



# Strategic Plan Quarterly Report to Board

April to June  
2025

**Q2**



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REGIONAL DISTRICT**

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# STRATEGIC PLAN QUARTERLY REPORT

## April to June 2025

### QUARTERLY SUMMARY

The First Nations Relations Section, in collaboration with Learning & Development, continue to provide in-person learning opportunities for staff, including a recent Hul'q'umi'num' Language Class. An Internal Assessment has been initiated with support of a consultant, and our First Nations Relations Advisor continues to support staff in project engagement for community programs and project engagement across the organization.

Emergency Management Cowichan has launched annual training to commence in July for the Regional Emergency Operations Centre (REOC) in Cowichan, providing a variety of training options for members.

The Corporate Strategic Plan Check-In and 2026 Budget Process was presented to the Committee of the Whole in June, identifying focus areas such as budget planning, major initiatives, fiscal stewardship and public engagement planning.

CVRD Curbside Collection service is operating for all single family properties in Electoral Areas. CVRD Recycling & Waste Management Division, with support from Communications & Engagement, recently participated in the creation of an information video with partners from City of Duncan and Municipality of North Cowichan. The video highlights allowable compostable items and tips for curbside collection services.

Strategic Initiatives Division completed public information meetings and APC meetings for the Official Community Plan (OCP) and Local Area Plans (LAPs).



### ADDITIONAL HIGHLIGHTS

- The CVRD 2024 Annual Report was presented to the Board for information.
- The Statement for Financial Information (SOFI) report was completed for the 2024 year-end and published on the [cvr.ca](https://cvr.ca) website for public viewing.
- The Environment Division's Water Conservation public outreach and education campaign is underway.

## 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>						
→ <b>1.1 Support community-led reconciliation and relationship building through engagement with First Nations</b>				<p>Phases 1 (Learning) and 2 (Internal Assessment) are underway to develop an Indigenous Relations Framework.</p> <p>Coordinating and communicating National Indigenous History Month (June) learning opportunities for staff to support relationship building with local First Nations communities:</p> <ul style="list-style-type: none"> <li>• weekly email communications to staff about ways to commemorate NIHM including community events and learning resources</li> <li>• opportunities to volunteer with celebrations at Cowichan Tribes</li> <li>• in-person Hul'q'umi'num' language class with Elder T'awahwiye</li> <li>• Nature Ramble with elder Siilnahmut Ken Elliott and Genevieve Singleton</li> </ul>	On Track	Chief Administrative Officer
→ <b>1.2 Support watershed governance and stewardship with local First Nations</b>				<p>Continued participation in Xwulqw'selu (Koksilah) Water Sustainability Planning Process (co-led by Cowichan Tribes and Province). Staff are also participating on the planning team and assisting with feasibility of various water supply options. Delegation to the COTW on July 23, 2025, to provide an update.</p> <p>Continued participation in Chemainus Watershed Initiative (led by Halalt First Nation). Halalt has requested funding support from CVRD. Staff report on July 9, 2025, re: allocating remaining Chemainus flood mapping funds.</p> <p>Ongoing collaboration with Cowichan Tribes on Cowichan River flood mitigation projects (DMAF funded, complementary to weir replacement project). Potential partnership with Cowichan Tribes for DRIF-funded project for dike upgrades.</p>	On Track	Manager - Environmental Services



Initiative	2024	2025	2026	Updates	Status	Owner
→ 1.3 Work with local First Nations to develop initiatives that support our shared environmental, social, economic, and governance goals				<ul style="list-style-type: none"> <li>An internal assessment is underway to support development of a CVRD Indigenous Relations Framework. The Internal Assessment will include recommendations for improved policies and practices to support government to government (G2G) relationship building, the establishment of MOUs and agreements, staff learning and development and coordination of Indigenous relations information sharing within the organization.</li> <li>EMC has begun an Indigenous relations project, under the <i>Emergency Management Act</i>, for building out agreements with all Nations who identify traditional territory within the region.</li> <li>Working with Malahat First Nation to plan next steps for establishing a G2G agreement for working together, expanding on the Community Economic Development Initiative (CEDI).</li> <li>Meeting with Ts'uubaa-asatx First Nation in July for establishing a G2G agreement which is now in the final draft stage.</li> <li>MOU with Cowichan Tribes is in development and underway through a collaborative approach with our local governments in the region.</li> </ul>	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				<ul style="list-style-type: none"> <li>Internal Assessment Workplan presented to First Nations Relations Advisory Group on March 21, 2025.</li> <li>Workplan for Internal Assessment presented to the Board on June 11, 2025.</li> <li>Internal Assessment initiated on June 23, 2025, by consultant.</li> </ul>	On Track	Deputy CAO, General Manager - Corporate Services

