implement Regional Airshed Protection Strategy</b>				The CVRD processed 16 applications for woodstove replacement to a cleaner, more efficient appliance, plus 6 applications for new heat pumps. An application to the Province for funding for the 2025 woodstove rebate program will be submitted in September 2024. The Airshed Roundtable is active and reviewing strategies.	On Track	Manager - Environmental Services
→ <b>9.2 Update the Smoke Bylaw for Electoral Areas</b>				A review of the bylaw with the perspective of future updates is planned for Q4 2024.	On Track	Manager - Environmental Services
<b>10.0 Support efforts aimed at ecosystem protection and preservation</b>						
→ <b>10.1 Protect and preserve the CVRD's existing regional parks – undertake Regional Parkland Strategy</b>				A consultant has been engaged to complete the review and update of the Regional Parks & Trails Master Plan. Background work currently being completed to prepare regional community and First Nations engagement program/schedule, with first round of engagement being planned for Q4 2024. Initial meeting(s) with Regional Parks Advisory Group also being scheduled, and briefing by consulting team on the proposed engagement program and project timeline to be provided to an upcoming meeting of the COTW.	On Track	Senior Manager - Parks & Trails

Initiative	2024	2025	2026	Updates	Status	Owner
<p>↳ <b>10.2 Review the Regional Parkland Acquisition Strategy</b></p>				<p>A consultant has been engaged to complete the review and update of the Regional Parks &amp; Trails Master Plan. Background work currently being completed to prepare regional community and First Nations engagement program/schedule, with first round of engagement being planned for Q4 2024. Initial meeting(s) with Regional Parks Advisory Group also being scheduled, and briefing by consulting team on the proposed engagement program and project timeline to be provided to an upcoming meeting of the COTW.</p>	<p>On Track</p>	<p>Senior Manager - Parks &amp; Trails</p>

# OUR INFRASTRUCTURE

Initiative	2023	2024	2025	2026	Updates	Status	Owner
<b>11.0 Support the development and use of alternative transportation opportunities in the region</b>							
→ <b>11.1 Enhance and expand regional transit service as funding allows</b>					<p>NCX interregional service to Stz'uminus (Oyster Bay) commenced April 1, 2024. Staff are implementing Friday and Saturday evening service expansion on the NCX, commencing September 6, 2024.</p> <p>The transit service agreement with Halalt First Nation is being renewed for another 5 years, effective October 1, 2024 to September 30, 2029.</p>	On Track	Senior Manager - Facilities & Transit
→ <b>11.2 Identify and pursue opportunities to develop and/or complete multi-purpose trails that connect and traverse jurisdictions</b>					<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. Current initiatives underway are inclusive of previously Board approved Active Transportation projects in Electoral Areas A, E &amp; H.</p>	On Track	General Manager - Operations
→ <b>11.3 Develop and implement a framework to identify, prioritize, and fund active transportation infrastructure within Electoral Areas</b>					<p>A planned workshop with Electoral Area Directors 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 is deferred pending the fall Provincial election in order to provide for involvement of the Ministry of Transportation &amp; Infrastructure, given the Ministry's responsibilities and decision-making with respect to rural roads within Electoral Areas. Scheduling of this workshop is now intended for early 2025 with availability of Ministry representatives.</p>	On Track	General Manager - Operations
→ <b>11.4 Advocate to MOTI for active transportation improvements in Electoral Areas</b>					<p>Initial engagement has taken place with Ministry of Transportation &amp; Infrastructure representatives to review the CVRD Board's strategic Active Transportation objectives for the Electoral Areas and opportunities for next steps, inclusive of organizing a workshop with Electoral Area Directors.</p>	On Track	General Manager - Operations
<b>12.0 Demonstrate strong fiscal stewardship</b>							
→ <b>12.1 Fully implement an asset management program, including all asset groups and natural assets, which mitigate climate risks</b>					<p>The Asset Management Policy has been revised and will be presented for Board approval in Q4 2024. The Asset Management Maturity Assessment was completed over the summer and will be presented at the same time.</p>	On Track	Manager - Asset Management
→ <b>12.2 Refine sustainable service delivery plans within the CVRD's asset management program</b>						Not started	Manager - Asset Management
→ <b>12.3 Increase regional service coordination to support cost efficiency</b>					<p>Significant work is focusing on the full implementation of the regional Emergency Management Service to meet requirements of the new Provincial legislation and it is anticipated that the Local Authority Agreement for the service will be renewed next quarter.</p>	On Track	Chief Administrative Officer