## OUR COMMITMENTS

Initiative	2024	2025	2026	Updates	Status	Owner
<b>2.0 Serve, strengthen, and connect Cowichan communities through collaborative governance</b>						
→ <b>2.1 Work collaboratively with member municipalities and First Nations towards the development of a Regional Growth Strategy</b>				Gathering input from CVRD and municipal representatives regarding servicing and other technical studies to support RGS development.  On April 23, 2025, the Board resolved to postpone consideration of RGS initiation until the Modernized OCP has been completed and adopted; and directed staff to report back on scope of work and budget for technical components to inform the RGS.	Behind	Chief Administrative Officer
→ <b>2.2 Explore options for re-establishment of a Regional Planning function</b>				Regional Planning Feasibility Study terms of reference prepared; consultant engaged.  Regional Planning Feasibility Study to be undertaken during Q4 2025.	On Track	General Manager - Land Use Services
→ <b>2.3 Undertake a preliminary governance study for the southern Electoral Areas</b>					Complete	Chief Administrative Officer
→ <b>2.4 Enhance community engagement and responsiveness with a variety of strategies</b>					On Track	Manager - Communications & Engagement
→ <b>Completing a communications and engagement strategy with a focus on climate readiness and adaptation</b>					Not started	Manager - Communications & Engagement
→ <b>Website improvements and public information campaigns to raise awareness of the CVRD and its services</b>				Consultant presented design framework with accessibility rationale and draft prototype to senior leadership team, and CED staff collected feedback for final design. Design and wireframing to be completed in July 2025, followed by full content migration in August.	On Track	Manager - Communications & Engagement
→ <b>Public information meetings prior to public hearings</b>					Complete	Manager - Communications & Engagement
<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>				GHG and energy reduction strategy anticipated for completion in early Q3 2025. This will include an updated GHG inventory, identification of emissions reductions pathways, and recommendations for corporate and community mitigation actions. Staff report to committee anticipated by Q3 2025.	On Track	Manager - Environmental Services

Initiative	2024	2025	2026	Updates	Status	Owner
→ 3.2 Complete the high priority items (1-4 years) of Cowichan Adapts as outlined in the Implementation Plan				Temporary full-time staff hired at end of Q2 2025 to support climate action. Priorities include LGCAP reporting and implementation of Climate Mitigation Strategy. Climate Mitigation Strategy completion anticipated for Q3 2025. Climate Forum Planning group - planning for 1-day event in Q4 2025. Remaining High Priority Actions include regional coordination on planning and active transportation and increasing resilience to climate-related hazards.	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				Draft Emergency Management Service Establishment and draft Delegation Bylaw amendments are completed and moving towards Board consideration. Emergency Management annual public awareness event completed for 2025 (Transfer Beach, Ladysmith). Significant gains in progressing Training and Exercise work plans. The river monitoring dashboard project is in its final beta testing phase. FireSmart and Emergency Communications work plans are on track, despite staffing challenges.	On Track	Senior Manager - Emergency Management
→ 3.4 Work with our partners to complete the replacement of water storage infrastructure on Cowichan Lake and the Stocking Lake Dam					On Track	Chief Administrative Officer
→ Lake Cowichan Weir Replacement				Staff continue to work with Cowichan Tribes, Cowichan Watershed Board, Province of BC, Domtar, and Municipality of North Cowichan to advance the water license application and weir replacement project. Work is focused on completing environmental assessment requirements. Submission of license application is anticipated in Q4 2025.	On Track	Manager - Environmental Services
→ Stocking Lake Dam Replacement				Consultant design work is ongoing. Estimated completion of design work is Q4 2025. Tendering into Q4 2025/Q1 2026 with construction completed by Q4 2026.	On Track	General Manager - Operations
4.0 Promote organizational excellence						
→ 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 - Corporate Services

Initiative	2024	2025	2026	Updates	Status	Owner
→ 4.2 Be an employer of choice - celebrate and communicate recognition and appreciation of staff				<p>Strides have been made toward fostering a culture of recognition, appreciation, and holistic well-being at the CVRD. A wide range of initiatives have been rolled out and actively supported across the organization to reinforce our commitment to being an employer of choice.</p> <p>The CVRD's new employee development and performance management tools have been introduced, with corresponding training underway. These tools support meaningful performance conversations, growth planning, and targeted recognition. The related coaching series and workshops are equipping leaders with the skills to integrate recognition into daily supervisory practice.</p> <p>The comprehensive review and modernization of HR administrative policies continues, with all draft policy iterations on track for completion by the end of 2025. This work supports consistency and fairness across the organization while embedding appreciation and recognition into everyday processes.</p> <p>The CVRD's wellness program has seen strong participation and enthusiasm throughout 2025. Highlights include successful organization-wide events such as GoByBike Week, the launch of the CVRD Movers &amp; Doers Club, Financial Wellness workshops, an active hike series, regular yoga and movement sessions and individualized ergonomic assessments. These offerings reflect a well-rounded approach to staff well-being and appreciation.</p> <p>Ongoing efforts to achieve COR (Certificate of Recognition) certification are further reinforcing our commitment to health, safety, and the well-being of our team. These initiatives demonstrate a coordinated and sustained effort to celebrate, value, and support staff at all levels.</p>	On Track	Senior Manager - Human Resources
→ 4.3 Develop and report on measures to improve recruitment and retention of employees				<p>Staff continue to develop and report on measures to enhance employee recruitment and retention through several ongoing initiatives. Options for implementing a Human Resources Information System (HRIS) in 2026 are still under active exploration. In support of this initiative, proposals have been solicited from consulting firms to conduct a workflow efficiency analysis, with an initial focus on Payroll and Advisory Services, to ensure organizational readiness for HRIS implementation.</p> <p>The exempt compensation review survey has been completed and data analysis is substantially complete; however, recommendations are currently on-hold pending further consideration of 2026 budget implications.</p> <p>These efforts collectively aim to enhance the employee experience, strengthen organizational capacity, and support long-term retention and recruitment outcomes.</p>	On Track	Senior Manager - Human Resources

Initiative	2024	2025	2026	Updates	Status	Owner
→ 4.4 Promote a learning culture to support effective decision-making and program delivery				<p>Since the March 14, 2025 update, the CVRD has made substantial progress in advancing a culture of learning across the organization. The 2025 corporate learning calendar has been finalized and partially delivered, featuring a range of development opportunities aligned with organizational needs.</p> <p>Planning has already begun for the 2026 learning calendar, with a continued focus on high-quality, relevant training that supports staff and leadership development. In parallel, the CVRD is exploring both self-directed and in-person Indigenous cultural learning opportunities to deepen cultural competency across the organization. These efforts reflect meaningful and ongoing progress in creating a learning environment that supports strong leadership, effective decision-making, and high-quality program delivery.</p>	On Track	Senior 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>					<p>On March 12, 2025, the CVRD Board resolved to proceed with a formal service review of Function 121 – Economic Development Division. The review is expected to be completed by September 2025, and the results may have implications for the EDC Strategic Plan project.</p> <p>An early draft EDC Strategic Plan has been prepared by project consultants. The draft Plan has been reviewed by CVRD and municipal staff, and was presented to the CVRD Special Committee of the Whole on June 25, 2025. Additional opportunities for the Board to provide input on the draft will follow the completion of the service review process.</p>	Behind	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>					LAP online survey and APC referrals completed; Implementation and Metrics Plan Report completed.	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>					June 25, 2025: The Board received the Complete Communities Grant 2 Local Area Plan Implementation Monitoring and Report Plan; and accepted draft Local Area Plans, with changes resulting from the public engagement process.	On Track	Manager - Strategic Initiatives
→ <b>6.2 Modernize the Official Community Plan for the Electoral Areas</b>					April 15, 2025: Per Board direction, a workshop was held for all APCs; and OCP Bylaw 4373 was re-referred to APCs (except A, C, and I). April 23, 2025: The Board endorsed a revised project charter for the Modernized OCP and directed that a public information meeting (PIM) be held. May 27, 2025: A PIM was held at the Cowichan Community Centre.	On Track	Manager - Strategic Initiatives
→ <b>Update development permit area guidelines and exemptions</b>					Development permit guidelines and exemptions are under review and will be advanced following adoption of the Modernized OCP.	On Track	Manager - Community Planning
→ <b>Strengthen climate action policy</b>					Corresponding climate action policies have been included in the proposed Modernized OCP Bylaw No. 4373.	On Track	Manager - Strategic Initiatives
→ <b>Strengthen ecological and water protection measures</b>					Corresponding policies have been included in the proposed Modernized OCP Bylaw No. 4373.	On Track	Manager - Strategic Initiatives
→ <b>Encourage new development in accordance with Smart Growth principles</b>					Corresponding policies have been included in the proposed Modernized OCP Bylaw No. 4373.	On Track	Manager - Strategic Initiatives
→ <b>6.3 Modernize and enhance the CVRD's Development Services</b>					Land Use Services continues to improve development policies, procedures and bylaws. Bylaws under review include: Development Application Procedures, Works and Services and Development Approval Information. Staff are also exploring operational policies to streamline processing of Riparian Areas Protection Regulation DPs. Land Use Services is continuously working on improvements to policies, procedures and bylaws to enhance development processes, based on the Development Services Review.	On Track	Manager - Development Services

Initiative	2023	2024	2025	2026	Updates	Status	Owner
→ Enhance development approval processes through improved policies, procedures and bylaws					<p>The Comprehensive Zoning Bylaw (CZB) - a single zoning bylaw for all electoral areas - is under development.</p> <p>May 14, 2025: The Board endorsed an updated project charter (following an updated OCP project charter).</p> <p>Staff have completed preliminary engagement from APCs.</p> <p>Interim zoning (short-term rentals, housing and miscellaneous) bylaw amendments received 3 readings and MOTT approvals.</p> <p>Revisions to DPA 1 (Riparian Areas), DPA 2 (Environmentally Sensitive Areas) and DPAs 9-12 (Form &amp; Character) are in progress.</p>	On Track	Manager - Development Services
→ Enhance public awareness and participation in development processes					<p>Presentation on DPA-1 Riparian Protection to EASC on June 18, 2025.</p> <p>Education materials are under development.</p> <p>Industry consultation is planned for Q1 2026.</p>	On Track	Manager - Development Services
→ Support Advisory Planning Commissions					A legal orientation/refresher (regarding APC bylaw, procedures and APC conduct) was previously provided to APC members in Q1 2025.	On Track	Manager - Development Services
→ Implement a Land Management System					<p>A new Land Management System Request for Proposals was developed, to include modules for building inspection and permitting, planning, bylaw enforcement and licensing. A citizen (online) portal is expected to improve the application process and reporting to the EASC and Board, and increase public transparency regarding development activities in CVRD electoral areas.</p> <p>Procurement will be undertaken in Q3.</p>	Behind	General Manager - Land Use 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					The Economic Development Cowichan (EDC) Strategic Plan is in the process of being updated. On March 12, 2025, the CVRD Board resolved to proceed with a formal service review of Function 121 – Economic Development Division. The review is expected to be completed by September 2025, and the results may have implications for the EDC Strategic Plan project. Once the EDC Strategic Plan is complete, it will redefine and prioritize acting on the Connectivity Strategy initiative.	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					Directors and CAO attended the Federation of Canadian Municipalities Convention in Ottawa in Q2 2025. Additional advocacy was advanced through letters to the Ministry of Transportation and Transit, Ministry of Labour and BC Transit regarding an interest to see a resolution to the Cowichan transit strike and need for enhanced transit funding. Ministers meetings were also requested for the UBCM Convention later in the fall on topics of regional water licencing and safety issues along the TC highway corridor.	On Track	Chief Administrative Officer
→ 6.6 Establish a new South Sector Liquid Waste Management Plan					<p>Consulted with primary consultant and financial consultant of draft SSLWMP. Development of framework to reinstate this project is ongoing.</p> <p>Reviewing current options identified in the draft SSLWMP to determine appropriate next steps in the phased approach to updating the plan.</p> <p>Workplan development identified for Q4 2025.</p>	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					This project was implemented as planned in June 2025. Now the Project Team will focus on refining the program.	Complete	Senior Manager - Recycling & Waste Management
→ 6.8 Explore design and planning improvements to Bings Creek facility					Development Plan in final stages of review. Report and presentation of findings scheduled for Board meeting in Q4 2025. Update given to SLT on July 10, 2025. Plan will be shared with CSAR and internal stakeholders. Implementation Plan proposal for next steps (Phase 2) has been received and is in review. Implementation of Phase 2 will need to be determined after review of current budget. Implementation could proceed in Q3 2025 based on availability of funds.	On Track	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 nearing completion. This collection system construction project will connect the Mill Springs, Kerry Village, Brulette Place, and part of Sentinel Ridge sewer systems, as well as several private systems. Construction of the collection mains is complete. Kerry Village is now discharging to the Mill Bay plant. Kerry Village design for refit to pump station is complete. Brulette's connection will require a pump station proposed to be built as part of the Stonebridge development.  Marble Bay Cottages' feasibility study to join the Bald Mountain Water system is on-hold at the request of the strata, which is currently investigating alternate options.  Project is on schedule to be completed in Q4 2025.	On Track	Senior Manager - Utilities
→ 6.10 Implement the Local Government Bylaw Dispute Adjudication System						Complete	Manager - Bylaw Enforcement
→ 6.11 Review, update and modernize noise, nuisance, and building bylaws applicable to Electoral Areas					CVRD Bylaw No. 4628, Unsightly Premises and Abandoned Property Bylaw, adopted by Board on May 14, 2025.	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						Complete	Manager - Strategic Initiatives
→ 7.2 Complete the Workforce Housing Strategy					A draft revised Workforce Housing Strategy has been prepared by the consultant, incorporating feedback received from municipalities in Q4 2024. The presentation of this report to the Board has been delayed to accommodate the completion of a formal service review of the Economic Development Division, which was initiated in February 2025.	Behind	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					<p>On July 23, 2025, a report on land use planning tools to support emergency shelters was presented and the Board directed staff to develop an emergency shelter and supportive housing siting policy.</p> <p>Per Board direction, CVRD and municipal staff have been exploring:</p> <ul style="list-style-type: none"> <li>options to provide extreme weather shelter for 2025/26 winter; and</li> <li>planning tools to support a coordinated approach to emergency shelters in the region.</li> </ul>	On Track	Deputy CAO, 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 deferred until after decisions are made on regional growth and regional planning.	On Track	General Manager - Land Use Services
→ 7.5 Enhance enforcement of and modernize short term rental regulations in electoral areas					<p>June 11, 2025: The Board adopted the Short Term Rental (STR) Bylaw Enforcement Policy.</p> <p>Interim zoning amendment bylaws to clarify short-term rental regulations were forwarded to the Board for readings.</p> <p>The Board directed staff to research and report back to EASC on additional short-term rental zoning amendments to support tourism dependent communities within the region.</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>DWWP Coordinator started January 2025, and is advancing priority actions of the DWWP Program.</p> <p>Surface water quality sampling completed for spring and summer 2025. Next sampling in fall 2025, with report of results to date in Q4 2025.</p> <p>Groundwater Quality Monitoring Strategy - draft under review.</p> <p>Technical Advisory Team (TAT) for DWWP: first meeting scheduled for July 31, 2025.</p> <p>Water Conservation outreach and education campaign underway.</p>	On Track	Manager - Environmental Services
→ <b>8.2 Provide support to community partners involved in local watershed governance</b>				<p>Cowichan Watershed Board and Partnership for Water Sustainability in BC agreements are continuing (both in year 2 of 3 year agreements).</p> <p>Partnership agreement with Shawnigan Basin Society completed.</p> <p>Partnership agreement with Municipality of North Cowichan under review.</p> <p>Revisions to the partnership policy will be considered in Q4 2025.</p>	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>				<p>BC Lung funding for 2025 rebate program confirmed.</p> <p>2025 rebate program opened March 3, 2025. Ten rebates issued to date, several others in process.</p>	On Track	Manager - Environmental Services
→ <b>9.2 Update the Smoke Bylaw for Electoral Areas</b>				<p>Staff have continue to work on revisions to the bylaw.</p> <p>Educational materials were updated for 2025; funding secured for woodsmoke reduction grant program for 2025.</p> <p>Public enquiries during the spring burning window indicate additional public education is needed regarding land-clearing debris and overlap with the Landclearing Management Regulation Bylaw.</p>	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>				<p>COTW presentation by consulting team is scheduled for early July (Q3 2025), with work progressing to prepare draft master plan update for Stage 2 Engagement (public/First Nations) review and feedback scheduled for fall (late Q3/early Q4 2025).</p>	On Track	Senior Manager - Parks & Trails

Initiative	2024	2025	2026	Updates	Status	Owner
<div> <div></div> <div>10.2 Review the Regional Parkland Acquisition Strategy</div> </div>				COTW presentation by consulting team is scheduled for early July (Q3 2025), with work progressing to prepare draft Regional Parks & Trails Master Plan update, inclusive of Regional Parkland Acquisition Strategy, for Stage 2 Engagement (public/First Nations) review and feedback scheduled for fall (late Q3/early Q4 2025).	On Track	Senior Manager - Parks & Trails

## OUR INFRASTRUCTURE

Initiative	2...	2024	2025	2026	2027	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>The Province approved service expansions for Sunday service on both inter-regional routes CVX (to Victoria) and NCX (to Nanaimo), with a planned commencement date of August 31, 2025.</p> <p>The transit service suspension effective February 8, 2025 continues. In May, the CVRD Board sent a letter to the Minister of Labour with a copy to the Minister of Transportation and Transit, requesting assistance to expedite a resolution to the transit strike. In July, the mediator is expected to provide a report with recommendations on settlement of an agreement.</p> <p>Staff are currently preparing advocacy letters as per Board direction, in support of expanding regional transit service as funding allows.</p>	On Track	General Manager - Community Services
→ <b>11.2 Identify and pursue opportunities to develop and/or complete multi-purpose trails that connect and traverse jurisdictions</b>						Current initiatives underway are inclusive of previously Board-approved Active Transportation projects in Electoral Areas A, E & H. Parks & Trails staff are working on an update report to EASC/Board in Q4 2025.	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>						Ministry of Transportation and Transit staff presented an update to EASC regarding proposed works and collaborative opportunities with the CVRD considered for 2025. Ongoing meetings between CVRD staff and MOTT staff have occurred in Q2 2025 and will continue in Q3 2025 to recognize and act on opportunities.	On Track	General Manager - Operations
→ <b>11.4 Advocate to MOTT for active transportation improvements in Electoral Areas</b>						The Board approved submission for consideration to the Association of Vancouver Island and Coastal Communities (AVICC) a resolution to request that the Ministry of Transportation and Transit commit necessary staff resources to work with local governments to support the planning, design, and expedient approval and development of active transportation infrastructure along rural Provincial roadways. Staff are working on providing the Board with an update on current active transportation projects in Q4 2025.	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>						Asset Valuation Project for facilities and fire halls has commenced. The project will provide unit rates for replacement for all building components located in our recreation centres, community halls, and fire halls. Having this information will assist us in calculating replacement costs for major and minor systems in each building, and for calculating reserve contributions required for future renewals and replacements.	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

Initiative	2...	2024	2025	2026	2027	Updates	Status	Owner
<div> <div></div> <div>12.3 Increase regional service coordination to support cost efficiency</div> </div>						<p>Staff have engaged in Q2 2025 with Cowichan Bay Waterworks at their request as they explore whether to formally request the CVRD to explore the feasibility of conversion of this service over to the Regional District. In addition, Board direction has been actioned to develop a scope of work for technical components that could inform a future RGS as has been noted in initiative 2.1. Roles and responsibilities of the Regional Emergency Management Program continue to be clarified with development of appropriate procedures and training programs as initiative 3.3 has indicated.</p>	On Track	Chief Administrative Officer